



 AAIR Newsletter June 2019



Photo by Liesha Northover

LATEST MUSINGS FROM
THE ACTING PRESIDENT
[PAGE 2](#)

BOOK REVIEWS
... PLUS A RANGE OF INTERSTING
REPORTS AND NEW PUBLICATIONS
THIS MONTH. SEE [PAGES 12-13](#)

INSTITUTIONAL RESEARCHER'S
CORNER INTERVIEW
FIVE QUICK QUESTIONS WITH
PETER HOPWOOD [PAGES 16-17](#)

CONTENT

[From the Acting President](#)

[Portfolio Leader's Progress Reports](#)

[Editorial](#)

[Sector News and Views](#)

[Learning and Teaching](#)

[Graduate Outcomes & Employability](#)

[Research](#)

[Reports and Resources](#)

[Big Data, Business Analytics/Intelligence](#)

[Book Reviews](#)

[On the Move](#)

[Are you interested in...?](#)

[Positions Vacant](#)

[Training and Development](#)

[HE Conferences and Events](#)

[Institutional Researcher's Corner](#)

[Call for Contributions](#)

[Disclaimer](#)

FROM THE ACTING PRESIDENT

Darwin beckons!

REGISTER...before it's too late!

If you have never been to Darwin—like I haven't—you should follow my example and consider attending the [AAIR Special Interest Group Forum](#) in Darwin from 3 to 5 July. The theme for the Forum is 'Finding the eye of the storm in cyclonic winds of change'. It incorporates subthemes related to business intelligence (BI) and analytics, data warehousing (DW), load management and government reporting. It is being held at the iconic Charles Darwin University [Waterfront Campus](#) if you need more incentive to attend.

The program (or programme depending upon your linguistic persuasion) starts with a welcome reception on the evening of the 3rd. The keynote first thing on the 4th is from The Honourable Paul Anderson AO, Chancellor of Charles Darwin University. The remainder of the day is filled with presentations on BI, DW, data governance and load management just to name a few. Presentations will be made from colleagues from both sides of the Tasman. The evening culminates with a walk around the [Mindil Beach Sunset Market](#) and to watch the sunset on the beach, followed by the Forum dinner at [Wharf One](#), again taking advantage of the waterfront. Friday is equally jam-packed and starts off with a session on government reporting from the [Department of Education](#) which, with all the changes going on in the sector, will be important to hear. Following that there will be talks on forecasting, something about data scientists actually being timelords, data lakes, feedback surveys and much more. Why not check out the [SIG Forum program](#).

I have had the privilege to attend many SIG forums and annual forums over the years and I can truly say that I have never felt that it was time wasted, in fact, I have found the exact opposite. I have always found the presentations to be well thought through and insightful. I have also found colleagues to be very generous in sharing their knowledge, successes (and sometimes failures) and what they have learned along their IR journey. The networking

opportunities often culminate in you making new friends. You will make connections with people with whom you can share your knowledge and ask questions. You could help each other solve problems you haven't even encountered yet!

...and on top of all that, I have always found the AAIR forums to be enjoyable and fun!

These events are not possible without the support of our corporate partners as well as the conference organising committee who give their time freely for the event.

This year's university supporter is [Charles Darwin University](#). Our Platinum Sponsor and a longstanding supporter of AAIR is [Altis Consulting](#). Altis has worked with over 30 universities in Australia, New Zealand and the UK in the areas of DW/BI, analytics, big data, artificial intelligence, and leveraging the cloud. Our Gold Sponsor this year is [Cortell](#) which is a business performance management practice that works across all areas of the business performance management cycle. Cortell has considerable experience in the higher education sector.



I truly hope to see you in Darwin, so come on down! Or maybe I should say, 'come on up'?



Kathie Rabel
Acting AAIR President



PORTFOLIO LEADER'S PROGRESS REPORTS

Publications, Communications and Social Media

[Andrew Bradshaw](#)

Welcome to the inaugural portfolio report for [Publications, Communications and Social Media](#). I would like to inform our readers about a couple of news pieces under this portfolio. In the foreseeable future, we shall be launching SIG LinkedIn groups for our Special Interest Groups (SIGs) to our members. Here we shall be share pieces of information, ask questions and seek advice from colleagues. The Chair of each SIG will be the moderator for the group. It will only be available to our current financial members, and a follow up email will be sent asking if you would like to join one or more of these SIGs. If you are not a member, maybe this will be an incentive for you to join to take advantage of this exciting new adventure.

Last month in our newsletter we also opened up the [soapbox](#). I invite you to share your thoughts through the soapbox in coming editions of the newsletter. We are also looking to expand our website by including a 'members only' areas containing webinars, keynotes from the forums and other exciting areas still under discussion. Stay tuned in future editions of the newsletter as we expand the website for AAIR and its members.

Professional Development

[Penny Szybiak](#)

The [Professional Development](#) portfolio is focusing on adding to the regular annual fora calendar with a program of professional development webinars for members. AAIR's first webinar on [Lessons Learned From Starting Business Intelligence and Data Warehousing Projects in Australian Universities](#) was held on 11 April and was well attended, with some great member interaction during the Q&A session at the end. The next webinar is planned for August, and we aim to host a further one or two more webinars before the end of 2019.

We are also preparing a range of information packages to support members at the annual forum and SIG forum. This includes a forum presenters kit and a frequently asked questions background for future SIG Forum and Annual Forum host universities.

Finally, we are aiming to publish a full 18-month calendar of future events, we just require a SIG Forum host for 2020 to finish off the program! If you would like to host the SIG Forum in your city/university in July 2020 please [contact us](#).

SIG Liaison (with Chairs)

[Don Johnston](#)

The [SIG Liaison \(with Chairs\)](#) portfolio relates to coordinating the special interest groups of AAIR, which are currently:

- Surveys and evaluation
- Business intelligence and analytics
- Load management and planning
- Government reporting.

In May 2019 the SIG Chairs met to discuss various aspects of the SIGs and how they could best serve the financial members of AAIR.

We are in the process of establishing private, member's only LinkedIn groups for each SIG that, will hopefully facilitate increased members networking, communication and engagement, and allow for vigorous debate on items of interest. Further details about these groups to follow shortly.

There have been some new SIGs suggested for establishment and the committee are always open to ensuring that areas of interest to the wider membership are fostered. If you have any ideas or interest in chairing a new SIG, please email me, Don Johnston, via the [AAIR Secretariat](#).

Sales, Marketing and Promotional Materials

[David Carroll](#)

No report.

Relationship Management and Development

[Stuart Terry](#)

No report.

Membership and Mailing Lists

[Leone Nurbasari](#)

The [Membership and Mailing Lists](#) portfolio has a goal to improve member satisfaction with AAIR services and enhance our engagement with members to better understand and meet the needs of individual members. In working towards these goals, we are currently undertaking a review of the functionality and data security of various free CRM tools to record and utilise data pertaining to members, their preferences and engagement activity.

We will concurrently undertake analyses of the source of our new members—for example, via [Annual Forum](#) and [SIG Forum](#) registration, and via [our website](#)—and will be keen to monitor the impact of new strategies (such as the soon to be launched private member's only SIG LinkedIn groups) on member engagement and retention. In order to increase membership volumes, we will be undertaking an environmental scan of the membership fee structures from other similar organisations, with a view to making membership more accessible and valuable to current and future members.

When it comes time for the AAIR biennial survey, we will be looking to gather feedback from members regarding their satisfaction with current services and new initiatives, as well as ideas for new services we could offer our members. Please take the time to respond to the AAIR biennial survey so we can better understand and work towards meeting your needs.

Strategic Planning

[Lisa Bolton](#)

Welcome to the inaugural portfolio report for [Strategic Planning](#)! There isn't a lot to report under this portfolio so far, but we are about to commence preparation of a strategic planning process so that we can develop a plan to best place AAIR to meet the needs of our members and stakeholders now and into the future.

I will be meeting Acting President, [Kathie Rabel](#) and Vice-President, [Stuart Terry](#), at the end of the June to lock down the process. The idea is to have a framework so that we can all contribute to a final document at the [AAIR Annual Forum](#) in Hobart in November and present it to the membership at the annual general meeting.

I am sure that you all have some fabulous ideas and opinions to share, so please [email our Secretariat](#) so that we can pop them into the [soapbox](#).

-oOo-

For more information about the AAIR portfolios, visit our [Committee Portfolio](#) page.



