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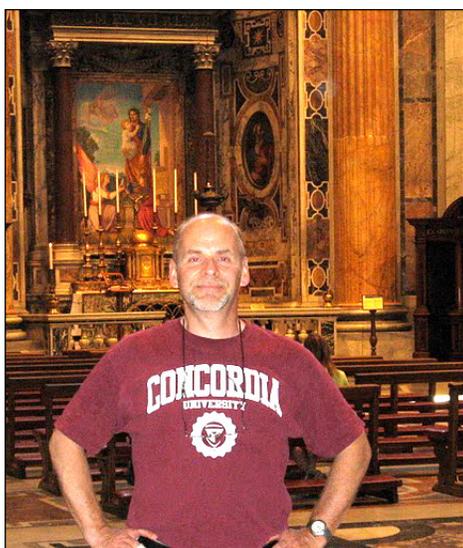
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Strategic Planning Process Underway

President's Message



**Cameron Tilsen,
CIRPA President**

Here we are, spring time at last - not that it was a very difficult winter in most parts of the country. I certainly didn't get my money's worth from my snow clearing contract here in Montréal, but I'm not complaining!

Every spring brings a "flurry" of activity (not of the snowfall variety) for CIRPA and this year is absolutely no exception. In addition to planning for the upcoming conference, elections and various administrative tasks, this year we have been heavily engaged in a strategic planning process under the very able guidance of Jackie Schach. I would like to first take this opportunity to thank all who took the time to respond to our planning survey or agreed to be interviewed; we eagerly

anticipate hearing your feedback.

In terms of the next steps, the Executive will be meeting in Ottawa for 2 days in late April for facilitated planning sessions (by Jackie). The spring executive business meeting will also be held during this time.

From the planning sessions a planning document will be drafted and key elements will be floated to the membership through another survey to gauge reactions. Based on this feedback, a "penultimate" draft will be created. The final draft will be presented at the Ottawa conference. I think I speak for the entire executive that we are very eager to move everything forward!

In terms of planning for Ottawa 2010, our conference committee is working hard to put together an outstanding program and workshops, stimulating keynote speakers and great socializing opportunities (perhaps even more line dancing!). By now you will have received the Call for Papers for Ottawa 2010; I encourage you to consider submitting a proposal if you haven't already.

I'm also pleased to let you know that we have once again partnered with the Society for College and University Planning (SCUP) to offer their outstanding workshop "Foundations of Planning in Higher Education" on Saturday, October 23rd. This repre-

sents a great professional development opportunity, not to mention its excellent value as an add-on to our conference.

Last but not least, the Ottawa Marriott Hotel has very comfortable facilities located close to everything in downtown Ottawa - I hope you will make plans to attend. Conference registration will be opening in June or July.

While I'm on the subject of conferences, planning is also underway for CIRPA 2011 in Fredericton, New Brunswick. The local arrangement group is very eager to show-off their beautiful city and brand-new conferencing centre (opening for the 2011 Congress of the Humanities and Social Sciences). I am very pleased as this will be our first conference in New Brunswick. Additionally, this will represent CIRPA's 20th conference as well as 20 years since the "seminal" CIRPA meeting (November 1991) held in Ottawa. From those conference proceedings, I counted 14 names of people who are still active in CIRPA!

Spring also means election time. There are three positions coming up for election: Secretary and 2 Members-at-Large. Elections will be held during the month of May (see article by Nominating Committee Chair Jeff Donnelly elsewhere in this newsletter).

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President's Message

From P. 1

I urge you to cast a ballot, and please consider standing for a position in the future; service to the association is extremely rewarding personally and professionally.

I would also like to take this opportunity to offer my sincere thanks to Newsletter Co-Editor, Shannon Murphy, who is moving on to pursue other interests. Although Shannon was with us only four issues (this is her last), she has contributed a great deal along with Co-Editor Kristen Hamilton to improving the style and content of the Newsletter. Thanks, Shannon and

best of luck in your future endeavors.

At the same time, I am pleased that Joan Bessey (recently retired from Memorial's Centre for Institutional Analysis and Planning) will dust off her keyboard and join Kristen as Co-Editor for the summer 2010 newsletter. Many of you will know that Joan was a dedicated member of CIRPA for many years, having served on the executive in the late-1990s; Joan also played a key role in organizing the St. John's conferences of 1998 and 2007. Welcome back, Joan!

