



 **AAIR Newsletter March 2020**



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GOOD READS
... PLUS A RANGE OF INTERSTING
REPORTS AND NEW PUBLICATIONS
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CORNER INTERVIEW**
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FROM THE PRESIDENT

He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata

What is the most important thing in the world? It is people, it is people, it is people.

We are now in unsettling times that is making every one of us reflect and modify the way we do things. As institutional researchers we all need to continue our professional practice, to pause, reflect and prepare, and not let fear result in unnecessary panic. We must continue to be vigilant, but let's remain rational and not give rise to hysteria.



We need to look after ourselves, but we also need to care for others. We all need to call on our courageous selves and to not buy into the panic. Exercise common sense and operate from a place of kindness and compassion, while being rational and vigilant. Where we can, we need to maintain some normality, both professionally and personally.

As an Executive Committee, we are strongly committed, as always, to providing events that are safe to all who attend. Currently, we cannot provide that level of assurance. It is with great sadness the AAIR Executive Committee has made the right decision to postpone the 2020 face-to-face AAIR

SIG Forum in July, and will make a decision on the AAIR Annual Forum by the end of July.

Although we can't meet face to face to develop our professional practice, we can still connect in other ways to share and build our practices. It is time to be more innovative than ever and think about how to do things differently. In the coming months, we will be exploring ways to connect and support our institutional research community professionally in other ways than face to face meetings and seminars. If you have any suggestions or ideas for activities or webinars that you have heard about or think would be of value to our members, we welcome hearing from you. Please send ideas to

president@aaair.org.au.

Sending you all best wishes as we all navigate the uncertain times ahead. Find your bubble as we settle into working from home in isolation.

Kia kaha (Be strong)

Stuart

Stuart Terry

AAIR President



EDITORIAL

Dear all

In our Institutional Researcher's Corner this issue, I interviewed Dr Rintaro Ohno who works at Tohoku University in Japan. I first met Rintaro at our annual forum in Sydney four years ago. He has been an active AAIR member for about four years, delivering presentations and contributing discussions at AAIR annual forums. Unlike some increasingly specialised IR positions, Rintaro's work within Tohoku University's Strategic Planning Office (aka their President's Office) is diversified and dynamic! Find out more by reading [Rintaro's interview](#).

One of the books I have included in this month's Good Reads section is [Higher Education and Hope: Institutional, Pedagogical and Personal Possibilities](#). Indeed, the nature and role of universities is an important and pressing question. From both Western and non-Western perspectives, this book constructs 'a more humane and compassionate framing of the work of and in universities' for the public good. That is the hopeful and inspirational role of higher education!

Lizzie

AAIR ANNOUNCEMENT

AAIR 2020 Survey has closed. We send our appreciation to everyone who completed the survey and gave their feedback! Thank you for your contribution.

SECTOR NEWS AND VIEWS

[QILT results: where students can get satisfaction](#): Undergraduates surveyed for the Quality Indicators for Learning and Teaching 2019 report a 78 per cent overall satisfaction rate with their overall education experience. This is down marginally on last year (78.9 per cent) but enough of a drop for Education Minister Dan Tehan to point out that it is the lowest score in the survey's history. Social Research Centre points out every year a "negative association" between institution size and student ratings, which goes a way to explaining the top and bottom raters – there are now nine years of student ratings in QILT, and the results stay much the same (CMM, 12 Mar).

[UNSW will build a city-fringe campus in Canberra](#), with the ACT Government providing the land. The campus will accommodate 6000 students (CMM, 6 Mar).

[Education for First Nations people: we need to do better](#). Claire Field asked how many Australian universities have sat down with Indigenous students and staff to systematically examine curriculum, methodologies and processes across the university? Indigenous studies units, scholarships, mentoring and other equity initiatives are clearly playing an important role in improving access to university for First Nations students – but are there any Australian universities undertaking system-wide efforts to look critically at what they are teaching? There is so much for us to learn by fully engaging (CMM, 4 Mar).

[Time to knock on the boardroom door: A new era for Aboriginal university leaders](#): The education sector has massive potential to nurture Indigenous leaders at the staff and student level – but institutions will have to find more creative and effective approaches if they are to stand a chance of holding on to talent. Aboriginal leadership needs to become mainstream in Australian universities. Universities that develop a leadership pipeline will benefit not just from access to talented staff, but also will demonstrate a genuine commitment to

Aboriginal people as an integral part of their institution – the people they work with; not just the outsiders they currently struggle to engage (Rachelle Towart & Tim Winkler, CMM, 1 Mar).

[Austrade launches resources hub for COVID-19](#): The hub brings together already published materials, including the list of provider responses, the guide for delivering online in China and information on the [#InThisTogether campaign](#). It will also create a source for future HE-sector information on Australia's response to COVID-19 (Dirk Mulder, CMM, 27 Feb).

[New modelling shows the importance of university research to business](#): prepared by Ernst and Young, the new modelling finds close to 17,000 companies in Australia collaborated with a university last year. That's a 5% jump in two years. The direct benefit to those businesses from collaboration with universities was A\$12.8 billion in 2018-2019. To put it plainly – that's a return of almost A\$4.50 to business for each one dollar invested in collaborative research with a university (Deborah Terry Chair of Universities Australia, Vice-Chancellor, Curtin University, the Conversation, 26 Feb)

[Five Australian universities get the bulk of philanthropic donations](#): Philanthropy is a growing source of revenue for Australian universities. Donations revenue generates A\$476 million per year. This is a significant contribution compared to the \$2.6 billion the federal government invests into research grants. The majority (73%) of donations to Australian universities are concentrated in just five big universities: UNSW, The University of Queensland, The University of Melbourne, The University of Sydney and The University of Western Australia. The rest of Australia's universities each receive an average of less than 1% of the remaining funds (Omer Yezdani, the Conversation, 26 Feb).

A risk the Go8 didn't manage: Group of Eight universities increased their exposure to any down-turn in enrolments of students from China. University of Melbourne higher education analyst Frank Larkins writes in [CMM Features](#) this morning (CMM, 21 Feb).

