# Jeffrey A. Simmons, M.S., Ph.D.

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# EDUCATION

#### Ph.D. Forest Science/Soil Science

 1993, Department of Natural Resources, Cornell University, Ithaca, NY

#### M.S. Forest Science

 1991, Department of Natural Resources, Cornell University, Ithaca, NY

#### B.A. Ecology and Evolutionary Biology

 1987, Department of Biology, University of Rochester, Rochester, NY

# ACADEMIC POSITIONS

**Executive Director of Strategic Planning and Institutional Effectiveness** (January 2020-present)**,** Mount St. Mary's University, Emmitsburg, MD

#### Responsibilities and Accomplishments

* Institution-wide coordination of institutional effectiveness evaluation and assessment for both administrative and academic units.
* Responsibility for assessment of the institutional strategic plan and development of novel metrics.
* Co-chair of the reaccreditation Self-Study (2022-24) through the Middle States Commission on Higher Education.
* Use of predictive analytics for modeling university enrollment, finances, and housing and for creation of real-time dashboards for top-tier and middle-tier leadership.
* Oversight of the portfolio of strategic initiatives for implementation of the Strategic Plan.
* Oversight of institutional research functions including mandatory reporting to federal and state agencies.
* Coordination of embedded professional development for departments and individuals on assessment techniques to improve knowledge and use of assessment approaches.
* Implementation of an information management system to warehouse the university’s assessment data.
* Recording Secretary for the Board of Trustees responsible for creation and maintenance of institutional records.
* Chair of the interdepartmental Mount Safe Team that was responsible for planning and policy-making during the COVID-19 pandemic.

**Director, ASPIRE Office (Assessment, Strategic Planning and Institutional Research and Effectiveness** (July 2017-Dec 2019)**,** Mount St. Mary's University, Emmitsburg, MD

#### Responsibilities

* Co-leadership over development of the University Strategic Plan (2018-23). Oversight of the portfolio of strategic initiatives for implementation of the Strategic Plan.
* Responsibility for assessment of the institutional strategic plan and development of novel metrics.
* Use of predictive analytics for modeling university enrollment, finances, and housing and for creation of real-time dashboards for top-tier and middle-tier leadership.
* Facilitation of the design and implementation of systematic institution-wide assessment processes for administrative and academic units.
* Implemented procedures and structures leading to greater use of data for informed decision-making.
* Coordination of institutional effectiveness evaluation and assessment institution-wide for both administrative and academic units.
* Implemented embedded professional development for departments and individuals on assessment techniques to improve knowledge and use of assessment approaches.

#### **Interim Dean** (Fall 2013) and **Dean** (2014-2017) of the School of Natural Science and Mathematics, Mount St. Mary's University, Emmitsburg, MD

#### Responsibilities

* Oversight of undergraduate departments of Science, Psychology, and Mathematics & Computer Science plus related graduate programs (Master’s and certificate programs)
* Coordination and review of faculty pre-tenure reviews, promotions, and tenure applications; oversight of faculty searches; review of five-year program evaluations
* Academic oversight including student misconduct, course schedules, advisor assignments, grade appeals, and program assessment
* Development of budget requests and management of the annual budget for the SNSM
* Advocacy for the interests of the School to the administration
* Supervision of the Director of the Master’s program in Biotechnology and Management
* Fundraising, alumni outreach, coordination of the SNSM Advisory Board
* Maintained relationships and foster communication with alumni through newsletters, social media, and personal visits
* Served as building manager, safety coordinator, and main liaison with Physical Plant for the science building including science labs and vivarium

#### Accomplishments

* Coordinated the proposal development and approval of an interdisciplinary B.S. degree in Cybersecurity and a M.S. degree in Biotechnology and Management; implemented a new B.S. degree in Health Sciences
* Raised over $340,000 in donations for the School of NSM in 3 years; instigated two grant awards worth $775,000
* Established a Health Career Pipeline for students, Career Mentoring Network, Student Advisory Board, and online internship list.
* Enhanced and expanded the Summer Research Internship Award program in which select students receive a stipend to work full-time during the summer on a research project with a faculty member.
* Led development of a six-year strategic plan for the School of NSM

#### Assoc. Professor – tenure track (2006-10), Assoc. Professor (2010-15) and Professor (2015-present) of Biology and Environmental Science

