As the year is coming to an end, I would like to wish you and your loved ones a Merry Christmas and a Happy New Year!

Wishing You Joy, Peace and Hope! Happy Holidays, Everyone!

This portion of the newsletter is devoted to keeping you informed
about changes such as readers who relocate to new positions and/or institutions, professional recognition awards and honors, retirements, deaths, newly hired colleagues, promotions, etc. If you become aware of a change on your campus or elsewhere which should be mentioned in "The Changing Scene," please send me a note with the key facts at (Timothy.Chow@Rose-Hulman.Edu). Keep it brief, but include the information you think others would like to know.

KEN BROWN (brown@oir.arizona.edu) has retired from full-time employment at the University of Arizona effective this past July 1. Ken has truly enjoyed working with and learning from many people in AIR, RMAIR, and AZAIR. He found that these folks are always very helpful with advice and techniques as well as responsive to inquiries over the years. Ken will miss them all. This past September, Ken started to do some part-time IR work for UA South, a branch campus of the University in Sierra Vista, AZ; so Ken will still be involved, albeit not as active as in the past. Happy Retirement and Best Wishes, Ken!

SHUQIN GUO (guosn@ucmail.uc.edu) formerly Specialist for Research and Planning at the Chancellor's Office of the California Community Colleges has recently assumed the position of Director of Research and Assessment at the University of Cincinnati, OH. Congratulations, Shuqin!

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* AIR NEWS - 2004 AIR Grants Program (DEADLINE: JANUARY 15, 2004) *
* Timothy Chow, Rose-Hulman IT, (Timothy.Chow@rose-hulman.edu) *
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The 2004 Grants Guidelines are now available. There are Research Grants of up to $30,000 and Dissertation Fellowships of up to $15,000, the new AIR/NPEC Focused Grants on student success range from up to $15,000 (for dissertation fellowships) and up to $30,000 for other activities, and 50 Fellowships for the NSF/NCES Summer Data Policy Institute. The DEADLINE to submit a proposal for the 2004 AIR Grants Program is JANUARY 15, 2004. For more information and to obtain proposal guidelines, please visit the AIR Web site at http://airweb.org or contact Alicia Trexler by phone (850) 644-6387 or mailto:atrexler@mailer.fsu.edu.

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* AIR NEWS - AIR Board Eletions (Members to Vote by January 8, 2004) *
* Timothy Chow, Rose-Hulman IT, (Timothy.Chow@rose-hulman.edu) *
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AIR members' help is needed in selecting the leadership for the Association for Institutional Research (AIR). The online polling place is open until January 8, 2004, for the 2004 AIR Board of Director's election. The Board joins me in encouraging you to participate in this very important activity. Please vote.

The AIR Election Web site can be found at http://airweb.org, then select "Members Only" on the right of the top menu bar.

Once you enter the Members Only section, click on "2004 Ballot" near the bottom of the left side menu bar. You will then enter the secured voting site. This is to ensure anonymity and one vote per eligible association member.

You will then be able to review the ballot, including photographs and
profiles of the candidates and cast your vote.

Please cast your ballot by clicking the button labeled "Click here to cast your ballot." If you have any difficulties or encounter problems, please notify AIR via mailto:air@mailer.fsu.edu or call 850-644-4470.

Finally, please accept my wishes for a productive close to 2003.

Sincerely,

Richard A. Voorhees
Immediate Past President
Nominating Committee Chair

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* AIR NEWS - Clarification of US News Peer Assessment Surveys        *
* Peggye Cohen, AIR-HEDPC, (peggye@gwu.edu)                         *
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We understand that a research group called Opinion Research is currently contacting presidents, provosts, and/or directors of admission to find out information about how the schools completed their US News peer assessment surveys. The purpose of this notification is to let you know that Opinion Research's survey was not commissioned by US News, and that US News has no relationship with Opinion Research.

