



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

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

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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).

From the President

2006 Forum Moved to the Chicago Sheraton May 14-18

Sandy Johnson, AIR President

With great reluctance, the AIR Board has acted to move the 2006 Forum to the Sheraton-Chicago on May 14-18 with pre-Forum workshops May 14 and 15. The 2012 Forum will be scheduled in a revitalized and vibrant New Orleans. We wish we could have returned to New Orleans much sooner, but AIR had already contractually committed to sites through 2011, so the 2012 Forum is our first opportunity.

To aid relief efforts to those devastated by Hurricane Katerina, AIR has made a donation of \$3,873 to the Red Cross Disaster Relief Fund on behalf of our members through a two-for-one matching program for a total contribution of \$7,746 (two dollars for each member). AIR is developing additional programs to assist recovery efforts of the university community; these include supporting the efforts of AIR members who volunteer their time to help affected colleagues carry out critical IR activities, and holding a fundraising event at the 2006 Forum. An e-mail note from Bill Knight (Forum Chair) and Mary Korfhage (Associate Forum Chair), sent to each member, discusses these actions in detail.

We thank the more than 500 members who provided their comments about the proposed change of location and dates for the 2006 AIR Forum. The majority of respondents favored the location change to Chicago and the date change such that the pre-Forum workshops will be held on Sunday and Monday with the opening session beginning at 5 p.m. on Monday, May 15.

Sandy Johnson
President

From Your 2006 Forum Chair

Mark Your Calendars for: May 14 - 18, 2006

Bill Knight , 2006 Forum Chair (wknight@bgnet.bgsu.edu)

Mary Korfhage, 2006 Associate Forum Chair (mary.korfhage@louisville.edu)

We share the Nation's profound sense of tragedy over the effects of hurricane Katrina and our thoughts go out to the people of the Gulf region, especially our colleagues in institutional research and higher education. AIR has made a donation to the Red Cross Disaster Relief Fund on behalf of our members. We are also working on a program whereby AIR will support members who wish to volunteer their time to assist colleagues in the affected areas with carrying out critical activities such as IPEDS and accreditation reporting; details will follow soon. Finally, we are planning a fundraising event for the Forum.

More than 500 members provided comments about the proposed change of location and dates for the 2006 AIR Forum. These comments were very useful

and we are sorry that we are not able to thank each of you individually. The majority of respondents favored the location change to Chicago and the scheduling change such that the pre-Forum workshops will be held on Sunday and Monday with the opening session beginning at 5 p.m. on Monday, May 15 (not the 14th as previously stated).

Some members - even those advocating a change of venue -- expressed strong feelings about supporting New Orleans and other southern sites while equally strong voices held that it will not be possible to provide a quality experience in New Orleans in 2006.

The Board explored alternative dates and locations for the Forum and concluded that we needed to act quickly so that both members and the Forum Committee can plan appropriately. At this late date, hotel availability is very limited, many alternative sites that could accommodate us are already booked, and other conferences are also competing for the available spaces. It is also the case that we are contractually obligated for sites through 2011. The Chicago Sheraton already has other conferences booked during the days following the proposed May dates as well as throughout June.

In addition, we have learned that the New Orleans Sheraton, the least damaged of the city's major hotels, has been turned over to FEMA as its headquarters and will house workers through at least March 31, 2006. As a result, restoration is not expected to begin before April.

With this information and your feedback in mind, the AIR Board of Directors has decided to move the 2006 Forum to Chicago on May 14-18 with pre-Forum workshops on May 14 and 15, and to schedule the 2012 Forum in a revitalized and vibrant New Orleans. We realize that these dates are not ideal for everyone, but we trust the flexibility and support of our members will ensure a professionally vital conference.

Please consider submitting a conference presentation or workshop proposal (<http://www.airweb.org>) if you have not done so already and mark the new dates and location on your calendar. Because of the short notice of the change, we will move the October 1 proposal deadline to October 7, but will work with members directly affected by the hurricane who need more time on a case-by-case basis.

Revised hotel and other information will be posted to the AIR Web site by October 14. Thank you for your support and advice as we made this difficult decision. We look forward to seeing you in Chicago in May.

Bill Knight
Forum Chair
Mary Korfhage
Associate Forum Chair

Call for Proposals for the 2006 Forum

Call for Proposals for the 2006 AIR Forum

Bill Knight, 2006 Forum Chair

The 46th AIR Forum Call for Proposals deadline is October 7, a little more than a week away.