It should be interesting having a Co-Editor on each of the Atlantic and Pacific sides of our country; dare I say,

a true coast-to-coast perspective!

Lastly, the theme of this newsletter is internationalization – very timely, given that this topic is on the front burner of many if not all institutions and governments alike, given Canada's demographics and our ever-shrinking public resources (my contribution is my picture on a Mediterranean cruise - does this count?).

Seriously, though, enjoy the newsletter and please stay in touch. Feel free to drop me a line (or any member of the Executive) if you have any comments or suggestions (we're all listed on the last page).

Strategic Plan Renewal - Update

The strategic plan renewal process is moving along, right on schedule. Thanks to everyone who has participated so far, and read on to learn how you can still get involved!

As Cameron Tilson noted, the Executive Committee is targeting October's AGM for the launch of Strategic Plan 2010-2015. Key informant interviews were done early in the new year and, as of press time, the members' on-line survey is about to close. The Exec has committed to work through all the input during April and circulate some draft material back to the membership for comment in May. That will be another opportunity to have your say about the future of our association.

Jackie Schach, of Delta Consulting Group, is facilitating this planning process and she agreed to give us a "sneak peek" at some of the top-line results from the survey. Here's what she told us when we contacted her:

- The response rate was excellent, with over 40% of members completing the survey.
- CIRPA's mandate continues to be endorsed. When asked to rate the importance of each of the association's three principal areas of activity, the majority of respondents chose the highest rating on a 5-point scale –

	% rating "Very Important as a priority for CIRPA"
Facilitate information sharing	71%
Organize and/or offer professional development	62%
Encourage cooperation on institutional research / planning practices and projects	55%

- Among the 11 priorities in the current Strategic Plan, the top 3 to carry over into Strategic Plan 2010-2015 appear to be:
 - o Enhance professional development opportunities
 - o Articulate the good practice of institutional research
 - o Promote the collection and dissemination of information, including the identification of relevant sources and key issues
- For those offering their opinion on what "should never change" about CIRPA, the vast majority wrote about their positive experiences at the annual conference or about the camaraderie and collegiality that characterizes CIRPA overall.
- When respondents speculated on what they would change about the association if they could, many wrote about better use of communication to maintain momentum between conferences. Another strong message from this part of the survey also focused on the annual event, with respondents imagining that future conferences could be more valuable with a greater programming emphasis on planning (as compared to institutional research).

Thanks for your contributions, and keep watching for more information!

Institutional Research Around the World

In this issue, we are examining internationalization in Canadian institutional research. IR is known as a highly collaborative field, as anyone who has attended a CIRPA conference can tell you. CIRPA is just one of many IR organizations across the globe (Figure 1). This article reviews some of the many groups around the world, and gives contact information for many of them. Other organizations may also host newsletters, journals, listservs, and conferences which can be invaluable resources for Canadian institutional researcher.

IR Organizations Around the World:

Canadian Institutional Research and Planning Association (CIRPA)

www.cirpa-acpri.ca

Founded: 1994

AIR Affiliate: Yes

Based in: across Canada

Membership: approximately 235 (regular); 8 (Emeritus)

Membership Fee: CDN 100 (individual); CDN 50 (student)

Conference: annual forum (Ottawa in 2010 and Fredericton in 2011)

Publications: newsletter

Association of Institutional Research (AIR)

www.airweb.org

Founded: 1966

Based in: Florida

Membership: 4,200

Membership Fee: USD 125 (individual); USD 125 (organization); USD 30 (student)

Conference: annual forum and professional institutes

Publications: "Electronic AIR" (newsletter), "AIR Alerts" (web briefings), "Resources in Institutional Research" (book series), "Assessment in the Disciplines" (book series), "The Handbook for Institutional Research" (book), "New Directions in Institutional Research" (journal).

The United States is also host to many regional IR groups (Figure 2 - next page).

