

EXPRESSWAY TO TRANSPARENCY

2011
25th Anniversary



Michigan Association for Institutional Research

25th Annual Fall Conference

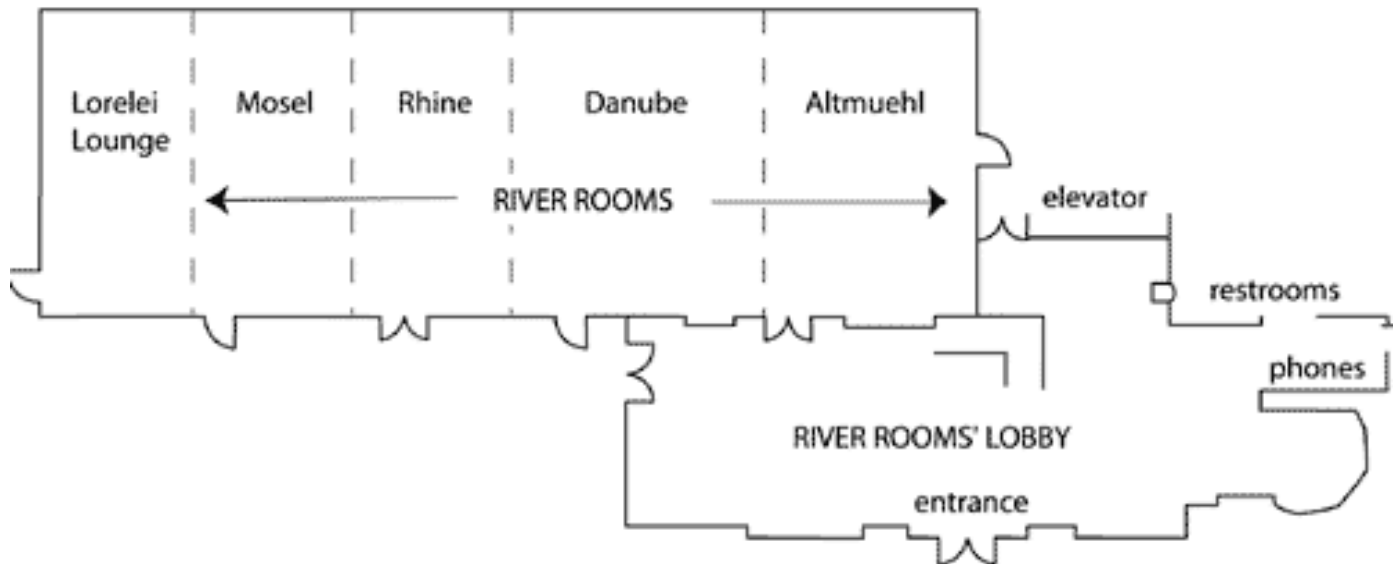
November 2 – 4, 2011

Frankenmuth, Michigan

Bavarian Inn Lodge & Conference Center Floor Plan

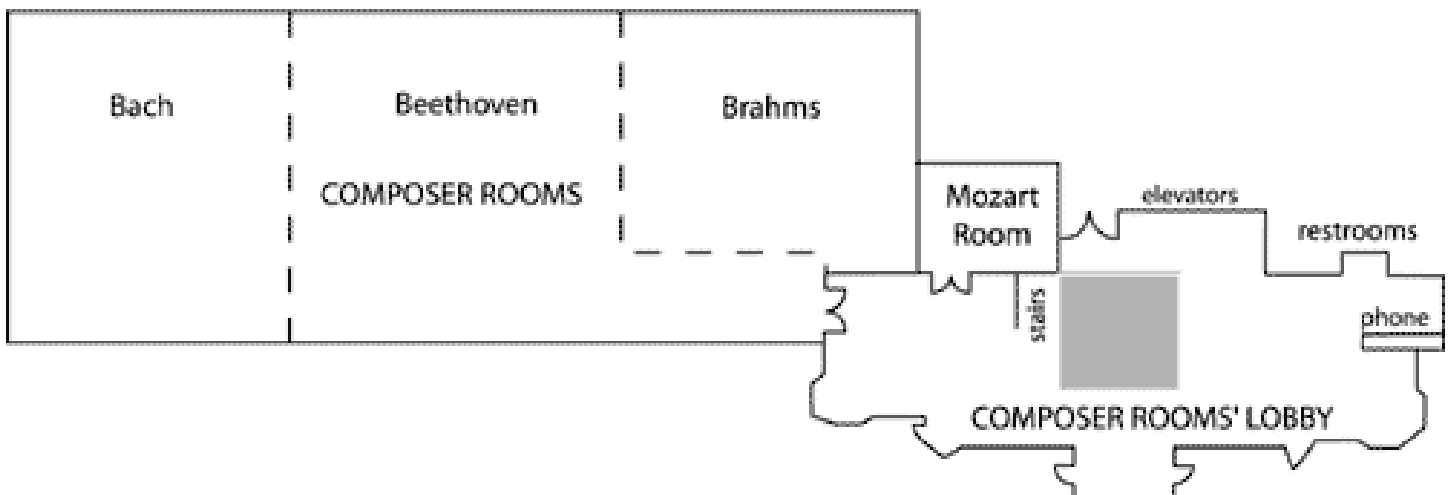
First Floor

Bavarian Inn Lodge River Rooms



Second Floor

Bavarian Inn Lodge Composer Rooms



November, 2011

Dear Colleagues,

Welcome to the 25th Annual Conference of the Michigan Association for Institutional Research. The conference is your opportunity to come together with others involved in institutional research activities and exchange ideas, learn about best practices in research methods and collaborate with fellow practitioners.

This year's theme *Expressway to Transparency* recognizes the accelerating need to clearly and accurately represent institutional performance. Understandable and readily accessible performance data is critical for decision making, both at the institutional and at the state-wide level. This conference will provide many opportunities, both in formal presentations and through informal networking to share and think about how we are currently accounting for institutional performance and ways we can improve.

The Steering Committee hopes you will enjoy the conference this year. Along with the scheduled sessions, we hope that you take advantage of the networking opportunities. Join us in celebrating our 25th Anniversary Thursday evening as we host a Halloween Costume Party. A fun time is sure to be had by all.

Whether this is your first conference, your twenty-fifth, or somewhere in between, thank you for joining us and have a great conference!

Mary Meier, 2011 MI/AIR Steering Committee Chair

Schedule At A Glance

WEDNESDAY, NOVEMBER 2, 2011

Time	Session Title	Location
10:00a – 11:30a	Steering Committee Meeting	Danube