Peggye Cohen
Chair, Higher Education Data Policy Committee

Bob Morse
Director of Data Research
U.S. News & World Report

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* NEWS - Readers' Response to Recent Article in Business Officer     *
* Timothy Chow, Rose-Hulman IT, (Timothy.Chow@rose-hulman.edu)       *
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December 2, 2003

Gerry Romano, CAE
Editor in Chief, Business Officer,
and Director of Member Communications
National Association of College & University Business Officers
2501 M St., NW, Ste. 400
Washington, DC  20037

Dear Mr. Romano,

As institutional research directors, we would like to like to thank Lisa Petrides for her article in the November 2003 issue concerning the issue of using of information to support decision-making and planning. While we would hope that increased use of technological tools such as integrated Enterprise Resource Planning systems, (e.g., PeopleSoft, SCT, etc.), data warehousing, and data mining mitigate some of the challenges that Dr. Petrides highlights, we certainly agree that the most important issues for turning data into institutional intelligence and for acting on the basis of that intelligence involves not technology but rather human resources and
organizational behavior. Specifically, we feel that the professional competencies and professional development opportunities of higher education knowledge workers (whether or not they have the title institutional researchers) are paramount for turning data into good decisions.

In his article On the Nature of Institutional Research and the Knowledge and Skills It Requires (Research in Higher Education, 1993, 34, 1-10), Dr. Patrick Terenzini noted that institutional researchers need 1) technical/analytical knowledge and skills (e.g., knowledge of definitions, formulae, and data structures, skills in research design, statistics, computer software, oral and written communication, etc.), 2) knowledge of substantive management issues such as enrollment management, resource allocation, assessment, and strategic planning, and 3) contextual intelligence of higher education in general and the campus where one works specifically, e.g., knowledge of organizational history and culture, personalities, roles and responsibilities, and the larger external environment. Many of the more than 3,000 institutional researchers in the United States and beyond have based their professional development efforts on Terenzini’s three tiers of organizational intelligence for effective institutional research. In addition to remaining technically competent, we strive to keep current with management issues and organizational context through activities such as participating in discussions; attending meetings on and off campus; reading—and writing—institutional, academic, and general purpose literature; and taking—and sometimes teaching—classes and workshops on a variety of topics. We also recognize that the complement of cultivating a high degree of professional competency among institutional researchers is providing them with an effective way of utilizing those competencies—keeping us aware of critical issues and providing us with a "seat at the table" that better enables us to provide critical information for decision support in a timely and effective manner.

We hope that finance and administration professionals, particularly executives, reading Business Officer carefully consider the competencies that are developing among the institutional research staff at their institutions and how they are empowering institutional researchers to participate in the decision making and planning processes most effectively.

Sincerely,

Dr. Corby Coperthwaite
Director of Planning, Research and Assessment
Connecticut Community Technical College System

Dr. William Knight
Director of Planning and Institutional Research
Bowling Green State University

Dr. Meihua Zhai
Director of Institutional Research and Reporting
George Mason University

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* NEWS - AAUP Faculty Salary Survey 2003-04 Deadline Extended        *
* John Curtis, AAUP, (jcurtis@aaup.org)                             *
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In our initial notices on the AAUP Faculty Compensation Survey, we
included a November 21 deadline. I wanted everyone who has not yet responded to know that we are still accepting (and encouraging!) responses to our survey. Responses prior to December 31 are most likely to get a timely response for verification, but we will accept survey forms right up to our publication deadline. Complete instructions and information are available on our Web site at http://www.aaup.org/research/Index.htm (click the link for 2003-04 survey participants).

If you have any questions, please contact me or Research Associate Galina Lewis. The best method is by mailto:aaupfcs@aaup.org; you may also call the AAUP Research Office at (202) 737-5900 Ext. 3018. Thanks very much for your participation.

John W. Curtis, Director of Research
American Association of University Professors

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* NEWS - NASFAA Received a 3-Year $75,000 Lumina Foundation Grant  *
*  Ken Redd, NASFAA, (reddk@nasfaa.org)                              *
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The National Association of Student Financial Aid Administrators (NASFAA) is pleased to announce that it has received a three-year, $75,000 grant from Lumina Foundation for Education to support and expand the Sponsored Research Grant Program (SRGP). This new funding will increase the amount available for SRGP awards to the highest levels in the 18-year history of the program.

The SRGP is designed to encourage research projects on student aid policy, administration, and related topics. Recipients of SRGP awards may be financial aid administrators, college faculty, graduate students in master's or doctoral degree programs, or scholars at non-profit organizations. AIR members and students in educational doctoral programs are strongly encouraged to apply for these research funds.

"We're pleased to support NASFAA's efforts to encourage good campus-based research," said Martha D. Lamkin, president and CEO of Lumina Foundation. "The projects conducted through the Sponsored Research Grant Program help improve financial aid practices and inform financial aid policy-making. Both of these things help increase student access and success in postsecondary education."