EDITORIAL

Time flies, and we are now very close to the end of Semester 1, 2019. By undertaking the role of editor for the Institutional Researcher, I have learned so much about the higher education sector. I enjoy getting to know people, from both the university and industry sides of the sector, each working on one or more dimensions of institutional research.

As announced in this issue, I will be travelling overseas (escaping part of winter in the southern hemisphere). Upon my return, Liesha, Lisa, Leone and I will work with other executive committee members and SIG group leaders to finalise questions for AAIR's first official biennial survey. We aim to launch the survey in September, powered by our long-term partner [explorance blue](#).

I hope that each of you can find some time to relax and recharge in the upcoming month. I look forward to bringing you news and updates in the August issue. Please send your contributions to the editor@aaair.org.au by 8 August 2019.

*Ciao!
Lizzie*

AAIR ANNOUNCEMENT

Unfortunately, due to our newsletter editor travelling for the next month, there will be no newsletter in July. We apologise for any disruption in bringing you the latest news and look forward to sending you the August issue upon her return to work.

SECTOR NEWS AND VIEWS

[Phillip Dawson \(Deakin U\) argues contract cheating is a problem on university patches and warns against too-tough legislation](#). He warns that the government's draft legislation goes too far, potentially empowering higher education regulator TEQSA to pursue friends and family who complete parts of a students' assignments. Doing such things is wrong, 'but they should not be a crime'. He has a [petition](#) calling for the scope of the proposed legislation to only cover commercial cheating services (CMM, 7 June).

[ANU in new international uni alliance](#): There's a new global alliance of 45 universities, the French-fostered U7, created to coincide with France's 2019 presidency of the G7. Most university members are from G7 countries, with six African institutions also invited, plus one from Mexico and Singapore. ANU represents Australia (CMM, 7 June).

[Australian's Chief Scientist calls for an international assurance process for research publishing](#). Dr Finkel suggested the basis for audit standards already exist, in guidelines on transparency from the Centre for Open Science and recommendations from the US National Academies of Science, Engineering and Medicine. While he put no firm view on organisations to run the accrediting and following audit process, but he said a global agency would need to maintain the open-to-all register of accredited journals,

funded by journals, research grant agencies and charities (CMM, 4 June).

[NZ Budget 2019 falls short for universities](#): New Zealand's Vice-Chancellors acknowledge the 1.8% increase in the Student Achievement Component of university funding. However, New Zealand's tertiary education sector says it should be part of the holistic solution to many of the concerns outlined in the Budget – but it needs to be adequately funded to do so (Education Central, 31 May).

[The 2019 National Student Outcomes Survey](#), Australia's largest survey of VET students, commenced 31 May. The Apprentice and Trainee Experience and Destinations Survey, last conducted in 2010, will collect information on employment outcomes, reasons for non-completion, satisfaction with training, further study destinations and on-the-job experiences of apprentices and trainees who completed or left their training in 2018. Reports on the results of both surveys will be available at www.ncver.edu.au in late 2019 (NCVER, 30 May).

[CMM made a clarification that it is different from the Apprentice and Trainee Experience and Destinations Survey \(last undertaken in 2010\)](#). The former covers all participants in the system, the latter course and subject completers (4 June).

[Prof. Mike Aitken on data creating fair markets – from finance to healthcare](#): The acclaimed and award-winning academic-entrepreneur, in conversation with CMM, is relentless in his quest to ensure fair and efficient markets from finance to health and energy (David Myton, CMM, 2 June).

[The Department of Education and Training in Australia has changed its name to the Department of Education](#). Vocational education, training and apprenticeships are now consolidated in the Employment, Skills, Small and Family Business portfolio (30 May).

Professor Pi-Shen Seet (Edith Cowan University) and Assoc. Professor Janice Jones (Edith Cowan University) discussed recommendations made in the [Joyce Review, the government's proposal revamping VET, and some creative partnership](#) between TAFEs and industries (CMM & The Conversation, 30 May).



[Australian University freeze set to continue after election.](#) Meanwhile, New Zealand authorities have reported a surge in Australians considering a move (UWN, Geoff Maslen, 22 May).

[Macquarie U wants to know what adjunct and sessional staff think.](#) The annual poll runs at just about all public universities in Australia and is rich in information on what staff really think about the way the joint is being run (CMM, 21 May).

[NZ Government has reallocated almost \\$200 million from the fees free policies.](#) The money was cut as the enrolments were not as high as the Government was expecting. The fees free policy was designed to provide access to vocational training, apprenticeships and tertiary study for tens of thousands of people, according to last year's Budget. Since 2018, it offered a free year of study for students. The package also boosted both student allowances and living cost entitlements for eligible students (Jason Walls, New Zealand Herald, 15 May).

[Tertiary Education Quality and Standards Agency has reduced its registration conditions on Charles Sturt University.](#) The agency has renewed CSU registration for four years (seven is the norm), conditional on the university meeting governance and quality control requirements. (CMM, 13 May).

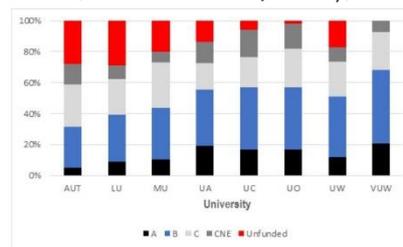
Ranking and rating

[Measures of U-Multirank: U-Multirank](#) is designed to be what the commercial rankings aren't, awash with information for comparing universities on specific attributes in specific disciplines. The result is a product which addresses the concerns of critics of commercial ratings, who warn a university's teaching and research performance and the way it compares to similar institutions cannot be meaningfully reduced to a single score (CMM, 7 June).

[Where Australia stands in the vastness of research citations?](#) The Spanish product SCImago journal ranking uses Google PageRank to rate the 34,000 peer-review journals in the Scopus database by visibility on 15 variables. Australia rates 11th in the world, behind the US, China, UK, Germany, Japan, France, Canada, Italy, India and Spain. A 2018 analysis of research rankings rated SCImago, with Leiden and Clarivate as a "a promising approach for research administrators" (CMM, 4 June).

[University rankings organisations need to do more:](#) The IREG Observatory on Academic Ranking and Excellence has started its own IREG Data Initiative aimed at making data, especially data provided by universities, more uniform for all rankings, thus making filing information easier for universities. Universities and policymakers are now asking more questions, and demanding that ranking organisations do more – especially when it comes to assessing the teaching and social responsibilities of higher education institutions (Waldemar Siwinski is vice president of the IREG Observatory on Academic Ranking and Excellence, UWN, 1 June)

[What can we learn from the 2018 PBRF results?](#) Upon analysing the data from the 2018 Performance-based Research Fund (PBRF) quality evaluation, Roger Smyth makes some interesting observations about the PBRF and its future. This paper has some interesting comparison of key ranking systems correlating with PBRF results (Education Central, 22 May).



[The Leiden University research rankings](#) are based on statistics on articles in the 80 per cent of publications included in the Web of Science database which are considered "core journals." Given the nature of the data Leiden reflects trends, not one-off events and year on year there is not much movement, with just five Australian universities in the global top 100 this year. Ranking results of specific academic disciplines can be found through this [link](#) (CMM, 17 May).

[UNSW leads the world for actuarial research:](#) There are five Australian universities in the new global league table of published research in top actuarial and risk-management journals over 2014-18. UNSW is first in the world, with Macquarie U at six and the University of Melbourne at seven. Monash U (22) and ANU (42) are the others in the world top 50. The ranking is produced in the actuarial science programme at the University of Nebraska, Lincoln (CMM, 13 May).

[Germany dominates most innovative universities rank:](#) The rankings rates universities based on the original research

they produce, technology they create and their contribution to the world economy. These included patent filings and research paper citations. Compiled in partnership with Clarivate Analytics, it identified more than 600 global organisations that publish the most academic research and evaluated them on the basis of 10 different metrics. Now in its fourth year, KU Leuven of Belgium took the top spot in the recently published Reuters Top 100: Europe's Most Innovative Universities ranking for 2019, due to its high volume of influential patents and papers (UWN, 11 May).

[UNSW Business School has topped the new Global Research Rankings of Actuarial Science and Risk Management & Insurance and ranked 1st in the world for Risk and Actuarial studies.](#) Set up by the University of Nebraska at Lincoln (UNL), the global rankings list the top 50 business schools worldwide based on the number of papers published in leading insurance and actuarial journals between 2014 to 2018 (UNSW, 10 May)



International News

[Top Russian universities are in battle for world's best researchers](#) according to statements by representatives of leading universities and senior officials in the Ministry of Education and Science. This will be possible thanks to a boost in funding for the '5-100' university development programme, recently approved by the government. As part of university plans, particular attention will be paid to attracting world-renowned international scientists and lecturers as well as Russian colleagues who are currently working abroad. The government wants Russia to be among the world's top 10 countries in global university rankings by 2024 (Eugene Vorotnikov, UWN, 1 June).

