



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

Vol. 31 No. 8 - 8/25/2011

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

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**Next Issue Copy Deadline:**

9/16/2011

**Next Issue Target Publication Date:**

9/22/2011

**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.**

*To submit articles, requests, or information for consideration and inclusion in the newsletter, please contact Gayle Fink, Editor, at: ([gfink@bowiestate.edu](mailto:gfink@bowiestate.edu)).*

*Persons seeking jobs in institutional research, planning, or policy analysis should check the [AIR web page](#) every few days for new positions.*

***[Subscribe, change your subscription address,  
or unsubscribe](#)***

*For further information regarding the Association for Institutional Research, contact Randy Swing, Executive Director, AIR, 1435 Piedmont Drive, Suite 211, Tallahassee, FL 32308; Telephone: 850-385-4155, Fax: 850-385-5180 or via e-mail: ([executivedirector@airweb.org](mailto:executivedirector@airweb.org)).*

## Announcements & Information

### AIR Board of Directors Update - August 2011

Laughable as it may be to West Coast colleagues, many of us on the East Coast were quite shaken by the earthquake on August 23. Not at all what we were expecting on a perfect August day in the academic new year, but a suitable reminder of the many challenging events we face inside and outside higher education in North America and other continents over the past months. One never exactly knows what is coming next however good our estimates and projections may be!

The Board has been working this summer, addressing some of the many issues that have arisen from our transition to Policy Governance, and the AIR staff has been working on (among other things) a very significant project to upgrade all of our technology systems. As those of you who have gone through this (and few have not), it is always a bigger project than one anticipates. But in this case, the rewards will be great. We will have 'best practice' accounting software, much better ability to manage all AIR processes, and (brings joy to my heart) much more ability to do "IR on IR". This is something the Board has wanted for a long time, as we do not know nearly enough about the admissions, enrollment, retention, and 'graduation' trajectories of members in the Association. The new technology will help us all to plan and assess our activities.

A very visible activity of the AIR Executive Office has been the calls you have been receiving to "Get Involved". The Board of Directors is looking to you to respond to these invitations and to select involvement in areas in which you are interested; to the degree you are able to do so. The 'job descriptions' should help you to determine what you can comfortably fit into a busy schedule and still help us to shape and direct our Association in ways most beneficial to the membership. Please check out the opportunities at the [AIR website](#) and sign up as soon as possible.

Once approved, Board minutes are posted to the AIR website. You need only to [log in as a member](#) to access them. If you have any questions about the minutes, please feel free to [contact me or any Board member](#).

As a Board, we are looking forward to our 'face to face' Board meeting in September, which will allow us a bit more time than our monthly conference call meetings to work through our agenda. Feel free to contact me if you have questions, ideas, concerns about the Board.

I wish you a happy "Academic New Year", and no more earthquakes for a while!

Jennifer Brown  
AIR President

## **AIR Members in the News**

The presentation by **Thomas Sanford**, Associate Director of Research, Tennessee Higher Education Commission, at the 2011 AIR Forum was highlighted in *Inside Higher Ed* on July 25, 2011. "Does Performance Funding Work?" summarized the experience in Tennessee with performance funding.

Dr. **Gary A. Rice**, Associate Vice Provost of Institutional Research, University of Alaska Anchorage, was featured in a July 19, 2011 article in the *Chronicle of Higher Education* entitled "A More-Inclusive Gauge of Student Achievement".

Congratulations to both AIR members on their accomplishments.

## Recruiting Four-Year Institutions for the National SAT Validity Study

The College Board continues to examine the validity, fairness, and effectiveness of the SAT across a national range of institutions and students. Over 190 four-year colleges and universities have already participated in this ongoing national effort to conduct test validity and college readiness and success research. Each participating institution receives a stipend for the work involved in assembling and submitting a data file with particular student information related to college performance (for all first-time, first-year students that began in fall 2010). The data files are due by October 31, 2011. Additionally, these institutions have the opportunity to design and receive unique admission (and placement, if desired) validity studies and a comprehensive data file returned with supplementary student-level variables from a College Board database. Also, participating institutions will receive early copies of the national SAT Validity Study and other related research studies that report data aggregated across institutions. For additional information on the study, please visit the [website](#).

If any four-year institutions (with at least 250 first-year students and more than 75 SAT-takers) are interested in participating in this national research project, contact Sarah Arsenault at [sarsenault@collegeboard.org](mailto:sarsenault@collegeboard.org) or 212-713-8082.

## **National Student Clearinghouse Launches Redesigned Web Site for Recently Acquired Meteor® Network**

*The Meteor® Network – a Tool to Access Real-Time Financial Aid Award Information*

The Meteor® Network is a collaborative effort within the student aid industry to simplify and aggregate access to student financial aid award information for both the student and financial aid professional.

“Meteor is a debt management and financial literacy tool, providing both the student and higher education institutions with information about federal and other education aid,” said Timothy Cameron, Meteor Project Manager at the National Student Clearinghouse.

Secure access to Meteor is available at no cost to students and institutions through the Clearinghouse's online Student Self-Service suite. State agencies, Guarantors and other student loan providers can also offer their borrowers free access to Meteor(r) through their Web sites. Visit the new Meteor Network [website](#), for information on the benefits of the service to students, alumni, schools, and loan holders.

The Meteor Network is sponsored by education finance organizations that provide support for its ongoing development, promotion, and acceptance. Three new sponsors are the Illinois Student Aid Commission, Northstar Education Services, and the Kentucky Higher Education Assistance Authority.

Paula Newbaker

[newbaker@studentclearinghouse.org](mailto:newbaker@studentclearinghouse.org)

## Changing Scene

This portion of the newsletter is devoted to keeping you informed about changes among our colleagues such as moves to new positions and/or institutions, newly hired colleagues, professional recognition honors, retirements, deaths, etc. To include an announcement in "Changing Scene," send a note with the key facts to Gayle Fink ([gfink@bowiestate.edu](mailto:gfink@bowiestate.edu)).

