



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

Vol. 27 No. 1 1/31/2007

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

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Current Subscribers: 5776

Next Issue Copy Deadline:
2/23/2007

Next Issue Target Publication Date:
2/26/2007

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: (meihua.zhai@usg.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, Suite 211, 1435 E. Piedmont Drive, Tallahassee, FL 32308 Phone: 850/385-4155, Fax: 850/385-5180 or via e-mail: (air@mailers.fsu.edu).

AIR Elects New Leadership

Sandra K. Johnson, Nominating Committee Chair/Immediate Past President

The Association for Institutional Research Board of Directors is pleased to announce the 2006-07 election results. Congratulations to everyone who participated in this process, especially the members who consented unselfishly to fill the slate.

Both revisions to the AIR Constitution passed, providing more inclusive language and establishing the Ethics Committee as an Advisory Committee to the Board. The newly elected Board members and Nominating Committee are:

Vice President - William E. Knight, Assistant Vice President for Planning and Accountability, Bowling Green State University

Treasurer - Heather A. Kelly, Assistant Director of the Office of Institutional Research and Planning, University of Delaware

2008 Associate Forum Chair - Jennifer A. Brown, Director of Institutional Research and Policy Studies, University of Massachusetts

Higher Education Data Policy Committee Chair - Valerie M. Conley, Associate Professor, Higher Education, Ohio University

The following AIR members were elected to the 2007 Nominating Committee for a one-year term:

Susan G. Broyles, Retired from NCES

Martin B. Fortner, Director of Planning, Assessment, and Research, Southern University at Shreveport

Christine M. Keller, Assistant Director of the Office of Institutional Research and Planning, University of Kansas

Sharron L. Ronco, Associate Provost for Institutional Effectiveness and Analysis, Florida Atlantic University

Michael K. Tamada, Director of Institutional Research, Occidental College

These individuals will take office at the end of the Annual Business Meeting, Tuesday, June 5, 2007, in Kansas City, Missouri.

To view pictures and additional details about your newly elected Board members and Nominating Committee please go to <http://airweb.org> and select Elections Results or go to <http://www.airweb.org/2007electionresults.html>

Sincerely,

Sandra K. Johnson
Nominating Committee Chair/Immediate Past President

From Your Local Host of the 2007 Forum

Goin' to Kansas City ... for the 47th AIR Forum June 2-6, 2007!

Christine Keller, University of Kansas, 2007 Forum Local Arrangement Committee (ckeller@ku.edu)

The AIR Forum is less than 6 months away! So mark your now calendars for these special activities and events.

Tuesday Night Special Event at the Ballpark

Join your AIR colleagues for a night at the ballpark to watch the Kansas City T-bones take on the Gary Southshore Railcats! Enjoy BBQ, drinks (soda & beer), the ballgame, and round trip transportation from the Forum Hotel for only \$37!

For the past several years, the KU IR office organized a summer outing to the T-bones ballpark. Our consensus is the games are great entertainment for both ardent baseball fans and those less familiar with the infield fly rule. Not to mention that June 5th is also "Dollar Night" so additional soft drinks and peanuts are only a \$1.

The ballpark is located in the new Legends shopping and entertainment center next to the Kansas Speedway. So it could be possible to fit in some shopping between innings!

Visit the T-bones website at <http://www.tbonesbaseball.com/> and watch for more information as we get closer to the Forum.

"First Friday" Celebration

For AIR members arriving early, local arrangements will be organizing groups to attend the "First Friday" celebration in the Crossroads art district on Friday, June 1. During "First Fridays" the art galleries of the Crossroads District stay open from 7 to 9 p.m. With free trolley service available, we can enjoy drinks or dining at an area restaurant and stroll through the galleries and shops of KC's cultural heart. There a number of restaurants in the Crossroads District to choose from including fine dining, Italian, Mexican, Bar B Q, Thai, Cajun, Seafood, Steaks, and Burgers.

<http://www.kccrossroads.org/faq.asp>

Hospital Hill Run

Run or walk in the "Grandfather of All Kansas City Road Races" for a scenic tour of downtown Kansas City! More than 5,000 people are expected to participate in the 34th annual Hospital Hill Run and Festival on Saturday June 2, 2007. The

race starts and ends right outside the Crown Center Complex and Forum hotels.

The event includes a Half Marathon, a 10K race, and a 5K race - opportunities for runners and walkers of all ability levels! If you are interested in joining an AIR team, please contact me, Christine Keller, at christine-keller@ku.edu.