Australasian Association for Institutional Research (AAIR)

www.aair.org.au

Founded: 1988

AIR Affiliate: Yes

Based in: Floreat, Australia

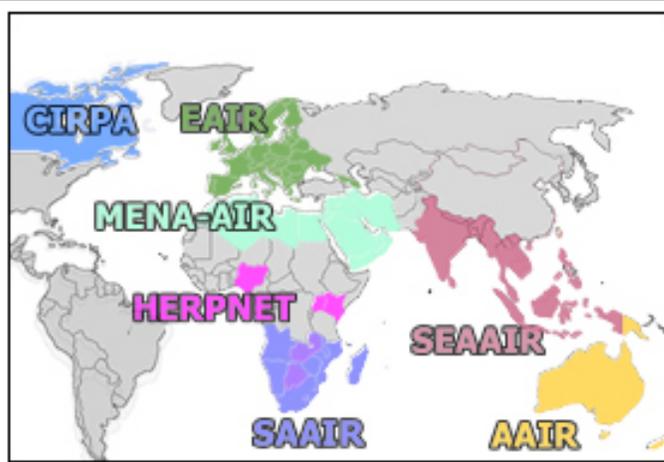


Figure 1: AIR Affiliates Around the World

Membership: 200

Membership Fee: AUD 88

Conference: annual forum since 1990

Publications: "Journal of Institutional Research in Australasia"

European Higher Education Society (EAIR)

www.eair.nl

Founded: 1989

AIR Affiliate: Yes

Based in: Secretariat based in Amsterdam, Netherlands

Membership: nearly 500 members in 50 countries

Membership Fee: individual EUR 150; student EUR 75

Conference: annual forum in August or September

Publications: "Tertiary Education and Management" (journal); "Research, Policy and Practice in Higher Education" (monograph series)

Higher Education Research and Policy Network (HERPNET)

www.herp-net.org

Founded: 2000

AIR Affiliate: Yes

Based in: executives in Nigeria

Membership: 40

Membership Fee: n/a

Conference: annual networking workshop

Publications: "Journal of Educational Review"

Continued on page 4

Institutional Research Around the World

From P. 3

Middle East North Africa Association for Institutional Research (MENA-AIR)

www.mena-air.org

Founded:

AIR Affiliate: Yes

Based in: Beirut, Lebanon

Membership: 105

Membership Fee: USD 75

Conference: inaugural conference in November, 2009

South African Association for Institutional Research (SAAIR)

www.saair.org.za

Founded: 1994

AIR Affiliate: Yes

Based in: Pretoria, South Africa

Membership: 21 institutions

Membership Fee: individual ZAR 150; organization ZAR 400; student (free)

Conference: annual forums since 2000

Publications: newsletter

Overseas Chinese Association for Institutional Research (OCAIR)

www.ocair.org

Founded: 1996

AIR Affiliate: Yes

Based in: this is a 'virtual' organization

Membership: 326

Membership Fee: none

Conference: meets at AIR Forum

Publications: newsletter

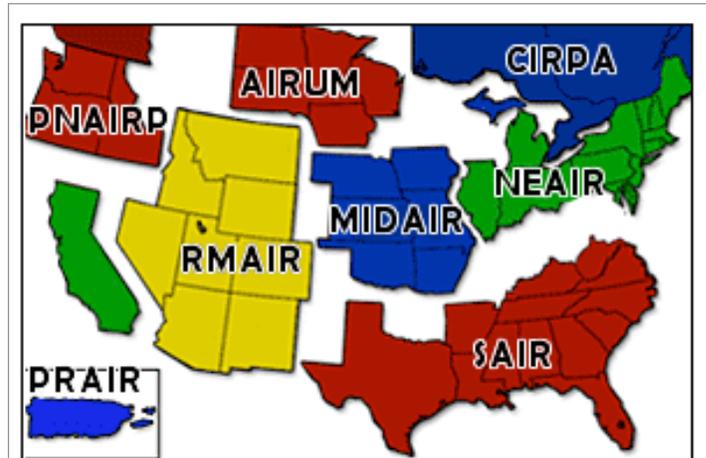


Figure 2- IR Groups in the U.S.A.

South East Asian Association for Institutional Research (SEAAIR)

www.seaair.au.edu

Founded: 2001

AIR Affiliate: Yes

Based in: executives in Indonesia, Malaysia, Thailand, Australia, and Philippines

Membership: n/a

Membership Fee: n/a

Conference: annual forum since 2001

Publications: "Journal of Institutional Research (South East Asia)"

Figure 1 & 2 Credits: Association for Institutional Research. <http://www.airweb.org>

A special credit for this article goes to Anna Burke, whose very popular "IR for Newcomers" presentation, which was most recently given at the CIRPA 2009 conference in Banff, Alberta, informed this article. Her presentation is highly recommended by both co-editors!