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**Gail B. Ives**, Executive Director for Institutional Research at Mott Community College in Flint, Michigan is retiring after 32 years with the college. She will be working with the state of Michigan on various projects in the future as well as enjoying a change of pace as she moves into these new challenges. Congratulations Gail!

**Dr. William E. Knight Jr.**, AIR President, 2008-2009, is now the Executive Director of Institutional Effectiveness at Ball State University in Muncie, Indiana.

**Christina (Tina) Leimer** completed her Ph.D. in Human and Organizational Systems at Fielding Graduate University in Santa Barbara, CA. She was awarded an AIR/NCES Fellowship to assist her in this effort. Leimer is the author of several articles about the fields of IR and IE, including having edited a *New Directions for Institutional Research* volume on the Future of IR. Her dissertation examines the cultural differences between internal and external higher education stakeholders that influence their expectations of higher education and perspectives on effectiveness.

**Lisa Payne**, Research & Planning Analyst, Institutional Research Department, Tompkins Cortland Community College received the 2010-11 SUNY Chancellor's/Trustee's Award for Excellence in Professional Service.

**Dr. Laura E. Saunders**, AIR President 1987-1988, has been named Interim President of Bellevue College, Bellevue, Washington. Saunders was vice president of administrative services at Bellevue College from 2005 until her retirement in 2008.

## ***IR In The Know***

**August 2011**

([irintheknow@airweb.org](mailto:irintheknow@airweb.org))

*IR in the Know* keeps you up to date on current and emerging issues related to higher education data collection, analyses, and reporting with a brief summary of topics and links to more detailed information. The ***Policy Watch*** section alerts readers to developing policy news and topics that may warrant attention over the next few months. We welcome your feedback and suggestions. If you discover a resource or article you think might be useful to other IR professionals, please send an email to [irintheknow@airweb.org](mailto:irintheknow@airweb.org).

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### ***NASSGAP Annual Survey Report on State-Sponsored Financial Aid***

The National Association of State Student Grant and Aid Programs (NASSGAP) released its [41st Annual Survey Report on State-Sponsored Financial Aid](#) for 2009-10. The report presents data on state-funded expenditures for postsecondary student financial aid. In 2009-10, the states awarded \$10.8 billion in state-funded financial aid, a 3.8% increase from last year with the majority of state aid awarded in the form of grants. States provided more than \$1.9 billion in non-grant student aid, including loans, work study, and tuition waivers. An online tool that allows for customized queries of survey data is available at the [website](#) by clicking on the Query Tool link.

### ***National Postsecondary Enrollment Trends: Before, During, and After the Great Recession***

[National Postsecondary Enrollment Trends: Before, During, and After the Great Recession](#) is the first in a series of Signature Reports from the National Student Clearinghouse (NSC) Research Center. The analysis examines higher education enrollment patterns for first-time students during the recent recession of 2007 to 2009. Community college enrollment increased during the recession, driving an increase in overall college enrollment. Private four-year institutions maintained their share of the market and enrollments in public four-year institutions were flat. Although persistence rates (continued enrollment within any U.S. institution) were considerably higher than retention rates (continued enrollment within the same institution) across all sectors, rates were not influenced by the recession. The report suggests the data underscore the importance of policies for vertical transfer paths and for students who begin college at a two-year institution.

### ***The Common State Core Standards: Implications for Higher Education in the West***

The June 2011 WICHE (Western Interstate Commission of Higher Education) Policy Insights brief, [The Common Core State Standards: Implications for Higher Education in the West](#), summarizes the history and philosophy behind the Common Core State Standards (CCSS). The CCSS are part of an effort by the states to develop a uniform set of academic standards for English language arts and mathematics. Currently 42 states, the District of Columbia, and the Virgin Islands have formally adopted the CCSS standards. This brief outlines an action agenda for higher education to engage in the CCSS and suggests that the CCSS provides an opportunity for the K-12 and higher communities to work together toward achieving higher levels of academic success for all students.

### ***From Information to Action: Revamping Higher Education Accountability Systems***

As part of the National Governor's Association Complete to Compete initiative, the report [From Information to Action: Revamping Higher Education Accountability Systems](#), recommends states include efficiency and effectiveness measures in their accountability systems to answer four key policy questions: (1) To what extent are public higher education institutions meeting the state's needs for an educated workforce and long-term economic goals? (2) How many students in public institutions are graduating? (3) What is the return on the investment for states and students in terms of completed degrees? (4) How can public institutions demonstrate efficiency gains without sacrificing student learning? Metrics to answer these four questions are provided.

***Student Learning Progress Model***

The [Student Learning Progress Model](#) was developed by Gary Rice at the University of Alaska-Anchorage to expand the traditional federal graduation rate calculation and to provide a more holistic picture of student achievement. For institutions like the University of Alaska-Anchorage, the traditional graduate rate calculation may only include a portion of the student body as the cohort is limited to first-time, full-time degree seeking students who complete associate or baccalaureate degrees within 150% of the college catalog time. In contrast, the Student Learning Progress Model incorporates all students including non-degree seekers, transfers, part-timers and stop-outs and recognizes all awards earned within a 10-year time frame. The model is being tested at 19 colleges and universities this year.

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***Policy Watch*****AIR Alert Released on Common Education Data Standards (CEDS)**

AIR Alert #39 on the Common Education Data Standards (CEDS) Initiative is now available on the AIR [website](#). The CEDS project is a collaborative effort led by NCES to develop voluntary, common data standards for a key subset of K-12 and postsecondary variables used to calculate metrics in analyzing education in the United States.

