



The Electronic Newsletter of the Association for Institutional Research (AIR)

Vol. 26 No. 15 6/23/2005

Serving Institutional Research Professionals and Those Engaged in Management
Research, Policy Analysis & Planning Since October 22, 1986

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Next Issue Copy Deadline:
8/20/2005

Next Issue Target Publication Date:
8/25/2005

The newsletter welcomes news items related to management research, policy analysis and planning; persons changing jobs or retiring; requests for help or suggestions from readers; announcements of professional meetings and conferences; comments about recent publications; abstracts of papers which authors are willing to share; job announcements; philosophical and/or humorous thoughts; and more. This online publication is available free to anyone interested in institutional research.

If you wish to subscribe, change your subscription address, or unsubscribe, go to <http://www.airweb.org/page.asp?page=133>

If you would like to submit articles, requests or information for consideration and inclusion in the newsletter, please contact Meihua Zhai, Editor, at: (mzhai@gmu.edu).

Persons seeking jobs in institutional research, planning, or policy analysis should plan to check the AIR web page every couple of days for new positions. Point your browser to the following URL: <http://airweb.org> (look under "Jobs")

For further information regarding the Association for Institutional Research, contact Terrence Russell, Executive Director, AIR, 222 Stone Bldg., Florida State University, Tallahassee, FL 32306-4462; Telephone: (850) 644-4470 or via e-mail: (air@mailers.fsu.edu).

Words from M&M

Old e-AIR in New Format

Dear Colleagues,

In our continuing effort to improve services to our readers, e-AIR has taken a new form by going to the Web. Each month, you will still get the text version of e-AIR delivered to your e-mail inbox. Instead of receiving the whole newsletter, we will send you the Table of Contents (TOC) only, with a URL link to the most current issue of e-AIR. For those who would like to print a copy of the newsletter, a pdf version will be provided as well (look for the pdf link below the TOC linking panel). This pdf version of the newsletter will also be part of e-AIR archives. We hope you will find it easier to browse the newsletter with this new format. We would like to take this opportunity to thank our readers who have taken the time to send us suggestions and recommendations regarding this newsletter of ours.

It is no coincidence that when the AIR Forum ends, summer starts! We wish you a great summer, whether you plan to travel abroad, escape to the mountains or beaches, or stay at home. E-AIR will take a break in July and resume our publication in August. Until then, have a great, relaxing and recharging summer!

Meihua & Marne

From Your Local Hosts of the 2006 Forum

Mark Your Calendars for: June 10-14, 2006

Michelle Hall, 2006 Forum Local Arrangements Chair (mhall@selu.edu)

Come join us in New Orleans for the 46th Annual Forum. Between now and then the Local Arrangements Committee will be providing information on New Orleans in each Electronic AIR.

Did you know?

- In 2002, Travel + Leisure magazine named New Orleans the 2nd friendliest place in the country.
- The nation's first opera was performed in New Orleans in 1796.
- More than 35,000 buildings in New Orleans are on the National Register of Historic Places, more than any other city in the country.

Places to Go and Things to Do

For a lot of people, the first thing that comes to mind when they think of New Orleans is Bourbon Street. However, New Orleans is also full of family friendly

fun. For our first edition, we thought we would point out some kid-friendly attractions (as a Toys 'R' Us kid, I enjoy these also).

- Audubon Aquarium of the Americas (<http://www.auduboninstitute.org/aoa/index.php>)
Features over 1,000,000 gallons of fresh and saltwater exhibits including jellyfish, seahorses, sea otters, frogs, the Gulf of Mexico (complete with a replica of an offshore oil rig), a touch pool, and the Mississippi River.
- Audubon Zoo (<http://www.auduboninstitute.org/zoo/index.php>)
One of the top 5 zoos in the country, has over 1,500 animals including the rare white alligator in the Louisiana Swamp Exhibit; Satchmo, the baby rhino born in Sept. 2005 (weighing in at 80 lbs.); Komodo Dragons; Rex and Zulu the white tiger brothers, and many more exciting exhibits just waiting for you.
- Entergy IMAX Theatre (<http://www.auduboninstitute.org/imax/index.php>)
Conveniently located next to the Aquarium of the Americas, it is one of only six in the world with its spectacular flat screen, single projection, IMAX® 3D and high definition capabilities.
- Louisiana Children's Museum (<http://www.lcm.org/>)
Explore and experience 30,000 square feet of hands on fun, engaging exhibits and exciting programs all designed with curious kids (and grown ups) in mind. Pilot a tow boat down the Mississippi, pick up 500 pounds, trap your shadow, and much more.
- Ripley's Believe it or Not Museum (<http://www.ripleysneworleans.com/>)
10,000 square feet with over 500 exhibits, including amazing carvings from the Orient, Lee Harvey Oswald's Assassination Car, and a replica of the London Tower Bridge made entirely from match sticks.
- Six Flags New Orleans (<http://www.sixflags.com/parks/neworleans/index.asp>)
Features rides based on Batman, Looney Tunes, Sponge Bob, and local attractions such as the Big Easy, a 90 foot ferris wheel or the Dizzy Lizzy which takes you out over Lake Ponchatrain.

