

Association for Institutional Research

**Nomination Package for the
John Stecklein Distinguished Member Award**

**Submitted on behalf of
Julia (Julie) Carpenter-Hubin
by
Sandi Bramblett
Michele Hansen
Henry Zheng**

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**Contact Information for the Candidate:
Julie Carpenter-Hubin
69 North Ohio Avenue
Columbus, OH 43203
(614) 372-0070**

Letter of Nomination



January 25, 2024

AIR Awards Selection Committee
c/o The Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

Dear Colleagues:

Please accept this package nominating Julia (Julie) Carpenter-Hubin for the 2024 John Stecklein Distinguished Member Award. Julie's service to the field of institutional research (IR) cannot be overlooked as her contributions are many and they are significant. From the publication of scholarly articles on a variety of relevant topics to the mentorship of numerous IR professionals to the leadership of several IR-related organizations, including the Association for Institutional Research, Julie's candidacy for this award is compelling. In addition to this nomination letter, you will find letters of support from Julie's past and present colleagues, including four who are past recipients of AIR's John Stecklein Distinguished Member Award.

In keeping with the Stecklein Award criteria, Julie has been an active, contributing member of AIR for over 20 years. A review of Forum programs and her CV shows regular presentations of scholarly and practitioner papers, participation in panels, and leadership roles within AIR, including President and Forum Chair. Her list of publications, either as lead or contributing author, provides evidence of a sustained and innovative impact to the field of institutional research. She has written articles or chapters for seminal publications in higher education including *New Directions in Institutional Research* and *"The Handbook of Institutional Research"*. More recently, Julie edited *"The Analytics Revolution in Higher Education"* along with Jonathan Gagliardi and Amelia Parnell. Julie's coverage of institutional research topics ensures that IR professionals have access to cutting-edge ideas for transformational, data-informed leadership. Her work on the ethical use of data must be experienced by all IR professionals since it not only reminds us of our Code as a profession, but also serves as a touchstone that integrity must guide us in all that we do. As illustrated in the accompanying letters of support, Julie has served as a mentor to many in the IR profession, including the three of us. Her impact on our careers is a testimony to her caring nature and her constant willingness to share her expertise. Finally, Julie's long service to AIR in various leadership roles including Forum track committees, Forum Chair and AIR president, is an example for all members that the organization is strongest when people care enough to volunteer and to bring their very best to the table in all that they do every day.



Finance and Planning

Atlanta, Georgia 30332 U.S.A.
Phone: 404.894.2000

Outside of AIR, Julie has served as a subject-matter-expert on 13 technical review panels (TRPs) for the U.S. Department of Education. She was a member of the National Research Council's Data Panel which advised the NRC's Committee on the Assessment of Research-Doctorate Programs. In retirement, Julie continues to serve on the National Survey of Student Engagement (NSSE) Advisory Board and as an accreditation reviewer and team chair for the Higher Learning Commission (HLC). Her expertise on higher education topics such as rankings, governance, and leadership among others is still sought by our colleagues and publications such as *The Chronicle of Higher Education*.

Given her sustained contributions and leadership in the field, Julie personifies the criteria of the John Stecklein Distinguished Member Award, and it is an honor to submit this nomination on her behalf. If you have any questions or require additional information, please let us know. Thank you for your consideration.

Sincerely yours,



Sandi Bramblett
RBW-Executive / Assistant Vice President (Retired)
Institutional Research & Enterprise Data Management
Georgia Institute of Technology
AIR President 2013-2014



Michele J. Hansen, Ph.D.
Associate Vice President, Institutional Research and Planning
The Ohio State University



Henry Zheng
Vice Provost for Institutional Effectiveness and Planning
Carnegie Mellon University

Letters of Support



January 24, 2024

Dear Colleagues

It is an honor to write this letter of recommendation for the 2023 John Stecklein Distinguished Member award for Julia Carpenter-Hubin. Julie is a long-serving AIR member who has contributed greatly to the Institutional Research profession. The first qualification for the award states that the candidate must have been an active member of AIR and have made substantial contributions to the field of institutional research over an extended period of time. Over the years, Julie has been a role model, valued colleague, and a mentor for many Institutional Researchers. She served in numerous leadership roles for the association, including serving as Forum chair for the 2010 Annual Forum, a member of the AIR Board of Directors and served as President of the Association in 2012-2013. Over the years, I have witnessed Julie's leadership as we served on numerous committees together. Julie is a thoughtful, insightful and well-informed leader, who is excellent at facilitating discussions.

The second criterion for this award states that through research, service, and/or practice the candidate must have made a significant contribution to the field of Institutional Research in two or more of the specified areas. While I believe that Julie has provided significant contributions to all of these areas, I will speak directly to two areas: contributed to widely-service and the practice of Institutional Research. Julie's track record of service was acknowledged by both our Association in 2018 when she received the Outstanding Service Award and was also recognized by the Association of American Universities Data Exchange Distinguished Service Award in 2008. Julie's service throughout her career has been wide reaching as she has served as a member of the National Postsecondary Education Cooperative (NPEC) as well as serving on numerous IPEDS Technical Review Panels and her previously mentioned service to AIR.