SRGP funds are intended to help recipients cover the direct costs of research efforts, including: hiring research assistants; printing, postage, and data entry; research-related travel; and preparation of reports and papers.

Past SRGP projects have examined the impact of financial aid on recruitment and retention of low-income, minority, and non-traditional students; the effects of the "digital divide" on the methods used by minority students to apply for federal financial aid; the effects of financial aid on students' college choice by race and ethnicity; and the recent development of non-traditional sources of financial aid--such as HOPE scholarships, merit aid, and college tax credits.

Most project grants have been completed within one to two years, and the results have been published in several recent issues of the Journal of Student Financial Aid or presented at NASFAA's National Conference.
"We are pleased that Lumina Foundation will continue to provide this valuable support for research and analysis of evolving issues in financial aid," said NASFAA President Dallas Martin. "These funds will be used to help foster and disseminate policy analysis research that is critical for discussions on the effects of financial aid on students and aid administrators."

The funding provided by Lumina Foundation will be used to increase both the number and amount of SRGP awards, and to expand the scope and effectiveness of the SRGP by identifying timely research and policy analysis issues and disseminating studies on specific topics of interest to NASFAA's membership and the higher education community.

This is the second grant award NASFAA has received to fund the SRGP. In 1998, NASFAA received a $45,000 grant from USA Group Foundation to support the program.

The SRGP is administered by NASFAA's Research Committee, which meets twice each year to determine the award recipients and the amounts received. To get more information on the SRGP or apply for a grant, please go to the NASFAA Web site at http://www.nasfaa.org/LinkLists/sponsoredgrnt.asp.

About Lumina Foundation

Lumina Foundation for Education, a private, independent foundation, strives to help people achieve their potential by expanding access and success in education beyond high school. Through research, grants for innovative programs and communication initiatives, Lumina Foundation addresses issues surrounding access and success—particularly among underserved student groups, including adult learners.

By Kenneth Redd
NASFAA Director of Research and Policy Analysis

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* NEWS FROM THE INFORMATION HIGHWAY - AUQA Good Practice Database *
* Aysen Mustafa, AUQA, (a.mustafa@auqa.edu.au) *
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To celebrate and share in some of the high-quality practices in Australian higher education, the Australian Universities Quality Agency (AUQA) launched the AUQA Good Practice Database on the 27th November 2003. The database includes good practices as identified and verified through the AUQA audit process in Australian universities, other higher education institutions and state/territory accrediting agencies.

The database will initially contain good practices identified in the reports from the 2002 audits (See http://www.auqa.edu.au/qualityaudit/index.shtml). AUQA conducts ten audits per year and it is estimated that within four years the Database will contain over 300 good practices. The Good Practices cover such topics as assuring the quality of offshore programs, involving external stakeholders in curriculum quality assurance, supporting new researchers, developing and inculcating graduate attributes and assisting learning through student peers.

At the AUQA Good Practice Database website, you will also be able to:
access detailed summaries of each Good Practice; contact the owners of
the each Good Practice for further information; participate in the
related discussion boards, and rate the usefulness of each Good
Practice.

The Australian Universities Quality Agency (AUQA) is an independent,
not-for-profit, national agency that promotes, audits, and reports on
quality assurance in Australian higher education. The agency was
established by the Australian Ministerial Council on Education,
Training and Youth Affairs (MCEETYA) in March 2000 and operates
independently under the direction of a Board of Directors.

To view the database, please visit: http://www.auqa.edu.au/gp/

Regards

Aysen Mustafa (Ms)
Information Manager
Australian Universities Quality Agency (AUQA)
Level 10, 123 Lonsdale Street
MELBOURNE VIC 3000

Ph. 03 9639 1100
Fax. 03 9639 7377
www.auqa.edu.au

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* NEW PUBLICATIONS - Remedial Education at Postsecondary Institutions*
* NCES Newsflash, NCES, (NCESWebMaster@ed.gov)                    *
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NCES has released, 'Remedial Education at Degree-Granting
Postsecondary Institutions in Fall 2000.' This report provides
national estimates on the prevalence and characteristics of remedial
courses and enrollments in degree-granting institutions in fall 2000
and changes from fall 1995. The report compares data from the 1995
and 2000 surveys on remedial course offerings, student participation
in remedial programs, institutional structure of remedial programs,
and the delivery of remedial courses through distance education. It
also examines two additional issues in fall 2000: types of technology
used in the delivery of remedial education through distance education
courses, and the use of computers as a hands-on instructional tool
for on-campus remedial education. To view this report, please visit:

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* NEW PUBLICATIONS - Projections of Education Statistics to 2013      *
* NCES Newsflash, NCES, (NCESWebMaster@ed.gov)                    *
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NCES has just released, "Projections of Education Statistics to
2013." This publication provides projections for key education
statistics. It includes statistics on enrollment, graduates,
teachers, and expenditures in elementary and secondary schools, and
enrollment, earned degrees conferred, and current-fund expenditures
of degree-granting institutions. For the Nation, the tables, figures,
and text contain data on enrollment, teachers, graduates, and
expenditures for the past 14 years and projections to the year 2013.
To download, view and print the report as a pdf file, please visit:
This NCES report, 'Staff in Postsecondary Institutions, Fall 2001, and Salaries of Full-Time Instructional Faculty, 2001-02,' presents information from the Winter 2001-02 Integrated Postsecondary Education Data System (IPEDS) web-based data collection. Tabulations represent data requested from all postsecondary institutions participating in Title IV federal student financial aid programs. The tables in this publication include data on the number of staff employed in Title IV postsecondary institutions in fall 2001 by primary occupational activity, length of contract/teaching period, employment status, salary class interval, faculty and tenure status, academic rank, race/ethnicity, and gender. Also included are tables on the number of full-time instructional faculty employed in Title IV postsecondary institutions in 2001-02 by length of contract/teaching period, academic rank, gender, and average salaries. To download, view and print the report as a pdf file, please visit: http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2004159

This NCES publication, 'Participation in Technology-Based Postcompulsory Education' examines participation in formal, postcompulsory learning activities (such as college programs and courses, employer-provided training, and other coursework) in which computer technologies were used to deliver instruction. The analysis uses the 2001 Adult Education and Lifelong Learning Survey of the National Household Education Surveys Program to examine overall participation in these activities, as well as differences in the extent to which learners with various characteristics (by gender, race/ethnicity, occupation, education level, income, and locale) participate in technology-based activities. To download, view and print the report as a pdf file, please visit: http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2004020

This new NCES report, 'E.D. TAB: Academic Libraries: 2000' is based on information from the 2000 Academic Libraries Survey. The tables in this publication summarize library services, library staff, library collections and library expenditures for libraries in degree granting postsecondary institutions in the 50 states and the District of Columbia. To download, view and print the report as a pdf file, please visit: http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2004317

This newsletter is continued in Part B, sent separately.
subscription for someone else, send it to Norm Gravelle, AIR Executive Office, (air@mailer.fsu.edu) [Florida State University].

If you have AIR news, send it to Timothy Chow, Editor, at: (Timothy.Chow@rose-hulman.edu) [Rose-Hulman Inst. of Technology].

(Please limit submissions to 72 characters or fewer per line and use mixed case, NOT ALL CAPS--NO NEED TO SHOUT.) If you have news for the SCUP electronic newsletter, send it to Terry Calhoun, SCUP Communications Director, (tcalhoun@scup.org).

For further information regarding individual or organizational membership in the Association for Institutional Research, contact Terrence Russell, Executive Director, AIR, 222 Stone Bldg., Florida State University, Tallahassee, FL 32306-4462; Telephone: (850) 644-4470 or on Internet: (air@mailer.fsu.edu). AIR WebPage: http://airweb.org
HELP - Instructor Evaluation
Roberta Kramer, Southern University, (roberta_kramer@cxs.subr.edu)

We would like to know if your institution requires students complete instructor evaluation on a mandatory basis. If so, how is this being implemented? Also, does your institution use the web for this purpose? What is the present response rate with the web-based instructor evaluation? Any assistance with regard to these inquiries will be appreciated.

Roberta Kramer, Ph.D.
Director, Planning, Assessment, and Institutional Research
Southern University and A & M College at Baton Rouge

HELP - Collect Faculty Professional Activities Information
William Brown, SUNY Oswego, (wbrown@Oswego.edu)
SUNY Oswego is developing an online centralized system for collecting faculty professional activities information such as public service, publication, research, etc. We are interested if any other campus has such a system and would share their system or process with us. We would appreciate any assistance you can give.