 Science Department, Mount St. Mary's University; 2015 to present

#### Adjunct Professor of Environmental Management (distance learning)

Environmental Management Program, Columbia Southern University; 2001 to 2003

#### Asst. Professor (1995-00) and Assoc. Professor (2000-06) of Environmental Science

Biology Department, West Virginia Wesleyan College; 2000 to 2006

#### Assistant Research Professor of Environmental Science

Department of Plant, Soil and Agricultural Sciences, Univ. of Maine; 1993 to 1995

# OTHER EMPLOYMENT

#### Strategic Planning Consultant

 Simmons and Simmons Group, Fairfield, PA; 2021 - present

#### Environmental Chemistry Consultant (during summer)

 Sturm Environmental Services, Brushy Fork Rd., Bridgeport, WV; 2006 – 2009

# PUBLICATIONS

## Peer-Reviewed Publications (*Student co-authors indicated by an \**)

1. Gartner, T., C. Thomas, K. Geedey, K. Bjorgo-Thorne, **J. Simmons**, K. Shea, J. Dosch, and C. Zimmermann. 2021. Incorporating Long-Term Research Projects into the Undergraduate Curriculum: Examples from the Ecological Research as Education Network’s Decomposition Project. The American Biology Teacher Vol: 82(3): 142–148. <https://doi.org/10.1525/abt.2020.82.3.142>
2. **Simmons, J.A.**, L.J. Anderson, D.R. Bowne, J.J. Dosch, T.B. Gartner, M.F. Hoopes, K. Kuers, E.S. Lindquist, T.S. McCay, B.R. Pohlad, C.L. Thomas, K.L. Shea. 2016. Collaborative Research Networks Provide Unique Opportunities for Faculty and Student Researchers. Council for Undergraduate Research Quarterly 36(4):11-17. DOI: 10.18833/curq/36/4/4.
3. Keating\*, M.P., and **J.A. Simmons**. 2014. Carbon and phosphorus dynamics of *Justicia americana* in stream ecosystems. BIOS 85(3): 160-166. DOI: 10.1893/0005-3155-85.3.160.
4. **J.A. Simmons**, M. Anderson, W. Dress, C. Hanna, D.J. Hornbach, A. Janmaat, F. Kuserk, J.G. March, T. Murray, J. Niedzwiecki, D. Panvini, B. Pohlad, C. Thomas, and L. Vasseur. 2014. A comparison of the stream temperature regime under forested and non-forested riparian zones at eleven sites across North America. River Research and Applications 31: 964-974. DOI: 10.1002/rra.2796. <http://onlinelibrary.wiley.com/doi/10.1002/rra.2796/abstract>
5. **J.A. Simmons**. (2012). Toxicity of major cations and anions (Na+, K+, Ca2+, Cl-, and SO42-) to a macrophyte and an alga. Environmental Toxicology and Chemistry. 31(6):1370-1374.
6. Sakowski\*, E.G., and **J.A. Simmons.** 2010. Effectiveness of aquatic mosses as bioindicators of zinc contamination in streams. Journal of the Pennsylvania Academy of Science 84(1):38-44.
7. **Simmons, J.A.** 2010. Phosphorus removal by sediment in streams contaminated with acid mine drainage. Water, Air and Soil Pollution 209(1): 123-132. DOI **10.1007/s11270-009-0185-7.**
8. **Simmons, J.A.** 2009. Decomposition and Soil CO2 Emission. *Teaching Issues and Experiments in Ecology*, Vol. 6: Experiment #2 [online]. <http://tiee.ecoed.net>
9. **Simmons, J.A.**, K.N. Eshleman, W.S. Currie, G. Frech, B.R. Pohlad, C.L. Thomas. K. Kuers, S. Monteleone. 2008. Forest to reclaimed mine land use change leads to altered ecosystem structure and function. Ecological Applications 18(1):104-118.
10. Castro, M. S., K. N. Eshleman, L. F. Pitelka, G. Frech, M. Ramsey, W. S. Currie, K. Kuers, **J. A. Simmons**, B. R. Pohlad, C. L. Thomas, and D. M. Johnson. 2007. Symptoms of nitrogen saturation in an aggrading forested watershed in western Maryland. Biogeochemistry 84(3):333-348.
11. **Simmons, J.A.,** T. Andrew\*, A. Arnold\*, N. Bee\*, J. Bennett\*, M. Grundman\*, K. Johnson\*, and R. Shepherd\*. 2006. Small-scale chemical changes caused by in-stream limestone sand additions to streams. Mine Water and the Environment 24(4):241-245.
12. **Simmons, J.A.,** and W.S. Currie. 2005. Alteration of soil phosphorus pools from coal mining and reclamation. Proceedings of the West Virginia Academy of Science 77(2):1-14.
13. **Simmons, J.A.**, E.R. Lawrence\*, and T.G. Jones. 2005. Acid mine drainage effects on periphyton productivity, leaf decomposition, and macroinvertebrate diversity. Journal of Freshwater Ecology 20(3):413-424.
14. **Simmons, J.A.**, J.M. Long\*, and J.W. Ray\*. 2004. What limits productivity in acid mine drainage treatment ponds? Mine Water and the Environment 23(1):44-53.
15. Fernandez, I.J, **J.A. Simmons**, and R.D. Briggs. 2000. Indices of forest floor nitrogen status along a regional climate gradient in Maine, USA. Forest Ecology and Management 134:177-187.
16. **Simmons, J.A.** 1999. Benefits of service-learning in environmental science. In (Brubaker, D.C. and J. Ostroff, eds.) Life, Learning, and Community: concepts and models for service-learning in biology. American Association for Higher Education, Washington, D.C.
17. **Simmons, J.A.**, J.B. Yavitt and T.J. Fahey. 1996. Watershed liming effects on the forest floor N cycle. Biogeochemistry 32:221-244.
18. Delaney, M., I.J. Fernandez, **J.A. Simmons**, R.D. Briggs. 1996. Red maple and white pine litter quality: Initial changes with decomposition. Technical Bulletin No. 162, Maine Agricultural and Forest Experiment Station, University of Maine, Orono, ME. 17pp.
19. **Simmons, J.A.**, I.J. Fernandez, R.D. Briggs and M. Delaney. 1996. Forest floor carbon pools and fluxes along a regional climate gradient in Maine, USA. Forest Ecology and Management 84:81-95.
20. Yavitt, J.B., T.J. Fahey and **J.A. Simmons**. 1995. Methane and carbon dioxide dynamics in a northern hardwood forest ecosystem. Soil Science Society. Am. J. 59:796-804.
21. Fernandez, I.J., L.E. Rustad, **J.A. Simmons**, J.W. McLaughlin. 1994. The Howland Integrated Forest Study (HIFS) - ecosystem research on processes governing forest function. In Jenkins, A., R.C. Ferrier and C. Kirby (eds.) Ecosystem Manipulation Experiments: Ecosystems Research Report No. 20, Commission of the European Communities, UK.
22. Yavitt, J.B., **J.A. Simmons** and T.J. Fahey. 1993. Methane fluxes in a northern hardwood forest ecosystem in relation to acid precipitation. Chemosphere 26:721-730.