Post-Forum Updates

Forum Factoid

Did You Know?

Steve Chambers, 2005 Forum Chair (air@mailier.fsu.edu)

1612 people attended the AIR 45th Forum in San Diego (a record high)

70+ poster sessions were displayed

193 people presented in the Assessing Student Learning & Outcomes track

69 special interest groups convened

Also Presented:

158 Research Papers

95 Scholarly Papers

41 Demonstrations
30 Panels
27 Workshops
23 Vender Demonstrations
16 Best Papers
13 AIR Grant Papers
11 Table Topics

Anyone who presented at the 2005 Forum in San Diego and would like to share their presentations with current AIR members, please submit your presentation electronically to Christine Call. The presentations are available in the Members Only section.

PF/IRA Submission

Submit Your Paper for AIR Publications

Gerry McLaughlin, Professional File/IR Applications Editor (gmclaugh@depaul.edu)

As Professional File/IR Applications Editor, I strongly encourage all Forum presenters to submit your Forum paper for the AIR Professional File and/or IR Applications publications. Both publications are peer-reviewed and have a wide circulation to inform people of your work.

The Professional File publishes articles that synthesize issues, introduce new processes and models, and share applied, practical knowledge with institutional research professionals. For more information, please visit: <http://www.airweb.org/page.asp?page=57>

IR Applications publishes articles focused on the application of advanced and specialized methodologies. The articles address applying qualitative and quantitative techniques to the processes used to support higher education management. For more information, please visit: <http://www.airweb.org/page.asp?page=566>

Please submit your papers to:

Dr. Gerald W. McLaughlin
Director of the Office of Institutional Planning and Research
DePaul University
1 E Jackson, Ste 1501
Chicago, IL 60604-2216
Phone: (312) 362-8403
E-mail: gmclaugh@depaul.edu

Thank You,

Gerry McLaughlin
Professional File/IR Applications Editor

ERIC Submission

Update on Submission of Association for Institutional Research (AIR) Forum Papers to the Education Resources Information Center (ERIC) Database

Anne Marie Delaney, Chair of the Forum Publications Editorial Advisory Committee (FPEAC)
(delaney@babson.edu)

During the last two years, ERIC has been in the process of developing a new Web-based system for submitting manuscripts to the ERIC database. Until recently, this system redesign precluded the possibility of submitting the AIR 2003 and AIR 2004 Forum papers. In early May 2005, the Web-based system was operational and the AIR 2004 Forum papers, recommended for inclusion in ERIC, were submitted. ERIC is reviewing these papers. We will continue to monitor the ERIC Web site and submit the AIR 2003 papers as soon as the system capability is available.

The following excerpt from the ERIC Web site provides further information regarding recently acquired documents.

The ERIC contractor, CSC, has added staff to support each acquisition-related activity and is currently performing multiple, simultaneous tasks to expedite the addition of database content. Planned timeframes are to release content in phases; for example, some government documents, some journals, etc. As we approach the completion of these accessions, we will announce the specific release dates. Our preference is not to forecast or promise dates until the work is virtually completed.

Please contact Anne Marie Delaney at delaney@babson.edu, Chair of the Forum Publications Editorial Advisory Committee (FPEAC), if you have any questions regarding AIR Forum papers recommended for inclusion in the ERIC database.

NCES Publication News

Programs and Plans of the National Center for Education Statistics 2005 Edition

This publication summarizes NCES's current statistical programs, major publications, and plans for future work. The publication includes descriptions, timelines, and plans for all of the NCES data collections, such as the Common Core of Data, the Integrated Postsecondary Education Data System, and the National Assessment of Educational Progress. Also included are descriptions of NCES center-wide programs and services such as training, technology, and customer service.