<http://www.hospitalhillrun.com/>

AIR 2007 Grant & Fellowship Programs

2007 AIR/NCES Senior Fellowship

AIR and NCES are still accepting proposals for the Senior Fellowship, an annual project that will improve the IPEDS process, data collection, data dissemination, or data use. A maximum of \$110,000 is available to the selected Fellows for salary replacement, support and travel expenses for projects that may span up to one calendar year. Two fellowships are available!

Contact the AIR Executive office at (850) 385-4155 for more information.

AIR/NCES Fellowship for Graduate Study

With support from NCES, AIR will begin a fellowship program for graduate study leading to a career in institutional research! Fellowships for up to \$10,000 annually for up to three years will be awarded competitively for full or part-time graduate study at accredited U.S. universities at the certificate, master's or doctorate levels. The guidelines and online proposal form, both available in February at <http://airweb.org>, will specify detailed eligibility requirements, but generally, fellowship applicants will have to be U.S. citizens and either continuing graduate students, or, if a first-time graduate student, employed in institutional research in a U.S. college or university.

News from AAUP

AAUP Faculty Compensation Survey

John W. Curtis, AAUP (jcurtis@aaup.org)

We have now received data from about 1,200 colleges and universities for our 2006-07 AAUP Faculty Compensation Survey. Thanks to the respondents who have already submitted data. If you haven't yet submitted data, don't let your institution be left out of our published report! We have already begun the aggregate data analysis that will allow you to compare your institution by category both nationally and regionally. The more institutions we have included in that aggregate analysis, the better the comparison will be. And the sooner you submit your data, the more time you'll have to make any necessary corrections. We will begin approving entries for publication very soon. We will continue to accept data submissions throughout the spring, but please don't delay! The

deadline for inclusion in our published report is now at hand.

If you've already uploaded data through our system, please be sure to follow through on any automated verification messages you receive. Our Web-based system (<https://research.aaup.org/fcs>) and automated verification process mean that you receive immediate feedback. You can also upload a new data file at any time to make corrections; the new data will replace all previously existing data for this year. Watch our Web site and this space for a notice that we are closing off data revisions.

We plan to make peer comparison reports available in early February; please hold off on submitting your requests until then. We are working to automate that part of the process, and will be e-mailing all of our survey contacts with further information as soon as the reports are ready.

Many of you who have submitted data or asked questions about the survey have spoken with Souhila Kada, our Research Assistant during these last two survey seasons. Souhila has moved on to further her professional career elsewhere, and we wish her all the best. We do our best to take up the slack! Thanks very much for participating in our survey.

John W. Curtis, Director of Research and Public Policy
Doug Kinsella, Research Associate
aaupfcs@aaup.org

HEDW Call for Proposals

Higher Education Data Warehousing Forum: Call for Proposals

Emily Thomas, SUNY Stony Brook (ethomas@notes.cc.sunysb.edu)

The planning team invites presentation proposals for the 4th Higher Education Data Warehousing Forum. The Forum will convene in Austin, Texas on **May 6-8, 2007**, bringing together people from information technology, institutional research, decision support, and administrative/business units to share knowledge and best practices regarding knowledge management in colleges and universities, including building data warehouses, developing institutional reporting strategies, and providing decision support. For more information or to submit a proposal go to www.stonybrook.edu/HEDW.

FEFCY Call for Participation

First College Year 2007-08 National Select Cohort Opens for Application

Randy Swing, Policy Center on the First Year of College (swing@fyfoundations.org)

Application for participation in the Foundations of Excellence® in the First College Year 2007-08 National Select Cohort is now open.

Foundations of Excellence uses traditional institutional research and assessment

data, new surveys of faculty/staff and students, and a campus-wide task force to focus on the critically important experiences of new students (traditional and non-traditional age). With grants from Lumina Foundation for Education and The Atlantic Philanthropies, sixty-eight (68) four-year colleges and universities and twenty-four (24) two-year colleges have undertaken the Foundations of Excellence® self-study, and improvement planning process.

The Foundations of Excellence self study is a team-based, web-supported process that guides a campus through an "inventory of current practices", focuses it on an aspirational model of excellence developed by over 300 campuses, provides interactive data analysis tools, and engages faculty and staff in rich discussions and action planning based on evidence. Because of the importance of the first year, many campuses are focusing on first-year issues voluntarily and as part of their reaffirmation of accreditation.

Full details are available at <http://www.fyfoundations.org>.

