



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

Vol. 31 No. 9 - 9/22/2011

**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:

10/21/2011

Next Issue Target Publication Date:

10/27/2011

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).

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).

Announcements & Information

AIR Board of Directors Update - September 2011

As e-AIR goes to press, the Board of Directors will have just headed home from our first face-to-face meeting since the meeting at the 2011 Forum in Toronto. Conference calls are a great way to make sure that business continues, but they work best, I think, if they are not the only method of communication for a group.

We met in Atlanta, Georgia, September 18th-20th and had a full agenda. It was good to have more time to talk things through.

Among the governance policies the Board has adopted, is a policy about the Board 'Governing Style'. This policy begins with the following statement:

The Board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity of viewpoints, (c) strategic leadership rather than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future more than past or present, and (g) proactivity rather than reactivity.

Apart from hearing my mother in reaction to (f) saying, 'Don't wish your life away', these are a good outline of effective leadership for an organization and a lot easier to type than to do!

It is in this context that we were pleased to have one day of our Board meeting with Miriam Carver, the consultant with whom we worked on the governance transition. Miriam worked to coach us through a couple of 'rehearsals' in which we practiced as a Board dealing with difficult issues and decisions – before we are actually faced with them. And we spent considerable time working on the Governance Policies themselves, particularly those referred to as Ends within this governance model. Again, we thank those groups who met with the Board and Miriam at the Forum in Toronto and shared their ideas on the important Ends of the Association.

We also talked about the work of the Nominations and Elections Committee, chaired by Immediate Past President Jim Trainer; policies on the establishment of Board committees, with Board Secretary Elizabeth Stanley; a process for the review and update of the AIR Code of Ethics (an issue raised recently by a member and on the Board's job description); and a good, long discussion about strategies for the Board to gather the 'voice of the members'.

Stay tuned for a more detailed update on what transpired during our September Board meeting in the October edition of e-AIR.

Any thoughts that you have on the above mentioned matters, and most particularly ideas on how we might hear from you about what you want from the organization, I would be pleased to receive and bring them to our discussions. You can find my contact information on the [AIR website](#).

Jennifer Brown
AIR President

Treatment of Consumers Policy

The new AIR Constitution and Bylaws approved last spring opened the door for changes in the Association's governance structure. One of those changes is the process the Board of Directors uses to delegate responsibility to the Executive Office and to hold staff accountable. As part of the package of policies the Board uses to govern the organization is a policy on the treatment of consumers of AIR services and activities. A portion of that policy is presented below and can be found on the [AIR website](#). Also on the site is a link to provide feedback if you ever feel that you are not receiving respectful treatment or afforded a safe and secure experience with AIR.

I want to hear your feedback about how to improve the Association.

Randy L. Swing

AIR Executive Director (executivedirector@airweb.org)

Treatment of Consumers Policy

With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive.

The CEO will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.
3. Operate facilities without appropriate accessibility and privacy.
4. Allow consumers to be unaware of what may be expected and what may not be expected from services.
5. Leave consumers uninformed of this policy, or without a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Common Education Data Standards

The Common Education Data Standards (CEDS) is an initiative to create a “common vocabulary” of definitions, formats, and code sets for key data elements shared across K-12 and postsecondary education. This effort is led by two separate but aligned groups:

1. A stakeholder group convened by the National Center for Education Statistics (NCES) charged with developing the standards.
2. A consortium of key educational stakeholders responsible for advocacy, communications, adoption and implementation of the standards.

CEDS Version 1.0 was released on September 10, 2010 with a focus on K-12 data elements. Version 1.0 can be accessed from the [CEDS website](#) hosted by NCES. **CEDS Version 2.0** (currently in draft) extends the list of data elements with refinements to those released in version 1.0 and the addition of new data elements with a deliberate focus on postsecondary data.

For more information and resource links, visit the [AIR web site](#).

Published Ranking Table Data From U.S. News

U.S. News will again provide, free of charge to any institutional researcher, a series of Excel spreadsheets with the ranking data that appeared in the rankings tables in the Best Colleges 2012 Edition print guide book that went on sale September 20, 2011. These spreadsheets will not be posted on a website; they will be e-mailed directly to each individual. These spreadsheets will only contain the data that appear in the published ranking tables, not all the data used to compute the rankings.

This information is provided for the convenience of AIR members by U.S. News to assist them in their analytical responsibilities. Data is only available from the Best Colleges 2012 Edition guide book ranking tables. The full rankings were published [online](#) on September 13, 2011. To request these Excel ranking tables, or for questions, send an e-mail to either rmorse@usnews.com or dtolis@usnews.com. The e-mail should contain a one sentence reason for the request to access the data for your school or institution. Expect a turnaround time of up to 10 business days before receiving the Excel files.

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

Robert J. Morse, rmorse@usnews.edu
Director of Data Research, U.S. News & World Report

AAUP Faculty Compensation Survey 2011-12

Although the opening of data collection for our 2011-12 survey is still months away, we are already in the planning phase. We are updating our survey contact and institutional records, so if you know of changes to contact person(s)—including changes of e-mail address, institution name, or category, please send us a note at aaupfcs@aaup.org

As many of you know, NCES has released a notice of changes to the IPEDS Human Resources survey for 2011-12 that will eliminate the benefits items from the Salaries section ([visit the IPEDS website](#) and click on “Changes to the 2011-12 Data Collection” on the left-hand menu). Our current plan is to maintain the AAUP survey benefits section unchanged, however, we’d like to hear from you about how this change will affect your reporting. Send your comments to aaupfcs@aaup.org.

If you submitted 2010-11 data and need to make corrections, please contact us by [e-mail](#) to unlock your entry. If you have not yet submitted data for 2010-11, it would still be useful to have the data in our system for use in validity checks for the coming year. Changes to data are available for use in peer reports within a couple of business days after the submission is completed.

We anticipate opening our 2011-12 data collection in November and will provide detailed instructions as early as possible. We do not anticipate making substantive changes to our survey data definitions or data submission process. We are working on potential additional reports based on survey data, however, and will do our best to send our survey contacts advance notice about new report formats. Visit our [survey Web site](#) for more information, and thank you for your participation.

John Curtis, Director of Research and Public Policy, jcurtis@aaup.org
Samuel Dunietz, Research Assistant
American Association of University Professors, Washington, DC

Credit Hour Data Available

John Minter Associates, Inc., announces the availability of the following credit hour data, on sale now. Visit the [web site](#) for detailed information including screen shots and instructions for ordering:

- Credit Hour Performance Rates and Ratios: [Public 4 year institutions](#)
- Credit Hour Performance Rates and Ratios: [Public 2 year institutions](#) (Including Contact Hours)
- Credit Hour Performance Rates and Ratios: [Private non profit 4 year institutions](#)

Excel Tables in each publication include:

- Total credit hour production – by institution by Carnegie Classification 2005 to 2010
- Annual growth in total credit hour production – 2005 to 2010
- Average credit hour production – per instructional staff
- Average credit hour production – per total staff
- Student core expense per credit hour – (instruction - academic support - student services)
- Instruction expense per credit hour – total; salaries and wages
- Academic support expense per credit hour – total; salaries and wages
- Student services expense per credit hour – total; salaries and wages
- Gross tuition revenue per credit hour
- Gross tuition per credit hour coverage of Student core expenses per credit hour

Dr. John Minter

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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).