To download, view and print the report as a pdf file, please visit:
<http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2005113>

Staff in Postsecondary Institutions, Fall 2003

This report, 'Staff in Postsecondary Institutions, Fall 2003, and Salaries of Full-Time Instructional Faculty, 2003-04,' presents information from the Winter 2003-04 Integrated Postsecondary Education Data System (IPEDS) web-based data collection. Tabulations represent data requested from all postsecondary institutions participating in Title IV federal student financial aid programs. The tables in this publication include data on the number of staff employed in Title IV postsecondary institutions in fall 2003 by primary occupational activity, length of contract/teaching period, employment status, salary class interval, faculty and tenure status, academic rank, race/ethnicity, and gender. Also included are tables on the number of full-time instructional faculty employed in Title IV postsecondary institutions in 2003-04 by length of contract/teaching period, academic rank, gender, and average salaries.

To download, view and print the report as a pdf file, please visit:

<http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2005155>

Technical Tips from the Field

Why XML Is Important for IR?

Meihua Zhai, George Mason University (mzhai@gmu.edu)

In the NCES' feasibility studies regarding student unit-level record collection (<http://www.airweb.org/page.asp?page=269>), the use of XML was mentioned as an eventual requirement of data submission. Have you ever wondered "why XML?"

In the April issue of e-AIR (Technical Tips from the Field) (<http://ira.rose-hulman.edu/E-AIR/air/601.txt>), we mentioned that one of XML's major functions is for data exchanges on the Web. Below are a number of reasons for XML's surging acceptance.

Plain Text

Since XML is not a binary format, we can create and edit files with anything from a standard text editor to a visual development environment. That makes it easy to debug our programs, and makes it useful for storing small amounts of data. At the other end of the spectrum, an XML front end to a database makes it possible to efficiently store large amounts of XML data as well. So XML provides scalability for anything from small configuration files to a company-wide data repository.

Data Identification

XML tells us what kind of data we have, not how to display it. Because the markup tags identify the information and break up the data into parts, an email program can process it, a search program can look for messages sent to particular people, and an address book can extract the address information from the rest of the message. In short, because the different parts of the

information have been identified, they can be used in different ways by different applications.

Stylability

When display is important, the stylesheet standard, XSL, lets you dictate how to portray the data. For example, the stylesheet for:

```
<to>mzhai@eAIR.org</to>  
can say:
```

```
Start a new line.  
Display "To:" in bold, followed by a space  
Display the destination data.  
Which produces:
```

```
To: mzhai@eAIR.org
```

Of course, we could have done the same thing in HTML, but we wouldn't be able to process the data with search programs and address-extraction programs and the like. More importantly, since XML is inherently style-free, we can use a completely different stylesheet to produce output in postscript, TEXT, PDF, or some new format that hasn't even been invented yet. The XML documents we author today can be used in future document-delivery systems that haven't even been imagined yet.

Hierarchical

Finally, XML documents benefit from their hierarchical structure. Hierarchical document structures are, in general, faster to access because you can drill down to the part you need, like stepping through a table of contents. They are also easier to rearrange, because each piece is delimited. In a document, for example, we could move a heading to a new location and drag everything under it along with the heading, instead of having to page down to make a selection, cut, and then paste the selection into a new location.

Referential Websites:

<http://www.w3.org/XML/Schema>

http://www.w3schools.com/xml/xml_whatIs.asp

This corner of the newsletter is reserved for readers to share practical tips, techniques and shortcuts that can make a difference in our work. Please share your technical prowess with us and send your tips to Meihua Zhai. Since this is a small corner, KISS (Keep It Short and Smart) will work the best.

Wanted: Interview Instrument or Suggestions

Wanted: Interview Instrument or Suggestions

Rosdiana Sukardi, University of Bath UK (rdianasukardi@yahoo.com)

I am a Ph.D. candidate at the University of Bath, United Kingdom and my dissertation is on 'How is research organized and managed in your institution', specifically looking at how the Research Management Centre or the Research Office of a university operates.

I am required to interview people who are responsible in organizing and managing research in universities in my country, Malaysia. I am interested in universities which concentrate on niche areas of research as well as research done in research universities. I want to see whether there is a difference in organizing and managing research compared to 'normal' universities. Since higher education in Malaysia is evolving, it would greatly help to look at universities from developed nations. Malaysia is planning to set up research universities.