Randy

Randy Swing, Ph.D.

Co-Director and Senior Scholar, Policy Center on the First Year of College

Penn State On-line IR Courses

James Fredericks Volkwein, The Pennsylvania State University (volkwein@psu.edu)

Several on-line professional development courses in Institutional Research will be offered through the Penn State World Campus in Summer and Fall 2007. These graduate courses for 3 credits each may be taken as singular non-degree experiences, or as elective courses toward a graduate degree, or counted toward the Graduate Certificate in Institutional Research.

For more information, see our web page <<http://www.ed.psu.edu/ircert/ir.html>>. It gives info on admissions, registration, curriculum requirements, faculty, and a syllabus for each course by clicking on the relevant tabs. For answers to frequently asked questions plus information about the IR certificate program, also visit <http://www.ed.psu.edu/cshe/ir.html> or contact Trudi Haupt <tth1@psu.edu>. Those interested may also visit the World Campus web site at <http://www.worldcampus.psu.edu/wc/InstitutionalResearch.shtml> (click on Curriculum).

E-AIR 2007 Limerick Contest

E-AIR 2007 Limerick Contest

Marne Einarson, Cornell University

The temperature is dropping, data requests are flying, and summer is a long,

long way away. So you know what that means – it's time for the 2nd annual e-AIR Limerick Contest!!

Help us all stave off the winter blues by creating an original limerick, or two, or three... Entries should follow the basic limerick format and must have something to do with institutional research. Beyond that, you are limited only by your creativity, sense of humor, and access to a rhyming dictionary.

E-mail your limerick(s) to Marne Einarson (mke3@cornell.edu) by **March 1st**. All entries received by that date will be stripped of identifying information, assigned an entry number, and forwarded to our venerable panel of judges – Dawn Geronimo Terkla, Fred Volkwein, and last year's "gold medal" winner in the limerick contest, Viktor Brenner. The winning limericks will be published in the March e-AIR newsletter.

To get your creative juices flowing, here is the winning limerick from last year:

The numbers from IPEDS say seven
The datasys spits out eleven
The folks at the state
Say the number is eight
Which is right is known only in heaven

Folks who submitted a limerick in our inaugural contest told us they had a lot of fun composing them. And we know you appreciated reading them. So don't be shy, get busy rhyming!

Marne

Changing Scene

A Way to Keep Up With News About Our Colleagues

This portion of the newsletter is devoted to keeping you informed about changes such as readers who relocate to new positions and/or institutions, professional recognition awards and honors, retirements, deaths, newly hired colleagues, promotions, etc. If you become aware of a change on your campus or elsewhere which should be mentioned in "The Changing Scene," please send a note with the key facts to zhaim@nasfaa.org. Keep it brief, but include the information you think others would like to know.

Dr. **Cherry Danielson** has taken a position at Fordham University as the Director of Assessment. This is a new position on Fordham's campus. Although the office is located on the Rose Hill campus in the Bronx, she will be facilitating assessment activities at the Rose Hill and the Lincoln Center campuses. She can be reached at danielson@fordham.edu. Congratulations, Cherry!

Dr. **Wei Zhou** from Missouri State Department for Higher Education has been appointed Director of Institutional Research & Planning at Central Michigan University. Wei was Research Director and Senior Associate for Policy & Planning prior to this appointment. Congratulations, Wei!

Dr. **Meihua Zhai** is the new Director of Research and Policy Analysis for National Association of Student Financial Aid Administrators (NASFAA) located in Washington D.C. Meihua is looking forward to working with her colleagues in IR in the studies of student aid and student success, especially with students from low-income families or at-risk students. Her new contact info is zhaim@nasfaa.org or (202) 785-0453 ex. 138.

After 21 years of service to the State University of New York, **Maggie Moehringer** is retiring on February 7, 2007. Best wishes, Maggie!

Help

The Use of Student ID

Kevin M. Riordan, Governors State University (k-riordan@govst.edu)

As a four-year university in the state of Illinois, Governors State University is trying to benchmark various applications and data gathering exercises which require social security numbers as a means of identification. As an example, our College of Education is mandated by the Illinois State Board of Education (ISBE) to provide data on students enrolled in initial teaching certificate programs. Another instance that requires a student's social security number is in the awarding of federal assistance. A final example where social security number is used is in admission processing where we have the ability to match certain transcripts with a student record in our own student information database. Can you please share how your institution uses social security numbers in various contexts for identification purposes? Secondly, can you also share if your institution uses a student identification system, and whether the decision to use student ID is a means of preserving student confidentiality and privacy?

