

**25<sup>th</sup> Anniversary  
Conference**

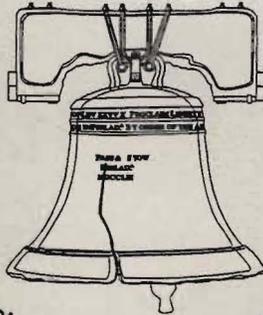
**NEAIR**

north east association for institutional research

Program Chair  
Helen T. Schneider

Local Arrangements  
Stephen W. Thorpe

November 14-17, 1998



Philadelphia ★ Sheraton Society Hill Hotel

**The Future Is Now:**

**The Role of Institutional Research in Campus Transformation**

## **Preliminary Conference Program**

(subject to change)

### **1997-98 Steering Committee**

Craig Clagett, President  
Karen Bauer, President-elect  
Jennifer Brown, Past President  
Denise Krallman, Secretary  
Rebecca Brodigan, Treasurer  
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### **Philadelphia Conference**

Program Chair: Helen Schneider  
Local Arrangements: Stephen Thorpe  
Proceedings: Corby Coperthwaite

Membership Secretary: Brenda Bretz

## NEAIR 25<sup>th</sup> Anniversary Conference

<b>Saturday, November 14, 1998</b>	
1:00 – 5:00 p.m.	<b>Conference Registration</b>
2:00 – 5:00 p.m.  Karen Bauer Assistant Director of Institutional Research and Planning University of Delaware <b>NEAIR President-elect</b>	<b>Newcomers to Institutional Research, Part 1</b>  This workshop is designed for new practitioners who engage in IR activities. Using the AIR monograph, <i>Strategies for the Practice of Institutional Research</i> , the workshop addresses key components of IR including defining critical issues for institutional research, identifying sources of data, developing factbooks and other reports, and conducting effective survey research for assessment and evaluation. The main focus is a presentation of general concepts and practical strategies for the implementation of continued development of effective IR at many schools, regardless of size or type.  Workshop
2:00 – 5:00 p.m.  Anne Marie Delaney Director of Institutional Research Babson College	<b>Research Design Ideas for Institutional Researchers</b>  The goal of this workshop is to enhance institutional researcher's ability to translate data into information and to transform reporting into research. Objectives include enabling participants to prepare methodologically sound research reports for their institutions and research proposals for professional conferences. The workshop will demonstrate how the institutional researcher can use principles of research design and selected research techniques to transform data collection activities into meaningful research projects. Ideas for the workshop will be based on research projects completed by the presenter as well as on actual or proposed studies of interest to the participants.  Workshop
2:00 – 5:00 p.m.  Craig Billie Associate for Institutional Research State University of New York, System Administration  Linda LeFauve Director of Institutional Research Davidson College	<b>An Introduction to Statistical Sampling Studies</b>  From opinion surveys to election polls to (possibly) the next decennial census, examples of statistical sampling studies abound in social science and educational research. This workshop will cover the basic types of sampling designs, address the determination of sample size, and examine the issue of bias due to non-response. These topics will be developed using specific sampling studies the presenters have conducted at their respective institutions.  Workshop
2:00 – 5:00 p.m.  William Lauffer Department Chair, Engineering Technology Prince George's Community College	<b>Creating a Web Page Using Netscape</b>  Learn how to create a home page without writing HTML code or using an expensive software package. You will learn how to use Netscape's editor (included with the 3.0 Gold and 4.0 versions) to display text, images, and backgrounds. You will also learn how to create links to other pages at your own site and around the World Wide Web. You are guaranteed to leave the workshop with a working home page. We will provide sample files and images for you to work with, but you may wish to bring your own (in *.jpg or *.gif format).  Workshop