[Quality indicators: focus on process as well as outcome](#): The most important and lasting learning experiences are those that are not immediately satisfying and do not directly lead to a job. Student retention, post-hoc program/subject satisfaction, employer satisfaction, employment rates and even assessment

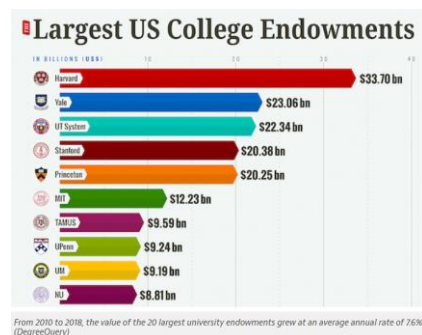


tasks all focus on an outcome and are often decoupled from the process students go through to arrive there. The most important and lasting learning experiences are those that are not immediately satisfying and do not directly lead to a job. Students should enjoy the university experience and be given all the support they need to be successful. Quality learning, like getting fit, is hard work. (Jason M. Lodge, CMM, 16 Feb).

International News

Universities need to prepare better for high risk crises: university leaders must reach beyond potentially biased news reporting to get a sense of contagion dynamics, but avoid being trapped by expert doomsayers. Information needs to be updated much more frequently and there need to be administrative response drills that help universities to move around and beyond the limiting celebration of bureaucratic rituals. Further action points can be identified by focusing on the enhancement of organisational resilience (Ulrich Hommel, UWN, 7 Mar).

The richest university endowments grew over the last decade, but not as much as they did in the 1990s. From 2010 to 2018, the value of the 20 largest endowments grew at an average annual rate of 7.6%, compared to 3.5% from 2000-2009 and 12.5% from 1990-1999. The biggest movers were the University of Pennsylvania, which rose from 11th to 7th largest, and the Texas A&M University System, which rose from 10th to 8th, according to DegreeQuery's data (Matt Zalaznick, UB, 5 Mar).



QS Survey reveals impact of epidemic on study abroad plans: QS, publishers of the QS World University Rankings and TopUniversities.com, surveyed more than 2,000 international students from Africa, Asia and Australasia who have been planning to study abroad to see how the coronavirus outbreak has affected their plans. Nearly two-thirds (60%) of respondents said their plans to study abroad had not been affected by the

coronavirus. Health concerns were cited as one of the main reasons why respondents had changed their plans. QS advised universities that allowing students to defer, whether that's for a semester or a year, and offering greater leniency around strict application processes and deadlines will help ease the burden on prospective students and provide them with "more avenues to study at your institution". (UWN, 28 Feb).

How to increase consumer confidence in US higher ed: A new study from the Federal Reserve Bank of New York shows that four out of 10 recent college graduates are underemployed, meaning they're working in jobs that don't require their degree. One out of eight is working in a job that pays \$25,000 a year or less—far from what most consider a good salary for a college graduate. Similarly, a new book from Michael Horn and Bob Moesta shows that students who take on debt but don't finish are often left worse off than if they'd never gone to college. (stefanieb, UB, 24 Feb).

3 strategies for planning open-concept lab and scientific spaces: Many lab and scientific space designs at higher education institutions have simply followed the traditional method of segregated labs broken down by discipline. But open concepts are gaining popularity now, through demonstrated adaptability and efficiency. Today's move toward 'labs without boundaries' requires maximizing efficiency, making a cultural shift and focusing on teamwork (James B. Hill, UB, 24 Feb).



Ohio State among universities targeted over bias against men: After the U.S. Department of Education's Office of Civil Rights opened a Title IX investigation, Ohio State University has adjusted gender specifications for a number of its programs, summer camps and scholarships that were geared toward women and girls. A professor from the University of Michigan-Flint took issue with the Ohio State programs and dozens of others like it across the country, alleging they illegally discriminate against

boys and men. (Matt Zalaznick, UB, 20 Feb).

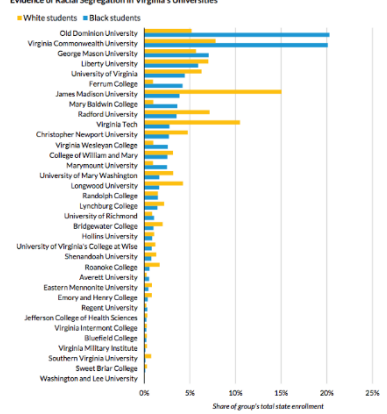
Michigan State University launches coding boot camp in Detroit: With demand for tech-savvy talent in Detroit at a record high, Michigan State University (MSU) is offering its first coding boot camp in partnership with Trilogy Education, a leading workforce accelerator and 2U, Inc. brand. Geared toward adult learners and working professionals in the region, the MSU Coding Boot Camp will teach the front-end and back-end skills necessary to become a proficient full stack developer. (stefanieb, UB, 19 Feb)

Michael Bloomberg unveils 'progressive' higher education plan: Yet as a Democratic presidential hopeful, Bloomberg now has a plan for the future of higher education that both echoes and expands upon policies his fellow Democratic candidates have already called for: Free community college, greater investment in Pell grants and automatic income-based repayment plans for student loans (Liz Willen, The Hechinger Report, 18 Feb).



Another way to quantify inequality inside US colleges and universities: There are different ways looking at inequality of how people of different races and ethnicities get sorted into different colleges. Urban Institute analyses graduation rates by race and ethnicity at colleges and universities in Virginia and Connecticut. another way to think about educational inequality is to analyse how students fare at the same institution. The Urban Institute researchers calculated graduation rates by race and ethnicity in Virginia and Connecticut and found that white and Asian students graduate at higher rates than black and Latino students at most colleges. At some colleges in Virginia, the gap exceeds 30 percentage points (Jill Barshay, The Hechinger Report, 17 Feb).



FIGURE 7
Evidence of Racial Segregation in Virginia's Universities

Source: Analysis of Virginia Longitudinal Data System data.

Ranking & Rating

Macquarie U's Global MBA is named CEO Magazine's best in class for Australia and sixth in the world. In a memo to staff the collegial Professor Brammer thanks the people who work on the degree, in the business school, broader university and partner Coursera – it's a JV with the MOOC provider, costing \$35 000, "fully on-line" (CMM, 12 Mar).

Uni Melbourne leads Edurank, the UK analytics outfit measures university brand (audience size) and performance (user-growth, posts engagement) on Facebook, Twitter, Instagram and YouTube. The principality of Parkville is in top spot on both brand and performance, ahead of UNSW and Uni Sydney. No surprises here – the three have big social media presences. The next three have a less to work with, in terms of content-volume and brand-bulk – Swinburne U, Uni SA and La Trobe U. They are ahead of much bigger organisations, Uni Queensland seventh, RMIT is eight, and Monash U, ninth (CMM, 10 Mar).

QS 2020 subject ranking: QS reports Australian institutions collectively recording lower performance across the 48 subjects ranked but still is global third behind the US and UK. The rankings use the same methodology as the overall QS institutional league table. Two are research citations using Elsevier's Scopus database. The others are surveys of academics and employers (CMM, 5 Mar).