11:30a - 1:00p	Registration	Lobby
1:00p - 4:00p	Pre-Conference Workshop: The Michigan Statewide Longitudinal Data System (MSLDS) <i>Thomas Howell, director; Trina Anderson, student data manager; Michael McGroarty, longitudinal data manager; Paul Bielawski, school data manager; Melissa Bisson, adult learner data analyst- CEPI</i>	Danube
4:00p - 5:30p	Registration	Lobby
6:00p	Dinner Opportunities	Lobby

THURSDAY, NOVEMBER 3, 2011

Time	Session Title	Location
7:30a - 9:00a	Registration	Lobby
7:45a - 8:45a	Breakfast Buffet	Rhine/Danube
8:45a-9:00a	Break	
9:00a - 9:45a	Session I	
	Michigan P-20 Longitudinal Data System <i>Laura Schartman- Oakland University; Nick Baker- Kirkland Community College,</i>	Rhine/Danube
9:45a - 10:00a	Break	
10:00a-10:45a	Session II	
	IPEDS Resources and Updates 2011 <i>Eileen Brennan - Oakland Community College</i>	Mosel
	An Analysis of the Impact of Tuition Increase on University Enrollment <i>Bin Ning & Tingho Huang- Eastern Michigan University</i>	Altmuehl
10:45a - 11:00a	Break	
11:00a-11:45a	Session III	
	Building and Maintaining a Student Tracker Enrollment Database <i>Robert Roe- Alma College</i>	Mosel
	A Research System for the Collection of Graduate Employment Outcomes and Reporting to Campus Stakeholders <i>Karin Teske & Roger Mourad- Washtenaw Community College</i>	Altmuehl
12:00p-1:30p	Pasta Buffet Lunch/ Business Meeting	Courtyard
1:30p – 2:15p	Session IV	
	Inconsistency and lack of transparency in policies and practices affecting postsecondary access for immigrant and undocumented students: A national research study and its implications, part 1 <i>Joanna Frye, Angela Vidal-Rodriguez, Aurora Kamimura- University of Michigan</i>	Mosel
	Students on Probation: Good or Bad? <i>Amarpreet Kaur, Serafina Dixon- Madonna University; Bin Ning- Eastern Michigan University</i>	Altmuehl
2:15p - 2:30p	Break	