## Publications

### AIR Publications

#### Now Available - Professional File #121



***Keeping Confidence In Data Over Time: Testing The Tenor Of Results From Repeat Administrations Of A Question Inventory* (E. Boylan, Marywood University; 14pp; No 121) Summer 2011.**

**Abstract:**

The following describes research supported by the Teagle Foundation for the development and testing of an instrument for measuring college student perceptions of institutional mission in the learning environment. Findings from reliability and validity testing of a set of questions called the Mission Perception Inventory (MPI) are discussed. The MPI was first developed in 2004 from qualitative analysis of selected mission statements of postsecondary institutions in the United States. Questions were formulated around the construct of mission perception, operationally defined as an individual's judgment of his or her engagement in the learning environment of an institution as defined by its mission. Testing was performed on data from four consecutive annual administrations of the MPI appended as consortia questions to the National Survey of Student Engagement (NSSE). Data were obtained from a sample of men and women in the first and senior college years (N = 18,671). Results from reliability and factor analysis of the data support the construct validity and reliability of the scale by year in terms of stability, internal consistency, and item-total correlation matrices.

You can view or download [Professional File #121](#) from the AIR web site.

## Journal News

This feature covers various journals highlighted on the AIR web site. AIR members receive [considerable discounts](#) on all journals offered. In this edition of e-AIR, *Research in Higher Education* and *Innovative Higher Education* are featured.

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### ***Research in Higher Education – RIHE Alerts***

Research in Higher Education ([RIHE](#)) is the official peer-reviewed academic journal of AIR. RIHE is intended for those concerned with the functioning of postsecondary education, including two-year and four-year colleges, universities, and graduate and professional schools. [Volume 52, #6, September 2011](#) is now available:

- *States' Potential Enrollment of Adult Students: A Stochastic Frontier Analysis*  
Marvin A. Titus and Brian Pusser  
Pages: 555-571
- Measuring the Diversity Inclusivity of College Courses  
Thomas F. Nelson Laird  
Pages: 572-588
- Are the Effects of Student–Faculty Interaction Dependent on Academic Major? An Examination Using Multilevel Modeling  
Young K. Kim and Linda J. Sax  
Pages: 589-615
- Assessing the Effectiveness of a College Freshman Seminar Using Propensity Score Adjustments  
M. H. Clark and Nicole L. Cundiff  
Pages: 616-639
- Accounting for Cheating: An Evolving Theory and Emergent Themes  
Edward Brent and Curtis Atkisson  
Pages: 640-658

For more information, contact [Rob Toutkoushian](#), RIHE Editor. Manuscripts should be submitted using the [Editorial Manager system](#).

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### ***Innovative Higher Education***

The following articles appear in the most recent issue of the journal of *Innovative Higher Education*, volume 36, number 4. Note that these articles are available to subscribers online as well as in print.

- Editor's Page, Libby V. Morris, "The Quest for Innovative Strategies to Increase Productivity"
- Maureen Snow Andrade, "Managing Change—Engaging Faculty in Assessment Opportunities"
- Adrianna Kezar, "What is the best way to achieve broader reach of improved practices in higher education?"
- Kelly H. Ahuna, Christine Gray Tinnesz, and Carol VanZile-Tamsen, "'Methods of Inquiry': Using Critical Thinking to Retain Students"
- Debby Zambo, "Action Research as Signature Pedagogy in an Education Doctorate Program: The Reality and the Hope"
- Samer Khasawneh, "Learning Organization Disciplines in Higher Education Institutions: An Approach to Human Resource Development in Jordan"

**Questions to think about:**

1. How much are faculty members really involved in assessment efforts? Do they want to be involved, or does one have to “drag the horse to water to drink?”
2. Do we really pay attention to the latest and greatest practices for teaching and learning?
3. Are we really enhancing students’ critical thinking abilities?
4. What is “signature pedagogy?”
5. When was the last time you read about something occurring in Jordanian higher education that might be relevant to your life in higher education?

For further information, please visit the [website](#).

***AIR members receive a discount on all journals. Visit the [web site](#) to order at the discounted price.***

## NCES Publications

### NCES: First Look

The National Center for Education Statistics *First Look* publication, [2008-09 Baccalaureate and Beyond Longitudinal Study \(B&B:08/09\)](#), describes the enrollment and employment experiences of a national sample of 2007-08 college graduates one year after graduation. The tables provide data on their undergraduate enrollment, time to degree, education financing, postbaccalaureate enrollment, employment, and student loan repayment.

### NCES Statistics in Brief

The National Center for Education Statistics *Statistics in Brief* publication, [Graduate and First-Professional Students: Who They Are and How They Pay for Their Education: 2007-08](#), focuses on graduate and first-professional students, exploring the types of programs in which they are enrolled, costs associated with those programs, and how those costs are financed via aid and work.

### NCES Updates International Table Library

Seventeen new tables have been added to the International Data Table Library. New tables include data on student performance in mathematics, science, and reading, as well as data on enrollment rates and trends; education, employment rates and income; class size; teachers and staff time; instructional time and practices; computer availability and use; student background and achievement; and home educational resources. To view this information, please visit the NCES [website](#).

## Meetings and Events

### AIR 2012 Forum New Orleans, Louisiana, June 2-6

#### Save the Date!

The 2012 Forum will take place June 2-6, 2012 in New Orleans, Louisiana. Visit the 2012 Forum [website](#) for the latest news and updates.

#### Interested in being a part of the 2012 Forum?

The Call for Proposals will open in September and will run through the end of October. Full details will be available on the Forum website soon.

#### Get Involved

You are invited to get involved as a Forum Proposal Reviewer. An overview of [responsibilities and qualifications](#) can be found online.

## Affiliate Group Meetings



**The Pacific Northwest Association for Institutional Research and Planning - Save the Date:** PNAIRP's 2011 Conference will be held in Olympia, Washington from October 5th to the 7th. This will be our 32nd annual conference, on the theme of Collaborations, Partnerships and Data Sharing: A Path to Better Research. More information about the conference can be found at the PNAIRP [web site](#) for details.

**Canadian Institutional Research and Planning Association 20th Annual Conference – Save the Date:** CIRPA 2011 represents the association's 20th annual conference, and will be held October 23-25. The theme is "Looking Forward: Institutional Research and Planning in Canada in the next 20 years." We invite you to share in the celebration of this major milestone in CIRPA's history as we chart directions for future IR and planning development in Canada. Full details are found on the conference [website](#).