The Call for Proposals is at: <http://www.airweb.org/page.asp?page=47>. There are a variety of presentation formats offering you creative freedom and complimenting your individual styles.

Please submit a proposal and share your research, best practices, projects, or special studies with your AIR colleagues. We also encourage you to collaborate with colleagues within your organization and from other organizations. The deadline for proposals is October 7, 2005.

The Web-based proposal submission tools are available at <http://www.airweb.org/page.asp?page=4> and choose either Track Proposal or Pre-Forum Workshop Proposal. Using the Web tool increases the likelihood that your proposal will follow the required formatting specifications.

This year we have also created specialized call for proposals for assessment practitioners (<http://www.airweb.org/page.asp?page=589>), student affairs researchers

(<http://www.airweb.org/page.asp?page=308>), and graduate students (<http://www.airweb.org/page.asp?page=311>).

Please pass along this information to anyone you know in IR, assessment, student affairs research, and graduate students. Instructions and the proposal are available via the web. We especially encourage proposals related to our theme of Effectiveness Through Diversity. Please refer any questions about the Forum to me (wknight@bgnet.bgsu.edu) or Dr. Mary Korfhage, Associate Forum Chair at mary.korfhage@louisville.edu. Thank you and we look forward to seeing you in Chicago.

Give serious consideration to submitting a proposal for the 2006 AIR Forum. It's a great way to enhance your career and expand your professional network!

Sincerely,

Bill Knight
2006 Forum Chair

News from US News

Obtaining Ranking Data from U.S. News

Bob Morse, Director of Data Research (bmorse@usnews.com)

U.S. News will again provide free of charge, to any institutional researcher, a series of Excel spreadsheets with the data that appeared in the America's Best Colleges 2006 guidebook ranking tables that were published on the U.S. News web site on August 19, 2005. The spreadsheets will not be posted on a web site, they will be emailed directly to each individual. These spreadsheets will only contain the data that appears in the published ranking tables, not all the data used to compute the rankings.

This information is provided for convenience purposes to AIR members by U.S. News to assist them in their analytical responsibilities. Data is only available from the America's Best Colleges 2006 edition guide book ranking tables (those published in August 2005). To request these tables, or if you have questions about this offer, please send an e-mail to either: rmorse@usnews.com or sflanigan@usnews.com. The e-mail request should contain a one or two sentence reason for the request to access the data for your school or institution.

Expect a turnaround time of up to 10 business days before receiving the Excel files. Ranking tables that were published in previous years will be available later.

This is not a permission to print or repost the ranking tables publicly. The data can be used for internal research purposes only.

Bob Morse
Director of Data Research
U.S. News & World Report
<http://www.usnews.com>

News from AAUP

Faculty Compensation Survey available for completion in Oct

John W. Curtis, AAUP Director of Research, aaupfcs@aaup.org
Doug Kinsella, Research Associate, aaupfcs@aaup.org

The annual Faculty Compensation Survey of the American Association of University Professors (AAUP) will be available for completion by early October, with an initial response deadline in early December. As for the 2004-05 academic year, institutional respondents will be notified by e-mail when the survey is ready, and will be directed to the AAUP Web site to download forms and instructions. We are not planning any major changes to the format of the survey for the coming year, but we do hope to institute a more rapid response to your data submissions. We are currently in the process of automating many of the data checks that were previously performed by hand, which we hope will result in faster and more accurate feedback for you.

If you are the AAUP respondent for your institution, watch for an e-mail in the next few weeks with more information. If you are not, please forward this message to that person. If you are not sure who the respondent for your institution is, or if you know that the contact information has changed, please feel free to contact us by e-mail at aaupfcs@aaup.org-we would prefer not to take contact changes by telephone at this time. For more information about our survey, please visit our Web site at <http://www.aaup.org/research>.

Thanks again for your participation in our annual survey.

John W. Curtis, AAUP Director of Research
Doug Kinsella, Research Associate
aaupfcs@aaup.org

NCES Publication News

NPEC Sourcebook on Assessment: Definitions and Assessment Methods for Communication, Leadership, Information Literacy, Quantitative Reasoning, and Quantitative Skills

The NPEC Sourcebook on Assessment provides descriptive information about commercially developed instruments that are designed to assess communication skills, leadership skills, information literacy, quantitative reasoning, and quantitative skills for use in postsecondary education settings. The information provided for each instrument includes the content area it assesses, its cost, content, its reliability and validity, strengths, and limitations when this information was available. This sourcebook also examines definitions and important student outcomes in each of the 5 areas and cites resources that provide more in-depth information about the issues involved in measuring these 5 areas. Audiences who might find this publication helpful include faculty, assessment professionals, institutional researchers, and others who are involved in selecting assessments and developing assessment processes.