## NEAIR 25<sup>th</sup> Anniversary Conference

<b>Sunday, November 15, 1998</b>	
<p>9:00 a.m. – noon</p> <p>Michael Middaugh Assistant Vice President for Institutional Research and Planning University of Delaware <b>1989-90 NEAIR President</b></p>	<p><b>Developing Appropriate Measures of Teaching Workload</b></p> <p>This workshop provides a “nuts and bolts” discussion of concrete strategies for building a campus data base that lends itself to a thorough analysis of faculty teaching loads, instructional costs, and research and service activity. The Boyer Commission on Educating Undergraduates in Research Universities recently decried the quantity and quality of undergraduate contact with tenured and tenure track faculty at those institutions, suggesting they are not getting full value for their tuition dollar. Less harsh, but still real comparable criticism has been directed at all of higher education, especially with regard to costs. With growing external pressures for greater accountability from higher education, it is imperative that institutions be able to respond to the question, “Who is teaching what to whom, and at what cost?” This workshop provides the necessary tools for responding to that and other questions currently being directed at colleges and universities.</p> <p>Workshop</p>
<p>9:00 a.m. – noon</p> <p>Ed Silverman Director, Institutional Research City College of New York</p>	<p><b>Survey Production Mechanics</b></p> <p>Recently, college administrators, professors and government agencies want IR to “do a survey.” This workshop will show how a one-person office uses available computer technology to create, scan, analyze, and report on surveys.</p> <p>Workshop</p>
<p>Noon – 1:00 p.m.</p>	<p><b>Lunch break</b></p>
<p>1:00 – 4:00 p.m.</p> <p>Craig Clagett Director of Institutional Research and Analysis Prince George’s Community College <b>1997-98 NEAIR President</b></p>	<p><b>Office Management and Information Dissemination Strategies for New Directors of Institutional Research</b></p> <p>Designed for institutional researchers, who have recently become directors, this workshop focuses on office management strategies and techniques for effective information dissemination. To maximize IR impact, we need to know our institutions and their decision environments operate efficiently to create the time for policy-focused research, and communicate timely, targeted intelligence. Topics covered include environmental scanning, office staffing, staff incentive and recognition programs, office project management systems, principles of tabular and graphical data presentation, print and electronic reporting, and office Websites.</p> <p>Workshop</p>
<p>1:00 – 4:00 p.m.</p> <p>Mary Ann Coughlin Professor of Research and Statistics Springfield College</p>	<p><b>Advanced Statistics for Institutional Research</b></p> <p>This workshop will deal with advanced issues in inferential statistics. Topics such as Analysis of Variance, Factor Analysis, Multivariate Regression, and Logit/Probit models will be covered and contrasted with other statistical tools and techniques. A case study approach will be used illustrating applications of these statistical techniques in institutional research. Open to those who have completed the introductory workshop on Sunday morning or who have an equivalent background.</p> <p>Workshop</p>

## NEAIR 25<sup>th</sup> Anniversary Conference

<b>Sunday, November 15, 1998</b>	
<p>4:00 – 4:50 p.m.</p> <p>Ellen Kanarek Vice President Applied Educational Research, Inc. <b>1995-96 NEAIR President</b></p> <p>Alan Sturtz Director, IR and Planning Gateway Community-Technical College</p> <p>Jim Trainer, Director HEDS Consortium</p> <p>Peggeye Cohen Assistant VP for Institutional Research George Washington University</p> <p>Michael Middaugh Assistant Vice President for Institutional Research and Planning University of Delaware <b>1989-90 NEAIR President</b></p> <p>William R. Fendley Director, Institutional Research University of Alabama <b>AIR President</b></p>	<p><b>Special Interest Groups</b></p> <p><b>Admitted Student Questionnaire</b></p> <p><b>National Council for Research and Planning - Two-year Colleges</b></p> <p><b>Higher Education Data-Sharing Consortium</b></p> <p><b>Banner and IR</b></p> <p><b>The Delaware Study</b></p>
<p><b>5:00 – 6:00 p.m.</b></p> <p><b>William J. Flynn</b> <b>Dean, Division of Media, Business &amp;</b> <b>Community Services</b> <b>Palomar College</b></p>	<p><b>The Learning Paradigm and Institutional Transformation</b></p> <p><b>Opening General Session</b></p>
<p>6:00 – 7:00 p.m.</p>	<p><b>Presidents' Reception</b></p>
<p>7:00 – 9:00 p.m.</p>	<p><b>Banquet and Entertainment</b></p>