**The California Association for Institutional Research (CAIR) Conference - Save the Date:** CAIR will hold its annual conference November 9-11, 2011 at the DoubleTree Hotel Sonoma - Wine Country in Rohnert Park, California. The conference theme is "Terror: Assessing the Landscape of Higher Education in California". Additional information is at the CAIR [CAIR website](#).

The **Australasian Association for Institutional Research (AAIR) Forum**, "Let the Sunshine in" will be held November 9-11, 2011, at Sea World Resort, Gold Coast, QLD, Australia. Each year AAIR holds a conference to bring together experts and professionals to promote the exchange of ideas and developments in the field of institutional research. Please visit the [conference web site](#) for more information.



**Mid-American Association for Institutional Research 31st Annual Conference: Registration open and Proposals being accepted:** for the conference, themed: *Retooling IR: Connect. Inform.* The conference will be held November 9-11, 2011, at the Marriott Country Club Plaza in Kansas City, Missouri. The MidAIR Conference features distinguished speakers, workshops led by leading practitioners, research presentations, and the chance to meet and greet colleagues from throughout the region. For more information, see our [web site](#).

## Other Meetings



Purdue University Discovery Learning Research Center will host an international conference "Transforming Education: From Innovation to Implementation" on October 10-12, 2011. The conference will focus on developing strategies for the effective transition of STEM educational research to classroom practice across higher education. For more details, visit the conference [web site](#).

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**IUPUI 2011 Assessment Institute – Save the Date:** The Assessment Institute will be held October 30-November 1, 2011 in Indianapolis. For more information, please consult our [website](#).

## Professional Development

### IPEDS Fall Workshops

([air@airweb.org](mailto:air@airweb.org))

AIR announces several upcoming workshops related to IPEDS. These face-to-face training sessions are geared toward IPEDS data providers and users and are taught by experienced practitioners from across the country. The workshops are co-hosted by AIR and other higher education organizations, with funding provided by the National Center for Education Statistics (NCES). For additional information and to request to attend a workshop, please visit the [website](#).

**Note:** There is no fee to attend these IPEDS Workshops. You do **not** have to be a member of AIR or the co-sponsoring organization to attend an IPEDS workshop. If you will only be attending the workshop and not the meeting, you may attend an IPEDS workshop without paying the registration fee for the co-sponsoring meeting.

#### ***Fall Workshop Opportunities:***

##### **Association of College & University Housing Officers – International (ACUHO – I)**

*October 12, 2011 in Lake Buena Vista, FL*

- IPEDS Data as the Public Face of an Institution
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1

##### **Southern Association for Institutional Research (SAIR)**

*October 12, 2011 in Atlanta, GA*

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 2

##### **Ohio Association for Institutional Research and Planning (OAIRP)**

*October 13, 2011 in Columbus, OH*

- Finance for IR Professionals
- Leading/Managing an IPEDS Cycle

##### **Rocky Mountain Association for Institutional Research and Planning (RMAIR)**

*October 25, 2011 in Albuquerque, NM*

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 2

##### **Hispanic Association of Colleges and Universities (HACU)**

*October 29, 2011 in San Antonio, TX*

- IPEDS Data as the Public Face of an Institution
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1

##### **Mid-America Association for Institutional Research (Mid-AIR)**

*November 8, 2011 in Kansas City, MO*

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 2

##### **California Association for Institutional Research (CAIR)**

*November 12, 2011 in Rohnert Park, CA*

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 2

**Association for the Study of Higher Education (ASHE)**

*November 20, 2011 in Charlotte, NC*

- IPEDS Data as the Public Face of an Institution
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1

**NEAIR**

*December 4, 2011 in Boston, MA*

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness-Module 2

## Certificate in IR at Pennsylvania State University - Fall 2011 and Spring 2012 Courses

Pennsylvania State University offers courses leading to a Certificate in Institutional Research and provides students with the skills that support institutional planning and policy formation. The program provides considerable flexibility in the choice of courses as well as in the time taken to complete the certificate program. We also welcome students seeking to upgrade their skills without wishing to complete the certificate. You can learn more about the program at the [website](#).

### ***Fall 2011 Courses (September 12<sup>th</sup> to December 16<sup>th</sup>)***

#### **Introduction to Institutional Research (3 credits), Instructor: J. Fredericks Volkwein**

This course provides students with an overview of the institutional research profession and the most common functions that institutional research offices carry out. Students will gain a fuller understanding of campus decision support activities and processes such as strategic planning, compliance reporting, enrollment management, resource management, institutional effectiveness, student outcomes assessment, and program evaluation. During this course, the classroom and work experiences are aimed at understanding the readings, obtaining hands-on experience in analyzing data, and developing reporting skills for the purposes of institutional research.

#### **Planning and Resource Management in Higher Education (3 credits), Instructors: John Cheslock & Michael Dooris**

This course provides students with a working knowledge of strategic planning models and budgeting structures and processes. Students will develop tools and skills in environmental scanning, revenue forecasting, expenditure controls, and bench marking. During this course, the on-line learning experiences are aimed at applying the readings, obtaining hands-on experience in analyzing data, and developing reporting skills.

### ***Spring 2012 Courses:***

#### **Designing Institutional Research Studies, Instructor: John Cheslock**

This course acquaints students with best practices and necessary skills in quantitative and qualitative research design including sampling and basic measurement issues, research methods, survey research, interviews, and selecting appropriate statistical tools. Students will be introduced to basic validity concepts and methods that allow for validity to be obtained in practice. Course assignments will help students gain experience extracting value from data and effectively communicating that information to others.

#### **Assessing Student Outcomes & Evaluating Academic Programs, Instructor: J. Fredericks Volkwein**

This course pulls together the many threads that add up to educational effectiveness: evaluating academic programs and curricula, assessing student learning outcomes, coping with accountability and performance reporting requirements, and responding to the demands of both regional and disciplinary/vocational accreditation bodies. The course acquaints students with strategies and instruments for conducting outcomes studies of programs, students, and alumni alike. Assessment topics include studies of students' basic skills, general education, knowledge in the major, personal growth, and alumni outcomes.

