



AAIR Newsletter September/October 2021



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Latest Musings From The President

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Good Reads

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FROM THE PRESIDENT

As I write this blog it is 2 months until many of us join with family and friends to celebrate the traditions of Christmas. To some, it is a religious holiday, and to others, it is a cultural and shopping phenomenon.

To me, 25 December is a time away from work and a time to get together with family and friends. At AAIR, we traditionally come together like a family at our annual forum.

Again, this year that pesky uninvited guest Coronavirus means we can't all be together face-to-face for the forum. However, we can still get together, still share stories, listen, learn, and engage in the second virtual AAIR forum on Monday 6 and Tuesday 7 December 2021. We have a fantastic forum on the horizon coming to your laptop, computer, or tablet at your desk or sun lounger. This year we have presenters from Europe, the USA, and across our region, who will inform and entertain you throughout the event.



So come along and get your AAIR booster shot ready to propel yourself into 2022. The forum is free to current AAIR members who hold either 2021 or 2022 membership, and for non-members, there is a nominal registration fee, or simply join up as an AAIR member for 2022 and the forum is free for you as well. Now, how good is that! Keep an eye on your inbox and the AAIR website for more information coming soon.

The AAIR Executive Committee has continued through 2021 to work to support your professional and

personal development in as many ways as we can within the confines of the pandemic we are living through. We hope that vaccines and the actions of our health agencies mean that in 2022 we can again meet face-to-face. In the meantime, make use of the opportunities we provide to members, albeit in a virtual environment.

Heoi anō tāku mō nāianeī

That is all for now

Stuart Terry
AAIR President



EDITORIAL

Dear newsletter readers

My sincere apologies for delivering this issue so late. There have been so many changes taking place in my work and life over the last few months. Not all these changes were positive, and some put me in doubt and distress. Now looking back, I can say that each change has led me to the next step and the place where I am now. Our Immediate Past President, Kathie Rabel, and our current President, Stuart Terry, as well as other AAIR Committee members, provided tremendous support and encouragement to me during this major transition phase. I would not have made it through without the love from my parents in China, calls, and messages from friends on both sides of Tasman. A huge thank you also goes to my mentor, Dr Jason Mazanov at ANU, who guided me and walked with me through this rollercoaster journey.

No matter where you stand or what you go through in your life, Kia Kaha! Stay Strong!

Lizzie Li
Editor, The Institutional Researcher

SECTOR NEWS AND VIEWS

Covid-19: Universities investigating vaccine mandates for staff and students:

Universities are seeking legal advice and feedback to see if they can implement a Covid-19 vaccine mandate for staff and students on campus next year. Many universities in Australia and US are allowing only fully vaccinated staff and students on university grounds. With 22,000 students coming from all over the country to Victoria University Wellington, there was a 'likelihood' that infectious diseases on campus could spread – with face-to-face teaching and lectures a big part of university life. Other universities *Stuff* contacted did not confirm whether they would impose Covid-19 vaccine mandates for campuses. (Ellen O'Dwyer, *The Stuff*, 21 Oct).

Mandatory jobs for students, staff to return to universities: The University of New South Wales, the University of Technology Sydney (UTS) and the University of Sydney are among institutions in Sydney, Australia, that will make COVID-19 vaccination mandatory for students to return to campus from this week, in line with public health orders, writes Anna Patty for *The Age* (13 Oct).

Study finds 40,000 tertiary jobs lost during pandemic: The National Tertiary Education Union launched a week of action as a study it commissioned revealed that a shocking 40,000 tertiary education staff across Australia – nearly one in five – have lost their jobs during the pandemic. And, says the study: "Job losses are getting worse, not better." Higher education has been hit harder by COVID-19 than any other industry. Most of the jobs lost in the 12 months to May 2021 – 35,000 – were at public universities. Others were lost at technical, further and vocational colleges. University job losses have been much higher this year than in the first year of the pandemic. (Karen MacGregor, *UWN*, 17 Sep).

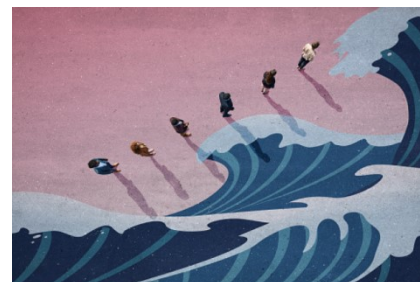
International News

THE leaders survey 2021: Running a university during a pandemic: When the current generation of university leaders applied for their posts, none of the job descriptions mentioned Covid-19. So how have they found the past 18 months? And what about the future, economic, political and environmental? We asked 180 leaders from around the globe. Paul Jump reports. Leaders across the world express strong enjoyment of their jobs. Overall,

88 per cent agree that they enjoy their current jobs, with well over half of those strongly agreeing. Only 4 per cent disagree, 3 per cent strongly. Overall positive sentiment is highest in continental Europe (which, for the purposes of the analysis, excluded the UK) and Australasia; it is lowest in Asia – but even there, 83 per cent enjoy their jobs, against just 6 per cent who do not. (Paul Jump, *THE*, 28 Oct).



Faculty diversity fell in time of crisis: New study looks back to find that faculty diversity took a hit in terms of tenure-track hires during and after the Great Recession. Study also looks ahead to warn that the same thing could happen during and after COVID-19. Four-year colleges and universities cut tenure-track hiring by 25 percent around the time of the Great Recession -- and hires of people of color declined disproportionately, especially at public and research-oriented institutions, according to a new study in *Sociological Science*. In addition to these data, the new paper offers another, urgent takeaway: the same reversal of progress toward faculty diversity could happen in the COVID-19 era, if institutions don't take steps to ensure it doesn't. (Colleen Flaherty, *insidehighered*, 18 Oct).



Enriching international students' experience post-COVID: Many international students have been stuck in their home countries, unable to travel and seek international education where they want. Or they have faced economic and social difficulties in their host countries because of the pandemic. The QS International Student Survey strongly suggests that future international students will want to receive a range of on-campus formalised support services.



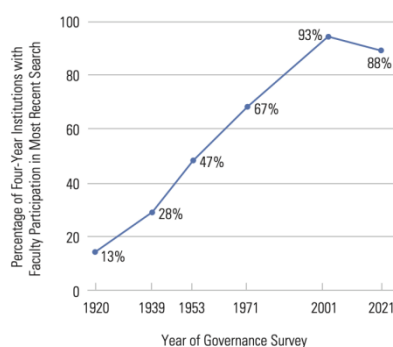
This includes student counselling, mental health advice services, 24-hour helplines and the ability for these services to provide referrals to healthcare professionals. It is also vital for higher learning institutions to provide international students with services such as employment and housing assistance, financial and banking services and access to discounted and subsidised goods (Jasvir Kaur Nachatar Singh, UWN, 16 Oct).