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<b>Monday, November 16, 1998</b>	
<p>8:00 – 8:50</p> <p>Kim Dolphin Wheaton Coordinator of Institutional Research Bentley College</p>	<p><b>The Survey Doctor is In: Extending your Reach through Internal Consultation Services and On-line Guidance</b></p> <p>At Bentley College, the demand for institutional research services exceeds staff resources. Our solution: Extend our reach through targeted consultations and a detailed, on-line guide to the survey research process. The session will describe why this is a good idea, how it works, and how to share your expertise through technology.</p> <p>Workshare</p>
<p>9:00 – 9:50 a.m.</p> <p>Dawn Geronimo Terkla Executive Director, Institutional Research <b>1992-93 NEAIR President</b></p> <p>Jennifer McKnight Research Analyst</p> <p>Tufts University</p>	<p><b>On-line News vs. Traditional Media: Student Preference Regarding the Acquisition of Current Events</b></p> <p>In the summer of 1997 a contract was signed with Prentiss Hall to obtain university-wide access to College Newslink, a web-based newsclipping service with stories classified by academic discipline. As part of the license agreement, it was stipulated that the university would evaluate the product in terms of ease of access, reliability, desirability and usefulness. Simultaneously, there was interest on campus in determining how students prefer to receive their news information. In an era of limited resources, the question was being raised whether the university should use funds to provide multiple subscriptions to the New York Times or a daily electronic news service. This paper will describe how the institutional research office went about developing a strategy to evaluate College Newslink, assess students' preferences regarding the acquisition of current events, and the difficulties that were encountered along the way.</p> <p>Paper</p>
<p>9:00 – 9:50 a.m.</p> <p>Joan McDonald Assistant Director of Institutional Research</p> <p>Barbara Sadowski Assistant to the President for Planning and Research</p> <p>Marywood University</p>	<p><b>The Impact of Outsourcing Auxiliary Enterprises on Strategic Indicators Involving Educational Costs</b></p> <p>Research results will be presented from a study of factors contributing to educational costs in 100 private institutions. It was conducted to determine the extent to which strategic indicators can be affected merely by an institution's decision to outsource auxiliary enterprises. The relationship between outsourcing, allocation of indirect costs, and changes in total educational costs were investigated to determine the variables' relative contributions in predicting changes in total educational costs.</p> <p>Paper</p>
<p>9:00 – 9:50 a.m.</p> <p>William J. Flynn Dean, Division of Media, Business and Community Services Palomar College</p>	<p><b>The Learning Paradigm: Getting Started on Your Campus</b></p> <p>This session is a follow-up to the Opening Keynote Session on Sunday.</p> <p>Workshare</p>

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<b>Monday, November 16, 1998</b>	
<p>10:00 – 10:50 a.m.</p> <p>Emily Thomas Director of Planning and Institutional Research</p> <p>Gayle Reznick Research Assistant</p> <p>SUNY Stony Brook</p>	<p><b>Using Predictive Models to Target Recruitment Initiatives: Theory and Practice</b></p> <p>College admissions offices are experimenting with predictive modeling to target recruitment efforts, but a typical use of these models is theoretically questionable and may therefore be operationally inefficient. The results of an experimental program suggest that a different use of predictive modeling can be a fruitful collaboration between institutional research and admissions staff.</p> <p>Paper</p>
<p>10:00 – 10:50 a.m.</p> <p>Keith J. Guerin Director, Institutional Research and Planning County College of Morris</p>	<p><b>Tracking Community College Students to Bachelor's Degree Completion: Methodological Issues in Performance Funding</b></p> <p>Performance funding has come to New Jersey, and bachelor's degree completion rates are a funding measure. Surprisingly, both community colleges and senior institutions are benchmarked for the same rates for their transfers. This paper examines empirical data and methodological issues associated with the validity of this performance indicator and its relationship to policy intent.</p> <p>Paper</p>
<p>10:00 – 10:50 p.m.</p> <p>Cherry Danielson Research Associate, Research Office for Student Affairs University of Michigan</p>	<p><b>Quasi-experimental Design and the Pre-testing Effect</b></p> <p>Although a conscientious effort to develop sound research designs must be a norm within institutional research, even the best-laid plans can result in the emergence of a pre-testing effect. This paper looks at an example of such a study and offers some practical ways to deal with the results.</p> <p>Paper</p>
<p>11:00 – 11:50 a.m.</p> <p>Anne Marie Delaney Director of Institutional Research Babson College</p>	<p><b>Designing Graduate Admission Studies to Influence Campus Transformation</b></p> <p>This paper presents the research design, significant results and strategic policy recommendations from a graduate admission study which examined the enrollment decision processes of students accepted to a newly redesigned Master of Business Administration (MBA) Program. The paper illustrates the role of institutional research in campus transformation by demonstrating how the study was used to evaluate the impact of curricular reform and the effectiveness of admission strategies in recruiting students to choose an innovative graduate degree program.</p> <p>Paper</p>
<p>11:00 – 11:50 a.m.</p> <p>Ray Perry Computer Services Manager Cecil Community College</p> <p>Dan McConochie Director of Planning and Evaluation Howard Community College</p>	<p><b>Extracting Data from Our New Administrative Computer Systems</b></p> <p>In the past three years, many colleges have purchased new administrative computer systems, typically SCT Banner or Datatel. These systems carry the promise of improved data retrieval and analysis tools over the legacy systems that they have replaced. This workshare will discuss strategies to take advantage of these new capabilities on a cooperative basis by sharing training and avoiding duplication of report programming.</p> <p>Workshare</p>