All of Julie's above-mentioned service has contributed to the practice of Institutional Research as these organizations shape the work of Institutional Researchers. Also, when I think about individuals who have contributed to our association through mentoring and sharing of best practices to supporting Institutional Research professionals, Julie Carpenter-Hubin is among the top individuals on the list. Throughout her career, Julie has developed and mentored Institutional Research professionals who have gone on to serve other institutions and take leadership roles in AIR and other Institutional Research related fields. We all realize that the field of Institutional Research is made better through the sharing of best practices. Julie's knowledge and willingness to support and mentor others is

what makes her an effective leader. She always makes time to talk or respond to numerous inquiries from colleagues. In AIR, we speak about the power of networking and how we can't live without it in our work, Julie has exemplified that through her career. As a former recipient of this award, I understand and appreciate what a high honor it is to receive the award and that the list is literally a Who's Who list of profession. Julie belongs on that list. It is for these reasons that I fully support the nomination of Julie Carpenter-Hubin for the 2024 John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in purple ink that reads "Mary Ann Coughlin". The signature is written in a cursive, flowing style.

Mary Ann Coughlin
Provost & Vice-President for Academic Affairs
AIR Past President (2007-2008)
2018 John Stecklin Distinguished Member Award

January 24, 2024

AIR Awards Selection Committee
Association for Institutional Research
PO Box 1379
Tallahassee, FL 32317

To: Members of the Selection Committee

From: Dawn Geronimo Terkla, Associate Provost, Emerita Tufts University

It is my honor and privilege to write a letter in support of Julie Carpenter-Hubin for the 2024 John Stecklein Distinguished Member Award. Julie has achieved the trifecta that is required for the Stecklein Award. To continue with a sports analogy, she has hit it out of the park with her extraordinary leadership, service, and scholarship.

Julie has contributed to the Association and the profession for her entire career. She has been a regular presenter at Forums, served President, Forum Chair, Track Chair, and a member of various track review committees. Her CV outlines the numerous publications that she has authored or co-authored. These have made a significant contribution and will serve generations of future IR professionals.

Julie has always been the first person to volunteer. When she speaks people listen. She always makes a valuable contribution. She has terrific ideas and is a creative problem solver.

Over the years she has mentored numerous individuals. These include junior IR professionals, incoming AIR presidents and members of the board. She was extremely thoughtful when creating the slate for future AIR officers.

On a personal note, we have served together on NCES Technical review panels and attended EAIR Forums. She is highly respected as a subject matter expert. She has always been willing to assist me when I've had a difficult decision to make regarding an employee or answered a technical question that had me baffled.

I strongly encourage you to consider Julie for this award.

Sincerely,

Dawn Geronimo Terkla

Lydia Snover
1 Fernwood Lane
P.O. Box 82
Grantham, NH 03753

January 19, 2024

Association for Institutional Research Awards Selection Committee
1983 Centre Pointe Blvd. #101
Tallahassee, FL 32308

Re: Nomination for the John E. Stecklein Distinguished Member Award

I write in support of Julie Carpenter-Hubin's nomination for the Association for Institutional Research's John E. Stecklein Distinguished Member Award.

Julie is well known for the excellence of her work in world of Institutional Research. She had a stellar reputation as the Director of Institutional Research at the Ohio State University. Her service to the Association of Institutional Research in various capacities spanned decades. It is her service to the Association of American Universities Data Exchange (AAUDE) that I would like to bring to the attention of the Selection Committee.

Like AIR, Julie has held many leadership positions in the AAU Data Exchange including the chair of the governing council. To be a member of AAU all institutions share the commitment to graduate education and research. However, information on graduate education has been spotty at best. Julie has been instrumental in advocating for the collection and exchange of data on graduate education and graduate students within AAUDE. She co-chaired an AAUDE working group which identified and defined data that can be exchanged and can be used for program improvement. Arriving at common definitions given the variety of institutions and the variety of graduate programs represented in AAUDE has been yet another demonstration of Julie's political prowess and persistence. Data on graduate education is exchanged annually within the Data Exchange, thanks to Julie's efforts.

Since her retirement from The Ohio State University, Julie has continued to be active with the institutional research community as well as members of AAUDE, providing counsel whenever asked.

I highly recommend Julie Carpenter-Hubin for the 2022 John E. Stecklein Distinguished Member Award.

Respectfully,

Lydia Snover
Director of Institutional Research (retired)
Massachusetts Institute of Technology

Data Projects Coordinator
Association of American Universities Data Exchange
University of Minnesota, Twin Cities

January 10, 2024

To: AIR Awards Committee

I am pleased to highly recommend Julie Carpenter-Hubin for the AIR John Stecklein Distinguished Membership Award.