I would be very interested in hearing your response to my questions, and I will be happy to share my benchmark findings with any interested parties. Please tell me your name, where you work, what type of institution you work for, and your e-mail address and I will be happy to share my findings with you. Please respond at your earliest convenience or by February 9, 2007.

My e-mail address is k-riordan@govst.edu

Thank you in advance for your cooperation.

Kevin

Kevin M. Riordan
Research & Assessment Coordinator
College of Education
Governors State University
708/235-7573

SAT™ Validity Study Seeks Recruits

Emily J. Shaw, The College Board (eshaw@collegeboard.org)

The College Board is recruiting 75 or more four-year institutions to participate in a national SAT Reasoning Test™ Validity Study. Each institution participating in the study will receive a stipend for submitting a data file with all first-time, first-year students at the completion of the 2006-07 school year.

Participating institutions will design and receive unique admissions and placement studies and a comprehensive data file returned with supplementary student-level variables from a College Board database. By participating in this important study your institution will help the College Board examine the validity and effectiveness of the SAT Reasoning Test across a national range of institutions and students. For more information on participating in the study, please contact Emily Shaw at eshaw@collegeboard.org or (212) 713-8172.

Click [here](#) to read a brochure on participating in the study.

Emily J. Shaw
Project Manager / Assistant Research Scientist,
Higher Education Outcomes Services
The College Board
phone: (212) 713-8172
fax: (212) 649-8427

Resources on Transnational Education Providers

Dimitris Zondiros, Hellenic Open University (zondiros@otenet.gr)

I am doing a research on international / transnational education and particularly on transnational education providers (i.e. higher education institutions offering their courses and programs to foreign countries). This provision may take one (or more) of the following forms: 1) franchising, 2) validation, 3) branch campus, 4) articulation, 5) twinning), 6) distance education) and 7) other way.

I am looking for a list of transnational education providers from all over the world (if any) so as to be the population of my research.

Therefore, I would be grateful if you could provide me with any of the following:

1) A list of transnational education providers, or

- 2) Possible sources to look for lists / databases of transnational education providers, or
- 3) Any other possible source that has quantitative data about transnational education providers.

Thank you very much in advance,

Dimitris

Dimitris Zondiros (Mr)
Researcher
Hellenic Open University
(Greece's distance teaching university)

The National Student Clearinghouse Seeks Your Input

Richard Reeves, National Student Clearinghouse (reeves@studentclearinghouse.org)

The Clearinghouse is in the process of evaluating the availability of data elements in Student Information Systems. Would you please consider responding to the 3 questions below? Any information will be most helpful.

1. Do you carry the 6 digit SAT/ACT High School Code in your Student Information System for:
 - a. all students? (yes/no)
 - b. only undergraduates? (yes/no)
 - c. Other special groups? (yes/no)
2. Do you flag your IPEDS cohorts (first time full time degree seeking) in your Student Information System or is it only maintained elsewhere? (We flag our cohorts in our SIS/We do not flag our cohorts in our SIS)
3. Have you ever done a study using Clearinghouse data to look at the graduation rate of Transfer Outs (Xfers) after leaving your institution? (yes/no) If so, may I call you to discuss your project?

Best regards,

Rich

Richard J. Reeves
Director of Research
National Student Clearinghouse
703-318-4047

Presentation Tips from the Field

Removing PowerPoint Phuzz

Robert Daly, University of California, Riverside (bob.daly@ucr.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 (meihua.zhai@usg.edu). Since this is a small corner, KISS (Keep It Short and Smart) will work the best.

This series of PowerPoint Tips is part of the efforts of the Association for Institutional Research's Best Visual Presentation Award Committee to help AIR members improve the quality of their presentations. Each year, the committee considers members' presentations at the AIR Forum for the Best Visual Presentation Award.

Please click [here](#) for the tips.

Mac users click [here](#) to view the presentation in Mac.

Use [this](#) file to practice.

Thank you so much, Bob, for your expertise and for the time you put into this project!

Editors' Book of the Month

Three Magic Letters: Getting to Ph.D.

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

Through the BOOK OF THE MONTH feature, we hope to acquaint you with publications that provide practical guidance on the technical or administrative aspects of our profession, offer current research and/or provoke thought and discussion on current issues in higher education.