Alarm at Ofsted-style plan to rank UK universities by graduate earnings: There are already gold, silver and bronze rankings for teaching in universities under the Teaching Excellence Framework. Some of the UK's leading universities failed to get the top gold rating, with the London School of Economics being awarded only a bronze. Now, one expert says: "They want a fourth category of

something like 'requires improvement'." Controversially, graduate earnings are expected to be the bar by which the government will judge courses. Higher education experts warn this would damage the arts and humanities, where starting salaries are typically much lower than in disciplines such as medicine or law (Anna Fazackerley, the Guardian, 11 Feb).



LEARNING & TEACHING

Studying one uni subject in four weeks has benefits – but students risk burnout if it's not done right: Sally Male and her team surveyed 105 academics in charge of intensive units at 26 Australian universities. Careful design is important to overcome difficulties. Good teaching is especially important in intensive modes to mitigate the risks and take advantage of the opportunities (the Conversation, 11 Mar).

A 'growth mindset' helps us learn: Prof. John Munro (ACU) shared his research and teaching practice of "the growth mindset". He encouraged students at the end of a teaching session to identify what they know now that they didn't know earlier, asking them to explain how their knowledge has changed and the questions they could answer now. In the early stages of a teaching session, he encouraged them to infer questions they might expect to be able to answer having learnt the content. These types of activities encourage students to see their knowledge as dynamic and able to be enhanced (the Conversation, 10 Mar).



Brain plasticity: the idea a brain can change itself due to experience. (istockphoto)

How colleges can leverage technology to promote faculty collaboration: Campus leaders need to create a culture of communication to improve teaching and learning. Instruction dramatically

improves when higher ed leaders foster faculty collaboration, and technology plays a vital role in creating environments that make this possible. But ed tech is just one of many faculty development techniques that colleges can use to open up communication among educators, says Instructional Technologist Tim Van Norman and ESL Professor Brent Warner of Irvine Valley College in California. Face-to-face meetings and presentations help build a culture of inclusivity. (Steven Blackburn, UB, 5 Mar).

Benchmarks for technology enhanced learning (TEL) is on TEQSA's agenda – institutions need it on theirs as well. Last year, TEQSA released two Guidance Notes of particular interest for those dealing with technology enhanced learning (TEL), that have largely gone under the radar (seemingly), but have a strong linkage to how institutions can demonstrate evidence to meet Higher Education Standards (HES) 2.1 and 3.3, and to assure their learning environments, resources and educational support. Connecting these two documents leads HE providers to framework these activities. Not surprisingly, in the first instance, there are requirements for policies, procedures and processes. Linked to this, governance bodies must mediate a series of internal standards/guidelines to ensure a consistency of TEL practice at both the program and course/unit level, across all modes of delivery (Michael Sankey, Griffith Uni, CMM, 1 Mar).

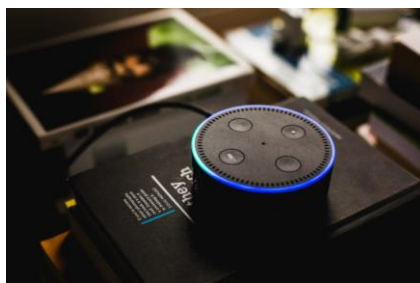
Learning with tech in higher education rather than from it: Technology has shifted the way that professors teach students in higher education. Now, researchers at the University of Missouri have found that activity-based, rather than lecture-based, learning enhances student creativity and learning by allowing students to use technology to develop their own original ideas (Science Daily, 29 Feb).

The human touch for AI in learning: Studiosity is funding CSIRO's Data 61 to work on natural language processing and deep learning. Studiosity nominates potential projects, including scoring student writing for readability, measures of student progression, and academic honesty support. UNSW maths professor and Studiosity academic advisor Chris Tisdell says "a critical aspect of a 24/seven student support service is the human connection, as students become more confident and satisfied when connecting



in real time with a person who knows that subject area (CMM, 26 Feb).

Entering the new world of 'voice': Voice-enabled technology crucial for higher ed to adopt. There are large numbers of people who use voice-enabled technology already: 500 million active Google users and 375 million monthly active Apple users. There are also 200 million smart speakers in the marketplace and hundreds of thousands of Alexa skills. Last week, I saw Mercedes-Benz demoing voice in a new model car that allows the driver to turn on the windshield or heat just by using their voice. The advantages of using voice-based tools to enrich learning include accessibility, convenience, moving away from the screen and enhancing learning through retention (Steven Blackburn, UB, 21 Feb).

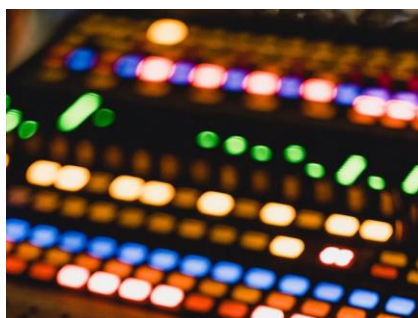


How Technology Is Changing the Future of Higher Education: In this lesson, students will learn about how innovation labs are addressing problems in education. Then they will come up with some creative solutions of their own. colleges and universities are collaborating on such ideas in groups including the University Innovation Alliance and the Marvel Universe-worthy HAIL Storm — it stands for Harvesting Academic Innovation for Learners — a coalition of academic innovation labs. If history is a guide, the flashiest notions being developed in workshops in these places won't get far. University campuses are like archaeological digs of innovations that didn't fulfill their promises (Jon Marcus, New York Times, 20 Feb).



A simulated Beijing in an immersion lab at Rensselaer Polytechnic Institute in Troy, N.Y., where students can learn Mandarin Chinese. Tony Cenicola/The New York Times

Is your higher ed institution providing students the best ROI? A new report, "A First Try at ROI" completed by the Georgetown University Center on Education and the Workforce, ranks 4,500 U.S. colleges and universities according to their return on investment based on the graduates' long-term earnings over a 40-year horizon. What's interesting about these findings is that many unexpected schools rank above historically recognized prestigious institutions. The critical responsibility of any institute of higher learning is to appreciate a new understanding of a well-rounded education (Nariman Farvardin, UB, 18 Feb).