THURSDAY, NOVEMBER 3, 2011 (CONTINUED)

Time	Session	Location
2:30p - 3:15p	Session V	
	Roadblocks to transparency: Who is hurt by inconsistency and ambiguity? A national research study part 2 <i>John Burkhardt, Kimberly Reyes, Omar Hussain - University of Michigan</i>	Mosel
	Learning Communities on a Small Scale: Linked Sections of Remedial English and Reading—A Case Study <i>Randall Hickman- Macomb Community College</i>	Altmuehl
3:15p – 4:00p	Snack Break	Lobby
4:00p – 4:45p	Session VI	
	An Analysis of the Predictability of ACT Score and High School GPA on College Success and Their Relationships with Admission Prediction Index <i>Bin Ning & Tingho Huang- Eastern Michigan University</i>	Mosel
	Answering Tough Policy Questions: What Quasi-Experimental Designs Can Do for You <i>Reuben Ternes- Oakland University</i>	Altmuehl
5:30p – 6:00p	Cash bar available	Brahms
6:00p – 8:00p	Mini Bavarian Festival Dinner Buffet	Brahms
8:30p – ????	Halloween Costume 25th Anniversary Party	Brahms
???? – ????	Game Night Following Halloween Costume Party	TBD

FRIDAY, NOVEMBER 4, 2011

Time	Session Title	Location
8:00a – 9:00a	Deluxe Breakfast Buffet	Rhine/Danube
9:15a-9:30	Break	
9:30a –10:15a	Session VII	
	The Promise of Planning , part 1 <i>Karen Ruedinger- Northwestern Michigan College; Nancy Showers- Oakland Community College; Kathy Aboufadel- Davenport University; Kristen Buttigieg- Jackson Community College; Jacqueline El-Sayed, Kettering University</i>	Mosel
	Transforming multiple institutional processes into a web-based academic decision support tool <i>Sinji Yang and Bin Ning- Eastern Michigan University</i>	Altmuehl
10:15a – 10:30a	Break	
10:30a-11:15a	Session VIII	
	The Promise of Planning , part 2 <i>Karen Ruedinger- Northwestern Michigan College; Nancy Showers- Oakland Community College; Kathy Aboufadel- Davenport University; Kristen Buttigieg- Jackson Community College; Jacqueline El-Sayed, Kettering University</i>	Mosel
	Globalization in U.S. higher education: An analysis trends of the number of international students <i>Bin Ning & Tingho Huang- Eastern Michigan University</i>	Altmuehl
11:15a-11:30a	Break	
11:30p – 1:00p	Steering Committee Closing Meeting	Mosel

Have a safe trip home!



Michigan Association for
Institutional Research 25th
Anniversary Halloween party!

Thursday evening, beginning at
8:30pm, in the Brahms Room.

Costumes are a Must!

Don't miss out on the fun,
games, & prizes!