This month's book, *Three magic letters: Getting to Ph.D.*, was written by Michael T. Nettles and Catherine M. Millett, and published by The Johns Hopkins University Press., Baltimore, MD. in 2006. (ISBN: 0-8018-8232)

Among a number of doctorate-granting institutions, including my own, conversations are occurring about how to improve the quality of the graduate experience. From an IR perspective, this naturally leads to questions about the types of data needed to understand and assess the nature of that experience. On a personal level, many of us on this list either were, are or are planning to be doctoral students. My own doctoral experience was a mix of challenges, surprises, and many, many rewards; it was ultimately an experience I would not give up for anything, but also one that might have benefited from more prior knowledge, on my part, of what it takes to successfully navigate the doctoral

process. So it was both professional and personal motives that interested me in reading Michael Nettles' and Catherine Millett's book, *Three Magic Letters: Getting to Ph.D.*

Nettles and Millett have conducted an extensive study of the doctoral experience. They developed a comprehensive questionnaire – covering demographics, prior academic preparation, financial support, interactions with peers and faculty, research productivity, satisfaction and progress toward degree – and surveyed doctoral students enrolled in fall of 1996 in their second year or later at 21 major universities across the country. A total of 9,036 doctoral students completed the survey, equivalent to a 70% response rate. Data on Ph.D. completion as of 2001 was later linked to survey results. The book provides an in-depth review of the extant literature; a description of the research design; descriptive results for each of the survey content areas, compared on the basis of students' field of study, race/ethnicity and sex; and results of logistic regression analyses predicting a variety of process (i.e., having a research assistantship, relationship with a mentor) and outcome (i.e., overall satisfaction, time to degree) measures.

I will not attempt to summarize the results of their study here but will instead touch upon a few highlights. Nettles and Millett found that nearly 62% of their sample had completed their doctoral degree within six years of being surveyed (given that only currently enrolled students who had completed at least one year of doctoral study were sampled, this is likely an overestimation of degree completion for doctoral students as a whole). Among the significant predictors of degree completion identified were research productivity, having a mentor, and students' race/ethnicity. It is Nettles' and Millett's exploration of these three factors that perhaps most extends our understanding of the doctoral experience.

- The authors offer a detailed analysis of students' research productivity (measured as the completion of a variety of research products, ranging from grant applications to conference presentations to publications in refereed journals). Beyond being an important correlate of degree completion, research productivity was strongly predicted by having a mentor and a research assistantship. Of further interest is their finding that research productivity did not detract from timely degree completion. Nettles and Millett suggest that research productivity could be considered as important a measure of doctoral education outcomes as grades and degree completion.
- Nettles and Millett asked separately about students' experiences with advisers and mentors, with the former defined as someone "assigned by their department to act in an official capacity in such ways as discussing and approving your coursework, or signing registration forms" and the latter as "someone on the faculty to whom students turned for advice, to review a paper, or for general support and encouragement." In addition to contributing significantly to the likelihood of degree completion, they found that having a mentor was associated with having more positive views of faculty members, faster time to degree, research productivity, and satisfaction with the doctoral

program.

- Nettles and Millett found significant differences in students' doctoral experiences across racial/ethnic groups, with African American students appearing most disadvantaged relative to their peers. African American students entered their doctoral programs with bachelor's degrees from less competitive institutions and lower GRE scores; were more likely to receive a fellowship but less likely to be awarded a research assistantship; were less likely to have a mentor; held less favorable perceptions of their interactions with faculty; reported lower research productivity; were less satisfied with their doctoral program; and had lower rates of degree completion. These differences were most pronounced in the fields of engineering, science and mathematics.

Given the breadth of their study, Nettles' and Millett's book makes a substantial contribution to the research literature on doctoral education. From an IR perspective, their findings hold implications for data collection and analysis practices concerning the graduate experience – among them, the importance of asking detailed information about students' sources of financial support, mentoring experiences (as distinct from advising), and varied forms of research productivity. Ideally, measures of these constructs would capture not only the frequency and quality of such experiences, but also their timing within the doctoral program. For analyses, the doctoral experience and its outcomes need to be understood through the lenses of field of study, as well as those of race/ethnicity and sex. I would certainly recommend this book to anyone responsible for conducting research on graduate programs at their institution – as well as anyone completing or embarking upon a doctoral degree of their own.

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 OF LEARNING SERVICES](#), The State University of New York at Oswego, **NY**

Deadline Date: review starts Feb. 1, 2007- will continue until the qualified applicant is chosen.