Amy Bawcom has accepted the position of Director of Institutional Effectiveness at Central Texas College, Killeen, Texas.

Jeffrey Brainard has taken a new communications/writing position at the Maryland Sea Grant College program in College Park. The program supports research and outreach activities aimed at restoring the Chesapeake Bay. Jeff was formerly with The Chronicle of Higher Education, where he was Manager of Editorial Data Research. Jeff said that it's been a good, 12-year run for him at The Chronicle, but he is ready for a new challenge. He can now be reached at jhbrainard@gmail.com. Chronicle data can now be sent to his colleagues in the data unit, Alex Richards and Andrea Fuller, at data@chronicle.com.

Crissie Grove took a new online position this past spring with Walden University as Director of Academic Quality. She was previously Director of Institutional Research and Strategic Planning at Touro University in Nevada. Crissie resides in Arizona.

Nancy Kinsey, IAIR Program Chair in 2010, has been named Vice President of Administrative Services for Kaskaskia College in Centralia Illinois.

Dr. Jerry Rackoff, Associate Vice President for Planning & Institutional Research at Bucknell University, Lewisburg, PA, will retire January 1, 2012 after 35 years of service in faculty and administrative roles. He plans to continue some consulting and writing, and looks forward to pursuing dormant interests and exploring new opportunities.

Dr. S.J. Sethi, is now the Executive Director of the Office of Institutional Research and Effectiveness at The University of Texas-Pan American in Edinburg, Texas.

IR In The Know

September 2011

(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.

Policy Watch

Gainful Employment: AIR Alert #40

The May IR in the Know addressed Gainful Employment (GE) reporting requirements. The first disclosure requirements came into effect on July 1. The first reports on students enrolled in GE programs are due on October 1. This [AIR Alert](#) provides a summary of GE and provides a list of resources to help colleges and universities comply with the rules.

Improving Student Transfer from Community Colleges to Four-Year Institutions

In [Student Transfer from Community Colleges to Four-Year Institutions](#), College Board highlights the experiences of higher education leaders from four-year institutions with success in recruiting, enrolling, and serving community college transfers. The report provides examples of effective policies and strategies that four-year campuses have used to facilitate the transfer process. One recommendation is to understand the differences between first-year students and transfer students and make transfer students an integral part of the campus mission. Recommendations also address outreach and preparation, admission and enrollment, financial aid, and providing a welcoming environment to address the unique needs of this student population.

Promoting Educational Opportunity: The Pell Grant Program at Community Colleges

The federal Pell Grant Program, established in 1972, has helped remove financial barriers allowing millions of students to enroll in postsecondary education. In 2010-11, more than 9.5 million students depended on Pell grants to provide them access to higher education. The American Association of Community Colleges (AACC) examines the history and trends of Pell grants in [Promoting Educational Opportunity: The Pell Grant Program](#). The brief provides a context for understanding the importance of the Pell grant program to college students with a focus on those attending community colleges.

The Condition of College & Career Readiness 2011

ACT reports on 2011 high school graduates' academic readiness for college in [The Condition of College & Career Readiness 2011](#). ACT defines "college and career readiness" as "the acquisition of the knowledge and skills a student needs to enroll and succeed in credit-bearing first-year courses at a postsecondary institution without the need for remediation." This ACT report addresses: (1) college readiness; (2) the extent to which student aspirations match the workforce needs; (3) the number of students taking college entrance exams and pursuing a core curriculum; (4) academic performance; (5) the impact of academic behaviors on high school performance; and (6) recommendations for states and schools to improve college readiness.

One Year Out: Findings from a National Survey Among Members of the High-School Graduating Class of 2010

On behalf of the College Board, Hart Research Associates surveyed 2010 high school graduates. [One Year Out: Findings from a National Survey Among Members of the High-School Graduating Class of 2010](#) presents the survey

results. Almost 70% of the 2010 high school graduates surveyed reported requirements for graduating high school were easy and not challenging. Their greatest regret was not studying more or getting better grades. Paying for college was a major concern for those who went to college and for those who did not. Despite concerns about the affordability of college, 60% of the 2010 high school graduates said a college degree was definitely worth the time and money and 26% said it was probably worth it.

The Digital Revolution and Higher Education

Pew Research Center presents findings from two surveys regarding online learning in [*The Digital Revolution and Higher Education*](#). More than three-quarters of colleges and universities now offer online courses with 23% of college graduates reporting they have enrolled in an online course. For individuals who have graduated within the past ten years, 46% report they have enrolled in an online course. While only 29% of the public says online courses offer an equal educational value as those taught in a classroom, 51% of college presidents say online courses provide the same value. Among the adults who have taken a class online, 39% report the educational value is equivalent to a classroom course. Most colleges and universities do not have policies for the use of laptops and smartphones in the classroom with 56% reporting the individual instructors set the guidelines for their classes.

Reaching the Goal

[*Reaching the Goal*](#), a new study from the Education Policy Improvement Center (EPIC), examines the applicability of the skills in the Common Core State Standards (CCSS) to postsecondary readiness. Instructors from various subject areas were asked to rate the quality and applicability of the standards to the postsecondary courses they teach. The findings suggest the CCSS are applicable to a broad range of courses and meeting the standards is important for success in postsecondary education. The survey results also suggest that the English language arts (ELA) and literacy standards have broader applicability than the math standards. Overall, this study provides insight into the potential for the CCSS initiative to help ensure students are better prepared for postsecondary education.

Women in STEM: A Gender Gap to Innovation

In [*Women in STEM: A Gender Gap to Innovation*](#), the Department of Commerce reports women are vastly underrepresented in STEM jobs (i.e., jobs in science, technology, engineering, and math). More specifically, although women hold nearly half of all jobs, women hold only a quarter of STEM jobs. Furthermore, this discrepancy has persisted throughout the past decade, even though college-educated women have increased their share of the overall workforce. One reason is women hold a disproportionately low share of STEM undergraduate degrees, particularly in engineering. Furthermore, women with a STEM degree are less likely than their male counterparts to work in a STEM occupation--they are more likely to work in education or healthcare. On the positive side, women who hold STEM jobs earn one-third more than comparable women in non-STEM jobs, a wage premium that is considerably higher for women than for men, which means that the gender wage gap is smaller in STEM jobs than in non-STEM jobs.