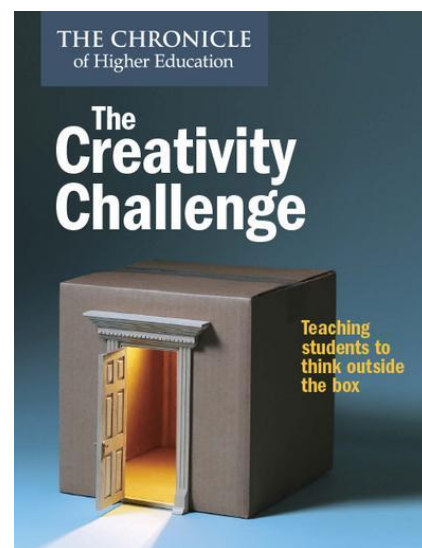


Start a Mentoring Program to Keep Students Engaged in Education: Mentoring is proven to have a positive impact on students' efficacy, confidence and decision-making skills and to enhance their career aspirations. If we can provide mentoring opportunities via technology it makes it easier for everybody that wants to get involved to do so. Our employees are passionate about education, and they play a critical role in this program through their mentoring efforts (AT&T, Centre of Digital Education, 18 Feb).



The Creativity Challenge: Teaching Students To Think Outside the Box: This Chronicle issue brief examines how colleges can help students develop creative skills that will help them in their academic careers and beyond. Designed for administrators and faculty members alike, it serves as a primer on why creativity is important, how students can develop it, and what higher education might look like if faculty members were to

encourage creativity in every discipline and in every course.



The EvoLLLution interviewed J. Kim McNutt, Dean of the College of Extended and International Education, on introducing Digital Credentials to Universities. As younger generations adapt to a digital world, universities are falling behind in meeting their expectations. Paper is giving way to digital and employers are looking for ways to save time when looking for potential hires. Continuing education divisions want to find the best ways to help their students succeed in getting a job, but will it work institution-wide? In this interview, J. Kim McNutt discusses the benefits of digital credentialing in the non-credit space, and shares his thoughts on how digital badging can be expanded out of CE into the main campus. (CSU Dominguez Hills, 18 Feb).



Esports programs: 10 startup steps to know. Esports is on a growth path at our colleges and universities, and even in our K-12 school districts. For higher ed leaders considering esports, research, buy-in, budget and tech are key (Kelly Walsh, CIO of The College of Westchester in New York, UB, 13 Feb).





gettyimages.com: gorodenkoff

Student Success: Experience & Retention

Can a college completion crisis be solved by students sharing their struggles? A new campaign launching this week will urge students to share stories of how they've struggled to get into college – and to overcome obstacles once they do. It was set for a session at SXSW EDU, the sprawling education-focused conference that was cancelled last week because of coronavirus concerns (The Hechinger Report, 12 Mar).

Girls wanted: NZ University wants more females to enrol in engineering. Two years ago today - to mark International Women's Day - Auckland University set a tough goal to increase the number of females enrolled in engineering to 33 percent by 2020. New figures show the faculty has fallen short - reaching 28.6 percent this year. The figure was down from 29.15% in 2018 and up from 27.41% in 2017. There was no single factor to explain the low number of females compared to males in the industry. Women working, and succeeding in engineering, are also passionate about getting more women in the industry. Flexible work hours had attracted more women to engineering and was helping keep them there. (Kirsty Wynn, NZ Herald, 7 Mar).

Maria Raciti discussed what young people from low SES backgrounds want is a clear line of sight between where they are now and the work they want to do in the future. The decision to go (or not to go) to university is complex and is more accurately described as a "series of group decisions" involving parents, Elders, schools and university outreach. A joined-up, education-to-occupation blueprint underpinned by accessible and coherent career advice would be well received by low SES students, their families, communities, schools and the higher education sector (CMM, 10 Mar).

Cloud-based app virtualization helps students 'win' at college and at life: Creighton University students using Nutanix's Xi Frame to access courses from

any device. With Xi Frame, a Desktop as a Service (DaaS) solution, apps are installed on a cloud-based virtual machine that's centrally controlled and managed by Creighton University's IT department. When students log in, they can see an app's user interface in a web browser that is accessible from any device—without having to install anything on a personal computer or tablet (UB, 2 Mar).



Recalibrating Equity Success Measures in Higher Education- "Equity" and "success" are not occurring to the extent or ways intended. Our thinking requires recalibration: Support for students from disadvantaged backgrounds in higher education has rested on a fundamental assumed proposition – that if students gained access to university and were provided with relevant support, then successful outcomes in graduation and employment will inevitably follow. But "equity" and "success" are not occurring to the extent or ways intended. Our thinking requires recalibration (Paul Farnhill, CMM, 22 Feb).

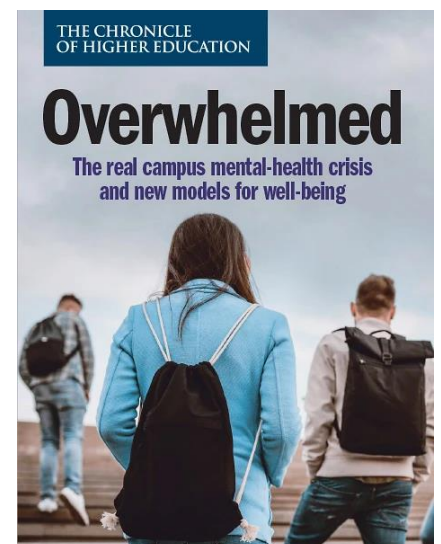
More Students Report Talking with Their Professors Outside of Class. Here's Why That Matters. The just-released US National Survey of Student Engagement celebrates its 20th anniversary this year. In a look back, it has pulled out a few key trends suggesting that colleges have improved some measures of engagement. The survey was designed to better understand how undergraduates experience college, on the idea that it could help institutions improve student success. For one, the percentage of first-year students who say they have discussed career plans and other topics outside of class with their professors increased 10 percentage points from 2004 to 2019. (Beth McMurtrie, The Chronicle of Higher Education, 20 Feb).

Understanding and Supporting Retention, Persistence and Student Success for CTE Students: Career and Technical Education (CTE) concentrates on developing specific professional skills through hands-on experience. It offers a flexible and

accelerated schedule that makes training accessible for all learners, despite their age or personal commitments. Career colleges are under pressure to meet the demands of their student populations as well as fulfill the requirements set by accrediting bodies. These colleges are also facing challenges with retention, persistence and student success. (Wadad (Wendy) Kaaki, Associate Faculty of Education in the College of Online and Continuing Education, Southern New Hampshire University, The EvoLLLution, 19 Feb).

Staff and Student Wellbeing

Overwhelmed: the Real Campus Mental-Health Crisis and New Models for Well-Being. This Chronicle report explores how to handle the surging demand for mental-health services, fulfill legal obligations, and make well-being a campus-wide priority. The work of identifying problems and offering help can't fall solely to the counseling center. The report shows how centers can expedite the intake process while expanding and clarifying options like teletherapy. And it examines how new facilities and resources — like meditation rooms, workshops, apps, and courses — can help students deal with underlying issues from loneliness to trauma, and to build resilience.