The Times Higher Education World University Rankings 2010: QS, Out; Thomson Reuters, In

Times Higher Education (THE) has announced that they will no longer be using QS (www.qs.com) to rank the world's universities, stating, "We have signed an agreement with Thomson Reuters, the world's leading research data specialist, to provide all the data for our annual World University Rankings from 2010 and beyond".

The latest rankings (2009) include 11 Canadian universities in the top 200 institutions (Table 1). East and West are well represented in the list, with McGill topping the list in 18th place, followed by U of Toronto at 29th, U of British Columbia at 40th, and University of Alberta at 59th.

The current methodology involves the aggregation of an overall score from six main areas of evaluation. The areas, by overall score weight, are: academic peer review (40%), research excellence (20%) and teaching excellence (20%), an employer survey (10%), and international faculty (5%) and international students (5%).

Internationalization is measured by the proportion of overseas staff employed by the university as well as the proportion of international students who are attending the university. According to Phil Baty, Deputy Editor at THE, these two measures give, "an impression of how attractive an institution is around the world, and suggests how much the institution has embraced the globalisation agenda".

The highest Canadian International staff score is held by the U of Alberta (91), followed by Simon Fraser (88), U of Toronto (82) and U de Montréal (82). The highest International students score is held by McGill (95), U de Montréal (74), U of Alberta (66), and U of British Columbia (60).

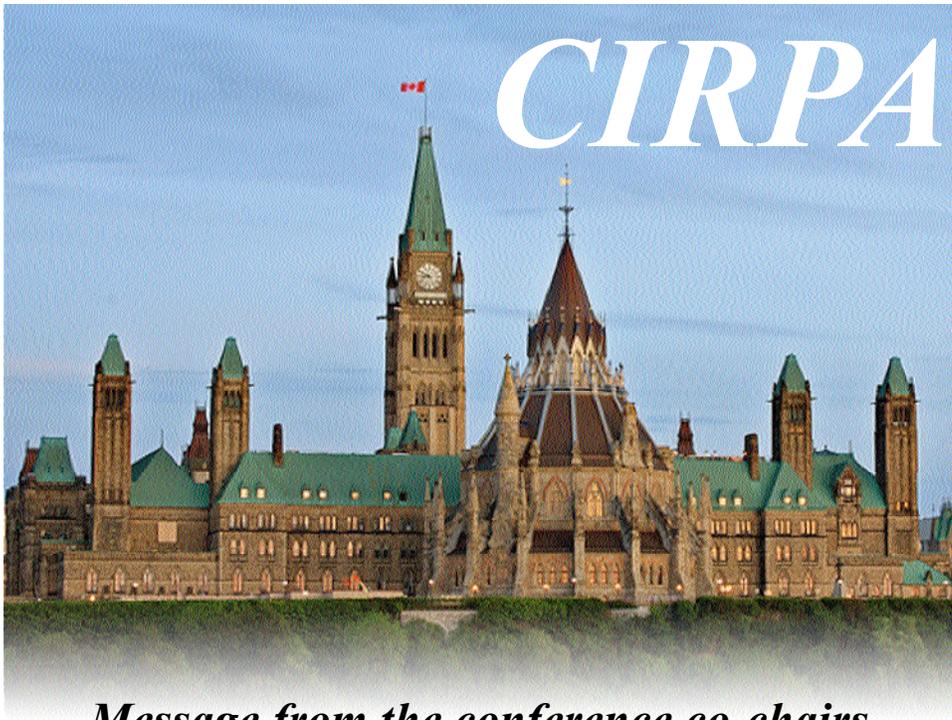
Although it is unclear as to whether the international scores will be retained for the new methodology, two areas have been explicitly set aside for renewal: the academic opinion survey and the use of paper citations to measure research quality. In 2009, the academic peer review scores were based on fewer than 4000 responses from around the world- a sample that Ann Morz, Editor of THE, says needs to be "more substantial".