Faculty governance: What the data say:

American Association of University Professors survey finds overall, faculty representation is up over time, but faculty participation in presidential searches is down, as is full participation of part-time faculty members. The 2021 governance survey also asked about faculty participation in evaluations of administrators. Some 43 percent of institutions reported faculty participation in reviewing provosts. Fifty-two percent reported faculty participation in reviewing deans, and 54 percent in the review of department chairs. (Colleen Flaherty, insidehighered, 14 Oct)

FIGURE 5
Faculty Participation in Presidential Searches, 1920–2021



Source: AAUP-sponsored shared governance surveys, 1920–2021.

Global survey – 79% of students want on-campus study abroad: A comprehensive study of 3,650 students from 55 countries has indicated that the expansion of online learning during the COVID-19 pandemic has not reduced the attraction of moving countries to undertake in-person higher education in foreign universities and colleges. Indeed, the New Horizons survey by IDP Connect, part of Australia-

based international student recruitment leader IDP Education, showed that 79% of students questioned were only considering overseas on-campus options. Only 18% were prepared to start online studies at home before moving to an overseas campus. The survey found that 10% of students would choose full online study with an international institution, and 10% chose local in-person studies at a college or university partnered with an overseas institution. (Keith Nuthall, UWN, 7 Oct)



How to build data literacy to help students navigate misinformation:

Undoing the effects of disinformation is a difficult but not impossible challenge. Social media and news disinformation didn't start with COVID-19, but the pandemic, in part, has been worsened by a perfect storm of factors allowing disinformation and misinformation purveyors to have an oversized impact. Look no further than the "Disinformation Dozen"—the 12 people responsible for sharing 65% of all anti-vaccine messaging on social media. Undoing the effects of disinformation is a difficult but not impossible challenge. While Americans' political views are entrenched, multiple surveys indicate it is age, not politics, that most influences who shares fake news. Researchers at Princeton and NYU found in a study that 65+-year-olds are seven times more likely to share fake news than those aged 18-29. Translation: as we age, the harder it becomes to undo disinformation sharing and consumption. (Lucy Kosturko, UB, 5 Oct).



How many international students is too many? Universities have long argued that international students can enhance the classroom experience by exposing all students to different cultures and

experiences. However, in recent years there have been quiet rumblings that anglophone higher education's lucrative embrace of overseas students has gone too far. The pandemic has exposed some anglophone universities' financial over-reliance on overseas students. But if internationalisation takes a step back in the coming years, how much will be lost pedagogically? And will anything be gained? (Anna McKie, THE, 30 Sep).

Admissions survey in a wild year:

The 2020-21 year was a shock to the entire system of higher education. Admissions was hurt throughout, beginning as students were sent home and banned from campuses (before the 2020-21 year had even started), making it impossible for many students to see the campuses at which they would enroll. In the fall of 2020, many campuses remained closed to in-person instruction (and campus visits by prospective students). Even as some campuses started to reopen in the spring of 2021 and vaccines started to become available, many campuses were operating on anything but a normal schedule. (Scott Jaschik, insidehighered, 20 Sep)

The 6 areas that are essential in supporting international students:

International students have shown they are more determined than ever to get to the United States, and institutes of higher education are as passionate as they are about making that happen. After a period that saw rare declines in enrollment of international students coming to the U.S., this year saw 43% more applications sent to colleges and universities. That renewed optimism was fueled by a number of factors that included an improved health crisis, more in-person learning options and a more welcoming political environment. Challenges remain, but the future looks bright for those studying and seeking more opportunities in the U.S. (Chris Burt, UB, 17 Sep).



How scheduling software can help social distancing on campus:

For universities searching for ways to keep staff and students safe this fall, the predicament is grim. Are we at the end of the pandemic, or are we headed back to a world where



masks, social distancing, and all the other precautions are the new normal? Unfortunately, it looks to be the latter. While we had a chance to achieve herd immunity and knock COVID-19 out of circulation, that window appears to be closed. And it's likely to stay that way as long as politicized misinformation continues to suppress vaccination rates. That means colleges and universities must enact precautions to protect their students, faculty, and other staff members. Scheduling software allows you to replace in-person lines with virtual lines that use mobile devices to keep people up to date on their wait. (Charlie Meyer, NB, 16 Sep)



Ranking and Rating

Rankings decline delayed (again): The all but universally expected COVID-caused crunch in research performance scores does not show up at the top end of the Times Higher Education engineering and computing results. THE calls this as a good year for Australia with the local top eight all in the global 100. But the eight aren't all as is easily assumed. UNSW is = 46th in the world, followed by Monash U (55th), Uni Melbourne (57th), Uni Sydney (65th) just ahead of Uni Queensland (66th). But Uni Wollongong (83rd) is ahead of two other Go8 institutions, Uni Adelaide (92nd) and ANU (93rd) in the global top hundred. Uni Melbourne is in its accustomed top local spot at 51st in the world, up 13 places. It is ahead of ANU (=56th), UNSW (=65th), UTS (70th), Uni Sydney (74th) and Monash U (=93rd). (CMM, 7 Oct).

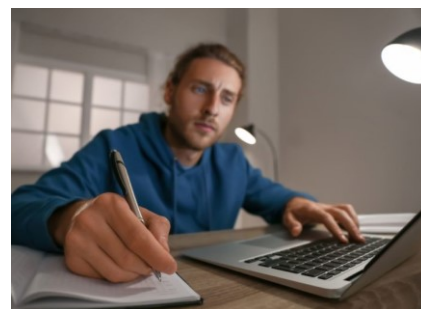
"What we value" is what we are; "what we measure" is what we become: Global university ranking agencies are effectively dictating where to place the goalposts of university performance measurement. A strong institutional focus on what we measure, with a lighter focus on what we value, leads to an emphasis on "what we will become" in driving productive action or organisational performance. Under global university rankings, the major preferred outcome under this regime is widely interpreted and understood as upward movements in such ranking schema. Competition is the opposite

scenario which gives rise to competitive self-interest universities. This initially started as public universities taking on a "commercial focus" under notions of "new public management" (NPM), including the adoption of full accrual accounting for financial reporting purposes. This approach has ascended to the apparent present-day fascination for the "micro-measurement" approach to university management, operates on a diet of ranking ascendancy in "competitive markets" (CMM, 6 Oct).

QS graduate employability rankings: Why do we measure universities' performance on the employment outcomes of their graduates? the imprecise use of term employability outcomes continues to confuse rather than inform. We argue that employment should not be considered a direct outcome of employability. An individual's employability (i.e., their professional knowledge, skills, and attributes) can influence the quality of job that is obtained but does not necessarily predict the attainment of employment itself. Universities should certainly be responsible for supporting the careers and employability learning of their graduates. But we need to do with much more meaningful and precise concepts and metrics for understanding employability outcomes than those offered by the QS rankings. (Healy & Brown, CMM, 4 Oct).