Stress and isolation behind rising student suicides in Canada: Over the past few years, universities across Ontario have grappled with similar numbers: four at Waterloo in southwestern Ontario in 2018 and four at the University of Toronto between 2018 and 2019. Researchers, university officials and student advocates all point to a number of stressors that lead some students to think of killing themselves, including competition for grades, worries about finances, fears of



not getting a good job after graduating and panic attacks. Feelings of loneliness and isolation are also cited (Nathan Greenfield, UWN, 29 Feb).

[Syracuse University asks Loretta Lynch to review their Department of Public Safety following response to student protests over racist incidents.](#) University Chancellor Kent Syverud said the school requested it over concerns raised about how the department managed interactions with students (Kristina Sgueglia and Hollie Silverman, CNN, 25 Feb).

[Coronavirus: Best practices for protecting students.](#) Communicating with students and parents is key to ensuring safety on campus. As higher ed institution officials, it is essential that we communicate information that is informative without being unnecessarily inflammatory. Communicating information about illness protocols, preventative measures and illness facts is helpful without being overwhelming (Jacqueline Vernarelli & Sofia Pendley, UB, 18 Feb)



GRADUATE OUTCOMES & EMPLOYABILITY

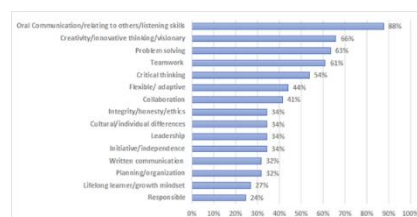
[How graduate employment focus has changed UK universities.](#) Recent policy changes in the United Kingdom have ensured that employability activities are high on the agenda of all universities, rather than being a specialism of a few institutions. The report finds that careers services have become more embedded in the strategic role of the university, but this is often not accompanied by increased resources. It also finds that students are getting involved with the careers service earlier during their studies and are more likely to actively seek out the support of the careers service. (UWN, 5 March 2020).



Illustration from the HEPI report
"Getting on: graduate employment and its influence on UK higher education".
Photo: iStock

[Some US colleges and universities are bringing the classroom to the workplace.](#) To build career skills, faculty teach fermentation at a brewery, hospitality at a ski resort. These aren't internships, apprenticeships or co-op programs that require students to take jobs on the way to their degrees. That's because academic faculty accompany the students to the job site. At a time when American employers — and Americans in general — think colleges and universities aren't bringing workplace skills to the classroom, some colleges and universities are bringing the classroom to the workplace (Jon Marcus, The Hechinger Report, 2 Mar).

[Human Skills: Critical Components of Future Work.](#) The MIT J-WEL Human Skills Matrix (HSX) was conceptualized from more than a year of research. Communication skills topped the list, appearing in 88% of the 41 sources. This was followed by creativity (66%), problem solving (63%), teamwork (61%) and critical thinking (54%). (Stump et al., The EvoLLLution, 2 Mar).

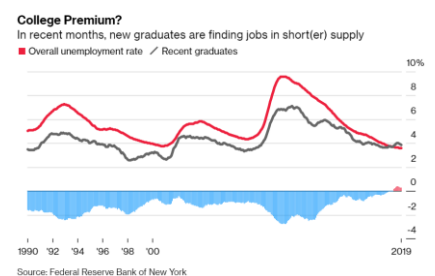


[Law school tech classes may not bring job opportunities, but they do help teach practice skills.](#) Chicago-Kent College of Law students can learn about legal analytics. Students at Emory University School of Law in Atlanta have the opportunity to work in startup groups with MBA students, as well as graduate-level students from the Georgia Institute of Technology. And at the University of North Texas at Dallas College of Law, students taking a class about representing people who experienced domestic violence hear stories from "virtual victim" avatars to learn about the

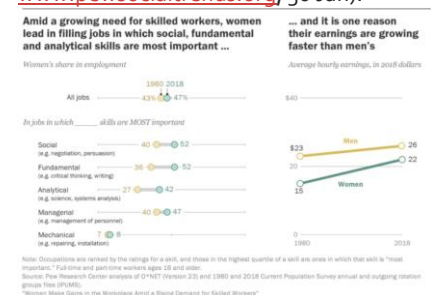
listening process. More and more US-based Law firms are specifically looking for clerks or new lawyers who have technology skills. (Stephanie Ward, ABA Journal, 27 Feb).

[Curtin U grad support app.](#) The university is expanding graduate career-support, with an informal-credentials app. It's being trialled in a comms degree, with students able to earn digital badges for mentoring, network and other non-academic skills. This is a home-grown product, in the developing marketplace for credentials that aren't academic but are issued by a university. Curtin U is a major presence in the MOOC market, (CMM September 6 2019) and this informal-learning recognition space has the same sort of potential (CMM, 25 Feb).

[Half of U College Grads Are Missing Out In the Job Market.](#) For the first time in decades, recent college graduates are more likely to be out of work than the population as a whole, according to the New York Federal Reserve. And for the lower-earning half of college grads, the wage premium is shrinking fast. (Alexandre Tanzi & Katia Dmitrieva, Bloomberg, 14 Feb).



[Women Make Gains in the Workplace Amid a Rising Demand for Skilled Workers in the US.](#) The gender wage gap narrows as women move into high-skill jobs and acquire more education. Employers in the United States are increasingly in pursuit of workers who are adept in social skills, like negotiation and persuasion, and have a strong grounding in fundamental skills, such as critical thinking and writing. (Rakesh Kochhar, www.pewsocialtrends.org, 30 Jan).



BIG DATA, BUSINESS ANALYTICS/INTELLEGENCE

Damian Doyle (assistant vice president of enterprise infrastructure solutions in the Division of Information Technology at the University of Maryland, Baltimore County) discussed [What can IT teams do to keep data safe in the cloud?](#) Staff constantly manipulate data which puts data at risk, so IT needs an environment that makes this practice harmless. The main challenge of database migration to the cloud and desktop virtualization isn't the actual implementation. The more you pull out data to manipulate it, the harder it becomes to keep track of where your university data lives. That is a major concern from a security standpoint. There need to be certain barriers in place to prevent this or you have to be diligent in making sure you have removed that data when you're done (Steven Blackburn, UB, 27 Feb).