Sessions

Pre-Conference Workshop- Wednesday, November 2

1:00 am – 4:00pm

The Michigan Statewide Longitudinal Data System (MSLDS)

Thomas Howell, director- CEPI
Trina Anderson, student data manager- CEPI
Michael McGroarty, longitudinal data manager- CEPI
Paul Bielawski, school data manager- CEPI
Melissa Bisson, adult learner data analyst- CEPI

Michigan is focused on ensuring that all students receive services that ensure that they become career and college ready. Several public and private driving forces push for comprehensive tracking of a student's academic progress over time to better understand how the inputs (funding, programs, policies, etc.) impact learning over time. In the data world, this requires gathering and linking education information longitudinally, beginning at pre-kindergarten and tracking progress through postsecondary education (P-20). The Center for Educational Performance and Information (CEPI) was tasked with creating and managing the Michigan Statewide Longitudinal Data System (MSLDS) for the P-20 data connections. CEPI's MSLDS work regarding postsecondary education is currently focused on five critical projects: IHE-UIC Extension, E-Transcripts, STARR, National Student Clearinghouse Data, and MI School Data Portal.

Session One – Thursday, November 3

9:00 am – 9:45 am

Michigan Longitudinal Student Data System P-20 Roundtable

Nick Baker- Kirtland Community College
Laura Schartman- Oakland University

In this session, participants will engage in a broad dialogue about why the P-20 system is important and how colleges, and ultimately their students, will benefit from it. The participants will spend time discussing how the P-20 data can help answer questions and support reporting, as well as receive a short update on the status of the technical aspects of uploading data to the Student Transcript and Academic Record Repository (STARR) system.

Session Two – Thursday, November 3

10:00 am – 10:45am

IPEDS Resources and Updates 2011

Eileen Brennan- Oakland Community College

Join in a guided discussion about the latest round of IPEDS reporting, and updates on IPEDS Resources led by IPEDS Trainer Eileen Brennan.

An Analysis of the Impact of Tuition Increase on University Enrollment

Bin Ning- Eastern Michigan University
Tingho Huang- Eastern Michigan University

This study analyzed the relationship between the rate of tuition increase and college enrollment among Michigan public universities. The results showed a marginally positive correlation between tuition growth and enrollment increase. Other possible influential factors such as unemployment rate and the population of high school graduates are discussed.

Session Three – Thursday, November 3

11:00 am – 11:45 am

Building and Maintaining a Student Tracker Enrollment Database

Robert Roe- Alma College

In an ever increasing competitive market for new students, it has become imperative to understand students' college choices. Student Tracker (Student Loan Clearinghouse) can be used to track attendance and degree attainment of students. The presenter will show how to build and maintain a database to track this information.

A Research System for the Collection of Graduate Employment Outcomes and Reporting to Campus Stakeholders

Karin Teske-Washtenaw Community College
Roger Mourad-Washtenaw Community College

This presentation will show how the Washtenaw Community College Research Department systematically collects and reports employment data pertaining to its graduates. It will begin by displaying the survey distribution and electronic intake process that yields 40% response rate. It will then describe the data cleaning process, followed by the contents of the main annual report that is produced. It will also share a graduate wage study that is produced every other year. Finally, it will provide an example of a historical customized report that is produced for deans, department chairs, and department faculty upon request.

Inconsistency and lack of transparency in policies and practices affecting postsecondary access for immigrant and undocumented students: A national research study and its implications, part 1

Joanna Frye-University of Michigan
Angela Vidal-Rodriguez- University of Michigan
Aurora Kamimura- University of Michigan

Increasing numbers of undocumented immigrant students are pursuing postsecondary education in the U.S. Federal and state policies regarding the eligibility of undocumented students to access higher education are unclear and misaligned, resulting in a variety of institutional responses ranging from inclusive to restrictive. The presenters report the results of a national study of institutional policies and practices related to admission and financial aid for undocumented students.

Students on Probation: Good or Bad?

Amarpreet Kaur-Madonna University
Serafina Dixon-Madonna University
Bin Ning-Eastern Michigan University

This study compares retention of FTIACS at two different universities and shows that same factors can have different associations with retention, based on the size and type of an institution. It argues that lowering the threshold of satisfactory academic progress could lead to an early detection of potential failure.

Roadblocks to transparency: Who is hurt by inconsistency and ambiguity? A national research study part 2

John Burkhardt- University of Michigan
Kimberly Reyes- University of Michigan
Omar Hussain- University of Michigan

Part 2 on policies and practices affecting undocumented students will examine the implications that arise for institutions and students when policies are left ambiguous. Participants will engage in an interactive discussion of recent events at several universities in which student enrollment became the focus of intense media attention. This session will draw awareness to the impact of institutional ambiguity and lack of transparency in enrollment policies while demonstrating how institutional research can affect leadership and practice.