**Questions regarding the program can be directed to:** John Cheslock, Director, Certificate in Institutional Research, Pennsylvania State University, [jjc36@psu.edu](mailto:jjc36@psu.edu).

## **NCES and PTAC Webinar**

The U.S. Department of Education's Institute of Education Sciences' National Center for Education Statistics (NCES) established the Privacy Technical Assistance Center (PTAC) as a "one-stop" resource for education stakeholders to learn about data privacy, confidentiality, and security practices related to student-level longitudinal data systems. PTAC provides timely information and updated guidance on privacy, confidentiality, and security practices through a variety of resources, including training materials and opportunities to receive direct assistance with privacy, security, and confidentiality of longitudinal data systems. More PTAC information is available on the [website](#). There is also a webinar coming up next month, **September 12<sup>th</sup>, 2011**:

### ***Data Suppression/Aggregate Reporting Methods***

This webinar will focus on practical suppression techniques based on feedback PTAC has received from states. A few states will have the opportunity to provide their experiences on strengthening suppression from a practical standpoint.

***[Register for the webinar](#)***

PTAC updates are available through Newsflash. Please visit the [website](#) to sign up.

Baron Rodriguez

[Baron.Rodriguez@aemcorp.com](mailto:Baron.Rodriguez@aemcorp.com)

## Community Engagement Academy: Measuring and Monitoring Community Engagement

Are you responsible for communicating the impact of your outreach and engagement programs? Do you want to position your institution to describe the university's impact on your region or your state? Are you responsible for assessing engagement programs or effectively linking community engagement to the teaching, research, and service missions of your institution? If so, [register now](#) for Measuring and Monitoring for Engagement, offered by Virginia Tech at the home of the Engagement Academy for University Leaders on **September 8-10, 2011**. For more information about this program visit the [website](#).

Steve Thorpe

[swthorpe@widener.edu](mailto:swthorpe@widener.edu)

## Career Opportunities

### AIR Job Listing Summary

Lisa Gwaltney, AIR Office ([lgwaltney@airweb.org](mailto:lgwaltney@airweb.org))

Persons seeking jobs in institutional research, planning, or policy analysis should check the AIR [Job Listings web page](#) every few days for new positions. Employers can submit job ads free of charge by using the online submission form found on the AIR [Job Openings page](#). For any questions about job ads, please contact Lisa Gwaltney by [email](#) or phone 850-385-4155 ext. 120.

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[RESEARCH DESIGN ANALYST #0600390](#) - Volunteer State Community College, Gallatin, TN

Deadline Date: Open until filled

[MANAGER, PLANNING AND ANALYSIS](#) - College of the North Atlantic, Doha, Qatar

Deadline Date: 9/16/2011

[INSTITUTIONAL RESEARCH ASSOCIATE](#) - University of Texas, Arlington, TX

Deadline Date: 9/10/2011

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Inver Hills Community College, Inver Grove Hills, MN

Deadline Date: 9/12/2011

[ASSISTANT DIRECTOR OF RECORDS \(INSTITUTIONAL REPORTING\)](#) - Texas A&M U, Doha, Qatar

Deadline Date: TBD

[POST-DOC RESEARCH ASSISTANT](#) - West Virginia Higher Education Policy Commission - Charleston, WV

Deadline Date: 9/5/2011

[DIRECTOR, INSTITUTIONAL RESEARCH](#) - University of Massachusetts, Lowell, MA

Deadline Date: review of applications will begin 09/01/11

[DIRECTOR: INSTITUTIONAL RESEARCH](#) - Stellenbosch University, Matieland, South Africa

Deadline Date: 9/12/2011

[DIRECTOR OF DIVERSITY AND CULTURAL COMPETENCE MANAGEMENT](#) - East Carolina University, Greenville, NC

Deadline Date: Open until filled

[SENIOR INSTITUTIONAL RESEARCH ANALYST](#) - Mott Community College, Flint, MI

Deadline Date: 9/18/2011

[SENIOR INSTITUTIONAL RESEARCH ANALYST](#) - University of Alabama, Tuscaloosa, AL

Deadline Date: Until filled

[ASSISTANT DEAN FOR PLANNING, RESEARCH, & EFFECTIVENESS](#) - Bowling Green State University Firelands, Huron, OH

Deadline Date: Application review begins 9/2/2011 and continues until position is filled

[ASSISTANT DIRECTOR, RESOURCE ANALYSIS](#) - University of Cincinnati, Cincinnati, OH

Deadline Date: Open Until filled

[SLDS PROGRAM MANAGER](#) - University of Hawaii-Manoa, Manoa, HI

Deadline Date: 8/31/2011

[INSTITUTIONAL RESEARCHER](#) - Lane Community College, Eugene, OR

Deadline Date: 9/12/2011

[SENIOR RESEARCH & PLANNING ANALYST](#) - Allan Hancock Joint Community College District, Santa Maria, CA

Deadline Date: 9/12/2011

[ANALYST/PROGRAMMER](#) - University of Rochester, Rochester, NY

Deadline Date: open until filled

[ASSISTANT DIRECTOR OF ENROLLMENT MANAGEMENT](#) - TCS Education System, Chicago, IL

Deadline Date: Open Until filled

[DIRECTOR OF ANALYTICS](#) - Institute for Evidence Based Change, Encinitas, CA

Deadline Date: 8/26/2011

[DIRECTOR, STRATEGIC OUTCOMES ASSESSMENT & INTERPROFESSIONAL EDUCATION RESEARCH](#) - Western

University Health Sciences, Pomona, CA

Deadline Date: open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - National Labor College, Silver Spring, MD

Deadline Date: Open until filled

[BUSINESS AND TECHNOLOGY APPLICATIONS ANALYST](#) - University of North Carolina, Greensboro, NC