[DIRECTOR OF INSTITUTIONAL RESEARCH](#), Dickinson College, Carlisle, **PA**
Deadline Date: Review of applications begins February 19, 2007

[RESEARCH ASSISTANT](#), Bergen Community College, Paramus, **NJ**
Deadline Date: Applications are currently being reviewed

[SURVEY COORDINATOR](#), University of Ottawa, **Ontario**, Canada
Deadline Date: Continuously receiving applications until the position is filled

[RESEARCH AND ANALYSIS OFFICER](#), University of Ottawa, **Ontario**, Canada
Deadline Date: Continuously receiving applications until the posi

[DIRECTOR, INSTITUTIONAL RESEARCH](#), University of Missouri, Kansas City, **MO**
Deadline Date: March 2, 2007 for first review of applications

[SR. APPLICATIONS ANALYST/PROGRAMMER](#), San Antonio College, San Antonio, **TX**
Deadline Date: February 23, 2007

[DIRECTOR OF INSTITUTIONAL RESEARCH](#), Hill College, Hillsboro, **TX**
Deadline Date: Open until filled

[EVALUATION SPECIALIST](#), Qatar University
Deadline Date: May 9, 2007

[RESEARCH ANALYST](#), Houston Baptist University, Houston, **TX**
Deadline Date: Until filled

[COORDINATOR OF COMPUTER APPLICATIONS](#), University of Central Florida, Orlando, **FL**
Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#), Mendocino College, Ukiah, **CA**
Deadline Date: February 26, 2007

[ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH AND TECHNICAL EDUCATION](#), Kansas Board of Regents, Topeka, **KS**
Deadline Date: Review begins February 6, 2007

[ACADEMIC ASSESSMENT OFFICER](#), Hillsborough Community College, Tampa, **FL**
Deadline Date: Open until filled

[RESEARCH ANALYST 2-STATISTICAL](#), Middle Tennessee State University, Murfreesboro, **TN**
Deadline Date: February 13, 2007

[SENIOR RESEARCH ANALYST](#), University of Maryland, College Park, **MD**
Deadline Date: February 15, 2007 (best consideration)

[SR. POLICY COORDINATOR](#), Johns Hopkins University, Baltimore, **MD**

Deadline Date: Open until filled

[EXECUTIVE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#), Columbus State

University, Columbus, **GA**

Deadline Date: March 9, 2007

[ASSOCIATE DIRECTOR FOR INSTITUTIONAL RESEARCH: OPERATIONAL DATA](#),

Drexel University, Philadelphia, **PA**

Deadline Date: Open until filled

[ASSOCIATE DIRECTOR FOR INSTITUTIONAL RESEARCH: ACADEMIC DATA](#),

Drexel University, Philadelphia, **PA**

Deadline Date: Open until filled

[ASSOCIATE DIRECTOR AND SENIOR RESEARCH ANALYST](#), Radford University,

Radford, **VA**

Deadline Date: Until filled

[MANAGER, DATA ANALYSIS](#), Cornell University, Ithaca, **NY**

Deadline Date: February 2, 2007

[DATA SPECIALIST](#), Bentley College, Waltham, **MA**

Deadline Date: Not provided

[RESEARCH POLICY ANALYST](#), Maryland Independent College and University

Association, Annapolis, **MD**

Deadline Date: February 5, 2007

[DIRECTOR OF INSTITUTIONAL RESEARCH](#), Winthrop University, Rock Hill, **SC**

Deadline Date: February 12, 2007

[SCIENTIFIC PLANNING ANALYST](#), Management Systems Designers, Inc.,

Bethesda/Rockville, **MD**

Deadline Date: Not provided

[DIRECTOR II FINANCIAL AID](#) (#10524), Daytona Beach Community College, **FL**

Deadline Date: Open until filled

[SENIOR RESEARCH AND PLANNING ANALYST](#), Pasadena City College, Pasadena,

CA

Deadline Date: Friday, February 9, 2007 by 12:30 PM

[PLANNER/ANALYST](#), Stanford University School of Medicine, Palo Alto, **CA**

Deadline Date: Open

[SENIOR SCIENTIFIC PLANNING ANALYST](#), Management Systems Designers, Inc.,

Bethesda/Rockville, **MD**
Deadline Date: Not provided

[MANAGEMENT RESEARCH ANALYST](#), Office of University Evaluation at Arizona State University, Tempe, **AZ**
Deadline Date: February 2, 2007