To download, view and print the entire report as a pdf file, please visit: <http://nces.ed.gov/pubs2005/2005832.pdf>

Projections of Education Statistics to 2014

NCES has just released 'Projections of Education Statistics to 2014.' This report provides projections for key national education statistics on enrollment, graduates, teachers, and expenditures of elementary and secondary schools; and enrollment, degrees, and expenditures of degree-granting institutions. The report also contains state-level projections of public elementary and secondary enrollment and public high school graduates to the year 2014. The report notes that after increasing by about one-fifth between 1989 and 2002, enrollments in

public and private schools are expected to increase at slower rates between 2002 and 2014. Enrollment in grades PK-8 is expected to increase by 5 percent between 2002 and 2014, while enrollment in grades 9-12 is expected to increase by 2 percent. Reflecting the increasing number of young people in the traditional college-age population, college enrollment is expected to rise by 17 percent from 2002 to 2014. The number of full-time students is expected to increase by 20 percent during this period, while the number of part-time students is expected to increase by 14 percent.

To download, view and print the entire report as a pdf file, please visit: <http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2005074>

Changing Scene

Dr. Denise Gardner, formerly Associate Director of IR at Georgia Tech has now become the Associate Director of IR at The University of Georgia. Congratulations, Denise!



Dr. Victor M. H. Borden was appointed Associate Vice President for University Planning, Institutional Research and Accountability at Indiana University. After 13 years on the IUPUI campus, Vic is moving to the central administration of Indiana University. Aside from the 140 mile round trip until his daughter graduates high school in Indianapolis (3 years!), Vic is excited about the challenge of extending his work to support the more encompassing university which serves 100,000 students on eight campuses, with just over 5,000 faculty, 11,000 staff, and an annual budget of \$2.3 billion. Happy driving, Vic!



After serving as interim for two years, Ray Christie has accepted the position of Vice Provost for Academic Administration at Central Michigan University. More information is available: <http://www.news.cmich.edu/news/index.asp?id=757>. Best wishes, Ray!

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 Willard Hom, Director of Research and Planning at the System Office of the California Community Colleges (whom@cccco.edu).

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

Willard: My current position is relatively unique in the IR world. I work as the Director of Research & Planning at the System Office of the California Community Colleges. This is equivalent to the Dean's position at the state chancellor's office in other states. The uniqueness lies in the responsibility to serve the 109 community colleges in California, the largest system of higher education in the nation. The sheer size, geographic dispersion, and cultural diversity of the populations involved all present constant challenges.

In 2003, as the chief of the Research & Planning Unit, I supervised a staff of six people (five senior analysts and one librarian). Three of the senior analysts performed statistical analysis and collected data, and two senior analysts handled accountability and planning issues. The budget crisis in California resulted in a staff reduction that left my unit with only two senior analysts. However, recently proposed legislation will bring my unit's staffing up to six positions. I report to the Vice-Chancellor of the Technology, Research, and Information Services Division.

The primary responsibilities of my unit are as follows:

1. Provide advice and guidance on research and planning issues that concern the system;
2. Project enrollments;
3. Analyze institutional performance and facilitate institutional accountability;
4. Obtain, review, and disseminate research to interested parties;
5. Work with various organizations and agencies to coordinate research efforts; and
6. Collect data as needed.

I personally participate in each of the above elements. About 25% of my time involves the planning and coordination of research and/or analysis (including surveys) within the system office and between the system office and its partners. About 25% of my time goes to data analysis (using SPSS, STATA, and/or Excel software). Another 25% of my time goes to answering queries or data requests.

The remaining 25% of my time usually involves the review and distribution of published research and the supervision of staff.

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

Willard: My background is a path that I could not have planned as a preparation for my current post. I have a bachelor's degree in political science from the University of California, Davis and an M.B.A. from the California State University, Sacramento. I worked in market research, newspaper advertising, and news writing for television before I began my career as a researcher for the State of California. For the State of California, I began as a SAS programmer/researcher for the Department of Health Services, switched to fiscal forecasting in health, and then transferred to the Employment Development Department (the state's version of the U.S. Department of Labor). In my ten years with the state labor office, I did statistical analyses, survey planning and administration, management analysis, and customer satisfaction research.