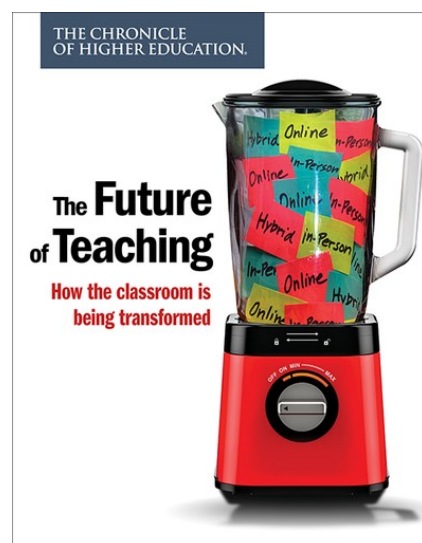
LEARNING & TEACHING

Nearly 60% of colleges want to keep distance learning momentum going: A new report highlights that pandemic-forced shifts may not be temporary. A new report from the National Council for State Authorization Reciprocity Agreements (NC-SARA) highlights how substantial the transformational shift was to distance learning during the COVID-19 pandemic and what opportunities might lie ahead. Another key data point released by the nonprofit organization is that two-thirds of students chose to do that online learning in their own state, nearly tripling the amount from the previous year to 3.9 million students, as the quick shift occurred. But even those choosing to go out of state to enroll in exclusively distance education was up by about 500,000 students. (Chris Burt, UB, 25 Oct).



Why the Bell Curve system for giving grades needs reform: Grading on a curve, particularly the Bell Curve, remains a highly controversial topic in education, from schools to higher education institutions. Instead of encouraging motivation and innovation, grading on the Bell Curve has caused harm to both teachers and students in many ways. Rather than giving students the grades that reflect their actual performance, the Bell Curve mandate forces professors to judge students' performances against those of others. It is time for institutions that use the Bell Curve to reform their grading system to ensure that students are judged on their merit and are able to achieve their potential without being arbitrarily limited. (Aida Murad, Haziqah Jefri and Phan Le Ha, UWN, 23 Oct).

The future of teaching: Drastic changes in course delivery and instruction over recent years are leading to conversations among college leaders and faculty members about what effective teaching looks like for students today. This report offers a holistic examination of the future of teaching that will help you decide what kinds of instruction your institution should offer and how best to support faculty members and students to teach and learn effectively.



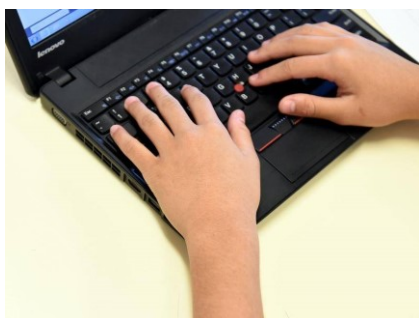
Imagining the Hybrid College Campus:

The pandemic undoubtedly inflicted real pain on higher education during the past year, but it also brought about clarity for what's next. Much has already been written about how Covid-19 forced schools to accelerate their blending of in-person and online learning. While this abrupt shift created significant challenges, this hybrid model will in the long run greatly enhance the classroom experience. Toward that end, universities need to act now to break down barriers to access and reach a broader, more diverse population of students in the pipeline to college, to meet the needs of a changing workforce, and to provide life-long learning and career opportunities for working adults. (Jeffrey J. Selingo & Cole Clark, HBR, 8 Oct).



Court orders block to uni cheat website:

For the first time, a court has ordered Australia's largest internet providers to block access to an academic cheating service. The five-year injunction, made after an application by the nation's university regulator, requires Telstra, Optus and 49 other telcos to prevent access to AssignmentHelp4You.com and an associated URL. The company had been permitting advertising of academic cheating services including essay writing, the Tertiary Education Quality and Standards Agency said. (Luke Costin, mandurahmail, 7 Oct).



Offshore learning hubs keep overseas students engaged:

Universities in Australia and New Zealand, where borders have remained closed to international students for over 18 months, have found innovative ways to keep online learners engaged by setting up special learning centres in China. Many universities swiftly moved to online

learning when the pandemic emerged and borders were closed to foreign students from early 2020. But keeping students engaged, so that they do not drop out or defer, until borders re-open has been an additional challenge for universities heavily dependent on international student fees. Manning predicts offshore student hubs will have a life beyond COVID. (Yojana Sharma, UWN, 25 Sep).

Five of eight NZ universities see rise in cheating in 2020:

Figures released to Checkpoint under the Official Information Act show five out of eight universities had an increase in cheating last year. Lecturers say the issue is far worse than figures show, as lockdowns disrupt valuable face to face teaching. (RadioNZ, 14 Sep)



Opinion: letter grades are failing students and schools:

Many educators argue that it's time to retire the letter-grade system once and for all, because it's inessential, subjective, needlessly competitive and a distraction from actual learning, among other things. A score on a valid assessment, if it represents an actual demonstration of skill and ability, is fine if used to help the student master and move on, and never to compare that student to others. One analogy is the baseball card, which uses stats to tell you all about a player but is never reduced to a single number, because that would make no sense. Any workable scoring system must have a requisite level of achievement and performance, and let a student know where they stand. Most students start behind, many severely behind, and need a personalized program to get them caught up as rapidly as possible. (Mark Siegel, govtech, 10 Sep). 4



Student Retention and Success

Driving Results in Higher Education with Data: this case study to find out how

Maryville University in St. Louis is using a data lake to improve student success and retention.



Driving results in higher education with data

Maryville University uses data lake to improve student success and retention

Maryville University recently launched an ambitious, multi-phased project to collect and analyze data to improve student success. To make the data immediately actionable and impactful, the university decided to focus on improving student retention first. University leaders recognized that while it is important to successfully complete their first semester and for more long-term retention, graduate than those who do not. The goal is to use data and predictive analytics to proactively identify at-risk students, proactively intervene to help them stay on track, and continuously learn from the data being collected.

At the center of this university's vision is a data lake, built on Amazon Web Services (AWS), that serves as a central repository for all student-related data. Data collection is a common challenge in higher education, and Maryville was no exception. In just six weeks, IT staff implemented the data lake and achieved the mission-driven goal of beginning to use data to improve student success.