Julie has been an active member of AIR for several decades and a frequent presenter at forums, participated in various committees, and was been a member of the AIR Board and has served as president. After serving as president, she continues to be involved in AIR as a presenter and a mentor to AIR members. Her contributions to the professional literature regarding institutional research are notable.

Julie did not follow a traditional path to getting her education and was a model of working full-time while pursuing her degree. Her dedication to a goal is a notable characteristic of her and she has pursued professional pursuits with the same drive and commitment. She has demonstrated great leadership not only in serving AIR but also at her institution of The Ohio State and as a significant presence, contributor, and leader of the AAU Data Exchange. She has a fabulous and disarming sense of humor that makes her colleagues want to do their best for her...a great quality of a leader.

She is a peer reviewer for the Higher Learning Commission and greatly enjoys participating in accreditation visits. I have teased her that I do not share her passion but so glad she is there to provide a reasoned perspective on what an accreditation review should accomplish. My KU colleagues who have served with her on teams speak highly of her skill as a chair and fellow reviewer.

The breadth of Julie's involvement in institutional research activities is notable for not only what she has done in direct service to AIR but equally important how she has engaged other members in the profession to get involved in AIR and related professional activities. She is a model of service for her generous sharing of expertise and for her mentoring others in their involvement in professional activities.

I encourage the Board of Directors to recognize Julie's outstanding IR and AIR leadership by awarding her the John Stecklein Distinguished Membership Award.

Sincerely,

deb

Deborah J. Teeter
University Director Emerita
Institutional Research and Planning
University of Kansas

AIR Past President, 1988-89
John Stecklein Distinguished Membership Award, 2006



UNIVERSITY OF MARYLAND

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January 23, 2024

Dear Committee Members,

I am delighted to write in support of Julie Carpenter-Hubin for the John Stecklein award. Julie's career provides an example of service to and engagement with the profession that has continued well beyond her official retirement.

Whether for the AAU Data Exchange, AIR Board, US News, or the US Department of Education, Julie has always been an enthusiastic contributor – providing her wisdom and expertise. She leads with patience and determination, always ensuring that the work gets done and it gets done right. No matter how contentious an issue is, Julie approaches it with enthusiasm – I'm not sure I've ever seen her walk into a meeting without a smile on her face. Her personal story, starting in an administrative assistant role and rising to leadership in IR speaks to who she is – smart, talented, and determined.

I was fortunate to experience Julie's leadership and scholarship as she was editing an NDIR volume on ethics. She managed to corral a dozen authors to produce what turned into two volumes on Advancing the Ethical Use of Data in Higher Education. She was organized, efficient, and provided sound guidance and feedback. As one who infrequently writes scholarly work, I was initially intimidated by the invitation to participate. Julie made the process approachable and easy.

Over and over, Julie has demonstrated that she is willing to speak truth to power. In the years since her retirement from The Ohio State University, Julie has represented us in conversations with reporters looking to understand the US News rankings system. She has advocated for ethical analytics, writing and presenting extensively on the subject. She has served on countless TRPs, ensuring that the perspective of IR professionals is heard when decisions are made about reporting and the use of data.

So many of us have benefitted from Julie's contributions to AIR and the AAU Data exchange and from the example she set for us all. I hope that you will see fit to recognize her with the Stecklein award.

Sincerely,

Michelle Appel

Assistant Vice President, Institutional Research, Planning, and Assessment

January 22, 2024

AIR Awards Selection Committee
c/o The Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

Dear Colleagues,

It is with great delight that I write to support the nomination of Julie Carpenter-Hubin for the 2024 John Stecklein Distinguished Member Award.

Julie's service to the Association and to higher education more broadly has included an extensive array of contributions in literature and in leadership. Her resume lists these accomplishments as it should but cannot convey the experience of working with her.

Julie is a joy to work with. She is energetic, well organized, a great listener, and a colleague who encourages and embraces clear thinking and good policy and practice ideas from all those around whatever table they sit around. My time on the AIR Board of Directors and in Board leadership (I preceded Julie as President) was made more productive, challenging and a great deal more fun by her presence.

I am certain this is an experience shared by colleagues who worked with her as presenters, panelists, researchers, writers, publishers, and as staff. One does not get invited to serve on such a wide range of federal, national, and regional organizations, let alone program reviews and consulting gigs without all the skills listed above.

One thing her resume does not list is that Julie trained in ballet. This is an athletic endeavor few of us in IR can match. Such training is physically and mentally enormously demanding, involves great determination and grit and ability to work alongside colleagues without reserve. It is a practice that also includes great joy, to the individual and those who also participate.

These skills and the joy of well-honed practice are ones that Julie has exemplified in her amazing pivot from ballet to Institutional Research.

I heartily endorse Julie Carpenter-Hubin for the 2024 John Stecklein Distinguished Member Award.