Deadline Date: 10/3/2011

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#) - University of New Haven, West Haven, CT

Deadline Date: 9/16/2011 or until position is filled

[SENIOR RESEARCH ANALYST](#) - University of Colorado, Colorado Springs, CO

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL ASSESSMENT](#) - George Mason University, Fairfax, VA

Deadline Date: 9/15/2011 for full consideration

[DATA WAREHOUSE/BUSINESS INTELLIGENCE ANALYST/DEVELOPER](#) - UNLV, Las Vegas, NV

Deadline Date: Open Until filled

[ASSOCIATE VICE-PRESIDENT, INSTITUTIONAL RESEARCH \(A99990\)](#) - Emerson College, Boston, MA

Deadline Date: 10/19/2011

[ASSISTANT DEAN ASSESSMENT](#) - South College School of Pharmacy, Knoxville, TN

Deadline Date: flexible

[RESEARCH ANALYST \(HALF-TIME\)](#) - North Dakota State University, Fargo, ND

Deadline Date: 8/31/2011

[RESEARCH ASSISTANT](#) - Portland State Univ., Portland, OR

Deadline Date: 9/9/2011

[INSTITUTIONAL ANALYST](#) - University of Hawai'i, Manoa, HI

Deadline Date: 8/25/2011

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH ACCREDITATION](#) - Hamline University, St. Paul, MN

Deadline Date: Open until filled

[DATA AUDITOR](#) - Massachusetts Department of Higher Education, Boston, MA

Deadline Date: 8/22/2011

[DIRECTOR OF RESEARCH](#) - Commission on Independent Colleges, Albany, NY

Deadline Date: 8/26/2011

[RESEARCH ANALYST](#) - Savannah College of Art and Design, Savannah, GA

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Curry College, Milton, MA

Deadline Date: open until filled

[DATA COORDINATOR](#) - University of California, Oakland/Berkeley, CA

Deadline Date: 9/1/2011

[DATA ADMINISTRATION ANALYST](#) - SMU, Dallas, TX

Deadline Date: 8/24/2011

[INSTITUTIONAL RESEARCH ANALYST](#) - University of Missouri, Kansas City, MO

Deadline Date: 8/28/2011

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Hofstra University, Long Island, NY

Deadline Date: open until filled

[ASSOCIATE PROVOST FOR INSTITUTIONAL RESEARCH AND EFFECTIVENESS](#) - The New School, New York, NY

Deadline Date: Review begins 8/22/2011

[DEAN OF INSTITUTIONAL EFFECTIVENESS](#) - North Hennepin Community College, Brooklyn Park, MN

Deadline Date: 8/28/2011; 11:59 PM

[RESEARCH ANALYST-OFFICE OF INSTITUTIONAL RESEARCH](#) - Fordham University, New York, NY

Deadline Date: Open until filled

[ANALYST, INSTITUTIONAL RESEARCH](#) - New York Institute of Technology, New York, NY

Deadline Date: Open until filled

[ASSISTANT DIRECTOR, INSTITUTIONAL RESEARCH & PLANNING](#) - University of Louisville, Louisville, KY

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCHER](#) - New Mexico State University, Las Cruces, NM

Deadline Date: 8/17/2011

[DIRECTOR OF ASSESSMENT](#) - Simmons College, Boston, MA

Deadline Date: Open until filled

[AVP, INST'L RESEARCH & ASSESSMENT](#) - National University, San Diego, CA

Deadline Date: Open Until filled

[RESEARCH ASSOCIATE](#) - Huston-Tillotson University, Austin, TX

Deadline Date: Open Until filled

[INSTITUTIONAL RESEARCH ANALYST](#) - University of Wisconsin-River Falls, River Falls, WI

Deadline Date: 8/14/2011

[EXECUTIVE DIRECTOR](#) - Southern Illinois University, Edwardsville, IL

Deadline Date: 9/1/2011

[PROGRAMMER ANALYST](#) - Tidewater Community College, Norfolk, VA

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST II](#) - University of Georgia, Athens, GA

Deadline Date: open until filled

[DIRECTOR, INSTITUTIONAL RESEARCH & EFFECTIVENESS](#) - Austin Peay State University, Clarksville, TN

Deadline Date: open until filled

[DIRECTOR OF LEARNING ASSESSMENT](#) - University of Massachusetts Dartmouth, Dartmouth, MA

Deadline Date: open until filled

[RESEARCH ANALYST, College of Coastal Georgia, Brunswick, GA](#)

Deadline Date: 9/1/2011

[DATA WAREHOUSING DEVELOPER](#) - University of Maryland, College Park, MD

Deadline Date: August 12 for best consideration

[ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Excelsior College, Albany, NY

Deadline Date: open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Williams College, Williamstown, MA

Deadline Date: 8/12/2011

[RESEARCH ANALYST IV](#) - Tennessee State University, Nashville, TN

Deadline Date: until filled

[ASSISTANT OR ASSOCIATE PROFESSOR](#) - Cal Poly Pomona, Pomona, CA

Deadline Date: 9/30/2011

[ASSOCIATE VICE PROVOST FOR INSTITUTIONAL RESEARCH AND EFFECTIVENESS](#) - University of North Texas, Dallas-Fort Worth, TX

Deadline Date: Open until filled

[DIRECTOR, INSTITUTIONAL RESEARCH AND PLANNING](#) - North Orange County Community College District, Anaheim, CA

Deadline Date: 8/25/2011

[DIRECTOR OF INSTITUTIONAL RESEARCH AND ASSESSMENT](#) - Austin College, Sherman, TX

Deadline Date: Review begins 8/15/2011

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#) - Cedar Crest College, Allentown, PA

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST IV](#) - UC Berkeley, Berkeley, CA

Deadline Date: 8/12/2011

[ACADEMIC TRAINER AND CONSULTANT, ASSESSMENT AND ANALYTICS SPECIALIST](#) - Pearson, Centennial, CO

Deadline Date: 8/12/2011

[INSTITUTIONAL RESEARCH ASSOCIATE](#) - Red Rocks CC, Lakewood/Arvada, CO

Deadline Date: 8/26/2011

[SENIOR RESEARCH AND DATA ANALYST](#) - Johnson County Community College, Overland Park, KS