## OTHER PUBLICATIONS & TECHNICAL REPORTS

1. **Simmons, J.A.** 2013. Do riparian buffers improve stream temperatures? Ecological Research as Education Network website. [A complete, inquiry-based lab activity for ecology or environmental science classes. http://erenweb.org/education/curricula/]
2. **Simmons, J.A**. 2013. What factors affect stream temperature? Ecological Research as Education Network website. [A complete, inquiry-based lab activity for ecology or environmental science classes. http://erenweb.org/education/curricula/]
3. Lindquist, E., L.J. Anderson, and **J.A. Simmons**. 2011. Small colleges aided by research networks. Correspondence. Nature 478:458. 27 October 2011. [A letter to the editor]
4. Klemow, K.M., J. Seaman, **J.A. Simmons,** A.L. Stein and B.J. Stuart. 2010. A Review of “*A Field-based Aquatic Life Benchmark for Conductivity in Central Appalachian Streams*” (Cormier et al., 2010) and Implications for Appalachian Mine Permits. 24 pp. [A state-of-the-science report prepared for the Kentucky Energy and Environment Cabinet]
5. Anderson, L.J., M.F. Hoopes and **J.A. Simmons**. 2009. A Call for Collaborative Research at Primarily Undergraduate Institutions. An Editorial in *Frontiers in Ecology and the Environment* 7(7):343. [A guest editorial highlighting the important contributions that can be made by researchers from PUIs in large-scale ecological research.]
6. **Simmons, J.A**., and K. Bates. 1995. Maine greenhouse gas emissions: Inventory for 1990. Maine State Planning Office, Augusta, ME. 55 pp.  [One of the first state-level greenhouse gas inventories in the country, prepared for the State of Maine]