## NEAIR 25<sup>th</sup> Anniversary Conference

<b>Monday, November 16, 1998</b>	
<p>2:00 – 2:50 p.m.</p> <p>Wayne Obetz Research Associate</p> <p>Jane Grosset Director of Institutional Research</p> <p>Dana Cantu Research Assistant</p> <p>Bette Irwin Research Assistant</p> <p>Community College of Philadelphia</p>	<p><b>From Database to Data Warehouse</b></p> <p>This workshare will trace the development of a data warehouse at the Community College of Philadelphia from its initial conception as a database used to provide information to the program audit process to its present form, a tool capable of providing answers to both routine and unanticipated queries.</p> <p>Workshare</p>
<p>2:00 – 2:50 p.m.</p> <p>J. Fredericks Volkwein Director of Institutional Research</p> <p>Kelli Buchanan Doctoral Student</p> <p>University at Albany</p>	<p><b>Comparing Administrative Satisfaction in Public and Private Higher Education</b></p> <p>Do administrators in public higher education experience different levels of job satisfaction than their counterparts in the private sector? This study draws upon a comprehensive array of national data on university characteristics, state characteristics and administrative satisfaction. Previous analyses have explored the relationship of state regulation to administrative satisfaction in public higher education. However, there are few studies in the higher education management or public administration literature that have explored the differences in job satisfaction between the public and private sectors. Such research is important because of the connection in the literature between levels of satisfaction and employee productivity and managerial turnover.</p> <p>Paper</p>
<p>2:00 – 2:50 p.m.</p> <p>Tracy Polinsky Acting Assistant Director, Institutional Research and Planning</p> <p>Robert J. Brodnick Director, Institutional Research and Planning</p> <p>Shippensburg University</p>	<p><b>Transforming Your Campus: Mixed Methodology in Institutional Research</b></p> <p>Researchers play crucial roles in campus transformation via information. This information must best represent their institution's reality. By combining quantitative and qualitative data collection methods, researchers can help isolate leverage points for change. This paper reviews multiple methods, discusses data integration, and gives an example where mixed methodological research induced successful transformation.</p> <p>Paper</p>

## NEAIR 25<sup>th</sup> Anniversary Conference

<b>Monday, November 16, 1998</b>	
<p>3:00 – 3:50 p.m.</p> <p>Michael J. Keller Director of Policy Analysis and Research</p> <p>Monica E. Randall Policy Analysis and Research Specialist</p> <p>Maryland Higher Education Commission</p>	<p><b>The Relationship between Student Success in College and Assessment for Remedial Assistance</b></p> <p>This paper examines the success rates of students at Maryland community colleges and public four-year campuses based on the amount of remedial assistance for which they were assessed in math, English and reading: none, one area, two areas, or all three areas. Breakdowns by gender and race are included.</p> <p>Paper</p>
<p>3:00 – 3:50 p.m.</p> <p>Marian Pagano Associate Provost Columbia University <b>1994-95 NEAIR President</b></p>	<p><b>Images of Colleges and Universities in Popular Cinema</b></p> <p>The impact of the image of colleges and universities projected to the public in popular cinema is described and discussed while viewing clips from several influential and/or popular films that had a college or university as a central focus. The impact that such images have on the public's opinion of higher education will be discussed along with data that might support the power of these images.</p> <p>Paper</p>
<p>3:00 – 3:50 p.m.</p> <p>Kenneth E. Redd Senior Research Associate Sallie Mae, Inc.</p> <p>Travis Reindl Policy Analyst American Association of State Colleges and Universities</p>	<p><b>The Effects of Institution-funded Student Financial Aid on College Finances, Student Enrollments, and State Financial Aid Policies, FY 1990 to FY 1996</b></p> <p>Since 1990, institutional financial aid provided by public four-year colleges and universities has jumped by 62 percent, while aid awarded by private colleges rose by 61 percent. Much of this increase occurred at highly selective institutions. This study uses IPEDS data to examine trends in institutional aid at public and private institutions, compares these trends to changes in other education-related expenditures, and uses NPSAS and FISAP data to examine changes in the income levels of students who attend these colleges. The study also looks at how changes in institutional aid may have been influenced by changes in state financial aid policies.</p> <p>Paper</p>
<p>4:00 – 4:50 p.m.</p> <p>Karen DeMonte Research Analyst</p> <p>Karen Bauer Assistant Director, Institutional Research and Planning <b>NEAIR President-elect</b></p> <p>University of Delaware</p>	<p><b>Using Microsoft Access to Facilitate the Sampling and Distribution of an Alumni Survey</b></p> <p>Microsoft Access was used in an alumni survey that required a specific matched sample of respondents. The presenters will discuss how Access was used to select the respondents, organize the dataset, and create labels for the initial and follow-up mailings.</p> <p>Workshare</p>