The "revamped and improved" 2010 rankings will feature separate rankings by subject areas, and will be available in the fall of this year. THE is currently seeking feedback on the 2004-2009 methodology through consultation with its editorial board, international world ranking experts, and readers. Many institutional researchers have taken THE up on its request for feedback and have left comments on the website. To have your say, check out "Rankings" at <http://www.timeshighereducation.co.uk/>.

Table 1: Canadian universities included in the top 200 World University Rankings

2009 Rank	Institution	Peer review Score	Employer Review Score	Staff/Student Score	Citations/Staff Score	International Staff Score	International Students Score	Overall Score
18	McGill University	100	97	92	61	67	95	90.4
29	University of Toronto	100	96	63	74	82	51	85.3
40	University of British Columbia	100	93	51	77	34	60	81.2
59	University of Alberta	88	71	65	52	91	66	75.4
107	Université de Montréal	81	29	36	71	82	74	66.2
113	University of Waterloo	82	78	13	78	71	41	65.8
118	Queen's University	71	88	51	55	68	34	64.7
143	McMaster University	75	37	18	98	27	31	60.9
149=	University of Calgary	68	60	9	100	47	31	60.4
151=	University of Western Ontario	65	67	17	91	70	27	60.3
196=	Simon Fraser University	67	49	19	53	88	49	53.9

Source: QS, published October 1 2009.



CIRPA 2010

Call for Proposals

Message from the conference co-chairs

We invite you to submit your proposals on CIRPA's 2010 conference *Collaborating in the Capital: Issues and Strategies for Cooperation in Higher Education Research*. Please join us in the nation's capital as we learn from one another about current higher education research and practice and explore opportunities for collaboration.

The nation's capital provides the perfect backdrop for exploring collaborative opportunities in post-secondary education research in Canada.

Collaboration in institutional research is especially important in this challenging fiscal environment as it offers an opportunity to both leverage our limited resources and contribute to our understanding of the post-secondary education on a national level.

Caroline Lachance (clachance@aucc.ca), Association of Universities and College of Canada (AUCC), Conference Co-Chair

Tony Eder (teder@uvic.ca), University of Victoria, Conference Co-Chair

Call for Submissions

With an area that's more than twice the size of the European Union, Canada has a lot of diversity. Our members span from East to West and North to South, from private institutions, colleges, universities, and other interested groups. We hope that CIRPA has been helping you to connect with other institutional research professionals across Canada.

In fact, our next issue of the CIRPA newsletter will be focused on *Community & Partnership*. We know that many of our members are working cooperatively with other departments within their institution, across institutions, and with community partners, and we'd love to share your stories with everyone. Projects small and large, new or long-standing, we're interested in all of them!

If you aren't comfortable with writing a full article, perhaps we could spotlight your project, or interview you or one of your team members. Sharing your story will help our CIRPA community grow!

If you've got an idea, project or story to share, contact either Kristen (khamilton@tru.ca) or Joan (jbessey@mun.ca).

Editor Transition

It's with sadness that I'll be leaving the job as co-editor of this newsletter. It's been a great learning experience for me, and I continue to be amazed and inspired by the interesting projects that you are all working on, contributing to, and directing. CIRPA is one of the most friendly professional associations I've ever been part of, and I have to thank all of you for that. I leave the newsletter in Kristen Hamilton's capable hands, and know that she will be ably assisted by Joan Bessey for the upcoming issues. I'll look forward to reading new editions, and hope to meet or otherwise collaborate with you all again sometime soon.

Shannon Murphy

(Re)Introducing Joan Bessey!

Joan Bessey will be your new newsletter co-editor. She's got a long and storied past with the organization, attending her first CIRPA conference in Halifax in 1994, while working as an Institutional Analyst at Memorial University of Newfoundland with the Centre for Institutional Analysis and Planning. A member of the CIRPA executive from 1999-2001, Joan edited the newsletter in early 2000 along with Ed Wicks from Ottawa. From 2000-09, Joan was the Coordinator for the academic program reviews at Memorial University, and took early retirement last year to "enjoy the fun stuff", spending a few months travelling in Europe. Joan enjoys volunteering and in 2007 spent four months in Africa as a volunteer with Canadian Crossroads International. She notes "I hope to volunteer overseas again this year, when I'm not working on the CIRPA newsletter, of course". Welcome Joan!



Call for Nominations

Jeff Donnelly

CIRPA Elections are just around the corner.