# SELECTED CONFERENCE PRESENTATIONS & WEBINARS

(*Student co-authors indicated by an \**)

1. **Simmons, J.A.** 2022. Tracking the progress of your strategic plan. Professional development webinar presented for the national-level Association for Institutional Researchers. AIR Webinar Series. 22 August 2022.
2. **Simmons, J.A.** 2021. Making your DEI initiative sustainable. Invited presentation for the Illinois Equity in Attainment Fall Summit, 3 November 2021.
3. **Simmons, J.A.** 2021. Data storytelling: writing effective reports that interpret data. Professional development webinar presented for Association for Institutional Researchers, AIR Forum, 25 May 2021.
4. **Simmons, J.A.**, and J. Phillips. 2019. Peer-to-Peer Evaluation of Character Development. Middle States Commission on Higher Education Annual Conference, 10 December 2019, Philadelphia, PA.
5. Gartner, T.B., Thomas, C.L., K. Geedey, K. Bjorgo-Thorne, **J.A. Simmons**, K.L. Shea, J. Dosch, C. Zimmerman. 2017. *Strengths and Strategies for Incorporating Long-Term Research Projects into the Undergraduate Curriculum: Lessons from the EREN-DATIS Project*. Ecological Society of America Annual Meeting, 9 August 2017, Portland, OR.
6. **Simmons, J.A. 2015.** *Stream Temperatures: Two Inquiry-Based Lab Activities for Ecology Class.* Mid-Atlantic Chapter of the Ecological Society of America Annual Conference, 18 April 2015, Elizabethtown College, PA.
7. **Simmons, J.A. 2014.** *The Ecological Research as Education Network****:*** *Collaborative ecological research that advances science and engages students.* Mid-Atlantic Chapter of the Ecological Society of America Annual Conference, 29 March 2014, University of Maryland College Park, MD.
8. **Simmons, J.A.,** and Bob Pohlad. 2014. *Forested Riparian Zones Affect the Temperature Regime: A collaborative research project*. Ecological Society of America Annual Meeting, 15 August 2014, Sacramento, CA.
9. Servais\*, S.M., and **J.A. Simmons**. 2012. *Monthly changes of in-stream nutrient removal in Saint Mary’s Run*. Maryland Water Monitoring Council Annual Conference, 6 December 2012, Maritime Institute, North Linthicum, MD.
10. **J.A. Simmons** (and 14 others). 2012. *Effect of Riparian Shade on Stream Water Temperature: A Collaboration Among Twelve Primarily Undergraduate Institutions*. The Ecological Society of America Annual Meeting, 6-9 August, 2012, Portland, OR.
11. E.M. Lindquist, K.K. Kuers, **J.A. Simmons** (and 6 others). 2011. Workshop: *EREN: Permanent Forest Plot Project (PFPP)*. Ecological Society of American Annual Meeting, 8-12 August 2011, Austin, TX.
12. **J.A. Simmons.** 2011. *Nutrient removal ability of a stream receiving wastewater effluent*. Pennsylvania Academy of Sciences Annual Meeting, 2 April 2011, Altoona, PA.
13. M.P. Keating\* and **J.A. Simmons.** 2011. *Carbon and nutrient dynamics of* Justicia americana *in stream ecosystems*. Pennsylvania Academy of Sciences Annual Meeting, 2 April 2011, Altoona, PA.
14. **J.A. Simmons.** 2010. *Nutrient removal ability of a stream receiving wastewater effluent*. Maryland Water Monitoring Council Annual Conference, 18 November 2010, Maritime Institute, North Linthicum, MD.
15. Eshleman, K.N., W.S. Currie, **J.A. Simmons**, K.M. Kline, and W. Schlesinger. 2010. *Alteration of ecosystem services by surface mining and reclamation in Appalachian Mountain watersheds*. Ecological Society of America Annual Meeting, 4 August 2010, Pittsburgh, PA.
16. Arentz\*, E.E., and **J.A. Simmons**. 2009. *Downstream impacts of a wastewater treatment plant discharge on phosphorus pools and buffering capacity*. Pennsylvania Academy of Science Annual Meeting, 28 March 2009, Camp Hill, PA.
17. **Simmons, J.A**., and J. Kilian. 2009. *Distribution of Rusty Crayfish (*Orconectes rusticus*) in the Monocacy River, MD, in relation to water quality variables*. Mid-Atlantic Chapter of the Ecological Society of America Annual Meeting, 13 March 2009, College of New Jersey, Trenton, NJ.
18. **Simmons, J.A.** 2008. *Phosphorus-metal interactions in streams contaminated with acid mine drainage*. Ecological Society of America Annual Meeting, 3 August 2008, Milwaukee, WI.
19. **Simmons, J.A.**, and J. Shepard. 2006. *Nitrogen, phosphorus and sulfur input-output budgets of a small, forested watershed in central West Virginia*. West Virginia Academy of Science Annual Meeting, 22 April 2006, Shepherdstown, WV.
20. **Simmons, J.A.**, Thomas, C.L., B.R. Pohlad, S. Monteleone, and K. Kuers. 2005. *How to do Collaborative Ecological Teaching and Research Using Web Pages and Online Resources*. Ecological Society of America Annual Meeting, 7 August 2005, Montreal, Quebec.