If anyone has such an interview instrument or list of questions to ask, or knows of a source for such an instrument please email me at rdianasukardi@yahoo.com. Any comments and suggestions would be greatly appreciated. Please respond to:

Rosdiana Sukardi, University of Bath UK
(rdianasukardi@yahoo.com)

Practitioner Profile: Meet Bob Wilkinson

Practitioner Profile

Marne Einarson, Cornell University (mke3@cornell.edu)

In this feature, we summarize the results of an "electronic interview" with an individual institutional research practitioner. The goal is to foster broader knowledge and appreciation of the diverse membership of AIR, and of the different institutional contexts and activities in which we are engaged.

In this issue, we interview Dr. R. B. (Bob) Wilkinson, Director of Analysis, Planning and Assessment at Pittsburg State University in Pittsburg, KS (wilkinsn@pittstate.edu).

e-AIR: To begin, tell us something about your current position in IR.

Bob: Pittsburg State University (PSU) is a comprehensive regional university offering degree programs ranging from a two-year technical certificate up through the Education Specialist degree. PSU has approximately 6,300 students (headcount) and 286 full-time tenured/tenure earning faculty. Pittsburg, Kansas is in the southeast corner of the state within three hours of Tulsa, Wichita, Kansas City and Springfield.

I am Director of Analysis, Planning and Assessment. In the analysis portion of my position, I coordinate the submission of external surveys and reports, and provide data internally to support initiatives ranging from program review to setting tuition to analyzing surveys of student satisfaction. The planning part of my title means that I coordinate and provide support for the institution's planning process and prepare all the reports and documents. I currently serve on seven committees, among them, the University Strategic Planning Council, the Enrollment Management Committee, and the Second Century Committee which is charged with establishing a new vision for PSU. Finally, the assessment part of my title means that I oversee all assessment of student learning initiatives on campus. I have dual reporting lines, serving both the President and the Vice President for Academic Affairs. Our office is staffed by a full-time secretary, a graduate assistant, two undergraduate student workers and a half-time person to assist with the assessment of student learning activities.

e-AIR: What is your academic and professional background?

Bob: My academic and career path has been a continual quest to discover and follow my interests. I started my undergraduate studies at the Metropolitan Community College in Kansas City, Missouri and then transferred to the University of Missouri-Kansas City (UMKC). My original plan was to become a veterinarian but that was not to be so, after trying several majors, I graduated with a B.A. degree in History (and while there also met the love of my life and life companion). During my undergraduate years, I sold shoes, was a bouncer/bartender, and owned a used car lot where I specialized in old hearses and limousines. I obtained my masters' degree in Student Personnel Administration/Higher Education at UMKC, and then started a doctoral program at Oklahoma State where I discovered the wonderful world of statistics, computers and, research design and methodology. However, Oklahoma State was not the right fit for me and I eventually enrolled in the Higher Education Administration doctoral program at The Pennsylvania State University. I initially served as the GA for the department chair and was later appointed to a full-time position as Project Assistant for the Pennsylvania Research Inventory Project, a massive data collection program to support a new economic development initiative for the state. Upon receiving my D.ED, I took a position with the Missouri Coordinating Board but realized very quickly that I was not a creature of state government and wanted to be back on a campus. From there, I moved to Eastern New Mexico University where I worked in the IR office as a research associate. Among other things, I was responsible for designing the institution's first efforts in the assessment of student learning. I stayed at ENMU for

approximately three years and decided it was time to move up. This led me to Pittsburg State University where I have been for the last 18 years.

e-AIR: How did you arrive at institutional research as a profession?

Bob: I stumbled into higher education administration while I was attempting to become a counselor. When I entered Penn State I had no clue what I wanted to do when I finished. I really did not learn about institutional research, strategic planning and the assessment of student learning until I was well into my doctoral program. Before that, I did not know that some one could get paid to do this stuff. From my experiences at ENMU, I realized that I was more interested in strategic planning and the assessment of student learning than in the data management part of IR. I was extremely fortunate to end up at Pittsburg State where my areas of interest fit nicely with the needs of the institution. This professional route may seem rather bizarre to those who map out their career paths but I have always felt that if you follow your interests and do your very best, doors will open and opportunities will always present themselves. I also feel very fortunate in that I love what I do and every day is an adventure - except at IPEDS time!

e-AIR: What is the strangest data request you have received?