Maryville University

Private university located in St. Louis, Missouri

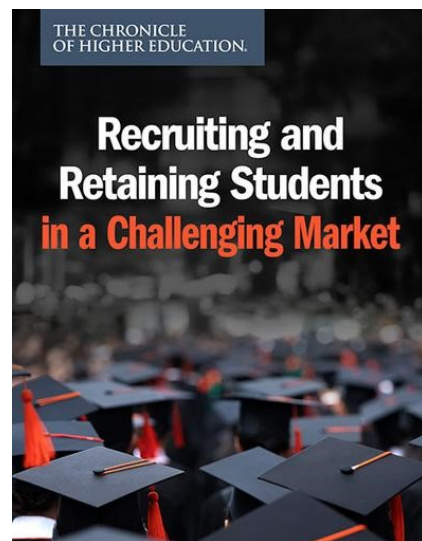
90+ degree programs in Arts & Science, Business, Education, and Health Professions

Nearly 11,000 students enrolled; 50 percent undergraduate; 50 percent graduate and doctoral

Approximately 7,000 online students

Recruiting and retaining students in a challenging market:

This report outlines what those students need from your college, with insights from experts and innovators who've achieved documented success. Inside you'll find strategic advice for building enrollment and keeping students engaged, case studies from different kinds of institutions across the country, and a Chronicle analysis of which institutions are leaders in retaining and graduating today's more diverse students.



THE CHRONICLE OF HIGHER EDUCATION.

Recruiting and Retaining Students in a Challenging Market

Faculty and staff's expanding role in student success:

When college campuses abruptly closed in March 2020 and coursework moved online, many students struggled, grappling with feelings of loneliness and anxiety, along with financial troubles and practical concerns like access to technology and childcare. During this time, college faculty and staff found themselves on the front lines,



working to keep students enrolled and protect their well-being. Now, as campuses have reopened, faculty and staff continue to have a key role in keeping students engaged, connected, and able to get the mental and emotional support resources they need. Faculty and Staff's Expanding Role in Student Success covers five key trends that count on faculty and staff influence and intervention to help students succeed.



Employability & Graduate Outcomes

How colleges in 3 states aim to help students better market their job skills:

Awarding micro-credentials may help colleges better prove the value of their programs. A potentially ground-breaking model that will allow more college students to earn micro-credentials to market themselves to potential employers will be tested in three states. Here's the basic "credential-as-you-go" concept: College students will be awarded credentials, certificates or badges to provide employers with evidence of their new skills even before they get a two-year, four-year or graduate degree, says Larry Good, president and CEO of the Corporation for a Skilled Workforce, one of the organizations spearheading the new initiative. (Matt Zalaznick, UB, 27 Oct)



How students are navigating changes in career plans:

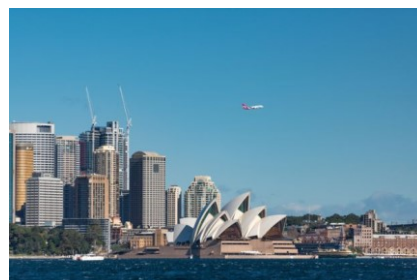
As the pandemic has forced students to make shifts in their career

decisions, career centers can help equip them to adapt, writes Austin Wechter. In the latest Student Voice survey from Inside Higher Ed and College Pulse, with support from Kaplan, 2,000 undergraduate students were asked how the pandemic has changed their decisions about when to graduate and what to do after graduation. Here are three essential strategies career centers can deliver to students when career plans change. career centers can best prepare students by providing a defined college-to-career process, identifying their transferable skills and educating them on the market. With these key strategies and essential information, students will be well equipped to navigate their career-related decisions. (Austin Wechter, insidehighered, 20 Oct)



Australia must improve its post-study employment offer:

A more liberal visa regime could also help fill skills gaps as Australia looks to recover from the pandemic. As confirmed by the latest instalment of IDP Connect's New Horizons research into international student attitudes, there is still a healthy appetite for overseas study all over the world. But four out of five students who intend to pursue a degree abroad report that they would consider only in-country, on-campus options. And only 10 per cent would consider a complete online-only study option. That is bad news for Australia given that its borders remain largely closed to international students. It no doubt explains why nearly 40 per cent of our respondents would prefer to study in Canada and 17 per cent in the US or the UK, while only 16 per cent now see Australia as their first choice. (James Cauchy, THE, 16 Oct).



Staff and Student Wellbeing

College equity summit to focus on equity, access for all students:

Higher education administrators and state leaders will move beyond statistics to learn more about student experiences with college accessibility, affordability and equity in Missouri. The Missouri Department of Higher Education and Workforce Development's third annual Equity in Missouri Higher Education Summit is 8:30 a.m.-noon today-Thursday and brings together state and national speakers to talk about the state of higher education, what kind of students are being served and how institutions can improve serving diverse populations and be more equitable. (UB, 26 Oct)

Supporting students with long COVID:

Disabilities services professionals want to get the word out about how students may be affected by long COVID. A new workbook offers tips for those helping these students navigate college while coping with the virus's lingering effects. The long-COVID task force facilitated by Jarrow has published a workbook to help others in the field who are navigating this issue. The task force is currently revising the formatting of this document to make it fully accessible for individuals with disabilities using assistive technology. (Elizabeth Redden, insidehighereducation, 22 Oct).

How one college enhanced mental health services to reach 30% more students:

Tragic mental health outcomes have been well documented, from the rise in anxiety and depression among young adults to the reports of suicide that have pushed at least two universities this year—Saint Louis University and the University of North Carolina at Chapel Hill—to cancel classes and allow communities to heal. Overburdened, overwhelmed and still coping with the impacts of COVID-19, college wellness centers are being counted on to be that backbone of support and services for students. But they can't do it alone. Increasingly, institutions are turning to telehealth and forging alliances with partners like Mantra, which can help increase the network of providers. Along with their own services, that three-pronged approach is giving students 24/7, 365-day access to care if needed, both on- and off-campus. Hamilton College Wellness Center director discusses holistic approach to care, boosting resources through hybrid model. (Chris Burt, UB, 13 Oct).





After reports of two suicides, this university is giving students a mental health day: The University of North Carolina faces another crisis moment, offers break and resources to community. University leaders are asking students, staff and faculty to lean on another and utilize resources provided on campus to ensure they are OK through the rest of the week. The announcement was released on Sunday, which was World Mental Health Day. The pain has been numbing for higher education, exacerbated further by a pandemic that has stoked fear, anxiety and isolation among vulnerable populations of young students who already had been adversely affected by mental health struggles. According to numbers from a 2019 study of 86,000 students provided by the American College Health Association, nearly 14% had thought of attempting suicide. Another 2.3%, or roughly 2,000, actually tried it, while almost 10% self-harmed. (Chris Burt, UB, 12 Oct).

How to reduce serial bullying and harassment in higher education: Although the literature on bullying and harassment is growing rapidly across a wide range of international workplaces, unfortunately attempts to eradicate bullying and harassment are not succeeding at the same speed. In fact, bullying and harassment in the corporate workplace and in academia continue to thrive in the dark spaces of glocal (local and global) workplaces – and the faces of the perpetrators are etched in the minds of employees who have been traumatised by them. So who are those perpetrators? It is important to recognise that not all are male. Although Chen Wang and Robyn Doolittle assert that “universities keep women from rising to the top” and that they are “locked out of the ivory tower”, there are women leaders who are fortunate enough to have gained entry to ivory towers and who, unfortunately, have emulated the bullying personae of some of their male counterparts (the so-called Queen Bee phenomenon), although they often remain less visible. (Fay Patel, UWN, 9 Oct).