Publications

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, *Innovative Higher Education* is featured.

Innovative Higher Education

The following articles are posted in the online version of this journal and will also appear in the next print issue, volume 36, number 5.

- Libby V. Morris, "Editor's Page – The Generation X Faculty Is Arriving!"
- Wendy C. Crone et al., "Informal Science Education: A Practicum for Graduate Students"
- Jennifer L. Murdock and Amy M. Williams, "Creating an Online Learning Community: Is it possible?"
- Bradley H. Smith et al., "The Development of a Service-Learning Program for First Year Students Based on the Hallmarks of High Quality Service Learning and Rigorous Program Evaluation"
- Mary C. Wright et al., "The Role of Teaching Assistants in Student-Centered Learning: Benefits, Costs, and Negotiations,"
- Crystal Lunsford, "An Examination of the Factors that Shape the Engagement of Faculty and Academic Staff"
- Eric Pappas and Jesse Pappas, "A Behavioral Approach to Building Cognitive Foundations for Effective Thought and Action"

Have we published articles connecting with your special interests? Find out at the revamped [journal web site](#), where you'll discover a topical listing of articles, abstracts, goals, and guidelines for submission.

Would you be interested in serving as a guest reviewer for the journal? If so, please send an email to Kay Gillespie, Associate Editor (kaygi@uga.edu), providing a brief list of your special interests, your title, and affiliation information.

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

NCES Publications

NCES Updates Compare Academic Libraries Web Tool with 2010 Data

The Compare Academic Libraries tool allows users to compare college and university libraries on a wide range of characteristics. It also allows the user to view and download historical data of a library of interest as far back as FY 2000.

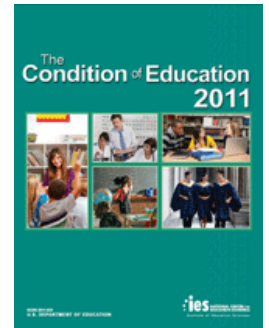
[View the Compare Academic Libraries tool](#)

NCES releases The Condition of Education 2011 e-book

The Condition of Education 2011 summarizes important developments and trends in education using the latest available data. The 2011 report presents 50 indicators on the status and condition of education. The 2011 edition includes indicators in five main areas: (1) participation in education; (2) learner outcomes; (3) student effort and educational progress; (4) the contexts of elementary and secondary education; and (5) the contexts of postsecondary education.

The e-book version will be available for free download for all e-readers. The epub file is for use with the iPad, Nook, and other non-Kindle devices. The mobi file is for use on the Kindle only.

[Access The Condition of Education e-Book](#)



Other Publications

HER Call for Papers

***Higher Education in Review (HER)* is pleased to announce its call for papers.**

HER is an independent, refereed journal published by graduate students of the Higher Education Program at the Pennsylvania State University. Our mission is to make a substantive contribution to the higher education literature through the publication of high-quality research studies, scholarly papers, and literature reviews in areas related to the university, the four-year college, the community college, and other institutions of higher learning. In so doing, we provide graduate students first-hand experience with the publishing process.

Our print journal is distributed to leading higher education graduate programs nation-wide and is electronically available, free of charge, on our website. We also publish additional original content [online](#). First, authors must be currently-enrolled graduate students or have written their manuscript during graduate school. Graduate students from a variety of disciplines and fields (e.g., education, sociology, economics, law, and psychology) are encouraged to submit their work for consideration. Submissions are accepted year-round. Please contact us at HigherEducationInReview@psu.edu with any questions you may have regarding *Higher Education in Review*. We look forward to receiving your submission!

Submit manuscript to HigherEducationInReview@psu.edu with the subject heading "Submission for HER Online".

For more information about types of manuscripts considered and guidelines for print and/or online submissions, visit the [HER website](#).

Claude Mayo (CEPM@psu.edu)

National Center for Science and Engineering Statistics (NCSES) Publications

Two Decades of Increasing Diversity More than Doubled the Number of Minority Graduate Students in Science and Engineering

From 1989 through 2009 the number of minority U.S. citizens and permanent residents enrolled in graduate science and engineering (S&E) programs more than doubled, growing from approximately 37,700 in 1989 to 92,700 in 2009. ([Read more...](#))

Community Colleges: Playing an Important Role in the Education of Science, Engineering, and Health Graduates

Over academic years (AY) 2001 to 2007, the percentage of science, engineering, and health (SEH) graduates who had ever attended community college at some point in their studies remained fairly steady, at around 50% for bachelor's degree recipients and just under 45% for master's degree recipients. ([Read more...](#))

Research Space at Academic Institutions Increased 4% Between FY 2007 and FY 2009

According to the National Science Foundation's biennial Survey of Science and Engineering Research Facilities, the amount of science and engineering (S&E) research space at research-performing colleges and universities expanded 4% between FY 2007 and FY 2009, from 188 million to 196 million net assignable square feet (NASF). ([Read more...](#))

Dan Foley (dfoley@nsf.gov)

Meetings and Events



Submit a Proposal!

AIR invites you to [submit a proposal](#) to share innovative approaches, time-tested best practices, or scholarly research in the field of institutional research and institutional effectiveness.

Additional information about the 2012 Forum including the submission process, session types, and content tracks is available on the [Forum Website](#).

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-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](#).



Middle East and North Africa Association for Institutional Research (MENA-AIR): MENA-AIR's 3rd Annual Conference will be held on October 12 – 14, 2011 in Cairo, Egypt. For more information, please see the conference [website](#).

Canadian Institutional Research and Planning Association 20th Annual Conference: CIRPA 2011 represents our association's 20th annual conference, October 23-25, 2011 and it is very fitting that our 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, including online registration are found on the conference [website](#).



Maryland Association for Institutional Research (MDAIR) Conference: MdAIR will hold its annual conference on October 14, 2011, at Hood College. This year's theme is "Moving from Silver to Gold: Innovations in Institutional Research, Planning, and Assessment in the Next 25 Years". Additional information can be found at the [website](#).



Rocky Mountain Association for Institutional Research (RMAIR) Conference: RMAIR will hold its annual conference October 26-28, 2011 in Albuquerque, NM. This year's theme is "IR at the Center: Better Data, Better Decisions." Details can be found on the [website](#).

The California Association for Institutional Research (CAIR) Conference: 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 "Assessing the Landscape of Higher Education in California". Additional information is available at the 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 [website](#) for more information.

Mid-America Association for Institutional Research 31st Annual Conference: Registration Open and Proposals being accepted: Registration is now open for the 31st Annual Conference: *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 colleagues from throughout the region. For more information, see our [website](#).



North East Association for Institutional Research (NEAIR) – Conference Registration Open: Registration is open for NEAIR's 38th Annual Conference, *Leading the Charge for Institutional Renewal*, at the Boston Park Plaza hotel. Please see the conference [website](#) for preliminary program, hotel and registration information.