[Higher Education Institutions Prepare for Wi-Fi 6:](#) As bandwidth requirements and the number of devices continues to increase, higher education institutions are embracing Wi-Fi 6 to address these growing technology needs. Those who



are interested in this topic could attend a webinar on 20 June. (Cisco Meraki, Centre of Digital Education, 31 May)

Analysing the purpose and value of universities: UK Readers debate course structure, tuition fees, mental health, the importance of arts and humanities, and the need to work for a common good (The Guardian, 31 May).

Higher education colleagues create online advisory board: Led by their pursuit of quality throughout the online learning experience, and by their passion, Sharon Goldstein, Campus Operating Officer, Berkeley College Online® has announced the formation of a virtual Online Advisory Board, which will commence its first online meeting in June. The Online Advisory Board will provide a collaborative resource so that each member institution can gain insights and greater perspectives (Berkeley College, UB, 30 May)

Managing immigration: Anna Boucher and Amy Davidson explains the selection of economic migrants over 30 years, including the impact on international students in a new report for the Washington-based Migration Policy Institute (CMM, 27 May).

Learning from leaders & the end of the sector: Josie Cluer and Matt Robb (both from EY in UK) reflect on the research and insight gathered through the wonk panel survey for Wonkhe 360, drawing on our experience working in strategy and transformation across the education sector (Wonkhe, 20 May)

Tippie College of Business (University of Iowa) graduates last full-time MBA class: More students seek alternate business degrees: A few converging factors, including declining enrollment numbers and growing costs, led to the decision, said the business college's Dean Sarah Gardial. Nationwide, applications for MBA programs were down 6.6 percent, according to the Graduate Management Admission Council's most recent Application Trends Survey Report 2018. It will make all classes required for the part-time MBA available online starting this fall (Thomas Friestad, *The Gazette*, 10 May).

Stephanie Doscher (Director of the Office of Global Learning Initiatives, Florida International University, US) explains **Why the future is bright for internationalisation** (UWN, 11 May).

Anna Fazacherley interviewed the President of the University of California and the University of Bristol's leader on how universities are threatened by policy and funding changes. **'It's a dangerous time': can UK and US universities survive funding cuts?** (The Guardian, 9 May)

How administrators lead faculty through academic program eliminations and additions **Five change management strategies for higher ed programs** include following a structured process, avoiding a top-down approach, extending input beyond the faculty, gathering comprehensive data to share and exhibiting transparency (UB, Mark Rowh, 26 March).

LEARNING & TEACHING

How Victoria U has transformed its teaching: There is a bunch of interest, and great goodwill, in universities and colleges across the country for Victoria U's block teaching model. VU says it is delivering benefits for students, which means other universities should look at what it can do student achievement and retention. Now admirers can learn how it's done from the source. VU is hosting "global pioneer" of the block model, David Helfand, chair of astronomy at Columbia U (CMM, 6 June).

UNSW rolled out its new trimester system this year, with three ten-week terms and an optional five-week summer session. Management says it is a splendid scheme, with many benefits including, students spreading their study load, taking fewer courses per term "enabling deeper learning." However, the Student Representative Council and campus branch of the National Tertiary Education Union did not like the plan. Complaints includes shorter subjects, less flexibility for paid work. There's a cancel trimester rally scheduled for June 26 (CMM, 5 June).

Schools-in at Uni Canberra: The ACT budget includes \$767 000 for the University of Canberra to offer extension courses to year 11 and 12 students for three years from 2021. It's an initiative in-line with former VC Stephen Parker's vision of UniCanberra as a kindergarten to postgrad campus for the local community (CMM, 5 June).

Learning analytics research is a fast-growing, multi-disciplinary field including education, computer science, psychology and data science, say Abelardo Pardo (Uni SA), president of the Society for Learning

Analytics Research and Jorge Maldonado, coordinator of the Latin-American Community of Learning Analytics. They **call for peak research agencies to allocate LA a research code** in Division -13 (education), Group -03 (specialist studies). A code will 'increase the interest in an area that overlaps data sciences, psychology, technology and education' (CMM, 28 May).

In the digital age, the heart of the university expands. Yale's Bass Library provides a typical example of the digital age's impact on an academic library. While Yale's enrolment has grown, Bass' circulation has declined. In response, it plans to reduce its book holdings from 150,000 to 40,000. In the pre-internet age that would have been a counterproductive response. More potential patrons would have usually required adding more books to the collection. The stereotypical image of the librarian passively waiting to respond to user queries or shushing even brief discussion among users has passed. Consultations are no longer limited to the Reference Desk and frequently extend beyond the front door (UWN, William Patrick Leonard 25 May).



Assessing the State of Online Learning: Diving into the CHLOE Surveys: Ron Legon (Executive Director Emeritus, Quality Matters and Co-Director, CHLOE) summarised key CHLOE findings on a range of issues and trends of interest online learning in online learning specifically on online leadership, online course design shaping student experience, online learning models and competition (The EvoLLLution, 24 May).



Nelson Baker (Dean of Professional Education, Georgia Institute of



Technology) discussed [The Role of Professional, Continuing, and Online Education Units in Shaping the Future of Higher Education](#). GIT's experience with this growing learner demographic enables them to help their institutions navigate change, integrate adult learners into their communities and develop meaningful offerings to serve their needs ((The EvoLLLution, 23 May)



Emal Dusst and Rebecca Winthrop had a conversation with President Michael Crow of Arizona State University on [Revolutionizing online education](#). ASU is advancing its own approach to [Universal Learning](#), which integrates online learning, virtual reality, artificial intelligence, game-based learning, entrepreneurship, public and private sector partners, and global alliances to design accessible education pathways for students of all learning levels at any point in their lives. We are currently developing a series of demonstration projects, student success programs, and employee learning models to position ASU as a future-ready leader. With 40,000 online students enrolled at ASU, Michael acknowledged that one challenge is helping skeptics to understand that rigorous and individually attentive online education programs are possible (The Brookings Institution, 17 May).

[Dialogic Feedback Process gets Easier with Technology and Learning Analytics](#): The importance of student feedback for improving the learning process is not a topic that is highly disputed. However, despite a vast volume of research and a proven capacity to affect human behavior, we don't often use feedback loops in everyday learning. The potential of combining digital traces captured by technology in a digital learning environment with feedback for large student cohorts, exploring the use of learning analytics and feedback at scale. (Yeona Jang, PhD, EVP – Community, Expertise & Learning Center, Explorance Blog, 17 May).

[Instructors can create secure video assignments through the LMS](#): Echo360,

the award-winning video platform for higher education, announced, today, a new solution to improve the creation, submission, and grading of student video assignments. With the release of its Secure Video Assignments feature, both instructors and students can seamlessly complete their video assignment tasks directly in their institution's LMS. And, for the first time, instructors can elect to lock the videos after submission to prevent further editing and updates (Echo360, 17 May).

[High-tech audio production facilities hitting campuses](#). US Colleges and universities invest in new audio studios to meet the growing demand from career-minded students. Use of technology in music education has evolved to the point where schools are building facilities so music students can develop expertise in areas that didn't exist a decade ago. "VR and AR are the wild frontier at the moment," says Rob Jaczko, chairman of the Music Production and Engineering Department at the Berklee College of Music in Boston. "And a lot of companies—Netflix, Hulu, Amazon, Showtime, HBO—all have huge investments in original programming. They all require people skilled in audio and post-production." The university has also seen an increase in the number of students pursuing cross-disciplinary majors that involve music. (UB, Matt Zalaznick, 16 May).



New York University's James L. Dolan Recording/Teaching Complex at the Department of Music and Performing Arts Professions is one of the most technically advanced audio teaching facilities in the United States.

[A case study, we will learn how University of South Carolina simplified Universal Design for Learning \(UDL\)](#) to create accessible content across campus by simplifying the workflow and process. This case study covers a number of key dimensions of online student experience in higher education. This is not only to meet the compliance requirement, but also involved the adoption of Optical Character Recognition (OCR) lets text in your documents be "read" by computer, and shorter lecture videos with captioning support. It is worthy to read by anyone

who work on lecture recording and online learning system (the Techsmith.com).