Jennifer Brown

Jennifer Brown
Director of Institutional Research and Policy Studies (Retired)
University of Massachusetts Boston

AMERICAN ACADEMY
OF ARTS & SCIENCES

Kimberlee Eberle-Sudré
Program Director, Education
American Academy of Arts and Sciences
136 Irving Street
Cambridge, MA 02138
keberlesudre@amacad.org

1/22/2024

Dear Members of the Award Committee,

I am honored to submit this formal nomination letter for the John Stecklein Distinguished Member Award on behalf of my impressive colleague, Julie Carpenter-Hubin. I had the privilege of working closely with Ms. Carpenter-Hubin during my five years at the Association of American Universities (AAU), wherein I lead the data, policy, and membership activities. Through working closely with her, I am confident that her exemplary contributions to the field of Institutional Research (IR) make her an exceptional candidate for this prestigious award.

Ms. Carpenter-Hubin has consistently demonstrated an unwavering commitment to the mentoring, development, and training of IR practitioners. Her impactful input on data and projects not only elevated the capabilities of our team, but was also instrumental in pushing myself and our junior research analysts to think creatively and go beyond our boundaries. Ms. Carpenter-Hubin recognizes that embracing the uncomfortable is a catalyst for positive change, and she asked questions that pushed us to see data, and use data, in ways that could transform our work, and ultimately that of higher education.

In addition to her role in mentoring and development, Ms. Carpenter-Hubin has played a pivotal role in showcasing the contributions of IR to improve policy formation. During my tenure, she served in an advisory role for an AAU presidential task force as well as for senior leadership. In this role, she guided them on the nuanced use of metrics related to racial diversity on campuses, one of the many examples of her dedication to ensuring metrics are utilized appropriately and ethically, while also informing institutional change. Her expertise not only benefited my work and that of AAU, but also influenced broader discussions on the use of metrics, and collection of data to advance institutional goals for equity and diversity.

Furthermore, Ms. Carpenter-Hubin has significantly advanced the practice of IR through her innovative ideas, techniques, and theories. I have personally relied on her expertise to navigate institutional data, assess institutional capacity for data protection and acquisition, and strategically use available data in advocacy efforts related to federal policy. Her role as a thought partner has been instrumental in understanding and reimagining how data can be used to address critical questions and inform solutions to issues such as highlighting how endowments are used,

how COVID-19 aid was used (and to support of additional aid), issues surrounding campus climate and safety, and the paramount issues of racial and socioeconomic equity.

In summary, Ms. Carpenter-Hubin has consistently exemplified the qualities and achievements that align with the spirit of the John Stecklein Distinguished Member Award. Her dedication to mentorship, her impact on policy formation and her innovative contributions to the practice of IR make her a truly deserving candidate.

I wholeheartedly endorse Ms. Carpenter-Hubin for the John Stecklein Distinguished Member Award. Thank you for considering this nomination, and I am available to provide any additional information or answer questions as needed.

Sincerely,

Kimberlee Eberle-Sudré

Kimberlee Eberle-Sudré, PhD
Program Director, Education
American Academy of Arts and Sciences

January 22, 2024

Association for Institutional Research
Awards Selection Committee
PO Box 13739
Tallahassee, Florida 32317

Recommendation for the John E. Stecklein Distinguished Member Award

Dear Members of the Award Selection Committee:

It is an honor to write this letter of recommendation for the 2024 John Stecklein Distinguished Member award for Julie Carpenter-Hubin. Throughout her storied career, Julie has made a profound impact on the Institutional Research profession and community.

To be considered for the Stecklein award, one must have been an active member of AIR and have made substantial contributions to the field over an extended period. Julie has gone above and beyond in that regard, having served on the AIR Board of Directors from 2008-2010, in addition to having received the AIR Outstanding Service award in 2018. Indeed, her career is one in which examples of her leadership and compassion abound.

Additionally, candidates for the Stecklein award must have made a significant contribution to the field of IR, whether through the creation or application of theory, continued mentorship, or through ongoing engagement with AIR. As it happens, Julie's career is full of such contributions. Julie is the epitome of a scholar-practitioner, having authored impactful research on topics ranging from the ongoing analytics revolution and its effect on student success and equity, the intersectionality between senior campus leadership and institutional research, and the ongoing maturation of our field. She has advised the U.S. Department of Education on numerous topics, including IPEDS, sample surveys, in addition to their technical review panels. Additionally, she has lent her expertise to matters regarding accreditation, and consulted both nationally and internationally on emerging issues in higher education. Throughout her career, Julie has helped mentor countless IR professionals who have gone on to play significant roles in IR and IR adjacent fields.

While not explicitly stated in the Stecklein award criteria, past recipients have stood out for their kindness, empathy, and character. These are traits that Julie possesses in abundance. Her warmth, honesty, and generosity have played an instrumental role in

shaping my own approach to serving AIR and its members. I consider her a mentor and dear friend, as I suspect many members of our community do. It is for these reasons—and many more—that I fully support the nomination of Julie Carpenter-Hubin for the 2024 John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in blue ink, reading "Jonathan S. Gagliardi". The signature is fluid and cursive, with the first name "Jonathan" being the most prominent part.