Other Meetings



Stepford Universities Conference: Differentiation of Mission in the New Higher Education Landscape, will be held in Toronto, September 28-29, 2011. *Late registration is still possible for the upcoming conference.* Focusing on differentiation of mission in higher education, this event challenges policymakers, leading

professionals, and academics to ask what kind of higher education we should be nurturing, and whether we are destined to live in a world of *Stepford Universities*. Panelists include Mel Schiavelli (*President, Harrisburg U*), Jennifer Lewington (*Correspondent, Chronicle of Higher Education*), Bonnie Patterson (*President, Council of Ontario Universities*) and many more! Visit the [website](#) for more information.

SCUP-47 Call for Proposals – Now Open! Join the Society for College and University Planning (SCUP) and other higher education leaders who shape new thinking and action. AIR members are invited to submit a program proposal for SCUP's international conference in Chicago, July 6-12, 2012. How are you uniquely using data for planning and decision-making? Do you have tools and techniques that should be more broadly applied to higher education planning and management? **The submission deadline is October 1, 2011, 11:59 pm Eastern.** Visit the [website](#) for more information.



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 [website](#).



New England Educational Assessment Network (NEEAN) – Announces its Fall Forum 2011, November 4, 2011, at the Beechwood Hotel, Worcester, MA. The theme, "Assessing the Whole: Student Life and Academics", will feature the keynote by Marilee Bresciani, Vice President of the National Center for Higher Education Management Systems (NCHEMS). Registration forms are available at the [website](#).



World Research Festival, 2012 – Save the Date: The **World Research Festival 2012** will be held at the Marco Polo Plaza in Cebu City, the Philippines, August 22-25, 2012. The theme is "Research that Changed the World." Dates to remember include Peer review of abstracts in November, and registration closes 12/31/2011. More information can be found at the [website](#), or send an email to worldresearchfestival@yahoo.com.

Professional Development

Online Tutorials for Fall IPEDS Data Submission

AIR, with support from the National Center for Education Statistics (NCES), provides free [online video tutorials](#) about IPEDS data submission. These 2-3 minute tutorials explain important IPEDS concepts, such as *Who Counts as a First-Time Student*, *Fall vs. 12-month Enrollment and Tuition vs. Price (Cost)*.



Other IPEDS related tutorials, also available on the [AIR website](#), include:

- Net Price Calculator
- New Keyholders
- Executive Peer Tool
- College Navigator
- Classification of Instructional Programs (CIP)

IPEDS Workshops

(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 [AIR website](#).



Upcoming Workshop Opportunities

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

North East Association for Institutional Research (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

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. You may attend an IPEDS Workshop without paying the registration fee for the co-sponsoring meeting, even if you will only be attending the workshop and not the meeting.

Workshop participants may request up to \$500 to offset the cost of travel. For details, please visit the [AIR website](#).

2011 IUPIU Assessment Institute - Indianapolis

IUPIU would like to extend an invitation to attend its 2011 Assessment Institute in Indianapolis, Indiana, October 30 - November 1, 2011, at the Westin Indianapolis. Features include: In-depth learning opportunities with scholars/practitioners for all faculty and academic and student affairs administrators. Pre-Institute Workshops: extended learning opportunities with experienced practitioners.

Keynote Panel and Concurrent Workshops with leaders of successful assessment initiatives including:

- Cecilia Lopez, City Colleges of Chicago
- Thomas A. Angelo, La Trobe University, Victoria, Australia
- Trudy W. Banta, Indiana University-Purdue University Indianapolis (IUPIU)
- Peter T. Ewell, National Center for Higher Education Management Systems (NCHEMS)
- George D. Kuh, National Institute for Learning Outcomes Assessment (NILOA) and Strategic National Arts Alumni Project (SNAAP)
- Jeffrey A. Seybert, Johnson County (KS) Community College

Special Tracks

Track Plenary Sessions & Workshops emphasizing assessment in:

- *Capstone Experiences*, keynote by Drew C. Appleby, Professor Emeritus, IUPIU; Douglas J. Eder, Emeritus, Southern Illinois University Edwardsville; Stephen Hundley, IUPIU; Jillian L. Kinzie, Center for Postsecondary Research and NSSE Institute; and Cherry Kay Smith, Ivy Tech Community College
- *Civic Engagement*, keynote by James L. Applegate, Lumina Foundation for Education
- *ePortfolios*, keynote by Randall Bass, Georgetown University
- *Faculty Development*, keynote by Daniel J. Bernstein, University of Kansas
- *First-Year Experience*, keynote by Scott E. Evenbeck, The City University of New York
- *National Institute for Learning Outcomes Assessment (NILOA)*, keynote by Pat Hutchings, the Carnegie Foundation for the Advancement of Teaching and George D. Kuh, NILOA and SNAAP
- *Student Development*, keynote by Marilee J. Bresciani, San Diego State University

We will present sessions with national assessment leaders, the Best Practices Fair, and additional learning opportunities emphasizing:

- Accreditation
- All Major Fields
- Assessment Methods
- Community Colleges
- General Education

Visit our [website](#) for additional information.

Trudy Banta (tbanta@iupui.edu)

Grant Opportunities

NPEC Focus Topic Announced for 2012 AIR Research and Dissertation Grants

The application process for AIR's 2012 Research and Dissertation Grant Program will open November 16. This year's National Postsecondary Education Cooperative (NPEC) focus topic has been announced: "Exploring Postsecondary Non-Degree Programs." Please visit the [AIR Grants web page](#) for more information on this year's NPEC Focus Topic and other program information and requirements.

With support from the National Science Foundation ([NSF](#)), the National Center for Education Statistics ([NCES](#)), and the National Postsecondary Education Cooperative ([NPEC](#)), the Association for Institutional Research ([AIR](#)) operates two grant programs that support research on a wide range of issues of critical importance to U.S. higher education.

Two levels of grants are offered: Research Grants of up to \$40,000 for one year of independent research and Dissertation Grants of up to \$20,000 for one year to support dissertation research and writing.

The deadline for proposal submission is January 6, 2012. Applicants will be notified of funding decisions by March 23, 2012. Funding will be available starting May 1, 2012.

Assistance is available from the AIR staff at grants@airweb.org or 850-385-4155 x200.

Council for the Advancement of Standards in Higher Education Research Grant Program 2011

The Council for the Advancement of Standards (CAS) seeks to advance knowledge about the use of standards and self-assessment processes in enhancing programs and services to students and in developing designated student learning and developmental outcomes. Research proposals should address some dimension of the question, "Does the use of standards and/or self assessment processes enhance programs and services contributing to the development of student learning and developmental outcomes?" **Proposals must be received by October 14, 2011.** Please visit the [CAS website](#) for further information.