[OpenSimon Toolkit for every classroom](#): Carnegie Mellon University has launched OpenSimon — a learning engineering community that will catalyze a revolution in learning and teaching for the world's educational institutions. Central to this effort is the release of the OpenSimon Toolkit. This suite of tools, educational resources and underlying codebase includes many of the instruments that Carnegie Mellon's learning scientists invented for their own research and are being used to improve the quality of courses taught in CMU classrooms today. Altogether, this collection represents more than \$100 million in research and development effort (Carnegie Mellon, 15 May).

[Contract cheating: containing it on campus not in the courts](#): Identifying providers, digital delivery and jurisdiction for prosecution make contract cheating hard to stop, Alexander Amigud from the Centre for the Study of Social Processes, in Toronto and Phillip Dawson (Deakin U) argue in a new essay. "Academia needs to take responsibility to ensure learners are learning and do their own assessments," they warn. Their work "The law and the outlaw: is legal prohibition a viable solution to the contract cheating problem?" is published in *Assessment & Evaluation in Higher Education* (DOI: 10.1080/02602938.2019.1612851).

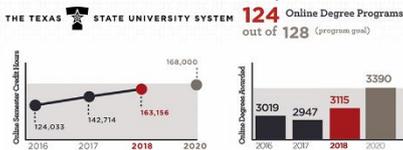
[Victoria U plans to roll out its small-group, single-subject intensive-study block teaching model across all UG years](#). Now the university announces it will transform the curriculum, inviting its community to advise on a new academic programme. An employment focus in courses means that VU should focus on, in both existing delivery modes and potential micro-credentials (CMM, 9 May).

Stefanie Botelho (University Business) had a conversation with Beverly Magda (associate provost of strategic partnerships at Harrisburg University of Science and Technology in Pennsylvania) on [effective tech change management: Promoting positive experiences](#). Magda addressed "It's important to involve those affected by the change early on in the process, and to provide adequate training and education...As technology leaders, we need to consider the human element when managing and leading technology change projects (6 May).





[Steven Blackburn examines the role of the chief online officer:](#) A recent surge of higher ed chief administrator positions that involve spearheading web initiatives reveals that online learning is now mainstream. In 2016, nearly 25 schools created a chief online officer (COO) position, according to the third edition of the Changing Landscape of Online Education (CHLOE) Survey of these officers. As online learning takes center stage, colleges need to hire more staff to effectively manage distance education. A COO is therefore necessary to keep initiatives focused (UB, 19 Apr).



Student Retention and Success

[New Mexico Highlands University: Adapt To Changing Face Of Higher Education.](#) American universities need to look inward to develop solutions to help more students graduate, a noted educator told an audience of university and government officials from across New Mexico. Timothy Renick, senior VP for student success at Georgia State University, made his comment that approximately 200 people Georgia State University adopted several changes based on more than 800 behaviors of when a student is in danger of dropping out of college, including intensive one-on-one counseling and mentoring and implementing technical solutions such as an artificial intelligence chat system where students can ask questions any time (NMHU News, 2 June).

[Improving academic success through service-learning:](#) Service-learning is a teaching strategy, a learning activity and an educational philosophy that fosters active and engaged learning by integrating experiential learning and student research with classroom learning through community service. The research knowledge base on service-learning shows that it can have a positive impact on student engagement, retention and graduation rates. Service-learning is an approach that complements and enhances traditional classroom (face-to-

face, hybrid or online) courses through civic engagement and community development (Blessinger *et al.*, UWN, 1 June).



[We know what works to help students succeed. Are we willing to do it?](#) The University of Chicago Poverty Lab found that an integrated system of support services—coaching, mentoring, tutoring, professional development and financial assistance—can have a dramatic impact on enrollment and persistence. The research is part of an ongoing eight-year, large-scale, randomized controlled trial of One Million Degrees by the Poverty Lab, which will eventually measure impact on graduation, employment and earnings. (Paige Ponder, CrainsChicago, 29 May)

[Student Success Story: Underrepresented STEM student success:](#) Diversity on campus is top of mind for college leaders, but in many departments, staffers are taking on the onus of making sure that individual programs support underrepresented students. Three decades in, the University of Maryland, Baltimore County Meyerhoff Scholars Program fosters success among its underrepresented minorities in STEM through a combination of mentorship and programming. The cohort-based program recruits high-performing high school students who demonstrate interest in an advanced STEM degree (Stefanie Botelho, UB, 29 May).



Naomi Mburu, a Class of 2018 Meyerhoff scholar, MARC U*STAR scholar and now a Rhodes scholar, works on her chemical engineering research project. (Photo credit: Marlayna Demond for UMBC).

Andrew Norton (Higher Education Program Director, Grattan Institute) challenged the readers to think "[Are international students passing university courses at the same rate as domestic students?](#)". With so many issues around

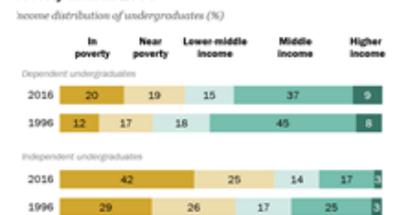
international education entry requirements such as those raised by Four Corners, exploitation of international students, and broader population and migration issues – the next government will need to take another look at how the various competing priorities are balanced (The Conversation, 8 May).

Elise Worthington at ABC Investigations, Sharon O'Neill and Naomi Selvaratnam reported in ABC's Four Corner's [When large numbers of students started failing, alarm bells started ringing for academics](#) (ABC, 7 May).

Student Voice and Experience

[A rising share of US undergrads are from poor families, especially at less selective colleges:](#) The rise of poor and minority undergraduates has been most pronounced in public two-year colleges and the least selective four-year colleges and universities, according to a new Pew Research Center analysis of National Center for Education Statistics data. There has been less change at the nation's more selective four-year colleges and universities, where a majority of dependent undergraduates continue to be from middle- and higher-income families (Richard Fry & Anthony Cilluffo, Pew Research Center, 6 June).

1 much larger share of undergraduates are in or near poverty than in 1996



[Student equity that's more than an add-on.](#) As a sector, we have definitely moved beyond singular categories or definitions of learners such as 'traditional' students (i.e. white, middle-class, privileged learners) versus 'non-traditional' ones. Instead, our students are at all stages of life with complex and rich lived experiences to contribute to learning agendas. (Sarah O'Shea, CMM, 2 June)

[How a smiley face can improve faculty-student communication:](#) A new survey from the University of Edinburgh Business School explores the relationship between students and faculty based on the use of emoji in digital exchanges—with instructors who use them perceived as warmer and more influential (Stefanie Botelho, UB, June issue)





Matt Brett (Director of Academic Governance and Standards at Deakin University) published [Equity beyond the university boundary](#). Matt is working with colleagues from La Trobe and Victoria universities and supported by a research grant from the National Centre for Student Equity in Higher Education we set out to examine equity at and beyond the boundary of Australian universities (Wonkhe, 26 May). For more information about Matt, please check [our IR corner](#).



[Universities that are recruiting older students often leave them floundering](#): With the number of 18- to 24-year-olds down and expected to remain flat through at least 2035, according to the U.S. Census Bureau, older students make up an increasingly important market for universities and colleges. More than 35 million Americans over 25 have some college credits, but never got degrees, the Census Bureau says — a huge pool of potential customers. Students 25 and older juggle jobs, kids and bills without support many say they need. (Jon Marcus, The Hechinger Report, 29 May).

[How mobile devices energize learning at Fresno State](#): The use of mobile technology in education can improve student engagement. At California State University, Fresno, an overwhelming majority of students who've swapped textbooks for tablets say they are more engaged in class—even in the institution's large lecture halls. It's all part of the DISCOVERe mobile technology initiative that lets students—from first-years to postgrads—use an app to access interactive course materials and share work with the class. The initiative has reached 29,000 students, saving them about \$4 million in course costs (Matt Zalaznick, UB, 22 May).



[Online learning is a powerful tool to build education equity](#): At Borough of Manhattan Community College, The City University of New York (BMCC/CUNY), student demand for online courses is growing. More than half our students work part or full time, and online courses are easier to wrap around their work schedule than a class they attend on campus. At BMCC, equity and inclusion are the driving factors of our college's strategic planning and initiatives. Online courses support those efforts and strengthen skills that students can bring to careers in a rapidly changing, 21st-century economic environment (Christopher Oscar Medellin, UB, 9 May).