Jonathan S. Gagliardi, Ph.D.

Vice President, Economic Mobility and Social Impact, Northern Arizona University
President and Chair of the Board of Directors, Association for Institutional Research



THE OHIO STATE UNIVERSITY

Michele J. Hansen, Ph.D.

Associate Vice President, Institutional Research and Planning

The Ohio State University

15 E. 15th Avenue, Columbus, OH 43201

Room Number 4155

Office of Academic Affairs

614-247-9742 Office

hansen.676@osu.edu

Pronouns: she/her/hers

To: John Stecklein Distinguished Member Award Committee Members

From: Michele J. Hansen, Ph.D., Associate Vice President, Institutional Research and Planning, The Ohio State University

Subject: John Stecklein Distinguished Member Award for Julie Carpenter-Hubin

Date: January 20, 2024

I write this letter enthusiastically in support of Julie Carpenter-Hubin for the Association for Institutional Research (AIR) *John Stecklein Distinguished Member Award*. I first met Julie at an AIR Forum when she was serving as President. It did not take me long to realize how effective she was at networking, and she showed a genuine interest in helping others realize their strengths and passions in institutional research. Julie encouraged me to become more engaged with AIR and was a major impetus for me in deciding to run for the board of directors and accepting the invitation once election results were announced. Throughout the years, Julie has been a role model for many others and has encouraged countless young and seasoned professionals to contribute to AIR in terms of committee membership, presentations, professional files, scholarly activities, and serving on the Board of Directors and Nominations and Elections Committee. She is an exemplar in terms of contributing to and facilitating the goals of the association.

Julie has been an active contributing member to AIR for over 25 years. As such, she has contributed much of her time, passion, and energy over the years to AIR-related activities and leadership roles. In fact, she was the recipient of the *Association for Institutional Research Outstanding Service Award* in 2018. As you can discern by her Curriculum Vitae, she has not only made a commitment to service directly for AIR (President, Vice President, Board of Directors, and Forum Chair) but has also served in ways that have significantly impacted the field of IR. For example, she has been a Consultant-Evaluator for the Higher Learning Commission, served on the US Department of Education Technical Review Panels, the Association of American Universities Graduate Data Task Force, and the National Survey of Student Engagement Advisory Board. She has also been a fierce advocate the AIR *Statement of Ethical Principles*. She has been active in providing IR professionals with guidance regarding the ethical use of data and

analytics. Additionally, she has served as a role model by reflecting the values and enacting the behaviors of an ethically minded leader.

It noteworthy that Julie's scholarly contributions have made significant impacts on the practice of institutional research. For example, she is a co-editor of *The Analytics Revolution in Higher Education: Big Data, Organizational Learning and Student Success*. This book serves as a vital resource in helping IR professionals use data and analytics to improve student learning outcomes, close equity gaps, keep costs down, and address the economic needs of the communities they serve. As such, her scholarship should not solely be judged by number of publications, but by the implications they have had on the field of IR practice and theory. She also has several scholarly and professional contributions to *AIR Professional Files* and *New Directions in Institutional Research (NDIR)* chapters. Additionally, she has been actively involved in numerous presentations and panels for the AIR Forum and regional AIR meetings.

In conclusion, Julie is a shining example of what it means to be a distinguished member of AIR. She is deserving of this prestigious award, and we appreciate your consideration.

Michele J. Hansen, Ph.D.

Members of the Award Selection Committee Tallahassee, FL 32308
Association of Institutional Research
9183 Centre Pointe Boulevard, #101

January 25, 2024

Dear Members of the Award Selection Committee:

I am delighted to support the nomination of Julie Carpenter-Hubin for the John Stecklein Distinguished Member Award. Having worked with her across multiple projects on the ethical use of data, I can say that she is a remarkable practitioner.

Julie is technically skilled and focused on equity in the profession. We co-edited the New Directions in Institutional Research volumes Advancing the Ethical Use of Data in Higher Education no. 182 and 183. In the volume, we co-authored the introduction and conclusion scenarios as well as identifying and editing the other contributors. Julie is a fabulous writer who is very connected in the field and she was an equal partner for all of the heavy lifting the volumes entailed. More recently, we co-authored an article for the eAIR newsletter about ethical data use during the pandemic. We have also worked together on several panels addressing the ethical use of data.

Julie is also a wonderful, generous colleague and friend. We were working on the New Directions volume at the beginning of the pandemic and because of supply chain issues; I had no access to masks. Julie sent me several of her handmade masks and they were all I had to use for some months. She has also always been conscious of and generous with first authorship. Because I am newer in my career she has always offered it to me. I very much appreciate her conscientiousness with that and it is indicative of her character over all.