John Zacker (jzacker@umd.edu)

Career Opportunities

AIR Job Listing Summary

Lisa Gwaltney, AIR Office (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.

[INSTITUTIONAL RESEARCH ANALYST](#) - University of Arizona, Tucson, AZ

Deadline Date: open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH & PLANNING](#) - Mount Olive College, Mount Olive, NC

Deadline Date: 11/18/2011

[INSTITUTIONAL RESEARCH ASSISTANT](#) - Roger Williams University, Bristol, RI

Deadline Date: Open until filled

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

Deadline Date: Open until filled

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Academy of Art University, San Francisco, CA

Deadline Date: Open until filled

[RESEARCH AND PROGRAM ASSISTANT](#) - AACCP, Alexandria, VA

Deadline Date: 10/15/2011

[SENIOR RESEARCH AND POLICY ANALYST](#) - University of Texas System, Austin, TX

Deadline Date: Open until filled

[SENIOR DEVELOPER-DATA MODELER](#) - Madison Area Technical College, Madison, WI

Deadline Date: 10/3/2011

[DIRECTOR OF DECISION SUPPORT](#) - Loyola Marymount University, Los Angeles, CA

Deadline Date: Open until filled

[RESEARCH ASSOCIATE](#) - Triton College, River Grove, IL

Deadline Date: Open until filled

[DIRECTOR, INSTITUTIONAL EFFECTIVENESS](#) - Triton College, River Grove, IL

Deadline Date: 10/14/2011

[SENIOR RESEARCH ANALYST](#)- Heartland Community College, Normal, IL

Deadline Date: 10/3/2011

[DATA ANALYST](#) - University of Scranton, Scranton, PA

Deadline Date: 9/27/2011

[COORDINATOR](#) - Regis University College for Professional Studies, Denver, CO

Deadline Date: 1-Nov-11

[RESEARCH ANALYST](#) - Heartland Community College, Normal, IL

Deadline Date: 10/3/2011

[RESEARCH AND EVALUATION ANALYST](#) - College Success Foundation, Issaquah, WA

Deadline Date: Open until filled

[TEMPORARY INSTITUTIONAL RESEARCH ASSOCIATE](#) - National University, La Jolla, CA

Deadline Date: Open Until filled

[ASSOCIATE DIRECTOR FOR DATA MANAGEMENT, ANALYSIS, AND REPORTING](#) - Ball State University, Muncie, IN

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH INFORMATION MANAGEMENT SPECIALIST](#) - Ball State University, Muncie, IN

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH, PLANNING AND ASSESSMENT](#) - Bristol Community College, Fall River, MA

Deadline Date: Screening begins September 30, 2011 and continues until the position is filled

[ASSISTANT/ASSOCIATE PROFESSOR, EDUCATION DOCTORAL PROGRAMS](#) - NDSU, Fargo, ND

Deadline Date: Review will begin 10/8 and continue until position is filled

[SENIOR RESEARCH ANALYST](#) - Johns Hopkins University, Baltimore, MD

Deadline Date: 15-Oct-11

[DIRECTOR OF ASSESSMENT](#) - Pitzer College, Claremont, CA

Deadline Date: open until filled

[ASSOCIATE DIRECTOR](#) - Hofstra University, Long Island, NY

Deadline Date: open until filled

[EXECUTIVE DIRECTOR](#) - Texas A&M, College Station, TX

Deadline Date: Until filled

[ASSESSMENT COORDINATOR](#) - Saint Michael's College, Colchester, VT

Deadline Date: 10/12/2011

[INSTITUTIONAL RESEARCH REPORT DEVELOPER](#) - Bowling Green State University, Bowling Green, OH

Deadline Date: Review of applicants begins 9/23/2011 and will continue until position is filled

[PREDICTIVE ANALYTICS RESEARCHER](#) - Sinclair Community College, Dayton, OH

Deadline Date: N/A

[PROGRAMMER ANALYST](#) - Sowela, Lake Charles, LA

Deadline Date: 19-Sep-11

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

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST](#) - University of Wisconsin-La Crosse, La Crosse, WI

Deadline Date: Priority Review date of September 23, 2011, Position Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH AND EVALUATION](#) - Olin College, Needham, MA

Deadline Date: open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - University of Wisconsin-La Crosse, La Crosse WI

Deadline Date: First review: 9/23/2011 position open until filled

[ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH](#) - James Madison University, Harrisonburg, VA

Deadline Date: Open until filled

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

Deadline Date: 10/7/2011

[INSTITUTIONAL RESEARCH SYSTEMS ANALYST](#) - Oregon University System, Eugene, OR

Deadline Date: Open until filled applicant review begins 9/21/2011

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

Deadline Date: 30-Sep-11

[DIRECTOR OF ACADEMIC ASSESSMENT](#) - St. Mary's University, San Antonio, TX

Deadline Date: Open until filled application review begins 9/20/2011

[INSTITUTIONAL RESEARCH ANALYST](#) - Roger Williams University, Bristol, RI

Deadline Date: Open until filled

[ASSISTANT DIRECTOR FOR ASSESSMENT](#) - Oregon State University, Corvallis, OR

Deadline Date: 30-Sep-11

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

Deadline Date: Open until filled

[SYSTEMS ANALYST](#) - University of Texas System, Austin, TX

Deadline Date: Open until filled

[ASSESSMENT AND RESEARCH ANALYST](#) - VMI, Lexington, VA

Deadline Date: Open until filled review of applications begins 9/22/2011

[RESEARCH AND PLANNING ANALYST](#) - Tennessee Higher Education Commission, Nashville, TN

Deadline Date: Open until filled

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

Deadline Date: Open until filled

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

Deadline Date: Open Until filled

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

Deadline Date: Open Until filled

[SENIOR APPLICATION DEVELOPER](#) - Cleveland State University, Cleveland, OH

Deadline Date: 9/22/2011

[ASSESSMENT SPECIALST](#) - Capella University, Minneapolis, MN

Deadline Date: 9/16/2011

[INSTITUTIONAL RESEARCH ANALYST](#) - Saint Louis University, Saint Louis, MO

Deadline Date: 9-31-2011

[COORDINATOR, INSTITUTIONAL EFFECTIVENESS](#) - Hill College, Hillsboro, TX

Deadline Date: Open Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH AND GRANTS](#) - Muskegon Community College, Muskegon, MI

Deadline Date: 23-Sep-11

[DIRECTOR OF RESEARCH PROJECTS](#) - Council of Independent Colleges, Washington, DC

Deadline Date: Review of applications begins immediately.

