



Office of Institutional Research
& Effectiveness

INSTITUTIONAL RESEARCH

University of Delaware
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January 14, 2022

Association for Institutional Research
AIR Awards Committee
PO Box 13739
Tallahassee, FL 32317

RE: Nomination for the 2022 AIR John Stecklein Distinguished Member Award

Dear Members of the AIR Awards Committee,

It is with distinct honor that I write this letter to nominate Dr. William E. Knight (Bill) to receive the 2022 AIR John Stecklein Distinguished Member Award posthumously. As you will see from the information contained in this nomination packet, Bill meets and, in most cases, exceeds all of the criteria outlined for the Stecklein Award. There is no question that Bill had an exemplary professional career that significantly advanced the field of institutional research through extraordinary scholarship, leadership, and service.

Bill epitomized the collegial and collaborative spirit that is associated with institutional research and the profession. To say that Bill was an active member of AIR is an understatement. Bill was an engaged, contributing, visionary, global leader of AIR that will have long lasting effects on the IR profession. Bill was a member of AIR since 1989 and his involvement included serving as President in 2008-2009, At-Large Member of the AIR Board of Directors, Forum Chair, instructor for AIR professional development courses, past member of the *Professional File* editorial board and the publications committee, and associate editor for the *Resources in Institutional Research* publications series. Bill was a regular contributor to *eAIR* and a regular presenter at the AIR Forum. Bill was the recipient of the 2013 AIR Outstanding Service Award.

Bill was also actively involved with regional associations such as the Indiana Association for Institutional Research, the Northeast Association for Institutional Research, and the Ohio Association for Institutional Research and Planning where he served as President in 1999-2000. His professional service also included the International Coalitions for Electronic Portfolio Research, the National Study of Instructional Costs and Productivity Advisory Committee, the University System of Georgia Administrative Committee in Institutional Research and Planning, and the University System of Georgia Task Force on Assessment Methods, as well as the regional accreditation association, Higher Learning Commission, where he served as a Peer Reviewer since 1999 and was also trained as a Team Chair. In addition, Bill was the founder of

The Doctoral University Data Exchange and co-founder of the Association for Higher Education Effectiveness where he served as President and a member of the Board of Directors. Bill also served as a consultant on matters related to institutional research, assessment, and accreditation.

Bill made countless significant contributions to the field of institutional research. These contributions include, but are not limited to, the following:

<u>35</u> Authored or Co-authored Peer Reviewed & Invited Publications	<u>147</u> Peer Reviewed & Invited Conference Presentations, Webinars, Workshops	<u>63</u> Dissertation & Thesis Committees	<u>23</u> Accreditation Peer Reviews <u>8</u> Serving as Chair
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Four prominent publications that Bill either authored or edited [*Leadership & Management in Institutional Research: Enhancing Personal and Professional Effectiveness* (2014), *Building Bridges for Student Success: A Sourcebook for Colleges and Universities* (2013), *The Handbook of Institutional Research* (2012), and *The Primer for Institutional Research* (2003)] are regularly cited and/or used to guide the work of IR professionals around the world.

Bill was a visiting scholar on two occasions. First in 1992 at the University of Michigan with the Higher and Adult Continuing Education/Center for the Study of Higher and Postsecondary Education Program. Second in 2008 at the Institute of Higher Education in Jinan, China.

Bill’s influential contributions have had a direct and positive impact on the IR profession. Bill took full advantage of the opportunity for institutional researchers to be change agents and was a change agent himself. Generations of IR professionals to come will benefit from Bill’s scholarship and innovative ideas.

Letters of Support from AIR Members

There is resounding support for Bill’s nomination for the Stecklein Award. This support is more than evident in the 22 letters of recommendation from current AIR members included in this nomination packet on pages 4 through 37. These letters speak to how Bill was an innovative thought leader, contributed research that was highly regarded, generously mentored numerous individuals including myself, was an active presenter sharing best practices to advance the field of institutional research to various audiences well beyond AIR, had a direct and positive impact on the practice of institutional research, as well as heightened the visibility of institutional research and promoted the value of institutional research.

Candidate's Curriculum Vitae/Resume

Bill's resume is included in this nomination packet on pages 38 through 43. Bill's complete curriculum vitae may be found [here](#). You will see that this information does not include his most recent professional experience. At his untimely death, Bill was Assistant Provost for Institutional Research and Effectiveness at Miami University (Ohio). Bill began this role in March 2019 after serving almost eight years at Ball State University and more than 15 years at Bowling Green State University.

Candidate's Contact Information

Mrs. Adriene Knight (spouse)
5808 Emerald Lake Drive
Fairfield, OH 45014
765-744-3246
adrieneknight@gmail.com

I hope you agree that the AIR John Stecklein Distinguished Member Award is the perfect way to recognize Bill Knight for his innumerable meaningful contributions that have advanced the field of institutional research and honor his legacy. Please do not hesitate to contact me should you need any additional information. I thank you for your time and consideration.

Sincerely,

Heather A. Kelly

Heather A. Kelly, Ed.D.
Director of Institutional Research



OFFICE OF INSTITUTIONAL RESEARCH, PLANNING AND ASSESSMENT

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Awards Committee
Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

January 12, 2022

Dear Awards Committee Members,

It is an honor to write in support of Bill Knight for the John Stecklein Distinguished Member Award. Bill's service to the profession epitomizes all that I think of when envisioning a distinguished member. He taught, he was a prolific writer, he mentored numerous students and professionals, he served the Association in multiple roles including Forum Chair and President, and he was a kind and generous human.