Julie's focus on equity and ethics goes above and beyond. Her willingness to work hard and be collaborative is superb. At the same time, her collaboration with me shows that she is interested in bringing different perspectives to the institutional research community. At the same time, she is a wonderful person and colleague. I doubt that there is a better-qualified candidate for the John Stecklein Distinguished Member Award and it is my pleasure to submit this letter of support.

Sincerely,



Iris Palmer
Director
New America

January 24, 2024

To Whom It May Concern,

I am writing to express my support for Julia Carpenter-Hubin's nomination for the Association for Institutional Research's John Stecklein Distinguished Member Award. I can confirm that Julia is an excellent example of the kind of leadership, service, and scholarship for which this recognition is named. Julia's commitment to higher education is evident in her illustrious career at The Ohio State University and numerous contributions to national organizations through service and consultation.

In 2015, Julia received The Ohio State University's Glass Breakers Award, which is bestowed upon "successful women who have made extraordinary achievements and use those accomplishments to improve workplace culture and uplift women across the university." I understand why Julia received this award and I have personally enjoyed getting to know her. I met Julia nearly a decade ago when I worked as a staff member for AIR, and she provided expertise for a project to examine emerging trends in the field. It was then that I noticed the special way that Julia engages with colleagues. She has the wonderful ability to simultaneously lead a discussion while creating space for others to add to the conversation. Her kind disposition and attentiveness to others' views made project meetings enjoyable and productive.

Even in retirement, Julia is still positively impacting professionals in the field. A few years ago, I visited The Ohio State University for a data-related conference, and I was delighted to see Julia walking around and greeting everyone. We had an opportunity to talk, and she shared that though she is retired from leading the university's data strategy, she enjoys opportunities to stay connected with her former colleagues. I quickly realized that the university community also cherishes her presence, as each person to whom I happily spoke about Julia was equally as excited to share a positive reflection about interacting with her. As I think about the importance of community in the institutional research profession, I consider Julia as a model for how to make everyone feel welcome.

One of my favorite and most memorable experiences with Julia is our work together to produce the book, *The Analytics Revolution: Big Data, Organizational Learning, and Student Success*. The publication features chapters from leading practitioners and scholars across the United States who describe IR's greatest opportunities for growth over the next decade. Such a comprehensive discussion required a visionary's perspective and Julia's decades of experience were just the leadership we needed to make the book successful.

I hope you will consider Julia's nomination for this award. As I think about the kind of portfolio that one who receives this award should possess, I assure you that Julia is the example that you are seeking. She is a positive reflection of AIR's values and a trusted colleague of countless AIR members, especially me. If you would like to further discuss Julie's nomination, it would be my pleasure to share more about my experiences with her.

Sincerely,

A handwritten signature in black ink that reads "Amelia Parnell". The script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Amelia Parnell, Ph.D.
Vice President for Research and Policy
NASPA – Student Affairs Administrators in Higher Education



January 26, 2024

Dear Colleagues,

I met Julie Carpenter-Hubin in 2012 when I was elected to serve on the Board and Julie was the President. I was immediately in awe of her leadership. She persisted in the face of seemingly intractable issues, and helped the Board live under the then new system of Policy Governance. Later, when I served as President, I frequently thought to myself “What would Julie do?” And whenever I reached out to ask for her wise counsel, she was always insightful.

Beyond her governance leadership, however, Julie is a scholar. She is published in “The Handbook of Institutional Research”, and “New Directions for Institutional Research” and I don’t think there has been an AIR Forum at which she did not present. Her work is forward thinking – she was on the forefront of thinking about the impact of “big data” in Institutional Research. Her work has led to appointments on committees and workforces that highlight the important work of data informed decision making – as a subject matter expert on U.S. Department of Education technical review panels, as a member of the National Survey of Student Engagement Advisory Board, and as a peer evaluator for the Higher Learning Commission.

Julie is a well-known and sought after leader in the field of institutional research – but she is also a public servant. She was awarded an “Everyday Hero” by the Columbus Dispatch for sewing thousands of masks for children during the height of the COVID pandemic, and her work with MagLiteracy, a national organization that looks to put magazines in the hands of children in poverty.

For all these reasons, I strongly support the nomination of Julie Carpenter-Hubin for the John Stecklein Distinguished Member Award. The award recognizes a member whose professional career has significantly advanced the field of institutional research through extraordinary scholarship, leadership, and service. Julie has done all three in numerous spaces, raising the profile of institutional research, and helping the rest of us be better at our work along the way.

Warmly,



C. Ellen Peters
Director of Strategic Research and Assessment

January 22, 2024

To: AIR Awards and Scholarship Committee

Subject: Julie Carpenter-Hubin for The John Stecklein Distinguished Member Award

Dear AIR Awards and Scholarship Committee,

I am writing to provide enthusiastic support for Sandi Bramblett's nomination of Julie Carpenter-Hubin for The John Stecklein Distinguished Member Award. I have the privilege of knowing Julie as a colleague, a friend, and a collaborator for more than 30 years. Julie's long-term service and contribution to the IR/IE field and the professional communities have been extraordinary and remarkable. There are very few people in the IR field who have Julie's long history of service, a solid track record of leadership, and a frequent contributor to the accumulation of IR knowledge and scholarly work. There is no doubt in my mind that Julie is perfectly and uniquely deserving of this distinguished member award.