Learning Communities on a Small Scale: Linked Sections of Remedial English and Reading—A Case Study

Randall Hickman- Macomb Community College

Many community colleges are finding that learning communities can positively affect student outcomes. Macomb Community College, as one of its Achieving the Dream interventions, implemented a small scale learning community for students placing into remedial English and remedial reading: two linked sections, one of remedial English and the other of remedial reading. Using an appropriately defined comparison group, the presentation will include results from an analysis focusing on identifying the impact of “linkage” on two outcomes: performance in the courses and persistence to the following fall semester.

An Analysis of the Predictability of ACT Score and High School GPA on College Success and Their Relationships with Admission Prediction Index

Bin Ning- Eastern Michigan University
Tingho Huang- Eastern Michigan University

This study examined the accuracy of college success prediction using high school GPA and ACT score, and using Admission Prediction Index chart currently adopted for admission purposes. The results showed that HSGPA have higher predictive power. Implications of making admission decisions and identifying at-risk students at early stages are discussed.

Answering Tough Policy Questions: What Quasi-Experimental Designs Can Do for You

Reuben Ternes- Oakland University

Does need-based financial aid improve retention rates? If so, by how much? How can we measure the impact of a new student intervention when participation is voluntary? This presentation provides an introduction to two quasi-experimental designs, regression discontinuities and propensity-score matching, and how they can answer today's tough policy questions.

The Promise of Planning, part 1

Karen Ruedinger- Northwestern Michigan College
Nancy Showers- Oakland Community College
Kathy Aboufadel- Davenport University
Kristen Buttigieg- Jackson Community College
Jacqueline El-Sayed- Kettering University

In times of scarcity and uncertainty, planning is increasingly important. Ironically these are often the times that seem to defy planning. Perhaps the right question is not “whether to plan” but rather “how to plan.” Join this round table discussion where we will share experiences with the function of planning at our institutions across two- and four-year institutions. Consider with us the potential role of institutional research in support of or in leading the planning effort. Learn from your peers about what has worked and what hasn't. Contribute to the continuing conversation through your questions and experiences as we begin the dialog about the promise of planning.

Transforming multiple institutional processes into a web-based academic decision support tool

Sinji Yang- Eastern Michigan University
Bin Ning- Eastern Michigan University

Many processes require adequate data support in a quick, accurate, and user-friendly way. We will demonstrate how an institutional research office helped transform several key institutional processes into a single web-based academic decision support tool. The demonstration will provide highlights of those processes and basic techniques for designing the tool.

The Promise of Planning , part 2

Karen Ruedinger- Northwestern Michigan College
Nancy Showers- Oakland Community College
Kathy Aboufadel- Davenport University
Kristen Buttigieg- Jackson Community College
Jacqueline El-Sayed- Kettering University

Continuation of discussion, see Promise of Planning Part 1 above.

Globalization in U.S. higher education: An analysis trends of the number of international students

Bin Ning- Eastern Michigan University
Tingho Huang- Eastern Michigan University

This study examined the number of international students in colleges and universities for past 15 years. The results showed that the growth of international students varied by institutional type, region, and size. The study provided implications for institutions that wish to promote globalization and discussed the definitions of international students.

Business Meeting Agenda

Annual Association Business Meeting
Thursday, November 3, 2011
12:30 pm – 1:30 pm

- I. Call meeting to order..... Mary Meier
- II. Set agenda Membership
- III. Acknowledgments Mary Meier
- IV. Report of conference attendancePaul Duby
- V. Treasurer’s reportPaul Duby
- VI. Actions items..... Mary Meier
- VII. Steering Committee composition Mary Meier
 - A. Announcement of new chair
 - B. 12-13 Nominations
- VIII. Future conferences Nick Baker
 - A. Announce 2012 site
 - B. Announce 2013 regional location

Constitution

Michigan Association for Institutional Research

I. Name

It is hereby established that there be a Michigan organization for persons working or interested in institutional research. This organization shall be called the Michigan Association for Institutional Research and will be known by the acronym MI/AIR.