My entrance into the IR profession was by accident, although I have always intended to work in social research in one form or another. A former colleague at the state labor agency had been working for a few years at the System Office and asked me to apply for a vacancy there. I did and was hired in a senior analyst position in early 1999. By 2002, I had been appointed as the Director of the Research and Planning Unit.

e-AIR: Tell us about a professional accomplishment you have achieved.

Willard: This is a tough question. Achieving a dean-level position, supervising the research office for the largest community college system in the nation, would count as a professional accomplishment. Getting my work (as a co-author) published in the *Journal of Applied Research in the Community Colleges* during 2004 was a milestone, given that I have worked relatively briefly in this field of research. Two other items also stand out. My report on an environmental scan model for our system was included in the first IR book in China, and other researchers here in the U.S. have found this paper useful. My conference paper on customer satisfaction models seems to have provided technical guidance to many people within our system and beyond it. I guess mentioning more than one professional accomplishment is more than you requested so I'll stop here.

e-AIR: If you're willing, tell us about a mistake you've made as an IR practitioner. What did you learn from this experience?

Willard: A mistake that I made in IR involved the first few months as director. Our office faced a deluge of work (related to a now-defunct accountability system) that included some tough deadlines, especially given the level of staffing I had for the tasks. I began working 12-hour days and sleeping less than five

hours each night. The consequences of trying to tackle too much work by myself led to a couple of major reporting errors that embarrassed the office. In one case, upper management had asked for a quick analysis of a project, and I pushed myself with an overnight effort to complete it. I submitted the analysis, without giving my work a thorough review, because I was barely making the delivery time. I had not been told that the analysis would get incorporated that afternoon in a public announcement. Anyway, that evening after I had submitted the analysis, I did a review of the previous night's work and caught several major errors. I immediately got on my e-mail system to correct my analysis but it was already too late. In my e-mail box was a publicly distributed report (including my flawed analysis) that was followed by a series of e-mail responses from protesting readers of the report. Naturally, I got chewed out from various people. My real mistake was that I accepted the deadline. The lesson? Well, I know that I have to just say "No" to unreasonable requests, and it always helps to have a peer reviewer for your work.

e-AIR: From your experience, what are the essential skills and characteristics of an effective IR professional?

Willard: I'd say that the ability to learn a variety of things is one essential skill. This would be especially true of IR people in state-level offices. The job demands run a vast gamut, and a limited skill set will make you obsolete in a short time. Legislation, changes in leadership, new technology, new research findings, and new methodology all necessitate continuous learning for the IR professional. The motivation to undertake self-instruction and the ability to grasp (conceptually at least) new topics are core characteristics of effective IR professionals.

Other essential skills include communication skills (both written and oral), social skills, objectivity, quantitative skills (at least familiarity with multiple regression), political skills (understanding the issues of budgets and policies), and data processing skills. An IR professional can still work effectively if they have weaknesses in one of these skills, but each additional weakness will result in a cumulative loss in long-run total effectiveness. For people in a relatively large IR office, a skill deficit in one area may be less of a detriment than in a one-person office.

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

Willard: My vice-chancellor (my superior in the hierarchy) told me that joining the professional organizations for IR would help. My involvement with California's group for IR (the Research and Planning Group) and AIR (and its affiliates) has made the transition of an "outsider" relatively easy. Much of the learning that occurs through these groups is not available from a book or a classroom. It makes you realize that doing IR in a vacuum is a big mistake.

e-AIR: What do you do when you are not working?

Willard: I love to play tennis and listen to music. At one time, I competed successfully in tournament tennis (with rankings in my USTA section), but now I play it for exercise and as a release from pressure. I cannot play any instrument and I cannot sing (not even karaoke), but I really enjoy a variety of musical styles. Pop hits from the 60s and 70s (giving away my age), jazz, new age, and classical music tend to fill my CD library. My wife and I are raising two amazing sons. Wilson is 11 and Jason is 4. I might as well call them Job #2 and Job #3, but they are labors of love. They're very active and inquisitive kids, and it takes some effort to keep up with them.

e-AIR: Thank you, Willard!

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 (<mailto:mke3@cornell.edu>).