Staff and Student Wellbeing

[New research reveals that one in three NZ university students are sexually assaulted during their studies](#). PhD student Kayla Stewart, from Otago University, carried out the research, and showed sexual assault was a widespread issue and one that universities have an obligation to tackle (NZHerald, 6 June).

[Why are students at university so stressed?](#) A poll of almost 38,000 UK students found that psychological illnesses are on the rise in higher education institutes. Fears about the future, leaving friends and family, and having a poor work-life balance can all take their toll on mental health (Georgina Lawton, the Guardian, 31 May).

[UK Higher education staff suffer 'epidemic' of poor mental health](#): There has been growing awareness of the crisis in student mental health in recent years, but attention is increasingly turning to staff in universities, many of whom are said to be "at breaking point". The report, which was commissioned by the Higher Education Policy Institute, recommends ways in which university managers can ease the toll on staff, including not scheduling workloads "up to the max" to allow time for scholarly contemplation and experimentation, introducing more reasonable expectations of staff, and ensuring career pathways that offer opportunities for development, with security of employment (The Guardian, Sally Weale, 23 May).

Former Australian of the Year Patrick McGorry speaks at a July conference on student mental wellbeing: The conference is organised by study support provider Studiosity and features Professor McGorry, professor of youth mental health at the University of Melbourne and founding director of national service, Headspace. The conference is on at La Trobe U's Melbourne city campus and is free – but space is limited. Please see the link in [HE Conferences and Events](#) in this newsletter (CMM, 23 May).

[First-year uni can add 4kg to your weight. Here's how universities can scale that back](#): Studies have confirmed the weight gain as fact, although the amount gained is, on average, lower than rumoured – university students can gain up to 4kg in their first year. Reasons for the weight gain include changes in lifestyle, poor physical activity and unhealthy dietary behaviours – particularly food choices and stress or comfort eating. The majority of staff and students who completed a survey (79%) in our study had bought food and drinks on campus. Their food choices were determined by value for money, taste and the food's health value. Staff and students suggested increasing the value for money of food and providing healthier options (Dr Rajshri Roy, The Conversation, 21 May)

[Students University of Tennessee Health Science Center College of Medicine balance pressures of medical school through creative writing](#). This college has a long tradition of a student-run "Cadaver Ceremony," in which first-year students pay homage and respect to the people who donated their bodies to be used for Anatomy Lab instruction. For the ceremony, each Anatomy Lab group writes a narrative about their experience. Narrative Medicine, the practice of combining health care and literature, has gained popularity in medical circles as a way for physicians to process their own feelings, clarify values and come to grips with often unconscious emotions in an emotionally volatile profession (Michelle Corbet, The Daily Memphian (3 May).

GRADUATE OUTCOMES AND EMPLOYABILITY

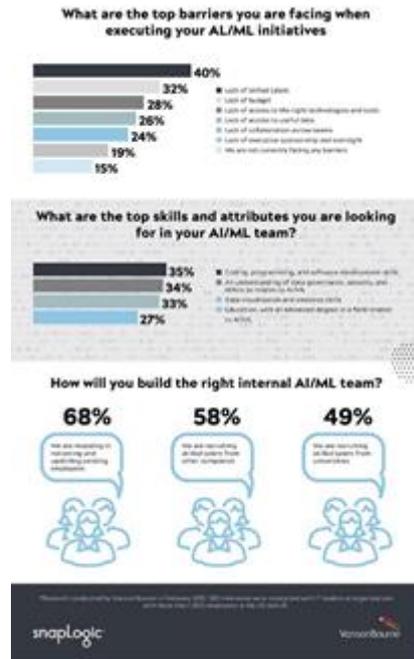
Lisa Hinkley (Associate Vice President and Executive Director for Career and Professional Development), discussed [Carthage College's Approach to Career Services](#). Institutions are ignoring one of



their biggest assets in the struggle to keep pace with a rapidly evolving workforce: the career center. Guiding students toward the careers they want is a vital element of this value proposition. We need to understand the needs of our region and create models for service that allow us prepare graduates to get good jobs and make an impact in their communities (The EvoLLLution, 6 June)

Researchers from Victoria University argued that [Fewer Australians will have uni or TAFE skills if governments don't reform tertiary education](#) in bot VETs and universities (The Conversation, 29 May).

[AI Skills — 93% of Organizations Committed to AI but Skills Shortage Poses Considerable Challenge](#): a new research shows that, despite strong levels of AI uptake, organisations are held back by significant barriers. [The AI Skill Gap research](#) was conducted by independent research house Vanson Bourne in March 2019 on behalf of SnapLogic. A total of 300 IT decision makers representing organizations with more than 1,000 employees across the United States and the United Kingdom (insideBigData, 24 May).



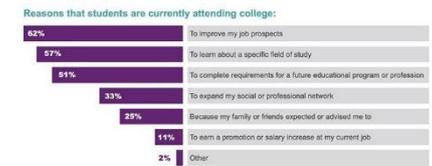
The US 2019 data shows consistently with the rest of world, white male college graduates will earn more than their peers. According to [a report released by the Economic Policy Institute](#). The earnings gap between young men and women, and young black and white college graduates has actually grown since 2000. Authors of this report clearly pointed out "There's evidence to indicate discrimination in the labor market". However, they stated it is unclear exactly why women and people of color "face a pay penalty" (Julian Berman, Market Watch, 14 May)

Lindsay Kelly (Graduate User Experience Researcher and Service Designer at the Center for 21st Century Universities, Georgia Institute of Technology) discusses [How We Can Boost Employment Outcomes by Communicating "Soft Skills" in Next-Gen Transcripts](#). Adopting digital credentialing methods and highlighting soft skill development as well as technical "hard skills" can help students, employers and institutions all get on the same page (The EvoLLLution, 10 May).

[Gen Zers not feeling prepared for workforce](#): New research from Ellucian indicates a need for colleges to incorporate or expand upon certifications, credentials and other microlearning opportunities to help students master soft skills. "Credential Clout: How higher ed can prepare for an evolving job market" is based on a survey of 500 students, ages 18-45, who are currently enrolled in a college of credential program, and 500 recruiters and hiring managers who fill

salaried positions (Melissa Ezarik, UB, 2 May)

The top reason students enroll in college is to **improve their career prospects**



RESEARCH

[Tougher on research misconduct](#): The ARC has made adhering to last year's responsible conduct of research code mandatory. The code was a major achievement for the big three, the ARC, National Health and Medical Research Council and Universities Australia, setting out eight principles of "responsible research conduct. Apart from financial fraud of grant money the ARC does not investigate code breaches leaving it to institutions to report them, at least they have a better idea of what they are looking at (CMM, 5 June).

According to Professor Frank Larkins (emeritus professor, Uni Melbourne), Australian universities have improved science research performance, with some spectacularly lifts in the Excellence in Research for Australia. Professor Larkins has analysed [research performance by discipline group for Australian universities](#), for the L H Martin Institute (CMM, 28 May).

VIC state announced a budget of a new full-funded Footscray Hospital in Melbourne's inner-west. It will be built adjacent to a Victoria U campus to develop teaching and research in health, biomedicine, exercise and sport. Another \$116m this financial year and next to fund projects in Australian Drug Discovery Centre at Walter and Eliza Hall, for "translation of biomedical research discoveries into new drugs for patient" and planning for the Aikenhead Centre for Medical Discovery in biomedical engineering (CMM, 28 May).

[Does your admissions team know how adult learners approach their college search?](#) EAB research points to how adult student prospects are gathering information about programs and what their key decision criteria are, with admissions recruitment takeaways for colleges and universities (Melissa Ezarik, UB, 20 May).





Research funding from WA government: The WA Budget kicks \$52m in new money into medical research, albeit over three years. And the state government confirms that once legislated interest on the \$1.3bn state future fund will go to health and medical research, “transforming WA into a leader in medical research and innovation.” (CMM, 13 May).

REPORTS AND RESOURCES

Brace for impact: incoming Productivity Commission report on undergrad access: What makes the PC’s imminent report very important is on what expanded access to university has achieved; “who is participating and the academic and labour market outcomes these additional students are achieving.” It will also report on, “barriers to further participation by equity groups.” The report is expected to release in the second week of June (CMM, 6 June).

Apprentice and trainee commencements down 4.2%: The latest release of national apprentice and trainee data show there were 33 760 trade and non-trade commencements in the December 2018 quarter, down 4.2% compared with the same quarter in 2017.

Apprentices and trainees 2018 – December quarter, published by the National Centre for Vocational Education Research, provides a national picture of apprenticeship and traineeship activity and includes both quarterly and annual figures that can be broken down by state and territory (NCVER, 5 June).