II. Purpose

MI/AIR is a state organization of institutional researchers. The objectives of the organization are to:

- A. Improve and disseminate research predominantly of concern to institutions of higher education.
- B. Provide collegiums for professional persons in a common profession.
- C. Provide an avenue for professional accomplishment by offering at least annual meeting at which papers may be presented, speeches given, workshops taught, and other such professional contributions made.
- D. Encourage association with the Association for Institutional Research (AIR) and to promote AIR forums and other activities.
- E. Encourage professional identification, development, and renewal.

III. Membership

Membership is open to individuals dedicated to the purpose of the organization. A person's affiliation with or interest in institutional research is self-determined. Voting members will consist of all individuals attending the annual conference.

IV. Geographic Coverage

Mi/AIR is a state organization defined by the State of Michigan, but membership may be extended to individuals outside the state.

V. Affiliation with the Association for Institutional Research

MI/AIR is an affiliate of AIR, a national organization dedicated to the profession of institutional research.

VI. Annual Conference

An annual conference will be held within Michigan, except in the case of joint conferences with other state or regional institutional research groups. The conference will be organized by the Steering Committee.

VII. Steering Committee

The Steering Committee consists of ten (10) MI/AIR members, with nine serving three-year terms and a Treasurer serving an indefinite term. Terms are staggered so that three new members are seated each year. Membership changes at the end of the annual conference. Individuals interested in serving on the Steering Committee should place their name in nomination with a committee member. Nominations may also be made at the annual meeting.

New membership is determined by vote of the existing Steering Committee, which will attempt to maintain a balance of geographical and organizational representation.

There will be three offices held within the Steering Committee, namely, a Chair, a Chair-Elect, and a Treasurer. Each Steering Committee member should be prepared to serve as an officer, as necessary. Officers will be selected by the Steering Committee.

The Steering Committee will be responsible for scheduling and planning the annual conference and other programs. The Committee maintains the membership roster. Decisions on meeting dates, program substance, the assessment and the expenditure of funds, and the like, will be made by the Committee. The Committee will coordinate an evaluation of the annual conference and will appoint annually a liaison for AIR. The Committee also initiates an agenda for the annual meeting.

Constitution

Michigan Association for Institutional Research (*continued*)

VIII. Annual Meeting

An annual meeting of MI/AIR membership will be held in conjunction with the annual conference. The meeting will provide an opportunity for nominations of members to the Steering committee, and for consideration of any items of business raised by a member of MI/AIR.

IX. Constitutional Amendments

Amendments to the constitution may be initiated by a member of MI/AIR. Proposals will be forwarded to the Steering Committee and will be considered at the next annual meeting. To be adopted, an amendment must be approved by two-thirds vote of the attendees of the annual meeting at which the proposal is discussed.

Revision adopted November 6, 2008

Operating Procedures

Michigan Association for Institutional Research

I. Location

The location of the annual conference adheres to a geographical rotation around the State. Members of the Steering Committee are to determine the site for the annual conference at least one year hence.

II. Steering Committee Leadership

- A. At the conclusion of the fall conference, the Chair-Elect shall assume the responsibilities as Chair of the Steering Committee. In the event the Chair-Elect is unable to assume his/her responsibilities, the Steering Committee shall use best judgment in determining a new Chair.
- B. A new Chair-Elect shall be elected prior to the annual conference by the members of the Steering Committee. The term of office shall be for two-years; the first year as Chair-Elect and the second year as Chair.
- C. The new Chair-Elect shall collect nominations for Steering Committee membership at the annual conference and present them to the committee members at the closing Steering Committee meeting for a vote or agreement.
- D. The Chair will be given the responsibility for approving all expenditures of the organization, to be submitted to the treasurer in turn. All requests for reimbursement must be in writing and have the original invoice attached. Individual expenses for meals, lodging, or travel are not reimbursable.
- E. The Chair will assume the responsibility for communication:
 1. Among the Steering Committee by regular communication.
 2. To the membership as needed.
- F. The chair (in consultation with the chair-elect and Steering Committee) shall set the agenda and conduct the business meeting during the fall conference of MI/AIR. Suggested agenda items are:
 1. Acknowledgements
 2. Report of conference attendance
 3. Treasurer's report
 4. Action items
 5. Announcements of next year's conference site
 6. Steering Committee composition
 - a. New Chair-Elect
 - b. Nomination of new members
 7. Other/new business