Technical Tips from the Field

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

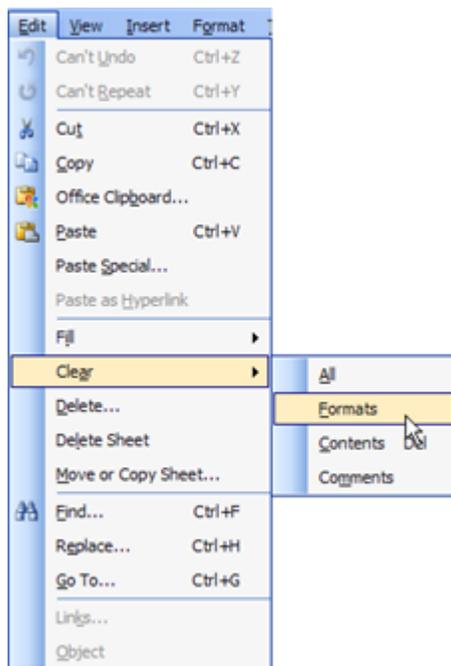
This corner of the newsletter is reserved for readers to share practical tips, techniques and shortcuts that can make a difference in our work. Please share your technical prowess with us and send your tips to Meihua Zhai (<mailto:mzhai@gmu.edu>). Since this is a small corner, KISS (Keep It Short and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

Keep the Content, Lose the Format

Many times when we get spreadsheet workbooks or text documents from others, what we need is the content, not the formatting. Have you ever needed a quick way to clear all formatting before applying your own styles to the files?

I. To clear worksheet formatting in Excel version 2002:

1. Click any cell in the spreadsheet and then press CTRL+A to select all cells in the worksheet.
2. On the Edit menu, point to Clear, and then click Formats.



II. To clear a document formatting in Word version 2002:

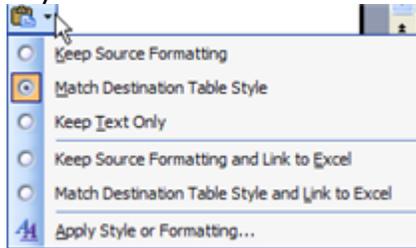
3. Open the Word document you need to clean.
4. Press CTRL+A to select all the contents.
5. Press CTRL+SHIFT+N to clear all formatting.

III. Copying from Excel to Word:

When you copy a table of data from Excel 2002 into Word 2002, you can match the destination table style and your table will be formatted in the Word default table style.

6. Open both the Word document you want to copy to and the Excel worksheet that contains the table.
7. In Excel, select the table you want to copy.
8. Press CTRL+C to copy the table to the clipboard.
9. Switch to Word, and then click where you want the table to appear.
10. Press CTRL-V to paste.

11. Using the Paste Options smart tag , select Match Destination Table Style.



Position 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 (#0061) - West Campus, Valencia
Community College, Orlando, FL, <http://valenciacc.edu>
Deadline Date: October 20, 2005

RESEARCH ANALYST I, Temple University, Philadelphia, PA,
<http://www.temple.edu>
Deadline Date: October 30, 2005

PROGRAMMER ANALYST SENIOR, University of Idaho, Moscow, ID,
<http://www.uihome.uidaho.edu>
Deadline Date: October 8, 2005

SENIOR INSTITUTIONAL RESEARCH DATA ADMINISTRATOR, California State
University, Los Angeles, CA, <http://www.calstatela.edu>
Deadline Date: Open until filled

DIRECTOR, INSTITUTIONAL RESEARCH AND INFORMATION SERVICES,
University of California, Los Angeles, CA, <http://www.gdnet.ucla.edu>

Deadline Date: Open until filled

PRINCIPAL POLICY ANALYST, University of California, Berkeley, Berkeley, CA,

<http://www.berkeley.edu>

Deadline Date: Open until filled

DIRECTOR OF INSTITUTIONAL RESEARCH AND EFFECTIVENESS, South

University, Savannah, GA, <http://www.southuniversity.edu>

Deadline Date: None

INSTITUTIONAL RESEARCHER, Kauai Community College, Lihue, Kauai, HI,

<http://www.kauai.hawaii.edu>

Deadline Date: October 10, 2005

DIRECTOR OF BENCHMARKING, Grenzebach Glier & Associates, Inc., Chicago, IL.