The call for nominations was sent out in March (to make a nomination, contact a member of the nominations committee). I've often said that service to your professional association is not onerous and is highly rewarding. You are encouraged to nominate a peer or seek nomination from a peer and run for a position on the executive.

The following positions are open for election this year

- Secretary
- Two MAL (Member at Large) positions.

As well, there are two positions open on the nominating committee. All positions are two year terms and begin immediately following the

Annual General Meeting in Ottawa this Fall. Elected members of the executive are expected to attend the annual conference, the AGM and all other meetings as determined by the executive. Participating in the election process and holding office is a fantastic professional development opportunity. Participation on the Executive is also a great opportunity to learn more about this elusive profession they call 'institutional research' and to network with more of your peers than almost anything else could afford you. If you are interested in an executive position, don't wait for someone to nominate you, please send me (Jeff Donnelly jeffd@nait.ca) a note indicating your intent and which position you would be interested in

running for in the election.

Note: you must be a 'regular' member in good standing to be eligible to hold office and to vote. If you haven't renewed your membership for 2009/10 there is still time to do so. For details on membership renewal consult the CIRPA website (www.cirpa-acpri.ca).

Members of the Nominating Committee are:

Jeff Donnelly, Northern Alberta Institute of Technology, Chair

Heather Friesen, College of the North Atlantic (Qatar)

Jim Doran, University of Alberta
Shauna Lehtimaki, Laurentian University

Jan O'Brien, Okanagan College

CIRPA Executive

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Cameron Tilson, Concordia University
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Vice-President (Term 2009-2011)

Peter Seto, Mount Royal University
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Treasurer (Term 2009-2011)

Caroline Lachance, Association of Universities and College of Canada (AUCC)
clachance@aucc.ca

Secretary (Term 2008-2010)

Kate McGovern, University of Regina
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2010 Conference - Ottawa, Ontario

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Tony Eder, University of Victoria, Conference Co-Chair
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Members at Large

Anna Burke, Nova Scotia Community College (Term 2008-10)
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Elizabeth Lane, Dalhousie University (Term 2008-10)
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Sharon Schultz, Keyano College (Term 2009-11)

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Shauna Lehtimaki, Laurentian University (Term 2009-11)

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Jan O'Brien, Okanagan College (Term 2009-11)

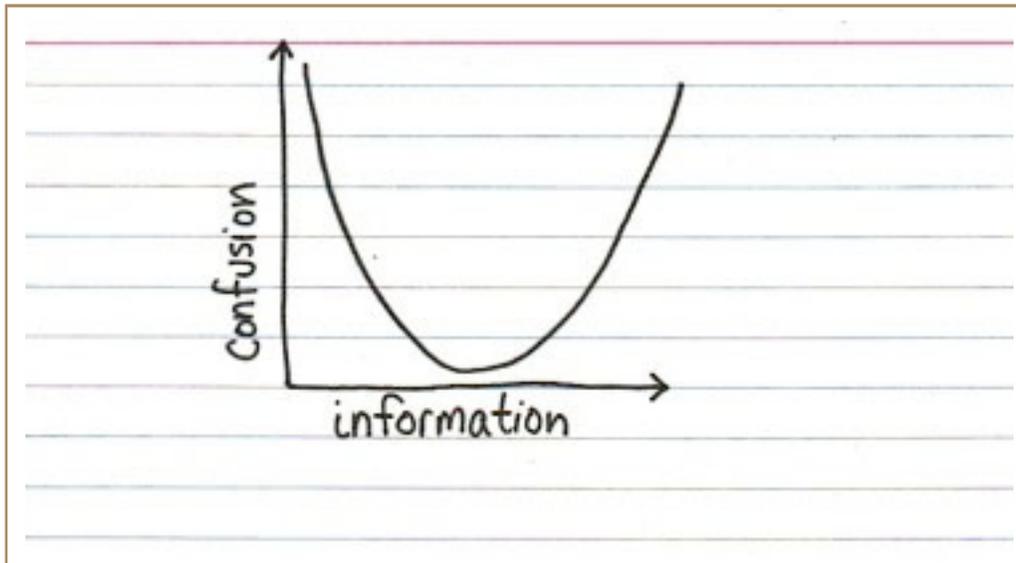
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by Jessica Hagy, www.thisisindexed.com