Deadline Date: 8/15/2011

[ACADEMIC ASSESSMENT RESEARCH COORDINATOR](#) - Caldwell College, Caldwell, NJ

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Williams College, Williamstown, MA

Deadline Date: Open until filled

[ACCREDITATION COORDINATOR-INSTITUTIONAL RESEARCH](#) - Tufts University, Medford, MA

Deadline Date: Open until filled

[IR ANALYST I](#) - Bentley University, Waltham, MA

Deadline Date: Open Until filled

[DIRECTOR, INSTITUTIONAL RESEARCH](#) - Rice University, Houston, TX

Deadline Date: Open Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - University of Hawaii at Manoa, Honolulu, HI

Deadline Date: Review of applications begins 8/31; 9/9 deadline

[RESEARCH ASSOCIATE IV](#) - University of Texas, Austin, TX

Deadline Date: Open until filled

[DIRECTOR OF LEARNING ASSESSMENT, INSTITUTIONAL RESEARCH AND ASSESSMENT](#) - University of Massachusetts Dartmouth, North Dartmouth, MA

Deadline Date: Open until filled

[COORDINATOR OF INSTITUTIONAL DATA/RESEARCH ANALYST](#) - University System of Maryland, Adelphi, MD

Deadline Date: 8/22/2011

[RESEARCH DIRECTOR, COGNITIVE & LEARNING SERVICES](#) - Educational Testing Service, Princeton, NJ

Deadline Date: 8/21/2011

[DATA SYSTEM ANALYST \(2 positions\), INSTITUTIONAL RESEARCH](#) - The University of Toledo, Toledo, OH

Deadline Date: 8/5/2011

[SENIOR RESEARCH SPECIALIST](#) - Texas Higher Education Coordinating Board, Austin, TX

Deadline Date: 8/15/2011

[INSTITUTIONAL EFFECTIVENESS & ASSESSMENT COORDINATOR](#) - Texas Wesleyan University, Fort Worth, TX

Deadline Date: Open Until filled

[SAFRA ACTIVITY DIRECTOR](#) - Tennessee State University, Nashville, TN

Deadline Date: 8/8/2011

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Washington State University, Pullman, WA

Deadline Date: August 15, 2011 or when filled

[ACADEMIC ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS COORDINATOR](#) - Mercy College, Des Moines, IA

Deadline Date: Open until filled

[SENIOR POLICY ANALYST/RESEARCHER](#) - Middle States Commission on Higher Education, Philadelphia, PA

Deadline Date: Review of applications begins 8/10/11

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Sul Ross State University, Alpine, TX

Deadline Date: Open Until filled

[SENIOR INSTITUTIONAL RESEARCH ANALYST \(posting 20092356\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[INSTITUTIONAL RESEARCH ANALYST \(posting 20092597\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[INSTITUTIONAL RESEARCH ANALYST \(posting 20092357\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[INSTITUTIONAL RESEARCH ANALYST \(posting 20092368\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[MANAGER OF STUDENT AFFAIRS ASSESSMENT](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[DIRECTOR OF ACADEMIC ASSESSMENT](#) - University of Nevada, Las Vegas, NV

Deadline Date: 8/17/2011

[BUSINESS INTELLIGENCE ANALYST](#) - Fordham University, New York, NY

Deadline Date: Open until filled

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Argosy University, Chicago, IL

Deadline Date: 7/29/2011

[INSTITUTIONAL RES ASSOC III](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH MANAGER](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[SENIOR BUSINESS INTELLIGENCE ANALYST](#) - Fordham University, New York, NY

Deadline Date: Open until filled

[RESEARCH ANALYST 2](#) - Spokane Falls Community College, Spokane, WA

Deadline Date: 7/22/2011

[SENIOR ACADEMIC ADMINISTRATORS](#) - Zayed University, Abu Dhabi/Dubai, UAE

Deadline Date: Open Until filled

[ASSESSMENT COORDINATOR](#) - Pittsburg State University, Pittsburg KS

Deadline Date: 8/8/2011

[COORDINATOR OF ASSESSMENT & PLANNING](#) - Pace University, Pleasantville/Briarcliff Campus, NY

Deadline Date: Open Until filled

[PLANNING & INSTITUTIONAL RESEARCH ASSOCIATE \(Associate, Academic & Institutional Studies II\)](#) - California State University, East Bay- Hayward, CA

Deadline Date: Open Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Lasell College, Newton, MA

Deadline Date: Open Until filled

[DATA ANALYST \(Position # 0129139\)](#) - University of Pittsburgh, Pittsburgh PA

Deadline Date: Open Until filled

[RESEARCH ANALYST](#) - Walden University, Minneapolis, MN

Deadline Date: Open Until filled

[INSTITUTIONAL RESEARCH ASSOCIATE](#) - Ivy Tech Community College, Indiana

Deadline Date: Open Until filled

[INSTITUTIONAL RESEARCH SPECIALIST](#) - West Coast University, Irvine, CA

Deadline Date: Open Until filled

[MANAGER OF STUDENT & PROGRAM ASSESSMENT \(Senior Admin. Analyst\)](#) - University of California Merced, Merced, CA

Deadline Date: Open until filled

[DIRECTOR, OFFICE OF ASSESSMENT](#) - Bridgewater State University, Bridgewater, MA

Deadline Date: Open Until filled

[MANAGEMENT ANALYST OR MANAGEMENT ANALYST SENIOR](#) - Northern Arizona University, Flagstaff, AZ

Deadline Date: 7/20/2011

[BUSINESS & TECHNOLOGY APPLICATIONS ANALYST](#) - Western Carolina University, Cullowhee, NC

Deadline Date: 7/15/2011

[DIRECTOR, OFFICE OF INSTITUTIONAL RESEARCH](#) - Bridgewater State University, Bridgewater, MA