Deadline Date: October 31, 2005

INSTITUTIONAL RESEARCH SYSTEMS MANAGER, University of California,

Merced, CA, <http://www.ucmerced.edu>

Deadline Date: Open until filled

RESEARCH ANALYST, Purdue University, West Lafayette, IN,

<http://www.purdue.edu>

Deadline Date: September 29, 2005

PHARMACOLOGY RESEARCH ADMINISTRATOR, Yale University, New Haven, CT.

Deadline Date: Not provided

EXECUTIVE DIRECTOR FOR INSTITUTIONAL RESEARCH, ASSESSMENT, AND

PLANNING (IRAP), California State University, Dominguez Hills, Carson, CA,

<http://www.csudh.edu/>

Deadline Date: October 31, 2005

ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH & ASSESSMENT, Bucknell
University, Lewisburg, PA.

Deadline Date: October 7, 2005

RESEARCH ASSOCIATE/ASSISTANT RESEARCH SCIENTIST, Indiana University
Center for Postsecondary Research and National Survey of Student Engagement
(NSSE), Bloomington, IN, <http://www.nsse.iub.edu>

Deadline Date: ongoing

REPORTING MANAGER, University of Missouri, Columbia, MO.

Deadline Date: Open until filled

ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH, Bowling Green State University Firelands College, Huron, OH, <http://www.firelands.bgsu.edu>
Deadline Date: October 17, 2005

RESEARCHER ANALYST, Lynn University, Boca Raton, FL.
Deadline Date: Open until filled

COORDINATOR, INSTITUTIONAL EFFECTIVENESS, University of Houston, Houston, TX.
Deadline Date: Open until filled

ASSOCIATE INSTITUTIONAL PLANNER, University of Wisconsin-Stout, Menomonie, WI, <http://www.uwstout.edu>
Deadline Date: Open until filled

RESEARCH ASSOCIATE 2, University of Houston, Houston, TX,
<http://www.uh.edu>
Deadline Date: Open until filled

UNIVERSITY ACADEMIC ASSESSMENT COORDINATOR, Virginia Tech, Blacksburg, VA, <http://www.vt.edu>
Deadline Date: By October 28, 2005 for full consideration.

INSTITUTIONAL RESEARCH ANALYST, Eastern Kentucky University, Richmond, KY.
Deadline Date: Review begins Sept. 20; continues until filled

INSTITUTIONAL RESEARCH ASSOCIATE, The University of Missouri – St. Louis, St. Louis, MO <http://www.umsl.edu>
Deadline Date: September 30, 2005

SENIOR INSTITUTIONAL RESEARCH ASSOCIATE, Nova Southeastern University, Ft. Lauderdale, FL, <http://www.nova.edu>
Deadline Date: Until filled

RESEARCH ANALYST, American University, Washington, DC,
<http://www.american.edu>
Deadline Date: negotiable

CHIEF ADVANCEMENT OFFICER, Southwestern Community College District, Chula Vista, CA.
Deadline Date: Friday, October 14, 2005

ASSISTANT PROFESSOR (tenure track), Educational Policy Analysis, University of

Kentucky, Lexington, KY, <http://www.uky.edu>
Deadline Date: December 1 or until filled

COORDINATOR OF FIRST-YEAR RESEARCH, Loyola College in Maryland,
Baltimore, MD, <http://www.loyola.edu>
Deadline Date: Open until filled

SENIOR DIRECTOR, PUBLIC POLICY, ACCOUNTABILITY & ASSESSMENT, Washoe
County School District, Reno, NV, <http://www.washoe.k12.nv.us>
Deadline Date: September 20, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, Miami University, Oxford, OH.
Deadline Date: Will continue until position is filled

ASSISTANT DIRECTOR OF INSTITUTIONAL EFFECTIVENESS AND RESEARCH,
(205H-22-11), AIU Online, IL, www.aiuonline.edu
Deadline Date: Not provided

SENIOR ENROLLMENT ANALYST, Boston College, Chestnut Hill, MA.
Deadline Date: Not provided

DIRECTOR OF INSTITUTIONAL RESEARCH & ASSESSMENT, Hartwick College,
Oneonta, NY, <http://www.hartwick.edu>
Deadline Date: Review of applications will begin immediately.