BIG DATA, DATA ANALYTICS BUSINESS INTELLIGENCE

The state of data innovation 2021: Splunk, along with researchers at the Enterprise Strategy Group, set out to measure data innovation, surveying 1,250 senior IT and business decision-makers worldwide, across industries, at larger organizations to assess their data practices, their innovation infrastructure, and their results. This report, “The State of Data Innovation 2021” summarizes the findings. The project started with a definition: Data innovation is the reinvention or fundamental transformation of business processes through the use of new types of data analysis or the analysis of new data sources. The thesis was that organizations with the best data capabilities should be using that data to generate more innovation — and having more meaningful impact on their businesses.

Data Leaders Innovate Broadly
Leaders are more likely to employ data innovation across all use cases.



Ransomware risk: 6 steps colleges can take to help prevent cyberattacks. Why having proper assessments in place and having a team to lean on is so important to handling potential breaches. Colleges and universities have been relatively soft targets for online thieves looking to steal the latest research or personal information on students. Howard University, the University of California at San Francisco and University of Utah are among at least two dozen institutions where major breaches have occurred since the start of the COVID-19 pandemic. UB interviewed Jim Shreve, a Chicago-based partner at Thompson Coburn LLP, is one of a number of attorneys across the U.S. who help advise institutions on their potential risks to cyberattacks, giving clients a deep assessment of how well prepared they are for attacks. (Chris Burt, 18 Oct).



Modern campus to use blockchain for verifying credentials: According to a 2018 study from the French research firm Florian Mantione Institute, nearly 70 percent of investigated job applicant resumes included misleading information, and 29 percent of diploma fraud cases involve someone submitting a diploma they didn't earn. The scope of academic fraud has created a demand for digital tools that would allow employers to quickly verify an applicant's qualifications. To help prevent credential fraud and recruitment mistakes, the Canada-based ed-tech company Modern Campus has partnered with French blockchain software developer BCdiploma to use its online tool for storing and sharing career credentials via blockchain, the open-source digital ledger technology behind cryptocurrencies. The ed-tech company BCdiploma is lending its blockchain tool for verifying credentials to Modern Campus and its course management system for students, reducing the need for paper transcripts and certifications. Brandon Paykamian (govtech, 13 Oct).



Why higher ed institutions must identify and account for technical debt. Technical debt is a term used in software development to describe the inevitable debt – money, resources, and time – that organizations incur due to the expedient delivery of services. (Wayne Bovier, 11 Oct).

Why higher ed institutions must identify and account for technical debt: Technical debt is a term used in software development to describe the inevitable debt – money, resources, and time – that organizations incur due to the expedient delivery of services. Most CFOs, CIOs, and senior executives have not strategically evaluated or accounted for technical debt. Although accelerated by the pandemic, these ecosystems are years in



the making due to siloed organizations where IT is engaged as a cost or service center instead of as a partner. IT teams, in turn, do their best to maintain these, often outdated, systems. But working long hours to “keep the lights on” stops them from innovating and improving the value they bring to the students, faculty, and staff. (Wayne Bovier, UB, 11 Oct).



Almost half of organizations still struggle with the quality of their data: Businesses are challenged with the diversity, scale, and distributed nature of data, but 56% of data leaders are using analytics tools to improve tech and employee performance survey of almost 400 business decision-makers finds. Nearly half (48%) of organizations are still struggling to use and access quality data as underlying technology is failing to deliver on a number of critical functions. According to new research conducted by ESG in partnership with InterSystems, while organizations are looking to rapidly progress how they deliver data across the value chain, many are still faced with security (47%), complexity (38%), and performance (36%) challenges. The research, conducted among almost 400 IT and business professionals, found that despite issues in data quality, organizations are looking to put an emphasis on simplicity and self-service to democratize data and empower experts and generalists alike, helping provide rapid access to actionable insights, alleviate burdens, and boost productivity (Insidebigdata, 11 Oct).

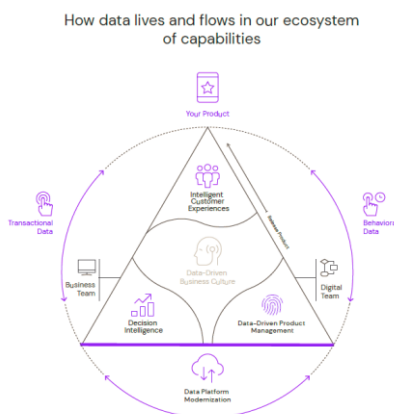
RISING TO THE 5G MOMENT: With a new generation of students and ever-transformative innovations in technology, higher ed's essential adoption of 5G is here. How can college and university leaders best prepare for this change and ensure their institutions' success in navigating this new frontier? Download *Rising to the 5G Moment* to learn how colleges can make the most of the transition to this new technology environment. Learn about the benefits of 5G, specific to higher ed and how it can be implemented throughout your institution. The time to meet the moment is coming.

Don't miss your opportunity to get a head start.



From storage to story: delivering new value by unlocking the power of data:

When it comes to data, does your organization operate with a Storage mindset or a Story mindset? Are you collecting data and allowing it to go dark without a clear purpose, or are you actively identifying, capturing and uncovering the stories data can unleash? “From Storage to Story: Delivering New Value by Unlocking the Power of Data,” on ways to make data work in four clear ways, while helping you take yours from Storage to Story, from modernization through to product optimization. The company's approach is focused on creating digital products with data to enhance customer and business outcomes.



REPORTS AND RESOURCES

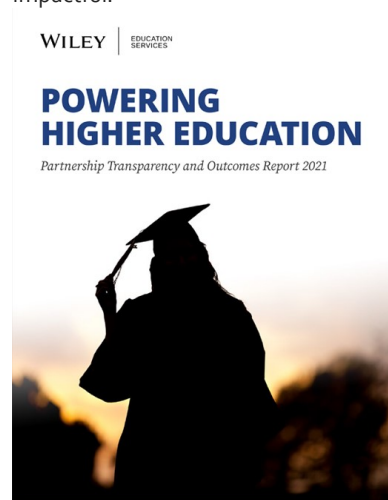
Ready to learn, ready to work: Deloitte's latest report, in collaboration with Coursera, explores how higher education institutions can support student employability to help drive economic recovery and reduce unemployment. The trifecta of a changing economy, an evolution of the workplace, and the need

for new skills pathways provides a unique opportunity for colleges and universities to integrate in-demand skills development and lifelong learning to their core educational mission of teaching and learning. The report shows how higher education institutions can:

- Align skills development with market needs to drive economic recovery
- Redesign the learning pathway to improve student access and affordability
- Embrace public-private partnerships to amplify the impact of higher education

Powering higher education: partnership transparency and outcomes report 2021.