[IT risk management: Is your WISP policy document up to date?](#) Regularly updating—and communicating—the Written Information Security Program document safeguards all data and increases security awareness on campus. The WISP document provides comprehensive guidelines and policies designed to safeguard all data and to comply with applicable laws and regulations. It also establishes employee responsibilities in safeguarding data as well as administrative, technical and physical safeguards to ensure the security of sensitive data, acceptable uses of technology, and accountability. (Nicholas M. Tella, UB, 27 Feb)



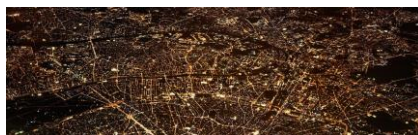
(Photo by Philipp Katzenberger on Unsplash)

[Is your institution meeting the Data demands of Automation?](#) With so many systems and applications being used in organizations, it's no wonder they are often seen as organizational assets and managed as such. With information volumes, types and velocity increasing, organizations must take a holistic approach to digital transformation. Process automation is critical and so is information management. Losing sight of

processes or the information supporting these processes is a risk to differentiation and competitiveness. This requires that the processes underpinning key customer journeys and the information supports those journeys both be managed as strategic assets (Lori McKellar, Senior Director, Product Marketing for AppWorks, insidebigdata, 20 Feb).

[Survey Data: Reliability and Validity? Are they Interchangeable?](#) Flawed data can lead to wrong conclusions. Particularly when stakes are high, we need to be sure that we are gathering the right data.

What this implies is that there are good surveys, and there are bad surveys. Good surveys produce accurate data and critical information, providing salient windows into the core of the topic under exploration. Conversely, bad surveys produce flawed data. In other words, data that is unreliable, irreproducible, or invalid, leading to the wrong conclusions and actions. (Yeona Jang, Ph.D. Chief Community Engagement Officer. Explorance, 20 Feb).



[Tomorrow's Machine Learning Today: Topological Data Analysis, Embedding, and Reinforcement Learning:](#) Although machine learning is an integral component of Artificial Intelligence, it's critical to realize that it's just one of the many dimensions of this collection of technologies. Expressions of supervised and unsupervised learning may be the foundation of many contemporary AI applications, but they're substantially enhanced by interacting with other aspects of cognitive computing. In professional settings, reinforcement learning is likely the least used variety of machine learning. One of the caveats of deploying reinforcement learning pertains to how these statistical models learn (Jelani Harper, insidebigdata, 14 Feb).

REPORTS, RESEARCH & RESOURCES

[2020: The State of Continuing Education:](#) Destiny Solutions and The EvoLLLution conducted a survey to understand the place and role of non-traditional higher education. This paper explores how continuing and workforce education will evolve through 2020 and beyond.

[Students ignore comms from campus:](#)

Studiosity surveyed student attitudes to university correspondence to find the more experienced they are the less attention they pay. Some 84 per cent of the sample studying for five or more years were the least likely to open comms from campus. And 13 per cent of students surveyed said they never open university messages. This is something worth of all universities to note and think creatively what they could use to substitute email when communicating with students (CMM, 10 Mar).

[LabArchives releases new cloud](#)

[integration with SnapGene:](#) LabArchives, the leading electronic lab notebook platform for research data management, has released a new SnapGene integration. This integration combines SnapGene's intuitive platform with LabArchives' powerful research data management features. With a 'Quick View' of supported DNA files, the molecular biology community has access to a comprehensive solution that encourages collaboration and complete, proper documentation of research (UB, 24 Feb).

[Why higher ed needs to hire and promote more women faculty?](#)

An overabundance of men are tenure-track faculty members in comparison to women, according to a recent survey by CUPA-HR, the association for higher ed HR professionals. The report that uncovered this example of gender bias in higher education examines the implications of aging demographics in tenure-track faculty on succession and diversity. Most notably, authors found that only 45% of tenure-track faculty are women professors aged 55 or younger and even less (35%) are older women. (By: Steven Blackburn, UB, 19 Feb).

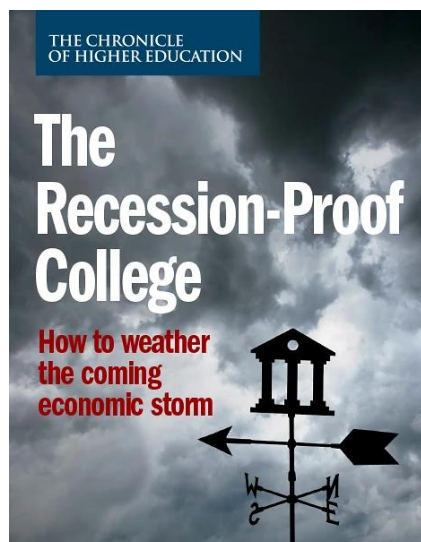


gettyimages.com: vm

[The Recession-Proof College:](#) This issue brief explores how institutions can create financial stability, adapt to an ever-evolving market, and emerge from an economic downturn stronger and savvier. At a time when increasing tuition is rarely an option, it is essential that colleges and universities take advantage of niche



opportunities, develop austerity plans, and increase reserves. Some institutions never fully recovered from the last recession, but with strong leadership, strategic mission-driven planning, and a continued emphasis on student success, they can be better equipped to mitigate the impact of the next economic downturn.



ITEMS OF INTEREST

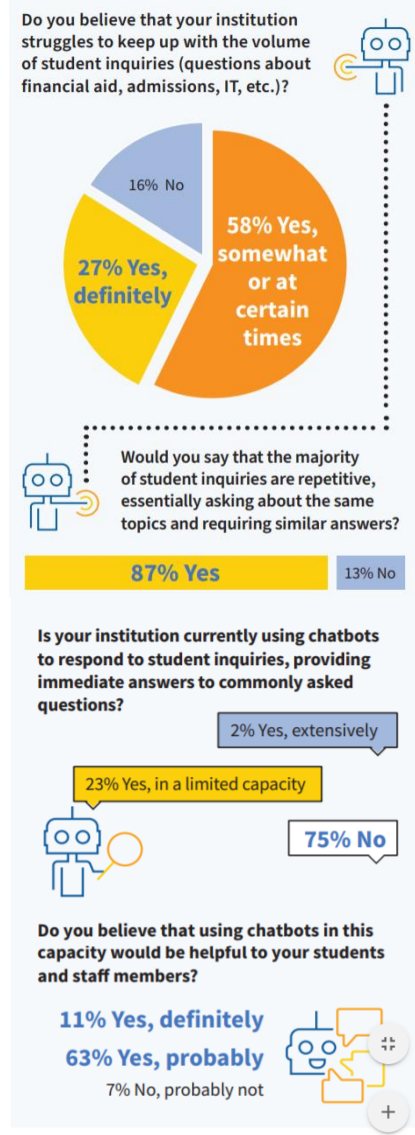
[Free Seattle U Course Explores Intersection of Privacy, AI](#): Launched last week, the free, online course for businesses is the first step in a Microsoft-funded initiative to merge ethics and technology education at the Jesuit university. The course — developed by Colaner, law professor Mark Chinen and adjunct business and law professor Tracy Ann Kosa — explores the meaning of ethics in AI by looking at guiding principles proposed by some non-profits and technology companies. The course also explores the impact of AI on different occupations. (Melissa Hellmann, the Seattle Times, 12 Feb).