Bob: Probably the strangest request I have received came from the Biology Department. I was asked to help inventory cadavers and then investigate the possibility of selling them to students enrolled in our pre-med anatomy and physiology class via the university bookstore. No, I did not count cadavers nor did we approach the bookstore with this issue.

e-AIR: What book or article have you most often found yourself referring back to in the course of your work in IR?

Bob: A Brief History of Time by Stephen Hawking and the SAS manuals.

e-AIR: What is the best piece of advice you have been given related to institutional research? Who provided it?

Bob: "Act first and then beg forgiveness." After being at PSU for about a month, the VP for Student Affairs, Ms. Wilma Minton, called me into her office and told me this. It has served me well but also means that I have had to defend myself, at a moment's notice, more times than not.

Thank you, Bob!

We welcome your feedback on this feature, including suggestions for individuals to be interviewed and questions you would like to have posed in future interviews. Please e-mail your comments and suggestions to Marne Einarson at mke3@cornell.edu.

Job Listing Summary

Job Listing Summary

Gail Fishman, AIR (gfishman@mailier.fsu.edu)

Persons seeking jobs in institutional research, planning, or policy analysis should plan to check the [AIR web page](#) every couple of days for new positions. There is no charge for posting a job. Follow the format posted at the [AIR Jobs website](#) and include as much information as possible. Use the [online form](#) to submit an ad. Jobs will be displayed for one month from the posting date or one week after the application deadline. Please notify Gail Fishman if you wish to repost, revise, or leave a job posted beyond the deadline.

DIRECTOR, INSTITUTIONAL RESEARCH, Virginia Community College System, Richmond, VA, <http://www.vccs.edu>
Deadline Date: July 15, 2005

RESEARCH ASSISTANT, College of Lake County, Grayslake, IL.
Deadline Date: July 8, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH AND ASSESSMENT, Nazareth College, Rochester, NY, <http://www.naz.edu>
Deadline Date: Open until filled

DIRECTOR, INSTITUTIONAL EFFECTIVENESS, Virginia Community College System, Richmond, VA, <http://www.vccs.edu>
Deadline Date: July 15, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, The Community College of Aurora, Aurora, CO, <http://www.ccaurora.edu>
Deadline Date: July 6, 2005

MARKET AND SURVEY RESEARCH ANALYST, Johnson County Community College, Overland Park, KS.
Deadline Date: July 11, 2005

ASSISTANT DIRECTOR OF INSTITUTIONAL ASSESSMENT, George Mason University, Fairfax, VA, <http://www.gmu.edu>
Deadline Date: July 15, 2005

RESEARCHER FOR WIRELESS NETWORKING, CREATE-NET, Trento, Italy, <http://www.create-net.it>
Deadline Date: July 31, 2005

RESEARCHER FOR BROADBAND COMMUNICATION, CREATE-NET, Trento, Italy, <http://www.create-net.it>

Deadline Date: July 31, 2005

RESEARCHER FOR PERVASIVE COMMUNICATIONS, CREATE-NET, Trento, Italy,
<http://www.create-net.it>

Deadline Date: July 31, 2005

RESEARCHER FOR SECURITY, CREATE-NET, Trento, Italy,
<http://www.create-net.it>

Deadline Date: July 31, 2005

RESEARCHER FOR APPLICATIONS AND SERVICES, CREATE-NET, Trento, Italy,
<http://www.create-net.it>

Deadline Date: July 31, 2005

RESEARCH PROJECT COORDINATOR, CREATE-NET, Trento, Italy,
<http://www.create-net.it>

Deadline Date: July 31, 2005

WRITING COMPETENCY COORDINATOR, Norfolk State University, Norfolk, VA,
<http://www.nsu.edu>

Deadline Date: Review of applications will begin immediately

DIRECTOR OF INSTITUTIONAL RESEARCH, Rocky Mountain College of Art +
Design, Lakewood, CO, <http://www.rmcd.edu>

Deadline Date: Open until filled

ASSESSMENT AND ACCREDITATION SPECIALIST, The University of Scranton,
Scranton, PA, <http://www.scranton.edu>

Deadline Date: June 24, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, Life University, Marietta, GA,
<http://www.life.edu>

Deadline Date: Open until filled

INSTITUTIONAL RESEARCH ANALYST, Rider University, Lawrenceville, NJ,
<http://www.rider.edu>