Transparency is important, especially in the complex world of higher education. That's why Wiley Education Services is sharing how they support their partners and students – plus the results of these strategies and solutions – in their newest report. *Powering Higher Education: Partnership Transparency and Outcomes 2021* offers insights and data to show you what Wiley helped universities and learners achieve by making education more accessible, affordable, and impactful.



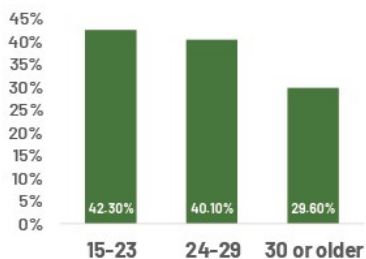
Survey of the higher ed landscape 2021:

As 2021 comes to a close, it is hard to believe that Covid-19 remains at the forefront of every conversation concerning the present higher education landscape. But the reality of the matter is that the pandemic has fundamentally disrupted the longstanding relationship between college enrollment and economic growth. And with no real end in sight, institutions will now have to pivot their approach and find new ways of pursuing a shrinking pool of potential students in more thoughtful and strategic ways. One thing is clear, the challenge of attracting, enrolling, and retaining new students and taking your existing students through to graduation will not

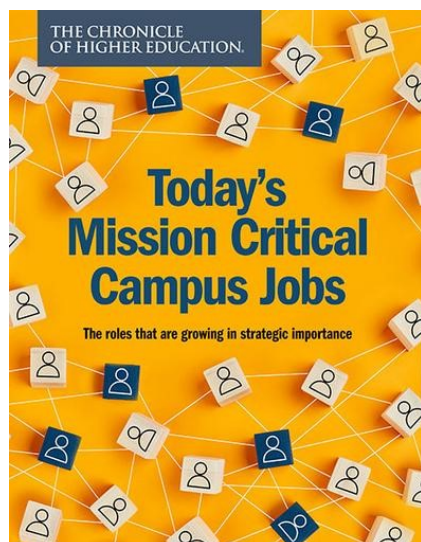


be an easy one, but one that will require innovation, flexibility, and thoughtful, clever marketing. Messages like affordability, relevancy of occupational outcomes, stackability, flexible scheduling, and hybrid options are all part of the future of higher education's bigger goal of focusing on enhanced student services and overall experiences.

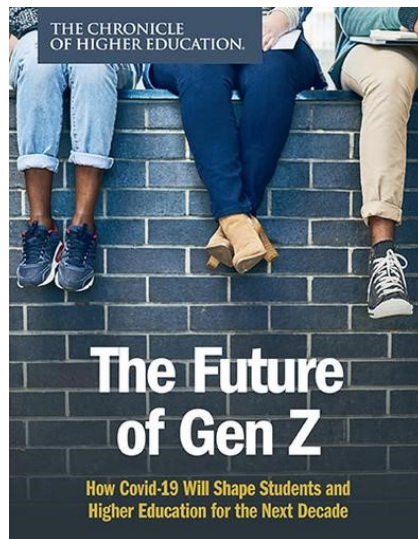
Students faced an unprecedented type of financial insecurity, particularly for those 29 and younger.



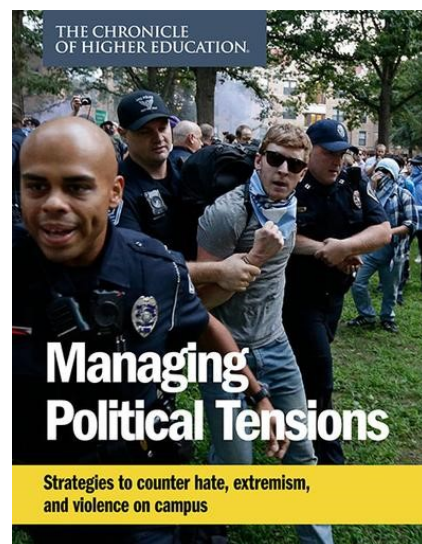
Today's mission critical campus jobs: It takes more than a president to run a campus. As the task of operating an institution has grown increasingly complex, so have the jobs of some key, but sometimes overlooked, players. The Chronicle has identified 12 roles of growing importance to the strategic success and overall health of the contemporary institution of higher ed. Some of these roles are in the C-suite while others appear elsewhere on the organizational chart but have found themselves at the table making decisions with top leaders or managing front-line risks. This report explores how these positions have traditionally functioned, why they've recently grown more essential, and how they're continuing to evolve to help their campuses meet the challenges of the future.



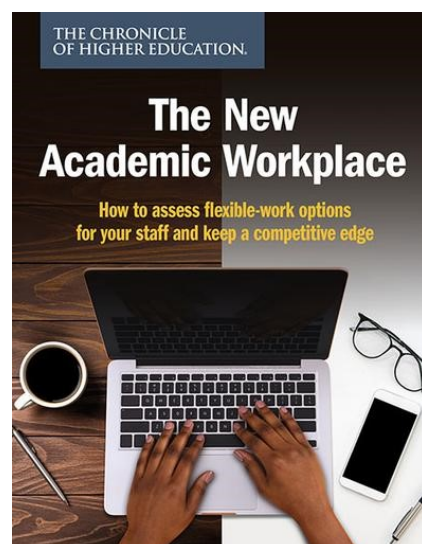
The future of Gen Z: How Covid-19 Will Shape Students and Higher Education for the Next Decade. Higher education has experienced demographic droughts and global calamities before, but rarely have both occurred at the same time. At the most basic level, students are worried about their safety and well-being, and hesitant about paying for a residential experience that's even partly virtual. The pandemic has also had a dramatic psychological effect among Gen Z-ers on the path to college.



Managing political tensions: Strategies to Counter Hate, Extremism, and Violence On Campus. The deadly events at Charlottesville in 2017 served as a warning to campus leaders: Colleges can't hide from societal tensions. They must acknowledge and work to resolve them, while building a campus culture that is both empathetic and alert to perils. This Chronicle issue brief will help leaders understand the roots of rising political polarization, anti-intellectualism, and hate speech, among other tensions. And it will provide them with tools to educate their communities and thwart, or at least de-escalate, threats to their campuses.



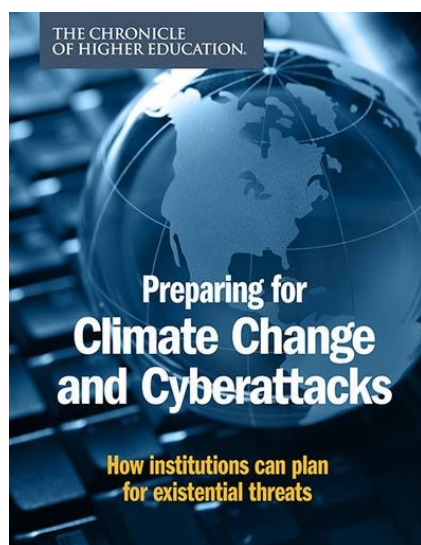
The new academic workplace: Like other workplaces across the country at the height of the Covid-19 pandemic, many colleges sent staff home to work remotely, either full- or part-time. Now many colleges are considering whether remote or hybrid work should remain an option. But identifying the work arrangements most appropriate to your institution and to various roles is a complex process. This report will help you develop a policy that will support and advance your institution's mission. Full of expert advice and case studies, it also includes data from a Chronicle survey of administrators and human-resource professionals on factors influencing their thinking about new work models.