## NEAIR 25<sup>th</sup> Anniversary Conference

<b>Monday, November 16, 1998</b>	
<p>6:00 – 6:50 p.m.</p> <p>Jason P. Casey Director, Research Center</p> <p>Penny Blackwood Research Associate</p> <p>Association of Independent Colleges and Universities of Pennsylvania</p> <p>Jane Hammond Tompkins-Cortland Comm. Coll.</p> <p>Eleanor Swanson Director, IR Monmouth University</p> <p>Corby Coperthwaite Director, IR Manchester Comm-Tech College</p> <p>Linda Winkler Director of IR and Planning Mount Saint Mary's College</p>	<p><b>Special Interest Groups</b></p> <p><b>Association of Independent Colleges and Universities of Pennsylvania</b></p> <p><b>SUNY AIRPO</b></p> <p><b>New Jersey Association for Institutional Research</b></p> <p><b>Connecticut Association for Institutional Research</b></p> <p><b>Catholic Colleges and Universities</b></p>
<b>Tuesday, November 17, 1998</b>	
<p>7:30 – 8:50 a.m.</p> <p>Emily Thomas Paula Pelletier</p> <p>SUNY Stony Brook</p> <p>Sarah Parrott Dawn Geronimo Terkla Jennifer McKnight</p> <p>Tufts University</p> <p>Donald R. Jansiewicz Carroll Community College</p>	<p><b>Continental Breakfast and Table Topics</b> (Breakfast Workshares begin at 8:00 a.m. – see next page)</p> <p><b>PeopleSoft and Institutional Research</b></p> <p>A number of schools are implementing PeopleSoft systems to manage student, financial and personnel data. This table session will give their IR professionals the opportunity to meet with each other, share information, and discuss issues on which they are working or about which they are concerned.</p> <p><b>Using New Scanning Technology with Principia Remark Software</b></p> <p>Aimed at IR professionals who currently use Remark Office OMR, or those who are searching for a scanning system. This discussion focuses on how our office outgrew our desktop scanner and our trials and tribulations in choosing a new, faster document scanner that would work with Remark Office OMR.</p> <p><b>In the Trenches: IR and Learning Outcomes</b></p> <p>This presentation outlines a clinical approach that institutional researchers can use in developing and measuring learning outcomes. The political economy of academe is examined along with obstacles to faculty introspection. The presenter suggests how researchers can leverage their expertise to create a “culture of accountability” and identifies successful/unsuccessful strategies.</p> <p>Table Topics (continued on next page)</p>