Please contact me at:
Tel (315) 312-2345
Fax (315)312-5684
Mailto:ira@oswego.edu

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* HELP - Comparative Compensation/Benefits Data for Presidents       *
* Maria Franco, Embry-Riddle Aeronautical Univ., (francom@erau.edu) *
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Has anyone done any comparison or benchmarking work on compensation for college/university presidents, especially relative to benefits? Thanks in advance for any assistance.

Maria Franco
Director, Institutional Research
Embry-Riddle Aeronautical University
600 S. Clyde Morris Blvd.
Daytona Beach, FL 32114-3900
phone: 386-226-6225
fax: 386-226-6055
mailto:francom@erau.edu

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* HELP - Survey Development                                          *
* Melodie Christal, Washburn Univ., (melodie.christal@washburn.edu) *
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Dear Colleagues:

My office has been asked to assist in the development of several surveys this fall—if you have any examples of similar surveys, I would appreciate receiving a copy. The topics are:

(1) Employer satisfaction survey for nurses
(2) Satisfaction with the Greek system
(3) Why members of the Greek system have left

Thanks in advance for your help.

Melodie Christal
Director, Institutional Research
Washburn University
1700 SW College Ave.
Topeka, KS 66621
785-231-1010 ext. 1876
785-231-1048 (fax)
mailto:melodie.christal@washburn.edu

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* CONFERENCE NEWS - 2004 NCES MIS Conference - Call for Proposals   *
* NCES Newsflash, NCES, (NCESWebMaster@ed.gov)                      *
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The 2004 NCES MIS Conference will be held in conjunction with the

Forum meetings will begin on Monday, February 23, and will adjourn on the afternoon of Tuesday, February 24. The MIS Conference is scheduled for Wednesday, February 25 through Friday, February 27.

The deadline for submitting presentation proposals for the MIS Conference is Friday, December 19, 2003. If you are interested in presenting at the conference, please visit the NCES web site to submit a proposal online:

Topics are invited from all sources, but the major focus will be on data models and data standards, with an emphasis on accountability.

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* CONFERENCE NEWS - Access to Knowledge in the 21st Century *
* Terrence Russell, AIR, (air@mailer.fsu.edu) *
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The Conference on Access to Knowledge in the 21st Century
(February 28, 2004 - United Nations House, Beirut)

The Middle East Education Market ACADAMIA Lebanon 2004 aims at catering to the region's educational and training needs through: encouraging global cooperation to intensify educational opportunities for all social sectors; facilitating institutional development through creating a forum for presenting global educational resources and latest technology; creating a forum for international and regional educational institutions to meet with potential students; and finally promoting skill development and worldwide training.

ACADEMIA LEBANON 2003 succeeded in creating a new tradition of education congregations in the region, and received acknowledgement and patronage of HE General Emile Lahoud, President of the Republic of Lebanon; the Ministry of Education in Lebanon and other Arab countries; and the league of Arab States. ACADEMIA LEBANON 2003 gathered participants from 16 countries in Europe, Asia, North America and the Middle East.

Building on the success of the seminar program on higher education held parallel to the convention last year, ACADAMIA LEBANON 2004 plans a Conference on Access to Knowledge in the 21st Century to be held on February 28, 2004 at the UN House, Beirut under the theme: Free Knowledge & Free Future. The Conference aims at integrating the region in the global education agenda by providing a medium for imparting knowledge, investigation problems and working out solutions, fostering international cooperation and reporting recent projects and initiatives directed towards increasing and upgrading educational opportunities in the Middle East.

The conference agenda reflects topics of regional and international concern, to be presented by a number of renowned international specialists in the academic and education sector, addressing the themes of: Building knowledge societies, Higher education and societal needs, and Policy and management. In addition to the relevant topics of each theme, the concluding plenary session will bring together regional figures in the academic arena to discuss the controversial issue of the role of American higher education institutions in the Arab States.
We'd like to invite you to participate in this Conference and should you not be able to attend, kindly name appropriate delegates from your esteemed organization.

For further information about the conference, please refer to: http://www.academialebanon.com/conf/about.asp

We look forward to your participation in the Conference.