BUSINESS SYSTEMS ANALYST, University of Texas Medical Branch, Galveston,
TX, <http://www.utmb.edu>
Deadline Date: September 19, 2005

ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH & REPORTING, George
Mason University, Fairfax, VA.
Deadline Date: September 30, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, Beloit College, Beloit, WI,
<http://www.beloit.edu>
Deadline Date: September 30, 2005

TECHNOLOGY SUPPORT COORDINATOR, Cox College of Nursing and Health
Sciences, Springfield, MO.
Deadline Date: As soon as possible

PROGRAM ASSESSMENT PROJECT MANAGER, University of Phoenix, Phoenix, AZ,
<http://www.apollogrp.edu>
Deadline Date: October 1, 2005

DIRECTOR OF INSTITUTIONAL RESEARCH, Marygrove College, Detroit, MI .
Deadline Date: Application screening begins September 15

SENIOR RESEARCH ASSOCIATE, Learning Point Associates, Chicago, IL.
Deadline Date: Not provided

STRATEGIC PLANNING COORDINATOR, Colorado Mountain College, Glenwood Springs, CO.
Deadline Date: Applications accepted through September 23, 2005

DATA RESOURCE ANALYST, Michigan State University, East Lansing, MI,
<http://www.reg.msu.edu>
Deadline Date: September 30, 2005

DIRECTOR, OFFICE OF BUDGETS AND INSTITUTIONAL ANALYSIS, University of Northern Colorado, Greeley, CO, <http://www.unco.edu>
Deadline Date: Until filled

STATISTICIAN, Learning Point Associates, Chicago, IL.
Deadline Date: Not provided

RESEARCH SPECIALIST - EXTERNAL EVALUATION, Learning Point Associates, Chicago, IL.
Deadline Date: Not provided

DIRECTOR OF INSTITUTIONAL RESEARCH AND EFFECTIVENESS, Western Carolina University, Cullowhee, NC, <http://www.wcu.edu>
Deadline Date: Open until filled

ENROLLMENT ANALYST, University of Houston-Clear Lake, Houston, TX,
<https://jobs@uhcl.edu>
Deadline Date: September 30, 2005

RESEARCH ANALYST, Washington University, St. Louis, MO,
<http://www.wustl.edu/university/>
Deadline Date: Not provided

RESEARCH ANALYST, West Chester University, West Chester, PA.
Deadline Date: October 2005

ASSISTANT DIRECTOR OF BUDGET AND FINANCIAL ANALYSIS, University of Illinois at Chicago, Chicago, IL.
Deadline Date: As soon as possible

DIRECTOR OF INSTITUTIONAL RESEARCH, Lynchburg College, Lynchburg, VA,
<http://www.lynchburg.edu>
Deadline Date: Until filled

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

UNIVERSITY DATA ADMINISTRATOR, University of Nevada at Las Vegas, Las Vegas, NV, <http://www.unlv.edu>
Deadline Date: Not provided

RESEARCH PROJECT COORDINATOR, Evergreen State College, Olympia, WA,
<http://www.evergreen.edu>
Deadline Date: Review of applications begins September 16, 2005

INSTITUTIONAL RESEARCH PROFESSIONAL, North Georgia College & State University, Dahlonega, GA, <http://www.ngcsu.edu>
Deadline Date: Review of applications will begin immediately

ASSOCIATE DIRECTOR, INSTITUTIONAL RESEARCH AND PLANNING, Georgia Institute of Technology, Atlanta GA .
Deadline Date: October 1, 2005

DIRECTOR OF ACCREDITATION AND ASSESSMENT, University of Houston of Technology, Houston, TX, <http://www.uh.edu>
Deadline Date: Fall 2005

Parting Thoughts

Parting Thoughts

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

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

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- Only he who keeps his eye fixed on the far horizon will find his right road. ~
Dag Hammarskjold
 - There are people who want to be everywhere at once, and they get nowhere.
~ Carl Sandburg
 - All animals, except man, know that the principal business of life is to enjoy it.
~ Samuel Butler

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- The only man who can't change his mind is a man who hasn't got one. ~
Edward Noyes Westcott
 - To do things today exactly the way you did them yesterday saves thinking. ~
Woodrow Wilson
 - Every new adjustment is a crisis in self-esteem. ~ Anonymous
 - Change is not made without inconvenience, even from worse to better. ~
Richard Hooker
 - Vision is the art of seeing things invisible. ~ Jonathan Swift
 - When we cannot dream any longer, we die. ~ Emma Goldman
 - People, by and large, will relate to the image you project. ~ Chyatee
 - Do what you can, with what you have, where you are. ~ Theodore Roosevelt
 - To keep a lamp burning, we have to keep putting oil in it. ~ Mother Teresa