Operating Procedures

Michigan Association for Institutional Research (*Continued*)

- G. The chair will maintain archival files of the organization, either directly or by appointment of another member. These materials should include the following:
1. Membership of the Steering Committee and their positions and addresses
 2. Registration from/for conference
 3. Program for conference
 4. Roster of participants in conference
 5. Minutes or meeting of MI/AIR plenary and Steering Committee
 6. Treasurer's report

III. Subcommittees

Various subcommittees will assume the indicated specific tasks, although checking with the co-chairs (and possibly the entire Steering Committee) for general guidance. Areas of responsibility will be assigned to one or more members of the Steering Committee, to be augmented with other membership as needed.

A. Conference Site Coordinator and Site Liaison

1. Reserve meeting space
2. Reserve lodging; include appropriate forms with registration materials
3. Plan food services; meals, refreshments at breaks
4. Provide all logistics for conference events (table needs, program needs, etc.)

B. Conference Materials

1. Prepare brochure with conference information
2. Prepare registration form to mail with brochure
3. Prepare pre-conference workshop information for mailing with brochure.
4. Prepare final program copy to be distributed to conference attendees

C. Speaker Selection and Liaison

1. Work with Steering Committee to develop conference theme and conference logo
2. Identify potential keynote speakers with follow-up arrangements before and during conference
3. Work with Steering Committee to develop pre-conference workshop
4. Identify potential pre-conference workshop leadership with follow-up arrangement before and during conference

D. Call for Papers/Presentations and Reviews

1. Request for papers/presentations from membership approximately six months before the annual conference
2. Evaluate presentation proposals.
3. Provide summary of proposals to Steering Committee for final selection
4. Select facilitators for each session and assign responsibilities to them

E. Social and Hospitality

1. Plan entertainment for the evening(s) of the conference
2. Prepare hand-outs of things to see and do for inclusion in registration packets.
3. Interact with Tourism Bureau for possible services and materials

F. Evaluation

1. Prepare, distribute, analyze, and disseminate overall conference evaluations
2. Determine best paper based upon evaluation results
3. Prepare and distribute session evaluations. Ensure presenters receive results.

G. Membership

1. Maintain and update membership mailing list
2. Communicate with supervisors of institutional research to encourage attendance at MI/AIR conference
3. Oversee MI/AIR list serve

H. AIR Contact

1. Maintain all correspondence with AIR
2. Coordinate/file approved grant requests to AIR
3. Plan MI/AIR sectional meeting at AIR Forum
4. Oversee MI/AIR website

Operating Procedures

Michigan Association for Institutional Research (*Continued*)

I. Treasurer

1. Receive conference registrations
 - a. Prepare receipts as needed
 - b. Notify conference site coordinator as to number of registrants (actual and expected)
 - c. Prepare name tags
 - d. Prepare roster of participants
2. Prepare final report to conference business meeting. Analyze attendance by gender, type of institutions, positions, and new or previous attendee
3. Do final accounting of registration funds to be submitted to Steering Committee
4. Make all disbursements as authorized by the Chair of the Steering Committee
5. Prepare a financial report, as of October 1st each year, and other reports as requested by the Steering Committee
6. Handle all incoming funds as received