Best regards,

Huda Khoury (Ms.)
Conference Coordinator

Global Consultants S.A.R.L
PO Box 113-5110
Beirut 1103-2010, Lebanon
Tel/Fax: +961-1-752829 / 753239 / 741133
www.gl-consultants.com

* POSITION LISTING SUMMARY                        *
* Gail Fishman, AIR, (gfishman@mailer.fsu.edu)    *

Persons seeking jobs in institutional research, planning, or policy analysis should plan to check the AIR web page every couple of days for new positions. Point your browser to the following URL:
http://airweb.org (look under "Jobs")

There is no charge for posting a job. Follow the format posted at the AIR Jobs website (http://www.airweb.org/page.asp?page=2) and include as much information as possible. Use the online form to submit an ad (http://www.airweb.org/page.asp?page=398). Jobs will be displayed for one month from the posting date or one week after the application deadline. Please notify Gail Fishman (mailto:gfishman@mailer.fsu.edu) if you wish to repost, revise, or leave a job posted beyond the deadline.

DIRECTOR OF INSTITUTIONAL RESEARCH
Florida International University, Miami, FL
Deadline Date: Application review begins January 16, 2004, and will continue until the position is filled.

ASSISTANT DIRECTOR, ASSESSMENT
North Carolina State University, Raleigh, NC
Deadline Date: Open until filled

EXECUTIVE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS
Ball State University, Muncie, IN
Deadline Date: Reviews will continue until position is filled.

EXECUTIVE DIRECTOR, NPEC, Washington, DC
Deadline Date: As soon as possible

RESEARCH ANALYST, National Survey of Student Engagement, Bloomington, IN
Deadline Date: Search Re-opened. Review of applications will begin immediately and continue until the position is filled.
COORDINATOR OF INSTITUTIONAL RESEARCH
Tillamook Bay Community College, Tillamook, OR
Deadline Date: Open until filled. Review of applications begins immediately.

DEAN OF THE GRADUATE SCHOOL, North Dakota State University, Fargo, ND
Deadline Date: Review of applications will begin January 15, 2004, and will continue until the position is filled.

RESEARCH AND PLANNING ANALYST
San Diego Community College District, San Diego, CA
Deadline Date: January 15, 2004

ASSISTANT DIRECTOR, INSTITUTIONAL RESEARCH AND ASSESSMENT
SUNY Oswego, Oswego, NY
Deadline Date: Review of applications will begin January 5, 2004 and will continue until the position is filled.

DIRECTOR OF INSTITUTIONAL RESEARCH, Canisius College, Buffalo, NY
Deadline Date: January 30, 2004

ASSISTANT/ASSOCIATE PROFESSOR, College of Education Educational Leadership and Policy Studies, Florida State University Tallahassee, FL
Deadline Date: Review of credentials will begin on January 1, 2004 and continue until the position is filled.

DIRECTOR OF REGULATORY REVIEW, Career Education Corporation Hoffman Estates, IL
Deadline Date: Open

INFORMATION ANALYST II, (Position #139323 ) Emory University Atlanta, GA
Deadline Date: Until filled

RESEARCH ANALYST, (25 hours/week), Oakton Community College Des Plaines, IL
Deadline Date: Application reviews begin on January 5, 2004

ASSOCIATE VICE CHANCELLOR FOR DATA AND PLANNING SERVICES University of North Carolina, Greensboro, NC
Deadline Date: December 19, 2003

DIRECTOR OF INSTITUTIONAL RESEARCH
The Graduate School of Engineering and Management of the Air Force Institute of Technology (AFIT), Dayton, OH
Deadline Date: Review of applications begins on Dec. 15, 2003

RESEARCH ANALYST, Saint Mary's College, Notre Dame, IN
Deadline Date: Review of resumes will begin immediately

RESEARCH ASSISTANT, JBL Associates, Inc., Bethesda, MD
Deadline Date: December 15, 2003

MANAGING RESEARCH SCIENTIST
(Reading Research/Early Childhood Education/Literacy) American Institutes for Research, Washington, DC
Deadline Date: None given.

*PARTING THOUGHT*

* Timothy Chow, Rose-Hulman IT, (Timothy.Chow@rose-hulman.edu) *

Reader contributions of possible future "Parting Thoughts" are welcome. Send them to Timothy Chow.
(mailto:Timothy.Chow@Rose-Hulman.Edu)

"Time was with most of us, when Christmas Day, encircling all our limited world like a magic ring, left nothing out for us to miss or seek; bound together all our home enjoyments, affections, and hopes; grouped everything and everyone round the Christmas fire, and make the little picture shining in our bright young eyes, complete."
--Charles Dickens

"Christmas is the season for kindling the fire of hospitality in the hall, the genial flame of charity in the heart."
--Washington Irving