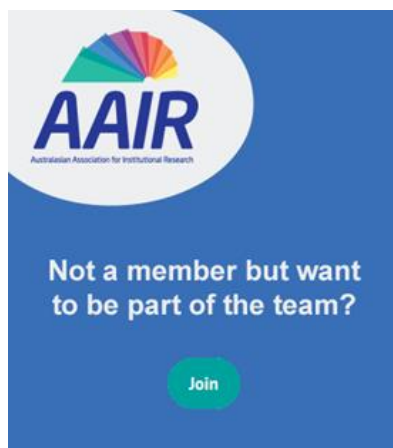
[The Gartner 2020 IT Professionals survey: How do your organisation make architectural decisions?](#) The purpose of this survey is to identify how technical professionals deal with architecture decisions. As a token of our appreciation,

if you qualify for and complete the study, you will receive an executive summary of the survey results when fieldwork and analysis are complete (expected in June 2020).

[Could AI improve student services?](#)



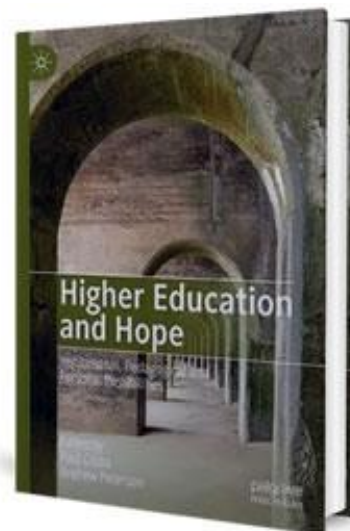
BECOMING A MEMBER



GOOD READS

[Higher Education and Hope: Institutional, Pedagogical and Personal Possibilities](#)

Editors: Paul Gibbs & Andrew Peterson



This book raises important and pressing questions about the nature and role of universities as formative educational institutions, drawing together contributors from both Western and non-Western perspectives. Drawing together a wide range of theoretical and conceptual frameworks to illuminate the issues discussed, this volume changes the debate to one of hopefulness and inspiration about the role of higher education for the public good: ultimately looking towards a potentially exciting and rewarding future through which humanity and the planet can flourish.

[Buy Now](#)



Contesting Globalization and Internationalization of Higher Education: Discourse and Responses in the Asia Pacific Region

Editors: Deane E. Neubauer, Ka Ho Mok, & Sachi Edwards



As cultural and political tensions rise globally, many are turning to educators and education researchers for suggestions on how to respond to this trend. This volume seeks to answer that call. Moreover, as authors share perspectives and data from a wide range of national and institutional contexts, the applicability of this volume extends beyond national or regional boundaries, offering questions, challenges, and lessons for educators worldwide.

[Buy Now](#)

The Power of Data Storytelling

Sejal Vora



The book focuses on various methods of converting dry facts and figures into interesting characters, events and relaying them in the form of a story to enable company's decision-making. The book covers all data story related aspects-art of storytelling, building, writing and visualizing. The book reflects practical corporate examples from varied fields and how data storytelling enabled the decision-making process. It does not require knowledge of sophisticated tools and introduces new, simple and application-oriented methods at every stage to take data storytelling forward.

[Buy Now](#)

Managing Your Data Science Projects: Learn Salesmanship, Presentation, and Maintenance of Completed Models

Robert de Graaf



Data science is a relatively new discipline, and as such, internal processes for it are not as well-developed within an operational business as others. With Managing Your Data Science Projects, you will learn how to create products that solve important problems for your customers and ensure that the initial success is sustained throughout the product's intended life. Your users will trust you and your models, and most importantly, you will be a more well-rounded and effectual data scientist throughout your career.

[Buy Now](#)



Hands-On Big Data Modeling: Effective database design techniques for data architects and business intelligence professionals

James Lee, Tao Wei & Suresh Kumar Mukhiya



Modeling and managing data is a central focus of all big data projects. In fact, a database is considered to be effective only if you have a logical and sophisticated data model. This book will help you develop practical skills in modeling your own big data projects and improve the performance of analytical queries for your specific business requirements.

Buy Now

ON THE MOVE

Ian Duncan moves jobs at the Australian Research Data Commons, becoming director for outreach.

Tim Cahill now works as MD of Research Strategies Australia.

Misha Shubert has started as CEO of Science and Technology Australia.

Viv Ellis is the new dean of education at Monash University.

Macquarie U appoints Magnus Nydén as executive dean of science and engineering.

Karen Becker is the inaugural head of the University of the Sunshine Coast's Moreton Bay campus.

Nat McGregor moves to the Garvan Institute of Medical Research where he will also be COO.

Helen Bartlett is ending her term at Federation University and will be the next VC and President of University of the Sunshine Coast.

John McDonald joins Charles Sturt University as executive dean, Arts and Education. He moves from Federation University.

La Trobe U confirms **Joanna Barbousas** as dean of education.

Claire Bowers becomes La Trobe University's media and comms director.

Stephen Garton will act as VC at the University of Sydney.

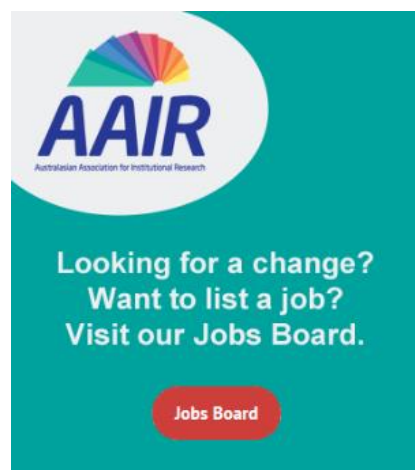
At Victoria University, **Bronte Neyland** is the inaugural PVC, future students and marketing.

Parshia Lee-Stecum is appointed assistant provost, learning and teaching in the College of Arts, Social Sciences and Commerce at La Trobe U.