I started my IR career in 1997 thanks greatly to Julie's help in interviewing me and making the decision to hire me to Ohio State University's IR Office. As the senior analyst and later as the director of OSU's IR Office, Julie served as a mentor and an advisor to my onboarding to the wonderful world of IR. As I accidentally stumbled upon the IR career track (many of you might have the same experience), Julie is the perfect teacher who showed me the rope, explained the details, and provided ample room for me to grow. Julie is a leader with great comfort in relationship building and a deep knowledge of the field. She can make the tensest situations calm for the team, no matter if it is a tight deadline or a complicated analysis. When I left IR for a long period of time to administrative management roles, Julie reached out often to catch up with my progress and eventually convinced me to come back to the IR field. She is a wonderful person whose quick wit and deep knowledge of how higher education works earns her great respect within and outside of Ohio State University.

Julie's dedication to the development of knowledge within our field is substantial. Her research and publications have not only contributed significantly to our understanding of institutional research and effectiveness but have also guided practical applications that have benefited many. In 2000, when the concept of the balanced scorecard was just getting reception in the business world, Julie had already published an article, "The Balanced Scorecard: Beyond Reports and Rankings," with Alice C. Stewart in Planning for Higher Education. In 2018, Julie partnered with Jonathan Gagliardi and Amelia Parnell, some of the most critical thinkers of data analytics in our field, in publishing "The Analytics Revolution: The Emergence of Decision Analytics in Higher Education". This book came out at the very moment when the joint statement on data analytics from AIR, Educause, and NACUBO was released. Together, they created momentum for the advancement of an analytics culture in higher education.

Furthermore, Julie's long-standing service to AIR is nothing short of exemplary. Having been an active member for over 30 years, she has continually shown her commitment to the advancement of our profession. Her election to the Board of Directors, Association for Institutional Research for 2011-13, elected Vice President for 2011-12, and President for 2012-13, is a testament to her leadership abilities and the respect she commands among her peers. Beyond the national association, Julie was elected to the Executive Committee, Ohio Association for Institutional Research and Planning from 2002 to 2019,

as a Vice-President 2003-04 and President, 2004. That is 17 years of consecutive service at the highest level for a regional association.

Julie's 30+ years of experience as an IR leader and a thinker have earned her respect beyond the institutional research community. Julie was appointed to advisory and consultancy roles by numerous national organizations and universities, including: the Higher Learning Commission, 2007-present; National Survey of Student Engagement Advisory Board, 2017-23; US Department of Education National Postsecondary Education Cooperative-Sample Surveys, 2013-2016; US Department of Education National Postsecondary Education Cooperative-IPEDS, 2010-13; and US Department of Education Technical Review Panels, 2010-16.

Beyond being a great leader and servant to her home institution and national and regional associations, Julie also helped many junior members of the IR professions as a mentor. Julie has shown an extraordinary ability to support and inspire others. Many professionals in our field, including myself, have benefited from her wisdom, encouragement, and support.

In recognition of her outstanding service and invaluable contributions, electing Julie Carpenter-Hubin for the John Stecklein Distinguished Member Award would not only honor her individual achievements but also signify the values of excellence, dedication, and service that she embodies. Her selection would be a fitting tribute to her three decades of tireless service and a symbol of inspiration for others in our profession.

Thank you for considering Julie for this prestigious award. It would be a well-deserved recognition of her outstanding contributions to our field.

Sincerely,

A handwritten signature in black ink, appearing to read 'Henry Zheng'.

Henry Zheng
Vice Provost for Institutional Effectiveness and Planning
Carnegie Mellon University

**Curriculum Vitae for
Julie Carpenter-Hubin**

Julia W. Carpenter-Hubin
69 North Ohio Avenue
Columbus, Ohio 43203
(614)372-0070

Education Bachelor of Arts, The Ohio State University, 1993; Summa Cum Laude, With Honors in the Liberal Arts, With Distinction in German
Master of Arts, Public Policy and Management, The Ohio State University, Spring 2001.

Employment History

The Ohio State University, Institutional Research and Planning
Assistant Vice President, October 2011 – September 30, 2019 (retired)
Director, August 2002 – October 2011
Strategic Initiatives Project Manager, March 2000 - August 2002
Strategic Planning Analyst, January 1998 - March 2000

Developing and analyzing university strategic indicators and performance measures; providing analyses to support decision-making; preparing reports and communicating findings; providing support for college level benchmarking; serving as University's representative to the Association of American Universities Data Exchange and as liaison to the University Innovation Alliance; generating datasets of strategic interest to the university using survey instruments; conducting research on issues of strategic importance to the university using national and institutional databases; coordinating survey responses.