IV. The Attendee or Presenter Student Grant Process

1. The Attendee or Presenter Student Grant is open to all students, except those employed full time at an institution of higher education.
2. Based upon the Treasurer's recommendation, each year maximum amounts for each grant (presenter and attendee) will be determined by the Steering Committee.
3. A grant fund account will officially be set up by the Treasurer.
4. On the call-for-papers form, a checkbox will be available for students requesting a presentation grant. Any boxes so checked will generate a follow up form sent out by the steering committee call-for-papers lead representative, which, upon completion and return, will be reviewed by the steering committee during the call for papers review process. If the student's proposal is accepted, grant funds will be allocated to the student contingent upon the student presenting their paper at the annual conference.
5. On the conference registration form, a checkbox will be available for students requesting an attendee grant. Any box so checked will be recognized and documented during the conference registration process. Grant funds will be allocated to the student contingent upon the student attending the annual conference.
6. The attendee and presenter grant awards will be distributed (via check) to the student upon check-in at the annual conference.
7. The results of these procedures and the grants given will be reviewed annually at the steering committee post-conference meeting.

Michigan Association for Institutional Research

Request for Steering Committee Nominations

Dear Members:

We need your help! Your steering committee is looking for a few good men and women. The primary charge of the Steering Committee is to plan the annual conference. The membership of the committee is distributed across public and private, four-year and two-year institutions of higher education. Terms of office are three years; will begin November 15, 2011; and end with the conclusion of the 2014 conference. The committee is seeking candidates to fill at least three vacant positions at the end of this conference. Nominations of representatives from four-year institutions, both private and public, are encouraged.

Committee membership does not require a large time commitment. In recent years, the committee has met face-to-face three or four times at various locations. The meetings are supplemented by other forms of communication such as e-mail, phone, and fax.

Please consider serving on the committee. Or, perhaps you know of someone who you would nominate (we will contact them to confirm their interest in becoming a member of the committee). To nominate yourself or a colleague, please fill out the form below, and give it to any member of the Steering Committee by Friday breakfast.

Join in on planning next year's conference!

~~~~~  
Your name: \_\_\_\_\_

Name of person you are nominating: \_\_\_\_\_

Nominee's Institution: \_\_\_\_\_

Nominee's Telephone Number: \_\_\_\_\_

Nominee's e-mail (if known): \_\_\_\_\_

If nominee is someone other than yourself, have you talked to the nominee about joining the Steering Committee?

Yes

Not yet, but I will

No

Questions, comments, etc. regarding this form? Contact any member of the Steering Committee.



# 2011– 12 Steering Committee Members

**Nick Baker**

Director  
Institutional Research  
Kirtland Community College  
bakern@kirtland.edu  
Term expires: 2013

**Janet Campbell**

Institutional Research Analyst  
Eastern Michigan University  
Inst Research & Info Management  
Janet.campbell@emich.edu  
Term expires: 2012

**Jason Cronkrite**

Enrollment Research Specialist  
Ferris State University  
Institutional Research & Testing  
Cron14@ferris.edu  
Term expires: 2013

**Paul Duby**

Associate Vice President  
Northern Michigan University  
Office of Institutional Research  
pduby@nmu.edu  
Term Expires: Indefinite

**Roma Heaney**

Director, Institutional Research  
University of Michigan-Dearborn  
Office of Institutional Research  
rheaney@umd.umich.edu  
Term expires: 2011

**Mary Meier**

Assistant Director  
Central Michigan University  
Office of Institutional Research  
meier1me@cmich.edu  
Term expires: 2011

**Roger Mourad**

Director, Institutional Research  
Washtenaw Community College  
Office of Institutional Research  
mou@wccnet.edu  
Term expires: 2013

**Erin Shirey**

Institutional Effectiveness Analyst  
Kettering University  
Office of Institutional Effectiveness  
eshirey@kettering.edu  
Term expires: 2012

**Reuben Ternes**

Assessment Coordinator  
Oakland University  
Institutional Research & Assessment  
ternes@oakland.edu  
Term expires: 2012

**Wm. Michael Wood**

Director, Institutional Research  
Delta College  
Office of Institutional Research  
williamwood@delta.edu  
Term Expires: 2011

***Thank you for attending the 2011  
MI AIR Conference!***



***We cordially invite you to the  
2012 Annual Conference:***

**2012 Michigan Association for  
Institutional Research Conference**

**November 7-9, 2012**

**Bay Harbor Village Hotel**

**Bay Harbor, Michigan**

***We look forward to seeing you there!***