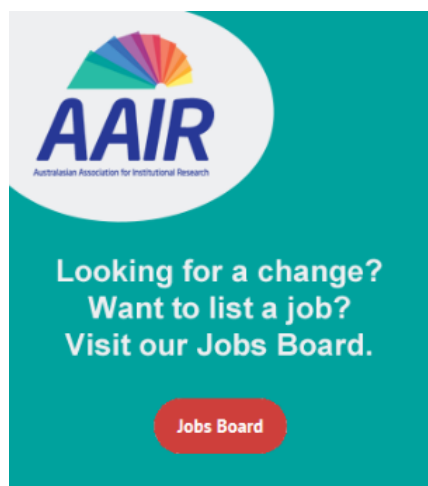
Preparing for climate change and cyberattacks: The last several years have shown how quickly and drastically the unthinkable can upend colleges' expectations. That's why college leaders must plan and prepare for managing the unimaginable. Climate change and cyberattacks can seem so far-off that they become low priorities on a day-to-day



basis, but their impact on colleges' campuses, operations, and ability to achieve their missions can be existential. The effects of wildfires, floods, drought, and more-intense storms have already forced colleges to recover and rebuild, and many institutions are taking steps to adapt in anticipation of what's to come. The risks aren't just physical. Universities, with their vast storehouses of data, their ethos of providing access to information, and their highly distributed and decentralized operations, have become prime targets of hackers and other cybercriminals.



POSITIONS VACANT



PODCASTS



[Women at Work: conversations about where we're at and how we move forward.](#) Season 7 Episode 1 What It Takes to Make a Major Change? If you're looking to upgrade your work life, know

that it's possible, manageable, and worth the effort. Two women reflect on the actions they took that ended up elevating not only their careers but also their all-around satisfaction. Episode 2 Leaders to Learn From: In leading their teams and organizations through a crisis, women have repeatedly stepped up to the plate. We celebrate four of these women and highlight the ways they've been resetting priorities, demonstrating resilience and agility, and communicating effectively. Then, leadership coach Muriel Wilkins gives advice for taking care of yourself while taking care of the people you manage.

[What now? What next? Insights into Australia's tertiary education sector:](#)

Claire Field talks with leaders and experts from within the Australian tertiary education sector and across the global ed-tech sector.



[How to educate with resilience when everything changes with Crystal DeJaegher:](#)

The pivot from face-to-face interaction to online interaction is happening across many industries, especially in education. There are ways that technology can enhance your online teaching, but it can be difficult to know where to start if you're not sure how to adapt your in-person strategies to on-screen learning. In this post, education and technology professional, Crystal DeJaegher, shares advice for developing a virtual teaching practice that works for you.



The podcast, **Illumination by Modern Campus**, focuses on the transformation of the higher ed landscape, where we speak to leaders across the board about the trends, ideas and opportunities that are shaping the future of higher ed. We'll also share some best practices and advice that leaders can apply to their own institutions. On our [first episode](#), we spoke with Eric Bullard, Dean of Continuing Education and Extension at UCLA, about the key role professional and continuing education divisions play in driving innovation for the institution.



TRAINING AND DEVELOPMENT

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

[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.

[ATEM programs](#)

The Association for Tertiary Education Management provides high quality professional development and leadership programs for the tertiary education sector in Australia and New Zealand. Professional development events can be found by [Browse the ATEM PD programs calendar](#) or [Search programs and events by region](#).





INSTITUTIONAL RESEARCH CONFERENCES & EVENTS

LOOKING FOR AN EVENT?

Look no further!

AAIR finds the most relevant events in the IR space and brings them together for you on our website.



**CONFERENCES, EVENTS, TRAINING, PROFESSIONAL
DEVELOPMENT, WORKSHOPS, AND MORE ...**

Click here to visit aair.org.au/events



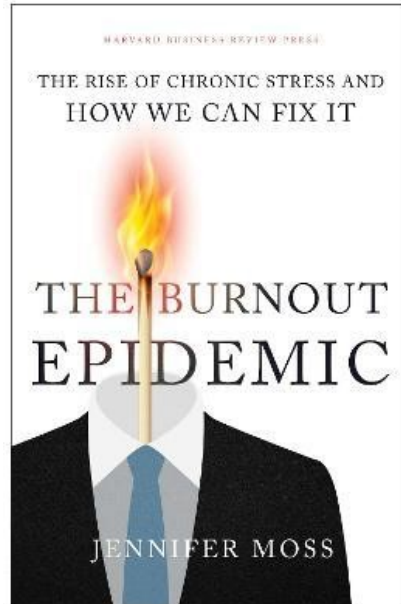
Altis Public Training Courses

Build your Information Management knowledge and hone the skillsets required to manage the proliferation of organisational data. From strategic planning to implementation and management, our extensive suite of training courses provides you with critical insights and structured learning across the IM value chain.

GOOD READS

The Burnout Epidemic: The Rise of Chronic Stress and How We Can Fix It

Jennifer Moss

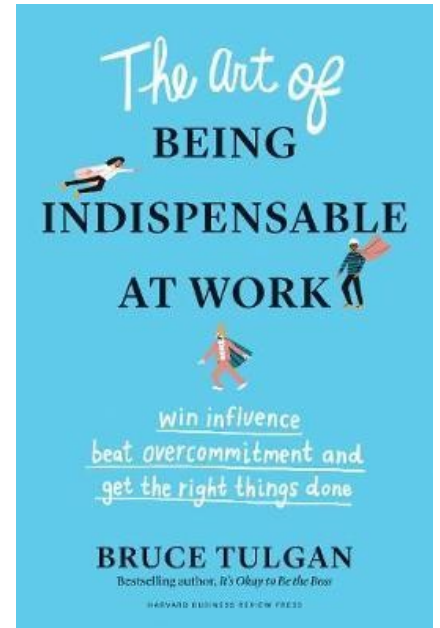


In this eye-opening, paradigm-shifting, and practical guide, Jennifer Moss lays bare the real causes of burnout and how organizations can stop the chronic stress cycle that an alarming number of workers suffer through. As the pandemic has shown, self-care is important, but it's not a cure-all for burnout. Employers need to do more. With fascinating research, new findings from the pandemic, and interviews with business leaders around the globe, *The Burnout Epidemic* offers readers insightful and actionable advice that will empower them to help themselves—and their employees—feel healthier and happier at work.