# GRANTS AWARDED

S-STEM program, National Science Foundation

“Collaboration Between Community Colleges and a University to Increase Transfer Student Success in STEM” (DUE 2030851); Co-Principal Investigator and Educational Researcher

 Amount: $899,926 Period: 2020-25

Research Collaborative Networks program, National Science Foundation

 “*RUI-RCN-UBE: Establishing an Ecological Research/Education Network at Primarily Undergraduate Institutions*”; [With 18 other faculty from 14 institutions.]

 Amount: $499,000 Period: 2010-16

Maryland Water Resources Research Center, US Geological Survey

 “Assessing the Nutrient Removal Efficiency of a Floating Wetland”; J.A. Simmons, PI

 Amount: $34,124 Period: 2010-13

Mini-Grants Program, Chesapeake Bay Trust

 “*Nutrient Sources in Tom’s Creek Watershed*”; J.A. Simmons, PI

 Amount: $3,627 Period: 2008

Stewardship Grant Program, Chesapeake Bay Trust

“*Outreach and Stream Restoration in Tom’s Creek Watershed*”; J.A. Simmons, K. Schultz, co-PIs

Amount: $12,600 Period: 2007-2008

Course, Curriculum, and Laboratory Improvement, National Science Foundation

*“Collaboration through Appalachian Watershed Studies: Phase 3 – Curricular Implementation”*; C. Thomas, PI; J.A. Simmons and 6 others, co-PIs

Amount: $284,451 Period: 2004-2009

WV Department of Environmental Protection, Office of Water and Waste Management

“*Developing Watershed-Based Plans for Fink Run, Pecks Run, and the Upper Buckhannon River*”; J.A. Simmons, PI

Amount: $9,439 Period: 2006

Instrumentation Grants Program, W.V. Experimental Program to Stimulate Competitive Research

*"Ion chromatography: Phase II"*; J.A. Simmons, PI

 Amount: $14,000 Period: 2004

Course, Curriculum and Laboratory Improvement Program; National Science Foundation

 “*Implementing curricular change across the sciences within an outcomes-based general education curriculum*”; J.A. Simmons, PI

Amount: $74,245 Period: 2003-2005

State Recycling Grant Program, West Virginia Division of Natural Resources

*"Expansion of Wesleyan Recycles! program";* J.A. Simmons, PI

 Amount: $14,400 Period: 2003

Cooperative Extension, West Virginia University, Morgantown, WV

“*Effects of Revegetation of Winter Feeding Lot on N and Coliform Inputs*”; J.A. Simmons, PI

Amount: $37,400 Period: 2003-05

Appalachian College Association, Berea, KY

“Collaboration through Appalachian Watershed Studies”; C. Thomas, PI; J.A. Simmons and 6 others, co-PIs

Amount: $110,000 Period: 2002-2004

Research Initiation Grant, W.V. Space Grant Consortium, NASA

 “*Quantifying the toxicity of combinations of heavy metals to aquatic plants using hydroponic techniques*.”; J.A. Simmons, PI