Deadline Date: July 8, 2005

ASSISTANT DIRECTOR/INSTITUTIONAL RESEARCH AND PROGRAM
ASSESSMENT, Baruch College (CUNY) New York, NY,
<http://www.baruch.cuny.edu>

Deadline Date: July 1, 2005

COORDINATOR OF INSTITUTIONAL RESEARCH AND PLANNING, Jefferson
Community College, Watertown, NY, <http://www.sunyjefferson.edu>

Deadline Date: Reviews will begin June 17, 2005

DIRECTOR, INSTUTIONAL RESEARCH AND PLANNING, Allan Hancock

College, Santa Maria, CA, <http://www.hancockcollege.edu>
Deadline Date: July 25, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH - Search Extended, Central Missouri State University, Warrensburg, MO, <http://www.warrensburg.org>
Deadline Date: Review begins July 22, 2005, Open until filled

ASSESSMENT COORDINATOR, St. Edward's University, Austin, TX,
<http://www.stedwards.edu>
Deadline Date: Until filled

ASSISTANT DIRECTOR FOR ASSESSMENT, University of Central Florida.
Deadline Date: until filled (Reviews begin June 10, 2005)

RESEARCH ASSOCIATE FOR ANALYTIC STUDIES, Saint Xavier University, Chicago, IL.
Deadline Date: July 1, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, Clarion University of Pennsylvania, Clarion, PA.
Deadline Date: September 30, 2005

DIRECTOR OF INSTITUTIONAL ASSESSMENT, University of San Francisco, San Francisco, CA, <http://www.usfca.edu>
Deadline Date: Open

EXECUTIVE DIRECTOR, INSTITUTIONAL PLANNING AND RESEARCH, Snow College, Ephraim, UT.
Deadline Date: July 5, 2005

INSTITUTIONAL RESEARCH ANALYST, Capella University, Minneapolis, MN.
Deadline Date: Reviews begin June 13, 2005

RESEARCH ASSOCIATE, SURVEY RESEARCH SERVICES, ACT, Inc., Iowa,
<http://www.act.org>.
Deadline Date: Not provided

MANAGEMENT ANALYST, Indiana University Purdue University, Indianapolis, IN.
Deadline Date: Until position is filled.

DATABASE ADMINISTRATOR, INFORMATION TECHNOLOGY, Tyler Junior College, tyler, TX.
Deadline Date: Position will remain open until filled

RESEARCH ANALYST, Walden University, Minneapolis, MN,
<http://www.waldenu.edu>
Deadline Date: Not provided

RESEARCH ANALYST, West Chester University, West Chester, PA.
Deadline Date: Until position is filled

APPLICATIONS ANALYST I, University of South Carolina Aiken, Aiken, SC.
Deadline Date: Review begins June 13, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, Wesleyan University, Middletown, CT, <http://www.wesleyan.edu>
Deadline Date: July 1, 2005

POLICY ANALYST, Wyoming Community College Commission, Cheyenne, WY.
Deadline Date: Open until filled

EXECUTIVE DIRECTOR, American Board of Funeral Service Education.
Deadline Date: Not provided

SENIOR RESEARCH ANALYST, Drexel University, Philadelphia, PA.
Deadline Date: June 15, 2005 for full consideration

DIRECTOR OF PLANNING & INSTITUTIONAL ADVANCEMENT, Victoria College, Victoria, TX, <http://www.victoriacollege.edu>
Deadline Date: Until filled

Parting Thoughts

Parting Thoughts

Meihua Zhai, George Mason University (mzhai@gmu.edu)

- Our health always seems much more valuable after we lose it. ~ ~ Anon.
- Don't wait for a major crisis to discover what is truly important. ~ ~ Stephen Krempf
- Nothing in life is to be feared. It is only to be understood.
~ ~ Marie Curie
- There are two primary choices in life: to accept conditions as they exist, or accept the responsibilities for changing them. ~ ~ Dennis Waitley
- As long as one keeps searching, the answers come.
~ ~ Joan Baez
- There are no simple solutions. Only intelligent choices. ~ ~ Anon.
- A real decision is measured by the fact that you've taken a new action. If there's no action, you haven't truly decided. ~ ~ Anthony Robbins
- It's a shame how often we conduct a survey, do an assessment or generate a report - or even worse, ask a team member to generate a report for us - and then do nothing with it. ~ ~ Stephen Krempf

Reader contributions of possible future 'Parting Thoughts' are welcome. Send them to Meihua Zhai.