[ASSOCIATE VICE PRESIDENT INSTITUTIONAL RESEARCH AND EVALUATION](#) (#10523), Daytona Beach Community College, **FL**
Deadline Date: Open until filled

[ASSOCIATE PROVOST FOR INSTITUTIONAL EFFECTIVENESS](#), Washington and Lee University, Lexington, **VA**
Deadline Date: Review begins February 9 until filled

[DIRECTOR OF INSTRUCTION, PLANNING AND SPECIAL SERVICES](#), Alabama Commission on Higher Education, Montgomery, **AL**
Deadline Date: Not provided

[RESEARCH ASSOCIATE](#), Clemson University, Clemson, **SC**
Deadline Date: Review of applications will continue until the position is filled.

[PRINCIPAL RESEARCH AND PLANNING ANALYST](#), University of California, La Jolla, **CA**
Deadline Date: February 9, 2007

[DIRECTOR OF STUDENT LIFE ASSESSMENT](#), University of North Carolina Wilmington, **NC**
Deadline Date: Friday, February 9, 2007

[RESEARCH ANALYST](#), Human Capital, **Illinois**
Deadline Date: Not provided

[SENIOR RESEARCH AND PLANNING ANALYST](#), Pasadena Area Community College District, Pasadena, **CA**
Deadline Date: Friday, February 9, 2007 by 12:30 p.m.

[DIRECTOR OF INSTITUTIONAL RESEARCH AND ASSESSMENT](#), [#C07-110], Central Connecticut State University, New Britain, **CT**
Deadline Date: February 28, 2007

[ASSISTANT DIRECTOR](#), Hofstra University, Hempstead, **NY**
Deadline Date: Resumes will be accepted until the position is filled.

[POSTDOCTORAL FELLOW/SCHOLAR](#), Illinois Education Research Council, Edwardsville, **IL**
Deadline Date: March 8, 2007 or until position filled

[DIRECTOR, OFFICE OF ASSESSMENT](#), Georgia Institute of Technology, Atlanta, **GA**

Deadline Date: February 12, 2007, or until position filled

[SENIOR RESEARCH ANALYST](#), JBL Associates, Bethesda, **MD**

Deadline Date: April 1, 2007

[ACTING ASSOCIATE DEAN OF RESEARCH](#), East Los Angeles College, Los Angeles, **CA**

Deadline Date: February 5, 2007

[INSTITUTIONAL RESEARCH ASSOCIATE, DECISION SUPPORT](#), University of Southern Indiana, Evansville, **IN**

Deadline Date: As soon as possible

[COORDINATOR OF DATA MANAGEMENT/RESEARCH ANALYST](#), Eastern Illinois University, Charleston, **IL**

Deadline Date: Review of applications begins January 31, 2007 and will continue until interviews are completed

[DIRECTOR, EDUCATION DATA CENTER](#), Texas Higher Education Coordinating Board, Austin, **TX**

Deadline Date: Open Until Filled

[RESEARCH ASSOCIATE](#), Alvin Community College, Alvin, **TX**

Deadline Date: January 26, 2007

[DIRECTOR OF INSTITUTIONAL RESEARCH AND ANALYSIS](#), University of Pennsylvania, Philadelphia, **PA**

Deadline Date: Not provided

[INSTITUTIONAL RESEARCH ANALYST](#), Chandler-Gilbert Community College, Phoenix, **AZ**

Deadline Date: February 2, 2007

[INSTITUTIONAL AND MARKET RESEARCHER](#), College of Mount St. Joseph, Cincinnati, **OH**

Deadline Date: Open until filled

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#), University of Nebraska at Kearney, **NE**

Deadline Date: February 9, 2007

[SENIOR RESEARCH ANALYST](#), Kentucky State University, Frankfort, **KY**

Deadline Date: Until filled

[INSTITUTIONAL RESEARCH COORDINATOR](#), Darton College, Albany, **GA**

Deadline Date: Open till filled

[ASSESSMENT COORDINATOR](#), Saint Anselm College, Manchester, **NH**
Deadline Date: Review of applications to begin February 1, 2007

[INSTITUTIONAL ASSESSMENT SPECIALIST](#), Kentucky State University,
Frankfort, **KY**
Deadline Date: Until filled

[INSTITUTIONAL ASSESSMENT ANALYST](#), Kentucky State University, Frankfort,
KY
Deadline Date: Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#), Jewish Theological Seminary, New
York, **NY**
Deadline Date: Not provided