PODCAST

KPMG's Talking Tertiary is back with a second season in which we will be talking to 'The Disruptors' – the people leading change in the new market entrants and within the traditional institutions. In the first episode of Season 2 Professor Stephen Parker AO talks with Beverley Oliver, Former Deputy Vice-Chancellor, Deakin University. [Listen to podcast.](#)

POSITIONS VACANT



TRAINING AND DEVELOPMENT

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

WEBINAR: DECODING DIGITAL ABUSE: PREVENTION STRATEGIES FOR 2020 AND BEYOND +

Thursday, 23 April

Sexual exploitation was not included in most campus sexual misconduct policies until recently, if at all. In a continually evolving landscape of social media platforms, apps, video and photo sharing services, surveillance technology, and more, how can outreach efforts best target effective risk reduction, primary prevention, and changing social norms? How will pending Title IX regulations impact on technology-facilitated sexual violence?

Presenter: Michelle Issadore (M.Ed)
the Vice President, Association
Management for The NCHERM Group

CSBA / ATEM 2020 Pre-SSCC Workshop



June, 2020
Wellington NZ

In conjunction with the SSCC each year, Customer Service Benchmarking Australia (CSBA) offers a benchmarking program and pre-conference workshop. In its 12th year, the program is highly regarded across the sector for providing education institutions with an in-depth understanding of their future student experience.

WEBINAR: Looking beyond the license cost: A model for measuring Tableau's ROI

Thu, April 02, 2020

Attend this live webinar and learn:

- How to evaluate analytics initiatives as a strategic objective, not a cost center.
- What customers are saying about their operational savings and benefits from accelerated and improved decision making after adopting Tableau.
- The best framework for evaluating the total economic impact of Tableau in your organization.

HIGHER EDUCATION CONFERENCES & EVENTS

Before considering registering for any events, please check with the organiser as to whether they are proceeding. Some conferences are looking at online alternatives.

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

2020 Student Service Centres Conference



**Victoria University of Wellington
New Zealand
9–11 June 2020**

The SSCC will be in its 14th year and remains a key conference on customer service for all stakeholders in tertiary education management. Find out more about previous SSCC's and keep updated on latest information. In conjunction with the SSCC each year, Customer Service Benchmarking Australia (CSBA) offers a benchmarking program and pre-conference workshop.

2020 Higher Education Finance Conference



**Novotel Sunshine Coast Resort in
Queensland
20–22 July 2020**

ATEM will again partner with Higher Ed Services to jointly deliver the 3rd Higher Education Finance Conference (HEFC). The 2020 HEFC will be the event in 2020 for higher education staff involved in finance, finance and business systems,

strategic planning, procurement and supply chain management.

Australasian Universities Safer Communities Symposium 2020



**Macquarie University City Campus
17–19 August 2020**

The AUSCA Symposium program is comprised of peer and expert-led presentations on shared themes and current issues facing the sector. It provides an opportunity for observation of leading practice across the sector, for deepening understanding of emerging risks to physical and online environments provided by universities, and to discuss the range of initiatives provided by Safer Community Units or equivalent risk and threat management units.

2020 Admissions Conference 'Adapting for Student Success'



**The University of Western Australia Perth
25–26 August 2020**

The theme for the 2020 ATEM Admission Conference draws our eyes to the horizon. What should University admissions look like in the future? How can we prepare for the unknown, be agile in an environment of disruption and change? How do we adapt and maintain transparency, cater for difference and maintain standards? And amongst it all, are we keeping the applicant and their success at the forefront of our thinking and process design?

2020 Examinations Network Conference



**Curtin University in Perth
25–28 August**

The Local Organising Committee in Perth is finalising the theme and venue details, and these will be available as soon as they are confirmed.

Tertiary Education Management Conference 2020

**"Bright Futures – Shining the Light on
Excellence"**



**13–17 September
Brisbane, Queensland**

Referring to the theme and sub-themes above, we encourage all to consider submitting an abstract to contribute to the conversation in 2020.

Opportunities for Presenting. In curating the program, the TEMC Program Committee will seek to build a program of linked discussions through the sessions.

Other ATEM Conference Update ATEM Newsletter (16 Nov)

- Safer Communities Symposium: 17–19 August Sydney
- Heads of Student Administration Conference: 26–28 August in Wollongong

The Asia-Pacific Quality Network



**Quality Assurance for Higher Education
4.0 in the Asia-Pacific Region**

POSTPONED TO 25–28 MARCH 2021
**Nanyang Academy of Fine Arts &
Singapore Management University,
Singapore**



Sub-themes:

1. Digitalization of Quality Assurance
2. Innovations in HE Accreditation in Era of Disruptive Technologies
3. Internationalization of Quality Assurance
4. Quality Assurance of Outcome-Based Teaching and Learning
5. The Role of the Governments in Higher Education 4.0

INSTITUTIONAL RESEARCHER'S CORNER

Five quick questions with Dr Rintaro Ohno

What is your job title?

Senior Assistant Professor in the Strategic Planning Office (aka the President's Office) at Tohoku University, Japan.

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

Jack of all trades, master of none!

I am providing ad hoc support, suggestions and analyses to anyone who knocks on my door. My most frequent 'customers' are our evaluation and assessment team, the financial division, as well as our PR team. Unfortunately, since I'm running from one enquiry to the next, there is not much time to personally commit to long-term projects.

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

The effect and influence of (global) politics on higher education and scientific research. This will most certainly impact the direction of our work more than any decision made by local university executives. And it will be part of our job to anticipate upcoming policies, maybe influence them, and be ready when politicians and bureaucrats implement their new and ground-breaking ideas that, without any shadow of a doubt, will solve all of the problems.

Oh, and I am sure the patchwork of brilliant ideas we will be dealing with will also make our work so much easier.

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

We have to make sure to not miss the forest for the trees!

Lots of data is nice. Detailed, automated analyses might be quite helpful. But, if all it took for good decision making was some data and a textbook analysis, 'institutional research' wouldn't be a profession in the first place. We have to really *research* our institutions (not just produce some shiny graphs and numbers), and we must not forget that we are dealing with real people.

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

...tea and cookies.

I hate dry, impersonal meetings. You should at least have the time to ask what people have been up to lately.



Connect with Rintaro via rohno@tohoku.ac.jp

CONNECT WITH AAIR

Issue 4, April 2020

Do you have something you would like to share with your IR colleagues? Please send your contributions to the editor@aaair.org.au by Friday, 3 April 2020.

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](https://twitter.com/AAIRaustralasia)



[Lizzie Li](#)

Editor, *The Institutional Researcher*

DISCLAIMER

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