Buy Now

The Art of Being Indispensable at Work: Win Influence, Beat Overcommitment, and Get the Right Things Done

Bruce Tulgan



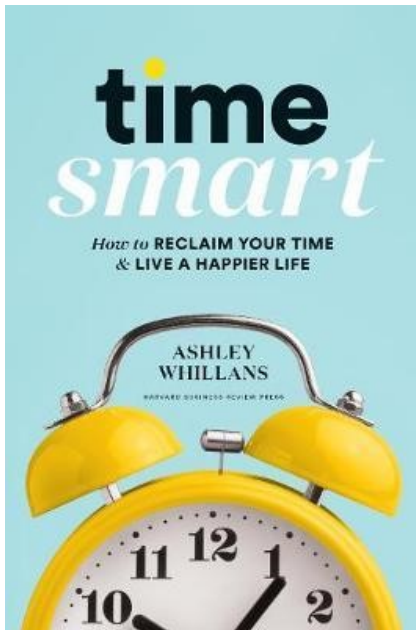
Based on an intensive study of people at all levels, in all kinds of organizations, Tulgan shows how go-to people think and behave differently, building up their influence with others—not by trying to do everything for everybody but by doing the right things at the right times for the right reasons, regardless of whether they have the formal authority. This book will teach you to: Understand the peculiar mathematics of real influence; Lead from wherever you are—up, down, sideways, and diagonal; Know when to say "no" or "not yet," and how to say "yes"; Keep getting better and better at working together. And much more. "The Art of Being Indispensable at Work" is the new "How to Win Friends and Influence People" for an era in which the guardrails of traditional management have been pulled away.

Buy Now



Time Smart: How to Reclaim Your Time and Live a Happier Life

Ashley V. Whillans

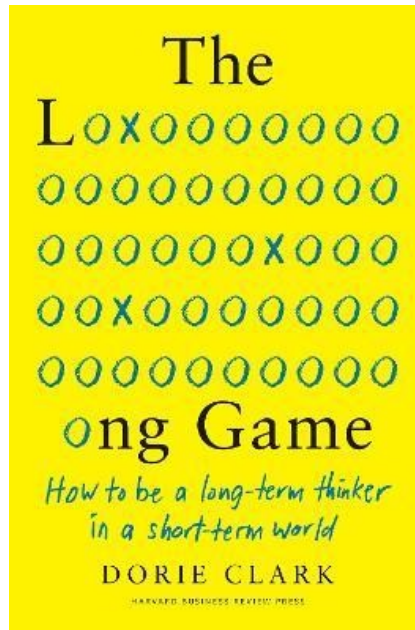


Time Smart is your playbook for taking back the time you lose to mindless tasks and unfulfilling chores. Author and Harvard Business School professor Ashley Whillans will give you proven strategies for improving your "time affluence." The techniques Whillans provides will free up seconds, minutes, and hours that, over the long term, become weeks and months that you can reinvest in positive, healthy activities. Time Smart doesn't stop at telling you what to do. It also shows you how to do it, helping you achieve the mindset shift that will make these activities part of your everyday regimen through assessments, checklists, and activities you can use right away. The strategies Whillans presents will help you make the shift to time-smart living and, in the process, build a happier, more fulfilling life.

Buy Now

The Long Game: How to Be a Long-Term Thinker in a Short-Term World

Dorie Clark

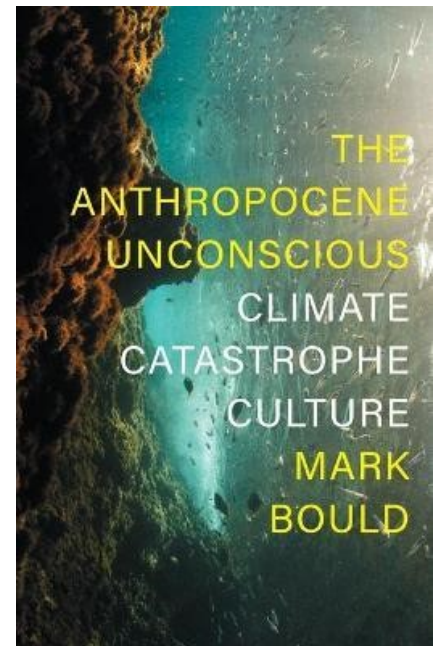


In The Long Game, Clark shares unique principles and frameworks you can apply to your specific situation, as well as vivid stories from her own career and other professionals' experiences. Everyone is allotted the same twenty-four hours—but with the right strategies, you can leverage those hours in more efficient and powerful ways than you ever imagined. It's never an overnight process, but the long-term payoff is immense: to finally break out of the frenetic day-to-day routine and transform your life and your career.

Buy Now

The Anthropocene Unconscious: Climate Catastrophe in Contemporary Culture

Mark Boulton



Tracing the outlines of the Anthropocene unconscious in a range of film, television and literature - across a range of genres and with utter disregard for high-low culture distinctions - this playful and riveting book draws out some of the things that are repressed and obscured by the term 'the Anthropocene', including capital, class, imperialism, inequality, alienation, violence, commodification, patriarchy and racial formations. The Anthropocene Unconscious is about a kind of rewriting. It asks: what happens when we stop assuming that the text is not about the anthropogenic biosphere crises engulfing us? What if all the stories we tell are stories about the Anthropocene? About climate change?

Buy Now

ON THE MOVE

ANU announces women's safety and equality advocate **Brittany Higgins** is inaugural visiting fellow at its Global Institute for Women's Leadership.

At Uni Wollongong, **Corinne Cortese** starts as interim dean of Graduate Research. Hers is an internal appointment.

Birgit Loch is moving to Uni New England, to become faculty dean of Science, Agriculture, Business and Law.



Ken Sloan on his way to start as VC of Harper Adams U in the UK. VP Government Relations.

Adrienne Nieuwenhuis is appointed new TEQSA commissioner.

INSTITUTIONAL RESEARCHER'S CORNER

Five quick questions with Simon Potts



What is your job title?

I've just started as the Manager: Planning and Analytics at the University of South Australia.

NB: I'm a boomerang AAIR member and have returned after a few years working in academic services and quality improvement.

Briefly, how would you describe your role in your institution?

My role is to design and implement business intelligence systems/resources to support strategic planning, monitoring, and review.

From your perspective, what are your expertise in institutional research?

It's critical to understand the business and market context, have effective communications and stakeholder engagement, and be solutions/results focussed ...

... plus be an expert in matrix arithmetic, etc.

What do you believe will be the future priorities or the emerging areas for institutional research, in particular since COVID-19?

I've only been in the role for a few weeks, but instinctively, I think the changing environment and business model(s) will require more insight to support strategic and integrated workforce planning/management.

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

... my Luckdragon!

Simon's LinkedIn profile is [here](#).

CALL FOR CONTRIBUTIONS

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@aaair.org.au.

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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