[ASSOCIATE PROFESSOR OF COMMUNITY COLLEGE LEADERSHIP](#), University of
Arkansas at Little Rock, **AR**
Deadline Date: February 12, 2007

[DIRECTOR OF COLLEGE ASSESSMENT](#), Saint Mary's University of Minnesota,
Winona, **MN**
Deadline Date: Reviews begin February 1, 2007

[INSTITUTIONAL RESEARCH ANALYST I](#), Office of Institutional Research and
Program Evaluation, New York University, New York, **NY**
Deadline Date: Not provided

[DATA RESOURCE SPECIALIST](#), Harvard University, Cambridge, **MA**
Deadline Date: Until filled

[ACCREDITATION/NCATE COORDINATOR](#), Hood College, Frederick, **MD**
Deadline Date: Not provided

[COORDINATOR, RESEARCH AND ANALYSIS](#), Austin Community Community
College District, Austin, **TX**
Deadline Date: Review of applications will begin Jan 19, 2007. Open until filled.

[DIRECTOR OF RESEARCH AND EVALUATION](#), North Carolina Central University,
Durham, **NC**
Deadline Date: Re-opened (Open until filled)

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#), North Carolina Central
University, Durham, **NC**
Deadline Date: Re-opened (Open until filled)

[INSTITUTIONAL RESEARCH ANALYST](#), University of Nevada, Reno, **NV**
Deadline Date: January 26, 2007

[ANALYST II](#), Institutional Research & Assessment Office, Sam Houston State University, Huntsville **TX**
Deadline Date: Until filled

[ASSESSMENT COORDINATOR](#), Institutional Research & Assessment Office, Sam Houston State University, Huntsville **TX**
Deadline Date: Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#), Highline Community College, Des Moines, **WA**
Deadline Date: Open until filled

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#), Collin County Community College District, Plano, **TX**
Deadline Date: Until filled

[ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH AND COORDINATOR FOR EDUCATIONAL ASSESSMENT](#), Carleton College, Northfield, **MN**
Deadline Date: Application review begins January 22, 2007 and continues until the position is filled

[RESEARCH PROGRAMMER ANALYST](#), College of Lake County, Grayslake, **IL**
Deadline Date: February 5, 2007

[DIRECTOR OF INSTITUTIONAL RESEARCH AND ASSESSMENT](#), Berry College, Mt. Berry, **GA**
Deadline Date: Review will begin February 23, 2007

[REPORTING SPECIALIST](#), Bentley College, Waltham, **MA**
Deadline Date: Not provided

[SENIOR INSTITUTIONAL RESEARCH ANALYST](#), University of Colorado at Colorado Springs, **CO**
Deadline Date: None

[REPORTING ANALYST](#) -- Banner@IIT Project, Illinois Institute of Technology, Chicago, **IL**
Deadline Date: As soon as possible

[DIRECTOR, ASSESSMENT AND RESEARCH](#) (Student Affairs), Duke University, Durham, **NC**
Deadline Date: priority deadline January 31, 2007

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#), Art Institute of Atlanta, Atlanta, **GA**
Deadline Date: January 31, 2007

Parting Thoughts

Parting Thoughts

Meihua Zhai, NASFAA (zhaim@nasfaa.org)

Reader contributions of possible future 'Parting Thoughts' are welcome.
Send them to [Meihua Zhai](#).

"Success can be learnt just like any other skill."

~ Anonymous

"The bitter and the sweet come from the outside, the hard from within, from one's own efforts."

~ Albert Einstein

"Find something you love to do and you'll never have to work a day in your life."

~ Harvey Mackay

"The important thing is not to stop questioning."

~ Albert Einstein

"Love What You Do. Do What You Love."

~ Wayne Dyer

"It is not because things are difficult that we do not dare; it is because we do not dare that they are difficult."

~ Anonymous

"It is not best that we all should think alike, it is differences of opinion that make horse races."

~ Mark Twain

"If everybody is thinking alike, then somebody isn't thinking."

~ Gen. George S. Patton

"There are really only three types of people: those who make things happen, those who watch things happen, and those who say, What happened?"

~ Ann Landers

"Where there is an open mind, there will always be a frontier."

~ Charles Kettering

"Progress is impossible without change; and those who cannot change their minds cannot change anything."

~ George Bernard Shaw

"Change is not made without inconvenience, even from worse to better."

~ Richard Hooker

"Don't ever take a fence down until you know the reason why it was put up."

~ G.K. Chesterton