The shape of global higher education – New report: How do different countries view international higher education? The Shape of Global Higher Education: International comparisons with Europe, a new report from the British Council launched at Going Global 2019, compares national support for international engagement in higher education across 20 countries in Europe and the Americas. The study highlights the importance of national policy support for international engagement (Janet Ilieva, Vangelis

Tsiligiris and Pat Killingley, UWN, 01 June).

Switzerland and Australia top first OECD talent indicators: The prosperity of nations is increasingly dependent on their ability to attract talented and skilled individuals from abroad. Countries compete for this pool by implementing benign migration policies, which for the first time the OECD has ranked in an index. Switzerland and Australia lead in attractiveness, appearing in the top six in three talent categories of migrants featured in the OECD Indicators of Talent Attractiveness or ITA – highly skilled workers at masters-PhD level; international students in tertiary education; and foreign entrepreneurs. “International university students who have been admitted to a qualifying institution can theoretically obtain a visa in virtually all OECD countries but in practice face multiple constraints,” says the report. (William Saunderson-Meyer, UWN, 30 May).

US College and University Professional Association for Human Resources) CUPA-HR) released **2019 Professionals in Higher Education Report,** which contains salaries and demographics for over 240,000 professionals at over 1,100 higher education institutions. Report reveals the higher ed professionals most likely to be affected by DOL’s proposed overtime rule changes (UB, 22 May).

Wonkhe 360 is an in-depth exploration of how the policy-engaged people working at the front line of higher education view the current policy environment and its impact on higher education organisations. In December 2018, Wonkhe invited readers to register interest in being part of our panel. During February 2019 our survey was open for responses, asking primarily for qualitative responses. 212 colleagues working across higher education in the UK shared their experiences and reflections. EY Parthenon sponsored Wonkhe 360 and produced the insights of its research and analysis (Debbie McVitty, Wonkhe, 20 May).

The Cyber Threat Landscape for Higher Education and Research Institutions. As hosts of sensitive research data, breeding grounds for knowledgeable intelligence assets, and ground-zero for hacktivism efforts and identity theft, academic institutions are high priority targets for cyber espionage actors. The FireEye Threat Intelligence report outlines the cyber challenges faced by academia so

security professionals can work to be better prepared. Research universities that face increasingly concrete federal compliance requirements may be able to use portions of this report to initiate proactive cybersecurity programs that address specific attack group tools, techniques and procedures (TTPs).

You might find more reports relevant to Institutional Research from online publisher, [issuu](#).

BIG DATA, BUSINESS ANALYTICS/INTELLEGENCE

Faculty technology experts team up: Interfolio, creator of the first-ever Faculty Information System, and Explorance, the leading Learning Journey Analytics (LJA) solution provider, announced today a new partnership to provide institutions with a holistic view of their faculty’s teaching, research, and service activity within a single interface (UB, 6 June).

Independent watchdog key to monitor artificial intelligence: Nations that increasingly use artificial intelligence (AI) devices to assist in decision-making should act immediately and adopt ‘an independent watchdog’ to monitor them for possible risks to the public, according to John Zerilli and Colin Gavaghan (Otago University). They have called on their government to establish an independent regulator to monitor “and address the risks associated with these digital technologies” (UWN, 1 June).

The Data Science Diversity Gap: Where Are the Women? Data science and related fields, including artificial intelligence, business intelligence, and big data, are seeing tremendous growth. Data is important in numerous industries, from healthcare to transportation, making data scientists a must-have role in most companies. As more technology emerges, even more data can be collected, which only increases the need for experts (insideBigData, 1 June).

Higher Education and the Blockchain Ecosystem: An Overview Melissa Layne (Associate Vice President of Research and Innovation, APUS) contributed the first in a series on blockchain in higher education, so I will start with a general overview, with examples of how Blockchain can be implemented in admission, Registrar & Student Service, Accreditation, and Institutional Research



at an institution (The EvoLLLution, 26 May).

[Informatica Announces Enterprise Data Catalog Integrations With Microsoft, Tableau, and Databricks:](#) The Informatica® Enterprise Data Catalog (EDC) creates a “catalog of catalogs” with AI-driven data discovery across multi-cloud and hybrid environments, providing broad metadata connectivity to support organizations in driving their data-driven digital transformations. In addition, expanded integrations with Tableau, and new EDC metadata scanners for Delta Lake, the open source project from Databricks, and Microsoft Azure Data Lake Storage Gen2, further enable Informatica EDC customers to build a strategic approach to analytics modernization (insideBigData, 26 May)

[The University of Pittsburgh has selected Oracle Enterprise Resource Planning \(ERP\) Cloud to support its mission to advance teaching, research and public service.](#) With Oracle ERP Cloud, the University of Pittsburgh will be able to improve operational efficiency, modernize its business and finance operations and gain deeper organization insight. The University of Pittsburgh also has plans to implement Oracle Human Capital Management (HCM) Cloud for core HR processes, including payroll, time and attendance, and talent acquisition. The University’s unified ERP and HCM solution will enhance organizational alignment and business insight (Oracle, 24 May).

[The Association for Computing Machinery announced that Chelsea Finn at UC Berkeley receives the 2018 ACM Doctoral Dissertation Award](#) for her dissertation, “Learning to Learn with Gradients.” In her thesis, Finn introduced algorithms for meta-learning that enable deep networks to solve new tasks from small data sets and demonstrated how her algorithms can be applied in areas including computer vision, reinforcement learning and robotics. Ryan Beckett and Tengyu Ma, who both received PhD degrees in Computer Science from Princeton University received Honorable Mentions for the 2018 ACM Doctoral Dissertation Award (insideBigData, 19 May).

[Jenzabar announced a new partnership with Gray Associates.](#) This new partnership allows Jenzabar to incorporate Gray Associate’s industry-leading academic program analytics, market research, decision-making

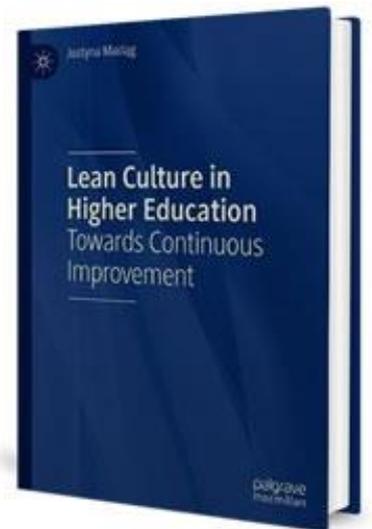
processes, and services into the Jenzabar Program Analytics offerings. Gray Associates leverages rigorous research, proprietary databases, and advanced analytical techniques to forecast students’ academic program decisions, quantify competitive pressures, and evaluate the economics of current and potential new academic programs. The combined data solutions and analysis provide the deep strategic insight and market knowledge to help colleges reach informed decisions (UB, 20 May).

[The Impact of AI on the Data Analyst:](#) Glen Rabie, CEO of Yellowfin, believes that while many analysts may fear they will be replaced by automation and AI, the role of the data analyst will increase in significance to the business and breadth of skills required. AI and automation promise to radically change this paradigm. The result of this shift will see data analysts spending far more time doing what machines can’t – providing context and interpreting data. The data analysts need to become far more business savvy and build their skills to develop narratives.

[Can Data Tell If Higher Ed Is Delivering on Its Promise?](#) With tuition increasing by twice the rate of inflation over the past 20 years, \$1.5 trillion in student loan debt and completion rates under 60%, the value of higher education is more in question today than at any time in the past century. How do higher education leaders know if we are delivering on this promise of higher education is opportunity -- a fulfilling career, increased wellbeing, greater earning potential -- and ultimately social mobility and a better life? Western Governors University, in partnership with Gallup, has established measures designed to gauge workforce and life outcomes, including employee engagement, wellbeing and emotional attachment to one’s university (Scott Pulsipher, President of Western Governors University., the GALLUP blog, 13 May)

[The Indian workforce, academics and students are gearing up for the advent of the age of artificial intelligence \(AI\).](#) According to the National Association of Software and Services Companies (NASSCOM), the country will require nearly 238,000 AI professionals in the next three years and the AI industry will be worth US\$16 billion by 2025 (Shuriah Niazi, UWN, 11 May).