 Amount: $19,960 Period: 1999-2000

U.S. Environmental Protection Agency State Outreach Program

 *“A Greenhouse Gas Inventory for the State of Maine”;* J.A. Simmons, PI

 Amount: $20,000 Period: 1994-1995

# UNIVERSITY SERVICE

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| **MSMU Committees** |
| Self-Study Steering Committee (Co-Chair) | 2021 - 2024 |
| Data Governance Committee | 2022 - 2023 |
| President’s Cabinet | 2019 - 2022 |
| Leadership Team (Coordinator) | 2019 - 2022 |
| Committee on Curriculum and Assessment | 2017 - 2018 |
| Institutional Effectiveness and Assessment Committee | 2017 - 2022 |
| Strategic Planning Committee (Co-Chair) | 2016 - 2017 |
| Grants Committee | 2016 - 2022 |
| Mount Council (Coordinator) | 2013 - 2022 |
| University Council | 2008 - 2016 |
| Graduate Affairs Committee | 2012 - 2017 |
| Reaccreditation Review Team | 2014 - 2015 |
| Renewable Energy Education Facility Committee | 2011 - 2013 |
| Land Use Committee Liaison (Board of Trustees) | 2007 - 2012 |
| Environmental Stewardship and Sustainability Committee, Chair | 2008 - 2013 |
| Environmental Stewardship and Sustainability Committee, Vice-Chair | 2007 - 2008 |
| Environmental Stewardship and Sustainability Committee | 2006 - 2007 |
| Social Justice Working Group | 2006 - 2007 |
| Committee on Assessment | 2006 - 2012 |
| Library Committee | 2006 - 2007 |
| [Numerous Search Committees] | 2006 - 2017 |
| **WVWC Committees** |
| Faculty Senate | 2003 - 2005 |
| Assessment Task Force, Chair | 2003 - 2004 |
| Resource Conservation Committee, Chair | 2001 - 2004 |
| *Wesleyan Recycles!* Program Coordinator | 2001 - 2003 |
| Science Facilities Committee | 1998 - 2006 |
| Assessment Committee | 1997 - 2004 |
| GREEN Club faculty Advisor | 1996 - 2002 |
| Admission and Academic Standing Council, Secretary | 1998 - 2001 |

# PROFESSIONAL DEVELOPMENT

Member of the Middle States Commission Site Review Team for re-accreditation of a private, liberal arts institution, September 2022.

Member of the Middle States Commission Site Review Team for initial accreditation of a private, international institution, April 2021.

Member of the Middle States Commission Site Review Team for re-accreditation of a small private college, April 2018.

Using the Interregional Guidelines for Evaluation of Distance Education for Program and Accreditation Review, 24 April 2017, Philadelphia, PA; Middle States Commission on Higher Education

Leadership in Higher Education Conference, 6-8 October 2016, Atlanta, GA; Magna Publications

Annual Meeting of the Association of American Colleges and Universities and American Conference of Academic Deans, 20-23 January 2016, Washington, DC

College and University Science Facilities Annual Conference, 19-20 October 2015; Boston, MA; Tradeline, Conferences Inc.

Fundraising for Deans Conference, 24 October 2014, Washington, DC; Academic Impressions

# PROFESSIONAL SERVICE

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| Site Team Reviewer for Middle States Commission on Higher Education | 2018 - present |
| Editor-in-Chief of *The Journal of Freshwater Ecology* (Taylor and Francis Group) | 2011 - present |
| Project Leader and Leadership Team member for the Ecological Research as Education Network (EREN), funded by NSF, [www.erenweb.org](http://www.erenweb.org).  | 2010 - 2016 |
| Committee on Climate Change, MD Water Monitoring Conference | 2011 - 2014 |
| Served (by invitation) on a scientific advisory panel for the Kentucky Energy and Environment Cabinet commenting on a new EPA document, “A Field-based Aquatic Life Benchmark for Conductivity in Central Appalachian Streams” | 2010 |
| Mid-Atlantic Chapter of the Ecological Society of America, Secretary | 2008 - 2010 |
| WV Academy of Science Proceedings, Asst. Editor | 2004 - 2006 |

# AFFILIATIONS

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| Ecological Society of America (ESA) | <https://www.esa.org/>  |
| Association for Institutional Researchers (AIR) | <https://airweb.org/>  |
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