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Tuesday, November 17, 1998	
8:00 – 8:50 a.m.	<b>Breakfast Workshares Continued</b>
<p>8:00 – 8:50 a.m.</p> <p>Andrew S. LaManque Research Analyst, Office of the Vice President for Academic Affairs</p> <p>Eric Spear Data Systems Manager Office of Institutional Studies</p> <p>University of Maryland, College Park</p>	<p><b>Designing a Faculty Workload Data Warehouse Data Mart</b></p> <p>This workshare will present information on the migration of faculty workload data from SAS data files to an oracle based data mart in the University of Maryland Data Warehouse. The presentation will cover both the technical aspects of data warehousing and BrioQuery' dynamic querying technology, as well as lessons learned in transforming a workload system designed to produce a state report, into a useful tool for university administrators.</p> <p>Workshare</p>
<p>8:00 – 8:50 a.m.</p> <p>Yuko Mulugetta Director of Research and Planning Analysis for Admissions and Financial Aid Cornell University</p>	<p><b>Establishing a National Survey Scheme for Researching Distance Education</b></p> <p>There is a growing awareness of the need to survey various aspects of distance education. Thus, a group of representatives of several national organizations have started organizing such efforts. A progress report on this endeavor will be presented along with available statistics and academic research on distance education, as well as major players and new technologies identified.</p> <p>Workshare</p>
<p>8:00 – 8:50 p.m.</p> <p>Michael Duggan Director of Enrollment Research &amp; Planning</p> <p>Tara Mahar Assistant Director of Enrollment Research and Planning</p> <p>Jennifer Hanley Ross Associate Director, Creative Services/ Advertising</p> <p>Suffolk University</p>	<p><b>What Do Prospective Graduate Students Want? Using Focus Groups to Find Out</b></p> <p>In this session we will discuss the planning and implementation of a series of blind focus groups exploring what prospective graduate students look for in program advertisements. The discussion will also include the results of a survey that participants completed regarding how they make decisions on which program to pursue.</p> <p>Workshare</p>
<p>8:00 – 8:50 a.m.</p> <p>Jason P. Casey Director of Research</p> <p>Penny Blackwood Research Associate</p> <p>Association of Independent Colleges and Universities of Pennsylvania</p> <p>Michael D. McGuire Director of Institutional Research Georgetown University 1993-94 NEAIR President</p>	<p><b>Using Graphics for Single- and Multi- Institutional Analyses in Institutional Research</b></p> <p>Thorough treatment of data typically involves various stages of exploration, diagnosis, analysis, and presentation. Each of these activities is aided by the use of graphical tools. The presenters will demonstrate a number of graphical techniques in addressing problems in these areas. Graphs created in several packages will be demonstrated.</p> <p>Workshare</p>

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<b>Tuesday, November 17, 1998</b>	
<p>9:00 – 10:00 a.m.</p> <p>Michelle Appel Anne Arundel Community College</p> <p>Karl Boughan Prince George's Community College</p> <p>Gayle Fink Anne Arundel Community College</p> <p>Ruth Garies Montgomery College</p> <p>Eileen Hawkins Baltimore City Community College</p> <p>Yun Kim Charles Community College</p> <p>Daniel McConochie Howard Community College</p> <p>Koosappa Rajasekhara Dundalk Community College</p> <p>Monica Randall Maryland Higher Education Commission</p>	<p><b>Weaving the Fabric of a Successful Transition: Collaborative Research Efforts between Community Colleges and Public Schools, a Maryland Model</b></p> <p>Institutional research personnel and policy analysts will discuss the history of Maryland's student Outcomes Assessment Report, factors leading to collaborative community college-public school research, highlights of collaborative projects, and common problems, successes and findings from projects. The impact of these projects on state and institutional policies will be highlighted.</p> <p style="text-align: center;">Panel</p>
<p>10:10 – 10:50 a.m.</p> <p>Karl Boughan Supervisor of Institutional Research Office of Institutional Research and Analysis Prince George's Community College</p> <p><b>1997 Best Paper</b></p>	<p><b>New Approaches to the Analysis of Academic Outcomes</b></p> <p>Using two advanced structural modeling methodologies – path analysis and cluster analysis – parallel models of the academic programs at Prince George's Community College were developed, supported by data tracking the Fall 1990 entering cohort over a period of six years. Path analysis revealed the centrality of student attitude factors (motivation, flexibility, academic gamesmanship) to study career success compared with the lesser impacts of social background, college preparedness, and various process variables. Cluster analysis identified several varieties of success-prone students, as well as three different student sub-bodies, each highly problematic for distinctive reasons.</p> <p style="text-align: center;">Paper</p>
<p>10:00 – 10:50 a.m.</p> <p>Jishen Zhao Research and Planning Analyst Prince George's Community College</p>	<p><b>Assessing Academic Outcomes of Under-prepared Community College Students: A Structural Equation Modeling Approach</b></p> <p>This ongoing study was designed to assess the four-year academic outcomes of the under-prepared students at Prince George's Community College. It expects to update the profile of these students, and identify the factors affecting their academic progress by adopting a structural equation modeling approach.</p> <p style="text-align: center;">Paper</p>