BOOK REVIEWS



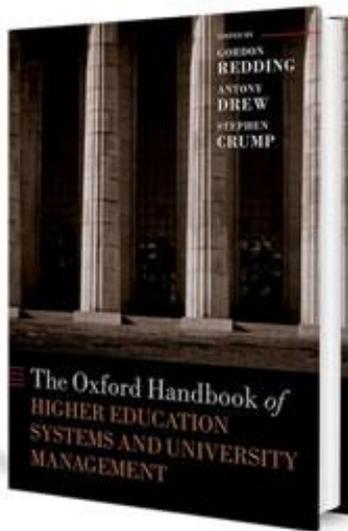
[Lean Culture in Higher Education: Towards Continuous Improvement](#)

Justyna Maciag

BUY NOW

This book deepens the understanding of cultural conditions for implementing organizational and process changes in higher education institutions. Developing the humanistic and critical trend in Lean management research, it aims to define the notion and maturity of a Lean culture in higher education institutions as well as to determine its key dimensions and descriptions in light of adopted ontological and epistemological assumptions. It proposes a model to assess Lean culture’s maturity, determines conditions for its implementation, and presents the tools of the Lean management model in a university. It supplements the issues related to the implementation of the Lean concept by adopting a humanistic approach.



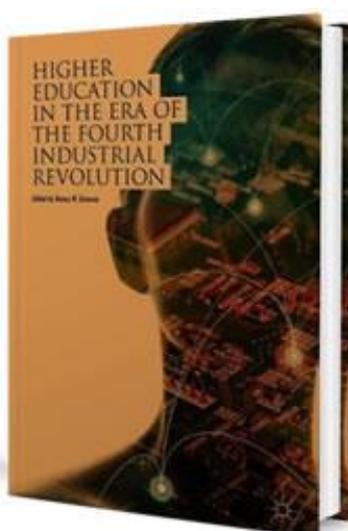


The Oxford Handbook of Higher Education Systems and University Management

Edited by Gordon Redding; Antony Drew; Stephen Crump

BUY NOW

To make sense of the complex changes in the practices and structures of higher education, this Handbook sets out a theoretical framework to explain what higher education systems are, how they may be compared over time, and why comparisons are important in terms of societal progress in an increasingly interconnected world. Structured around the premise that higher education plays a significant role in ensuring that a society achieves the capacity to adjust itself to change, while at the same time remaining cohesive as a social system, this Handbook explores how current internal and external forces disturb this balance, and how institutions of higher education could, and might, respond.

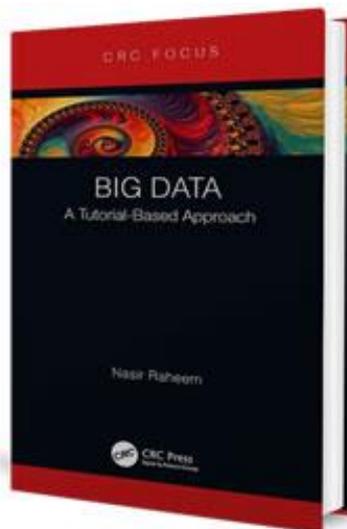


Higher Education in the Era of the Fourth Industrial Revolution

Edited by Nancy W. Gleason

BUY NOW

This open access collection examines how higher education responds to the demands of the automation economy and the fourth industrial revolution. Considering significant trends in how people are learning, coupled with the ways in which different higher education institutions and education stakeholders are implementing adaptations, it looks at new programs and technological advances that are changing how and why we teach and learn. This book is a key read for anyone wanting to understand how the world should respond to the radical technological shifts underway on the frontline of higher education.

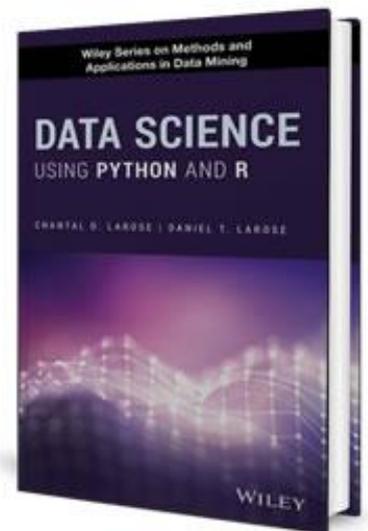


Big Data: A Tutorial-Based Approach

By Nasir Raheem

BUY NOW

This book explores the tools and techniques to bring about the marriage of structured and unstructured data. It focuses on Hadoop Distributed Storage and MapReduce Processing by implementing (i) Tools and Techniques of Hadoop Eco System, (ii) Hadoop Distributed File System Infrastructure, and (iii) efficient MapReduce processing. The book includes Use Cases and Tutorials to provide an integrated approach that answers the 'What', 'How', and 'Why' of Big Data.



Data Science Using Python and R

By Chantal D. Larose & Daniel T. Larose

BUY NOW

Data Science Using Python and R is written for the general reader with no previous analytics or programming experience. An entire chapter is dedicated to learning the basics of Python and R. Then, each chapter presents step-by-step instructions and walkthroughs for solving data science problems using Python and R. Data Science Using Python and R provides exercises at the end of every chapter. Readers will therefore have plenty of opportunity to test their newfound data science skills and expertise.

ON THE MOVE

Chris Hatherly is appointed executive director of the Academy of the Social Sciences in Australia.

John Bell will move to DVC, research and innovation at the University of Southern Queensland.

Vice Admiral **Paul Maddison** is appointed inaugural director of the UNSW Defence Research Institute.

Laura Parry will move to the University of Adelaide to be head of the school of biological sciences.

Chris Hatherly is appointed executive director of the Academy of the Social Sciences in Australia.



John Bell will move to DVC, research and innovation at the University of Southern Queensland.

Catherine Whelan will join University of Notre Dame, Sydney next month as dean of the business school.

Robert Cunningham is the new dean of law at Curtin U.

Mitch Parsell becomes academic executive director at the University of Tasmania.

Caroline Williams starts chief librarian starts at the University of Queensland.

ARE YOU INTERESTED IN...?

The Melbourne Centre for the Study of Higher Education is to host three open-to-all policy discussions: "The aim is to generate new ideas drawing on the latest evidence, challenge conventional thinking and offer practical steps that ministers can take in the next few years towards a longer term, comprehensive vision for post-secondary education."

The first on June 11, is on "sustainable funding," with discussion-starters from Monash VC Margaret Gardner, new MCSHE director William Locke, Swinburne U economist Beth Webster and Australian HE policy wonk in chief Andrew Norton (CMM, 21 May).

POSITIONS VACANT



AAIR
Australian Association for Institutional Research

Looking for a change?
Want to list a job?
Visit our Jobs Board.

Jobs Board

TRAINING AND DEVELOPMENT

See our [Training and Development](#) webpage focused on training for institutional researchers.



Higher Education Information Management System (HEIMS).

Visit the HEIMSHelp [Training page](#) with details of the training resources that are available to help you meet reporting and verification deadlines.

[Data Science Melbourne](#)

This is a group for anyone interested in 'Data Science'. We are not quite sure what the exact definition of a Data Scientist is, but if you deal with something generally related to converting data into useful insight then you will hopefully benefit from joining the group. Please follow the link to join in the group and [follow the events posted on Meetup](#).

[AIR Webinars](#)

AIR provides online resources, innovative practices, professional development opportunities, and training for AIR members and non-members and the higher education community, including professionals from IR, effectiveness, assessment, planning, and related fields.

[What will be the new government's vision for higher education?](#)

The purpose of higher education and how its funding can be sustainable

11 June (5.30pm-7.30pm) Melbourne

During the first 100 days of the new government the University of Melbourne's Centre for the Study of Higher Education (MCSHE) will host three policy discussions open to the public. The aim is to generate new ideas drawing on the latest evidence, challenge conventional thinking and offer practical

steps that ministers can take in the next few years towards a longer term, comprehensive vision for post-secondary education.

[Counselling Skills for Non-Counsellors](#)

13 June 2019, Melbourne

The aim of the day is to build skills, knowledge and understanding that enable staff to handle these situations confidently and respectfully, and to maintain professional appropriate boundaries. The day enables staff to be compassionate and effective, using skills that build professional confidence, strengthen satisfaction and prevent burnout. It covers topics from individual skills to team culture, and ways to stay resilient.

[Next-Generation Networking with Albany State University](#)

20 June 2019 (10:00am PDT), online

With busy student centers, eventful sporting games, and bustling residence halls, high-density environments are copious at Albany State University (ASU). In order to provide the best experience for students and faculty, it's critical that ASU remain ahead of the curve in adopting new technologies, which includes future-proofing their network with Wi-Fi 6 compatible access points. Join us to hear from Noore Ghunaym, Director of Infrastructure, to learn how ASU is deploying next-generation networking solutions to give students a better experience in inherently high-density areas.