[DIRECTOR OF RESEARCH AND PLANNING](#) - Columbia University, New York, NY

Deadline Date: Open until filled

[ASSISTANT/ASSOCIATE PROVOST FOR ASSESSMENT AND INSTITUTIONAL RESEARCH](#) - Belmont U, Nashville, TN

Deadline Date: Open until filled

[MANAGING DIRECTOR, ANALYTICS](#) - EDUCAUSE, Boulder, CO

Deadline Date: 30-Sep-11

[SENIOR INFOGRAPHICS AND DATA VISUALIZATION SPECIALIST](#) - EDUCAUSE, Boulder, CO

Deadline Date: 30-Sep-11

[ASSOCIATE VICE PRESIDENT FOR RESEARCH SERVICES](#) - University of Nevada, Reno, NV

Deadline Date: 10/2/2011

[EDUCATIONAL RESEARCH AND DATA PROGRAMMER/ANALYST FOR INSTITUTIONAL EFFECTIVENESS](#) - Sowela

Technical Community College, Lake Charles, LA

Deadline Date: Extended to 9/30/2011

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - ECPI University, Charleston, SC

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST](#) - University of Texas System, Austin, TX

Deadline Date: Open until filled

[ASSISTANT DIRECTOR OR INSTITUTIONAL RESEARCH, PLANNING & ASSESSMENT](#) - Bentley University, Waltham, MA

Deadline Date: Open until filled

[ASSOCIATE DEAN-SCHOOL OF HUMANITIES AND SOCIAL SCIENCES](#) - Millersville University, Millersville, PA

Deadline Date: 9/28/2011

[DATA ANALYST](#) - Lake Superior State University, Sault Ste. Marie, MI

Deadline Date: Open until filled

[RESEARCH ASSISTANT](#) - Western Kentucky University, Bowling Green, KY

Deadline Date: September 6, 2011 or until filled

[DIRECTOR OF INSTITUTIONAL ASSESSMENT & RESEARCH](#) - Elms College, Chicopee, MA

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST](#) - DE Technical Community College, Dover, DE

Deadline Date: Open until an adequate pool of applicants is received

[RESEARCH ANALYST](#) - Virginia Tech, Blacksburg, VA

Deadline Date: 15-Sep-11

[ASSISTANT PROFESSOR, INSTITUTE OF HIGHER EDUCATION](#) Univ of GA, Athens, GA

Deadline Date: 15-Oct

[DIRECTOR REGULATORY AFFAIRS](#) - Laureate Global Products and Services, Baltimore, MD

Deadline Date: open

[RESEARCH ANALYST, OFFICE OF INSTITUTIONAL RESEARCH](#) - Lehigh University, Bethlehem, PA

Deadline Date:

[INSTITUTIONAL RESEARCH ASSISTANT \(PART TIME\)](#) - Salem Community College, Carneys Point, NJ

Deadline Date: 9/6/2011

[DIRECTOR OF DATA RESOURCES](#) - LIM College, New York, NY

Deadline Date: Open Until filled

[CLIENT SERVICES SPECIALIST, HIGHER EDUCATION SPECIALIST](#) - Higher Education Research Institute (HERI) , UCLA,

Los Angeles, CA

Deadline Date: Review of applications will begin immediately.

[DECISION SUPPORT ANALYST](#) - Oklahoma City Community College, Oklahoma City, OK

Deadline Date: 30-Aug

[RESEARCHER-SPECIAL PROJECTS](#) - Chaffey College, Rancho Cucamonga, CA

Deadline Date: October 14, 2011

[RESEARCH ANALYST SPECIALIST](#) - Metropolitan State University, Saint Paul, MN

Deadline Date: 9/2/2011

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

Deadline Date: until filled

[DIRECTOR OF INSTITUTIONAL ASSESSMENT](#) - University of Nebraska, Lincoln, NE

Deadline Date: 1-Oct-11

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

Deadline Date: Until filled

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

Deadline Date: until filled

[MANAGER OF PROGRAM EVALUATION](#) - Boston University, Boston, MA

Deadline Date: open until filled

[PROGRAM OFFICER, MEASUREMENT, LEARNING & EVALUATION](#) - Bill & Melinda Gates Foundation, Seattle, WA

Deadline Date: open until filled

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

Deadline Date: 16-Sep-11

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

Deadline Date: Open until filled

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

Deadline Date: 12-Sep-11

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

Deadline Date: 9/10/2011

[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: 5-Sep-11

[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: 12-Sep-11

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

Deadline Date: Open until filled

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

Deadline Date: Until filled

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

Deadline Date: 9/18/2011

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

Deadline Date: 8/31/2011

[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

[SENIOR RESEARCH & PLANNING ANALYST](#) - Allan Hancock Joint Community College District, Santa Maria, CA
Deadline Date: 9/12/2011

[INSTITUTIONAL RESEARCHER](#) - Lane Community College, Eugene, OR
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: 26-Aug-11

[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: 3-Oct-11

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#) - University of New Haven, West Haven, CT
Deadline Date: 9/16/2011 or until position is filled

[DIRECTOR OF INSTITUTIONAL ASSESSMENT](#) - George Mason University, Fairfax, VA
Deadline Date: Sept. 15 for full consideration

[SENIOR RESEARCH ANALYST](#) - University of Colorado, Colorado Springs, CO
Deadline Date: Open until filled

[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: 31-Aug-11

[INSTITUTIONAL ANALYST](#) - University of Hawai'i, Manoa, HI
Deadline Date: 25-Aug-11

[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

[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:

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

Deadline Date: 9/1/2011

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

Deadline Date: 26-Aug-11

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

Deadline Date: 8/28/2011

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

Deadline Date: Review begins 8/22/2011

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

Deadline Date:

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

Deadline Date: 8/24/2011

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

Deadline Date: 28-Aug-11

[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: 17-Aug-11

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

Deadline Date: Open until filled

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

Deadline Date: Open Until filled

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

Deadline Date: Open Until filled

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

Deadline Date: 1-Sep-11

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

Deadline Date: open until filled

[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

[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: 12-Aug

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

Deadline Date: until filled

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

Deadline Date: Open until filled

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

Deadline Date: 30-Sep-11

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

Deadline Date: Review begins 8/15/2011

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

Deadline Date: 8/25/2011 17:00

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

Deadline Date: 12-Aug-11

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

Deadline Date: 12-Aug-11

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

Deadline Date: Open until filled

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

Deadline Date: 26-Aug-11

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

Deadline Date: Open until filled

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

Deadline Date: 8/15/2011

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

Deadline Date: Open until filled

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

[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

Technical Tips from the Field

Parsing First and Last Name and Middle Initial From One Field

This month's Tech Tip is from Dr. Mary Lou D'Allegro, Senior Director, Planning, Research & Assessment, Penn State Berks mad23@psu.edu. Thank you for this tip Mary Lou. This will save me some time too! Send your Tech Tips to Gayle Fink (gfink@bowiestate.edu).