The Ohio State University, University Resource Planning and Institutional Analysis Facilities Planner, February 1997- January 1998

Developing short and long range space planning models to address University facility needs as well as programs to monitor space utilization and allocation; preparing and coordinating all facility plans for Colleges, departments, and administrative units as designated by the Director of Facility Planning.

The Ohio State University, College of Humanities Senior Program Associate, September 1995 – February 1997

Developing enrollment data for academic and budget planning purposes using relational databases and spreadsheets; directing capital improvements projects and renovations for the College and its eighteen units; managing and allocating departmental and faculty office space; managing classroom and special events scheduling; directing undergraduate honors enrichment programs; directing undergraduate recruitment and retention efforts.

The Ohio State University, various clerical positions (Typist, Secretary, Administrative Assistant, Administrative Associate, 1981-1995)

Publications

The Analytics Revolution in Higher Education: Big Data, Organizational Learning, and Student Success. Ed. Gagliardi, Carpenter-Hubin, and Parnell. Stylus Publishing, 2018.

“Key Leadership Positions and Performance Expectations,” with Lydia Snover. Organization and Administration in Higher Education, Ed. Schloss and Cragg. New York: Routledge, 2012, 2017, 2023.

“New Directions in Institutional Research: The Ethics of Analytics,” Ed. Palmer and Carpenter-Hubin, Volume 2019, Issues 182 and 183.

“Cultural and Organizational Structures and Functions of Institutional Research,” with Jason Sullivan. The Analytics Revolution: Big Data, Organizational Learning, and Student Success, Ed. Gagliardi, Parnell, and Carpenter-Hubin. Stylus Publishing. 2018

“Guidebooks and Rankings: The Value of Optional External Reporting,” with Liana Crisan- Vandeborne. New Directions in Institutional Research, Ed. Powers and Henderson. San Francisco: Jossey-Bass, 2016. 89-99. Publishing.

“Two Heads Are Better Than One: A Collaboration between Institutional Research and Faculty for a More Meaningful Analysis of the STEM Faculty Experience,” with Jason Sullivan and Joan Herbers. Association for Institutional Research Professional File, Spring 2015.

“Data Exchange Consortia: Characteristics, Current Examples, and Developing a New Exchange,” with Rebecca Carr and Rosemary Hayes. Handbook for Institutional Research, Howard, McLaughlin, and Knight. San Francisco: Jossey-Bass, 2012. 420-433.

“Making Measurement Meaningful,” with Eunice Hornsby. Association for Institutional Research Professional File, No. 97, Fall 2005.

“The Balanced Scorecard: Beyond Reports and Rankings,” with Alice C. Stewart. Planning for Higher Education, Vol. 29, No. 2, Winter 2000-01.

Service

Consultant-Evaluator, Higher Learning Commission, 2007-present.

National Survey of Student Engagement Advisory Board, 2017-23.

US Department of Education National Postsecondary Education Cooperative-Sample Surveys, 2013-2016.

US Department of Education National Postsecondary Education Cooperative-IPEDS, 2010-13.

US Department of Education Technical Review Panels (13), 2010-16.

Board of Directors, Association for Institutional Research, 2011-13; elected Vice President for 2011-12, President for 2012-13.

Board of Directors, Association for Institutional Research, 2008-10; elected Associate Forum Chair for 2009, Forum Chair for 2010.

Association of American Universities Data Exchange Council, 2003-06; Chair for 2004-05.

Member, Association of American Universities Graduate Data Task Force, 2005.

Member, National Research Council Research Doctorate Assessment Data Panel, 2005-06.

Member, Executive Committee, Ohio Association for Institutional Research and Planning, 2002-2019; Vice-President, 2003-04; President, 2004.

Consulting and Program Review

Cincinnati College for Advanced Jewish Studies, document review and guidance on accreditation and state approval for new institution, 2022-23.

Association of American Universities, USNWR rankings discussion lead, 2021-22.

University of Tennessee Knoxville, Office of Institutional Research and Assessment, 2019.

University of Toledo, Office of Institutional Research, 2019.

Iowa State University, Office of Institutional Research, 2016.

Indiana University-Purdue University Indianapolis, Office of Information Management and Institutional Research, 2012.

Washington State University, Office of Institutional Research, 2007.

Abu Dhabi University, Advisor to Cedar Consulting, 2007.

Indiana State University, Office of Institutional Research, 2006.

Oregon State University, Office of Institutional Research, 2005.

Awards

Association for Institutional Research Outstanding Service Award, 2018.

The Ohio State University Glass Breakers Award, 2015.

Association of American Universities Data Exchange Distinguished Service Award, 2008.

The Ohio State University Outstanding Staff Award, 1991.

Election to Phi Beta Kappa and Phi Kappa Phi, 1991.