[Bibliometrics and Scientometrics for Research Evaluation](#)

24-25 Oct 2019, Melbourne

The very first edition of the course is provided by Leiden University's Centre for Science and Technology Studies (CWTS) in collaboration with Deakin University Library.

HIGHER EDUCATION CONFERENCES & EVENTS

Here is a selection of upcoming events that may be of interest. See our [Events/Fora](#) webpage for more national and international events.

[5th International Conference on Higher Education Advances](#)





26–28 June 2019
Valencia, Spain

The Fifth International Conference on Higher Education Advances (HEAd'19) is an excellent forum for researchers and practitioners to exchange ideas, experiences, opinions and research results relating to the preparation of students, teaching/learning methodologies and the organization of educational systems.

HERDSA Conference 2019



2–5 July 2019
Auckland, New Zealand

The theme for the conference is *Next Generation, Higher Education: Challenges, Changes and Opportunities*.

ATEM Aotearoa National Conference 2019



Partnering for the Future
4–5 July 2019
Auckland, New Zealand

Professional administrators and managers are the people who make a vital contribution to the central aims of their institutions. This year the ATEM NZ conference will explore this contribution through the concept of 'partnership'. We learn by sharing, so come and present your ideas, talk about your experiences and network with other like-minded people doing similar roles throughout New Zealand tertiary institutions. Together, we can advance the professionalism of tertiary education administration and management.

STARS Conference



7–10 July 2019
Melbourne, Australia

The STARS conference provides the opportunity to disseminate and discuss current research, good practice, emerging initiatives and leading-edge ideas that are aimed at enhancing students' tertiary learning experiences.

28th National VET Research Conference 'No Frills'

10–12 July 2019
Adelaide, SA

Convenor: National Centre for Vocational Education Research (NCVER). 'No Frills' is a well-known annual national conference where researchers and practitioners in the vocational education and training (VET) sector come together to present, discuss and share information about key issues confronting the sector.

2019 AAIR SIG Forum



3–5 July 2019
Darwin Australia

Charles Darwin University will host the AAIR SIG Forum at the Waterfront Campus (Darwin, NT).

2019 Studiosity Symposium

Studiosity

Students first: Confidence, satisfaction,
and outcomes

25–26 July 2019,
La Trobe University City Campus

Be in the room for this unmissable annual discussion, for university leaders who believe in continually improving the student experience. Speakers include Professor McGorry, professor of youth mental health at the University of Melbourne and founding director of national service, Headspace; learning expert Jessica Vanderlelie from La Trobe U, Phillip

Dawson from Deakin U, who researches contract cheating and UNSW, and maths teaching maven Chris Tisdell.

ACER Research Conference 2019



Preparing students for life in the 21st Century: Identifying, developing and assessing what matters

4–5 August 2019
Melbourne Australia

Research Conference 2019 will examine research around preparing students for life in the 21st Century. It will bring together leading international and Australian researchers to provide insights into the best ways to identify, conceptualise, develop and assess these new priorities for schools in the 21st century.

The Higher Education Finance Conference



5–6 August 2019
Melbourne, Australia

The HEFC 2019 Conference is the annual conference held jointly by ATEM and Higher Ed Services (HES). This year's theme is *'Give yourself the EDGE'*. The Conference will be held on 5–6 August at the Deakin University Downtown Campus, in the Docklands area of Melbourne.

edge

Engage. Discover. Grow. Excel.

41st Annual EAIR Forum



25–28 August 2019
The Netherlands



The 41st Annual EAIR Forum 2019 will be hosted by the Leiden University, the Netherlands. The theme of the 2019 EAIR Leiden Forum is "Responsibility of Higher Education. What? Why? and How?"

Heads of Student Administration (HOSA) Conference



28–30 August 2019
Wellington New Zealand

The theme of this year's conference is 'Capitalising on Connections'. This explores the opportunities presented through collaborations and partnership and the sense that we need to connect both within our institutions and externally with our partners and communities. Contributions should be submitted to the HoSA 2019 Organising Committee, via email to Pam Thorburn, by Wednesday, 12 June 2019.

Examinations Network Conference



Improving Student Experience
28–29 August
Dunedin, New Zealand

Rather than focusing on systems, the focus will be on what do students need from the common catchphrase: "student experience". Please don't feel limited by the theme if you have another topic that you think would be of interest to the Network. Expressions of interest for presentations should be submitted by Friday 28 June 2019, with final abstracts submitted by Friday 19 July 2019.

Higher Education Institutional Research (HEIR) Conference 2019



11–13 September 2019
University of Wolverhampton, UK

The HEIR conference is an international event that attracts delegates from across the Higher Education sector. This year's theme is "Measuring Excellence" in Higher Education: Approaches and their Impact.

TEMC (Tertiary Education Management Conference)



29 September to 2 October
Adelaide, SA

"Distilling Ideas, Transforming Futures": The 2019 theme is another wonderful opportunity to share our ideas and discover how we can distil the brilliance in everyone to transform higher education through exploring alternative visions of the future. The local organising committee would like to invite you on this exciting journey of opportunity to learn and grow and lead the way into the future of higher education.

ADMISSIONS CONFERENCE 2019



17–18 October 2019
Sydney Australia

ATEM is very pleased to announce the date and venue for the 6th Annual Admissions Conference will be held across at Macquarie University. More information available soon.

AAIR 2019 Annual Forum



11–13 November 2019
Hobart, Australia

EPHEA/NAEEA Biennial Conference



24–27 November 2019
University of Wollongong, Australia

Equity Practitioners in Higher Education in Australasia (EPHEA) and National Association of Enabling Educators in Australia (NAEEA) is pleased to host the 2019 themed "Enabling Excellence through Equity" from Sunday 24 to Wednesday 27 November 2019 at the University of Wollongong Innovation Campus. This educational conference aims to promote the aims of both the organisations and bring practitioners from equity and enabling together.

INSTITUTIONAL RESEARCHER'S CORNER

Five quick questions with Matt Brett

What is your job title?

Director, Academic Governance and Standards at Deakin University.

Briefly, how would you describe your role in terms of your place in your institution?

Providing leadership on academic governance, ensuring a collaborative, whole-of-institution and evidence-based approach to academic policy and decision making, whilst shaping and adapting to the digital frontier.

From your perspective, what are the emerging areas of interest in institutional research?

Translating complex data into insights that can inform decision making. There is no shortage of data and its reporting, but insufficient attention is given to identifying the essential questions that should be asked of the data, and aligning



data collection and its analysis with these core questions and purposes.

What do you believe will be the future priorities for institutional research?

Questions that should be asked more often and with greater sophistication include:

- What is the value-add of higher education across the student journey?
- How effective are our interventions?
- How do we reframe our questions to align with the implications of a shift towards universal participation?

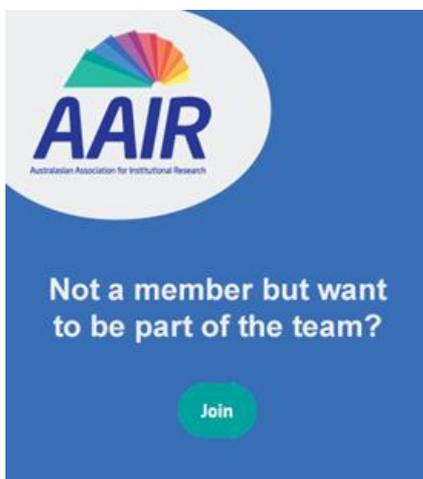
Complete this statement: In my role, I can't operate effectively without...

...integrity, competence and humility.

Matt invites you to watch the TED Talk '[Why do so many incompetent men become leaders?](#)' by Tomas Chamorro-Premuzic. Available on YouTube.



Connect with Matt on [LinkedIn](#)



CALL FOR CONTRIBUTIONS

Issue 7, August 2019

A great way to get involved with the AAIR community is to share your thoughts and ideas. Do you have something you would like to share with your IR colleagues? Please send your contributions to the editor@air.org.au by 8 August 2019.

A reminder about the organisations' social media links to keep you up-to-date and in touch with all the latest news and events.



 AAIR on Twitter [@AAIRaustralasia](#)



[Lizzie Li](#)
Editor, *The Institutional Researcher*

DISCLAIMER

The opinions expressed in this newsletter are those of the individual writers/authors and not necessarily those of AAIR or the institutions that make up the AAIR membership.