Recently, I had a colleague say in frustration that it would be "three ways to Sunday" before he was able to separate first and last names from a database in which student and faculty names are stored in one field. Granted, the *Text to Columns* capability in Excel works in a pinch, but it often leaves much unwanted debris and is limited (See Example 4). After experimenting with dozens of functions and logic of the formulas, I've discovered three other ways to solve this dilemma.

Illustrated below are four examples on how to extract first name, last name, and middle initial from a field that contains all three. These Excel functions and capabilities are available in 2003, 2007 & 2010. Syntax for the third example was generated using SPSS, v 19.1.

Example 1: Use of the SEARCH, LEFT, LEN, and MID functions in Excel.

1. Create five additional columns, two for identifying the number of characters left of the first comma and first period if there is one, and three columns for First Name, Last Name, & MI. Note that there are two different delimiters separating first name and last name, and first name and MI.

	A	B	C	D	E	F
1	STUDENT_NAME	SpaceColumn	PeriodColumn	First	Last	MI
2	Obama, Barak H.					
3	Bush, George W.					
4	Clinton, William Jefferson					
5	Bush, George H.					
6	Reagan, Ronald					

2. Use the SEARCH function to find the first comma in each name.

	A	B	C	D	E	F
1	STUDENT_NAME	SpaceColumn	PeriodColumn	First	Last	MI
2	Obama, Barak H.	6				
3	Bush, George W.	5				
4	Clinton, William Jefferson	8				
5	Bush, George H.	5				
6	Reagan, Ronald	7				

Formula for column location for first comma

3. Similarly, use the SEARCH function to find the first period (if there is one). Use the ISNUMBER function inside the IF function to eliminate a #VALUE! error. If no period is contained in the string, a #VALUE! error will result. If the SEARCH function does not find a period a non-number value is returned. The SEARCH function cannot handle non-number values.

	A	B	C	D	E	F	G	H
1	STUDENT_NAME	SpaceColumn	PeriodColumn	First	Last	MI		
2	Obama, Barak H.	6	15					
3	Bush, George W.	5	15					
4	Clinton, William Jefferson	8	0					
5	Bush, George H.	5	15					
6	Reagan, Ronald	7	0					

Formula for column location for first period

4. Tackle Last Name first by using the LEFT function in Column E. Note that the value given for the number of characters for the first space is part of the second argument.

	A	B	C	D	E	F
1	STUDENT_NAME	SpaceColumn	PeriodColumn	First	Last	MI
2	Obama, Barak H.	6	15		Obama	
3	Bush, George W.	5	15		Bush	
4	Clinton, William Jefferson	8	0		Clinton	
5	Bush, George H.	5	15		Bush	
6	Reagan, Ronald	7	0		Reagan	

Formula for Last Name

5. Use the MID function for the First name because it's often "wedged" between, the last & middle initial. I also used the IF function for names that do not have a MI.

	A	B	C	D	E	F	G	H	I
1	STUDENT_NAME	SpaceColumn	PeriodColumn	First	Last	MI			
2	Obama, Barak H.	6	15	Barak	Obama				
3	Bush, George W.	5	15	George	Bush				
4	Clinton, William Jefferson	8	0	William Jefferson	Clinton				
5	Bush, George H.	5	15	George	Bush				

Formula for First Name

6. Admittedly, the formula in Column C is cumbersome and does not address a full middle name entered instead of a MI (ex. A4, Bill Clinton). The B2+2, B2+4, and B2+1 references "move" Excel into position taking into consideration, commas, periods, and spaces found. The LEN function returns the number of characters in that cell. Obviously, other fields encountered would require modifying these arguments.
7. For the sake of completely parsing out first name, last name, and MI, is the formula in Column F for MI.

	A	B	C	D	E	F
1	STUDENT_NAME	SpaceColumn	PeriodColumn	First	Last	MI
2	Obama, Barak H.	6	15	Barak	Obama	H
3	Bush, George W.	5	15	George	Bush	W
4	Clinton, William Jefferson	8	0	William Jefferson	Clinton	
5	Bush, George H.	5	15	George	Bush	H
6	Reagan, Ronald	7	0	Ronald	Reagan	

Formula for MI

Example 2: In Excel, substitute the FIND function for the SEARCH function. The logic is similar. In fact, steps #4-#5 are the same as Example 1.

Below are the formulas listed in the same order as the steps in Example 1. One advantage to the FIND function is that this function can be used to locate multiple incidences of a targeted string. Identify the second instance by using a FIND function twice. Locate the second instance by setting the third argument to one column beyond the first FIND result (not shown here).

1. =FIND(",",A10,1)
(Formula for column location for first comma)
2. =IF(ISNUMBER(FIND(",",A10,1)),FIND(",",A10,1),0)
(Formula for column location for first comma)
3. =IF(ISNUMBER(FIND(".",A10,1)),FIND(".",A10,1),0)
(Formula for column location for first period)
4. =LEFT(A10,B10-1)
(Formula for Last Name)
5. =IF(C10>0,MID(A10,B10+2,LEN(A10)-(B10+4)),RIGHT(A10,LEN(A10)-(B10+1)))
(Formula for First Name)
6. =IF(C10>0,MID(A10,C10-1,1),"")
(Formula for MI)

Example 3: Easiest in SPSS, this syntax creates the necessary variables for the name variables, comma, and period column values. CHAR.INDEX is equivalent to the SEARCH function in Excel. Correspondingly, CHAR.LENTH is the LENTH function. It also takes into consideration the possibility of no MI. The following parses out the names accordingly. Assumed is familiarity with the SUBSTR function.

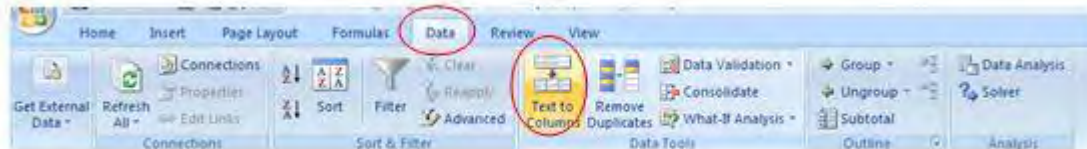
SPSS:	
1	STRING FirstName MiddleName LastName (A35).
2	COMPUTE NameLength=CHAR.LENGTH(STUDENT_NAME).
3	COMPUTE HaystackFirstName=CHAR.INDEX(STUDENT_NAME,",").
4	COMPUTE HaystackMI=CHAR.INDEX(STUDENT_NAME, ".").
5	COMPUTE FirstNameLength=NameLength-(HaystackFirstName+3).
6	DO IF SSN~="".
7	COMPUTE LastName= SUBSTR(STUDENT_NAME, 1, HaystackFirstName-1).
8	COMPUTE MiddleName=SUBSTR(STUDENT_NAME, HaystackMI-1, 1).
9	END IF.
10	DO IF HaystackMI>0.
11	COMPUTE FirstName=SUBSTR(STUDENT_NAME, HaystackFirstName+2, FirstNameLength).
12	ELSE IF HaystackMI=0.
13	COMPUTE FirstName=SUBSTR(STUDENT_NAME, HaystackFirstName+2).
14	END IF.