Deadline Date: Open Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH AND STRATEGIC PLANNING](#) - Heald College, San Francisco, CA

Deadline Date: Until filled

[RESEARCH ASSISTANT, PLANNING, RESEARCH AND POLICY ANALYSIS](#) - Illinois State University, Normal, IL

Deadline Date: 7/25/2011

[BUSINESS INTELLIGENCE SYSTEMS ANALYST](#) - University of Massachusetts, Amherst, MA

Deadline Date: July 25, 2011 or until filled

[MANAGER-INSTITUTIONAL EFFECTIVENESS](#) - Higher Colleges of Technology, Abu Dhabi, UAE

Deadline Date: 8/15/2011

[DIRECTOR OF MARKET & SURVEY RESEARCH](#) - Performa Higher Education, Whitsett, NC

Deadline Date: Open until filled

[COORDINATOR](#) - Regis University, Denver, CO

Deadline Date: Application review begins last week of July

[PLANNING ANALYST 2](#) - University of Houston, Houston, TX

Deadline Date: Open until filled

[RESEARCH AND POLICY ANALYST](#) - Council on Postsecondary Education, Frankfort, KY

Deadline Date: open until filled

[COORDINATOR FOR RESEARCH PROJECTS](#) - North Carolina Community College System, Raleigh, NC

Deadline Date: 7/14/2011

[SENIOR ANALYST/CONSULTANT FOR ENROLLMENT MANAGEMENT](#) - Eduventures, Boston, MA

Deadline Date: Open until filled

[DIRECTOR, OFFICE OF INSTITUTIONAL EFFECTIVENESS](#) - CityU, Seattle, WA

Deadline Date: 7/15/2011

[INSTITUTIONAL RESEARCH DATABASE/SYSTEMS ANALYST](#) - University of Colorado, Boulder, CO

Deadline Date: 7/27/2011

[RESEARCH ANALYST](#) - Pueblo Community College, Pueblo, CO

Deadline Date: 7/14/2011

[RESEARCH ANALYST](#) - Marist College, Poughkeepsie, NY

Deadline Date: Until filled

[RESEARCH ANALYST](#) - Gordon College, Barnesville, GA

Deadline Date: 7/17/2011

[RESOURCE AND POLICY ANALYST](#) - University of Illinois, Urbana, IL

Deadline Date: 7/22/2011

[RESEARCH COORDINATOR](#) - Geneva Foundation, Washington, DC

Deadline Date: Open until filled

[DATA SPECIALIST/PROGRAMMER](#) - St. Joseph's College, Brooklyn, NY

Application deadline: August 1, 2011

[ASSOCIATE VICE CHANCELLOR OF INSTITUTIONAL RESEARCH, PLANNING AND ASSESSMENT](#) - Keiser University, Fort Lauderdale, FL

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST](#) - North Georgia College & State University, Dahlonega, GA

Deadline Date: Open until filled

## Technical Tips from the Field

### Sparklines in Excel

Gayle Fink ([gfink@bowiestate.edu](mailto:gfink@bowiestate.edu))

The June 2011 Tech Tip inspired Liana Crisan-Vandeborne, The Ohio State University to provide an actual example of in-cell graphing using Sparkline. I've just asked our IT department if our office could get Office 2010 installed. I have visions of dashboards in my head. Thank you Liana! Send your Tech Tips to Gayle Fink, [gfink@bowiestate.edu](mailto:gfink@bowiestate.edu).

I am sure a few of you are already using Excel 2010 and probably know one of the new “amazing” features: Sparkline. For those of you who plan to get Excel 2010 in the near future, this application is something to check out.

Sparklines are best used for tracking trends. It only takes a few clicks of the mouse to insert them in your sheet. Below are the instructions and one visual example to show how the Sparklines look when applied to data:

1. Open your file in Excel 2010 (Excel 2010 will recognize older versions, and you might need to save you data to a new format [.xlsx], especially if it is “Excel 97-2003 Workbook”).
2. Select the cell where you would like your Sparkline to be displayed.
3. Click Insert tab, and then, from the Sparkline menu choose your Line/Column/WinLoss display.
4. Select your range of data.
5. Once your Sparkline is inserted, the Design tab opens and you will find a few more options for accessorizing your graph.

Institution Name	1999-2000	2000-01	2001-02	2002-03	2003-04	
UNIVERSITY OF FLORIDA	516	856	607	241	924	
PURDUE UNIVERSITY	468	464	409	463	446	
FLORIDA STATE UNIVERSITY	263	252	-25	290	271	
OHIO STATE UNIVERSITY	431	58	465	153	22	
THE UNIVERSITY OF TEXAS	659	933	639	674	202	

Of course, for detailed graphs, you might still want to design your own chart with all the details you want. Overall, it is good that Microsoft is beginning to include data visualization applications in their basic software package without extra charges, and I also think it is good that the 3D Pie Chart is not an option in the “Sparkline” tab.

Enjoy playing with it!

## Parting Thoughts

Do you have a favorite quote? Something that resonates with you, inspires you, or simply brings a smile to your face? Send them to Gayle Fink ([gfink@bowiestate.edu](mailto:gfink@bowiestate.edu)) for the next issue of *Parting Thoughts*.

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### Start of the Academic Year....

"As long as teachers give tests, there will always be prayer in schools."

~Unknown

I like a teacher who gives you something to take home to think about besides homework.

~Walker Percy

Education's purpose is to replace an empty mind with an open one.

~Malcolm S. Forbes

Education is not filling a pail but the lighting of a fire.

~William Butler Yeats

The one real object of education is to have a man in the condition of continually asking questions.

~Dana Stewart Scott

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

~Alvin Toffler

If a doctor, lawyer, or dentist had 40 people in his office at one time, all of whom had different needs, and some of whom didn't want to be there and were causing trouble, and the doctor, lawyer, or dentist, without assistance, had to treat them all with professional excellence for nine months, then he might have some conception of the classroom teacher's job.

~Donald D. Quinn