Example 4: For this example, the fall back to Text to Columns in Excel works just fine because both last and first name are separated by the same delimiter.

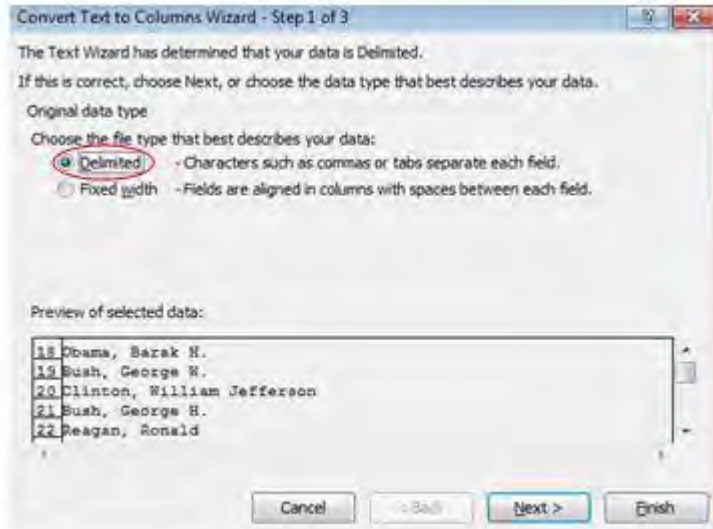
1. Highlight the cells in which the contents of each will be separated.

17	STUDENT NAME	First	MI
18	Obama, Barak H.		
19	Bush, George W.		
20	Clinton, William Jefferson		
21	Bush, George H.		
22	Reagan, Ronald		

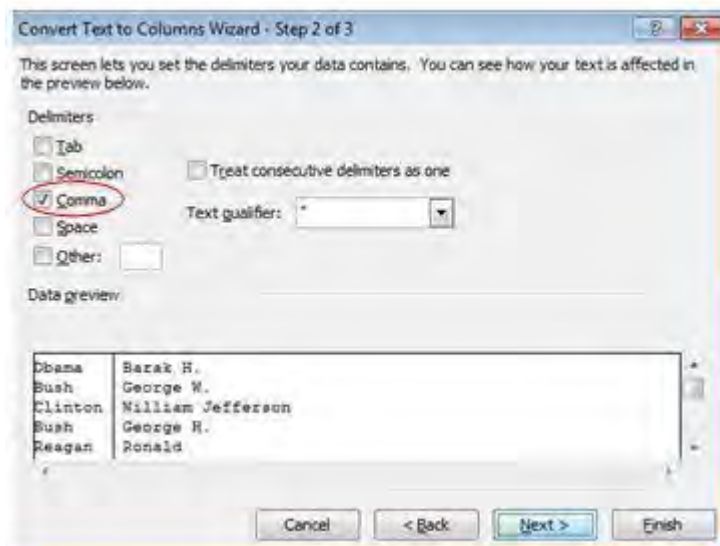
2. With the cells highlighted, on the Data ribbon, click on the Text to columns button.



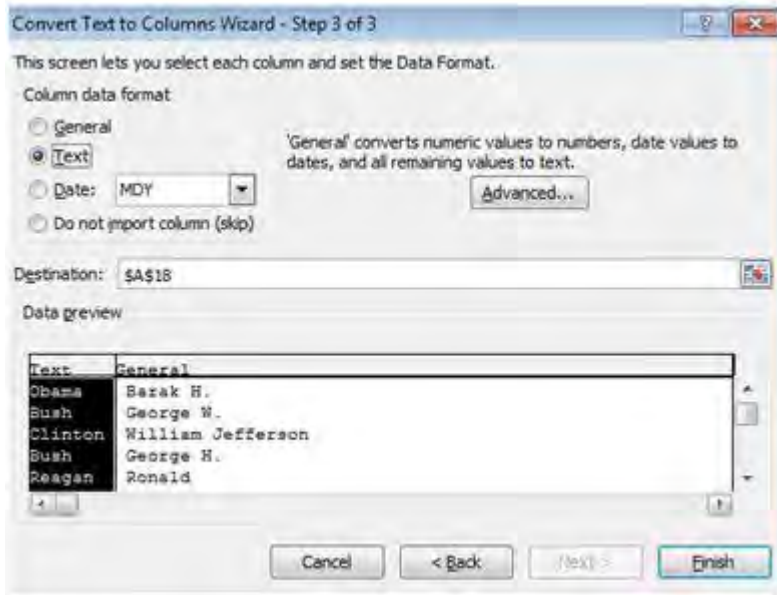
3. Ensure that Delimited radio button is chosen. Click the Next button.



4. For this example, click the Comma check box. Click the Next button.



5. Click the Text radio button is chosen. Click the Finish button.



6. Add column headings.

17	STUDENT NAME	First	MI
18	Obama	Barak H.	
19	Bush	George W.	
20	Clinton	William Jefferson	
21	Bush	George H.	
22	Reagan	Ronald	

As seen, Text to Columns leaves the first name and MI in the same column. If steps 1-5 were repeated again for the First (name) column using the space check box as the delimiter option (step 4), mission accomplished. However, this can be time consuming.

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) for the next issue of *Parting Thoughts*.

These parting thoughts are dedicated to my IR colleagues who have a passion for biking:

When I go biking, I repeat a mantra of the day's sensations: bright sun, blue sky, warm breeze, blue jay's call, ice melting and so on. This helps me transcend the traffic, ignore the clamorings of work, leave all the mind theaters behind and focus on nature instead. I still must abide by the rules of the road, of biking, of gravity. But I am mentally far away from civilization. The world is breaking someone else's heart. ~Diane Ackerman

Melancholy is incompatible with bicycling. ~James E. Starrs

It is by riding a bicycle that you learn the contours of a country best, since you have to sweat up the hills and coast down them. Thus you remember them as they actually are, while in a motor car only a high hill impresses you, and you have no such accurate remembrance of country you have driven through as you gain by riding a bicycle. ~Ernest Hemingway

Nothing compares to the simple pleasure of a bike ride. ~John F. Kennedy

What do you call a cyclist who doesn't wear a helmet? An organ donor. ~David Perry

The bicycle is just as good company as most husbands and, when it gets old and shabby, a woman can dispose of it and get a new one without shocking the entire community. ~Ann Strong

When I see an adult on a bicycle, I do not despair for the future of the human race. ~H.G. Wells

Life is like a ten speed bicycle. Most of us have gears we never use. ~Charles M. Schulz

Chasing records doesn't keep me on my bike. Happiness does. ~Lance Armstrong after his third Tour de France victory