Bill was a fixture at the Forum - always presenting, always encouraging others, and just there to talk through the issues of the day. He cared deeply for both AIR and the IR profession, and his immense knowledge of the field was demonstrated in the 2003 *Primer for Institutional Research* which he edited. But Bill didn't stop with the basics, in 2014 he authored *Leadership and Management in Institutional Research*, creating a handbook for those seeking to advance in the field.

When Bill passed away last year, the outpouring of support and tributes to him demonstrated that he wasn't just a scholar or a leader but he was a kind friend and familiar face to so many. I recall being in Indianapolis for a (non-IR) conference and hearing my name called across a hotel lobby as I was checking out. It was Bill, in the same hotel for the Indiana AIR conference, calling me over to introduce me to his state colleagues and make new connections for them. He made connections like that for his students, for his OCAIR colleagues, and for anyone who indicated they were new and wanted to learn the profession. It is a special skill - connecting others, calling out similar interests or skills.

I think my last conversation with Bill was in July of 2020, when we caught up with each other over Zoom to talk about Tableau dashboards. Even though he was in a campus leadership position (Associate Provost), Bill was still digging into learning Tableau and creating his own dashboards - he led by doing. He had asked for our advice about one topic and then allowed us to pick his brain about another. That was Bill - always willing to learn from others, never believing he had all the answers, while simultaneously willing to share what he knew.

In summary, it is my sincere hope that you will honor Bill with the Stecklein Distinguished Member award. I cannot think of a more deserving candidate.

Sincerely,

A handwritten signature in black ink that reads "Michelle Appel". The signature is fluid and cursive, with a long horizontal stroke at the beginning.

Michelle Appel



OFFICE OF STRATEGIC RESEARCH

January 10, 2022

Association for Institutional Research
Awards Selection Committee
PO Box 13739
Tallahassee, Florida 32317

Nomination for the John E. Stecklein Distinguished Member Award

Dear Members of the Award Selection Committee:

It is my honor to support the nomination of Dr. William (Bill) E. Knight for the John E. Stecklein Distinguished Member Award. Bill's many contributions to our field have positively impacted countless numbers of professionals at a variety of stages of their careers.

Bill's career trajectory allowed him to broaden his expertise across the domains of institutional research, effectiveness, and leadership. His three decades of experience at Kent State University, Georgia Southern University, Bowling Green State University, Ball State University, Miami University and service in the international sphere at Shandong University provided him with an array of perspectives and experience to share with any who asked for help, advice, or mentorship. A recipient of the AIR Outstanding Service Award in 2013, Bill continued to serve our field in ever greater capacities in the years that followed in ways which I will discuss herein.

Bill's service to his profession includes state and national level leadership roles. He served as President for the Ohio Association for Institutional Research and Planning as well as on AIR's Board of Directors (President in 2008–2009) and Chair of the AIR Forum Committee. Bill also was the Co-Founder and served as President and a Board of Directors member for the Association for Higher Education Effectiveness from 2013 to 2018.

It was apparent upon first meeting Bill at the AIR Forum in 2012 that his purpose was to help others and he brought this perspective to any meeting, workshop, presentation, and conversation. His contributions to the institutional research community include seminal works such as *The Primer for Institutional Research* (2003) and *The Handbook of Institutional Research* (2012). Each of these works contributed greatly to my own professional development and are regularly referenced by my colleagues as go-to resources.

In addition to the written word, Bill was always ready to engage with others in supporting their professional growth. In the years I knew Bill, he provided quality presentations (usually more than one) at every AIR Forum from 2012-2020 that spanned IR, IE, and accreditation. Due to our busy schedules, we often found time to chat in the minutes leading up to a pre-conference workshop and this was when I received much of the wisdom that I would continue to rely upon after returning to the office.

Bill also focused on the evolution of the leadership potential within IR and IE. Not only did he model what an executive level team member should know and do, but he devoted his later years to helping others become effective leaders. *Leadership & Management in Institutional Research* (2014) happened to be published just as I was considering my next steps and it gave me the confidence and clarity to take on a director's role. The IR profession is fortunate to have



OFFICE OF STRATEGIC RESEARCH

many people willing to lead and mentor the next generation and Bill has had a remarkable influence on my own professional goals and achievements.

Bill was an active member of AIR and has made substantial contributions to the field of institutional research by supporting the training and development of IR practitioners, promoting the application of IR theories and practices, and advanced the practice of institutional research through innovative ideas. I believe my testimony provides evidence herein to support this nomination.

I recommend without hesitation that Bill Knight's professional legacy be continued through the posthumous awarding of the AIR John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Eric S. Atchison', written in a cursive style.

Eric S. Atchison
Vice President for Strategic Research
Arkansas State University System



INDIANA UNIVERSITY

SCHOOL OF EDUCATION

Department of Educational Leadership
and Policy Studies

January 14, 2022

Association for Institutional Research Awards Selection Committee
1983 Centre Pointe Blvd. #101
Tallahassee, FL 32308

Dear Colleagues:

It is my privilege to provide a letter of support for William (Bill) Knight for this year's AIR Distinguished Member Award, all too sadly posthumously. I would be even more delighted if Bill were still here to be acknowledged by the AIR community for his longstanding, significant, and deeply impactful contributions to the profession and the community of practitioners.

I am one of many institutional researchers who can say that Bill Knight was a friend and close professional colleague. I got to know him well in the first decade of the 2000s, when we both served on the AIR Board, did several IR consults together, and then became Indiana colleagues when he took the helm of Ball State's IR and Assessment operation in 2011. He has been a regular guest in my IR class and always added substantive and inspirational value to the class, as he did to all the work he touched.

As a campus IR practitioner, Bill helped to develop to highly effective institutional research offices Georgia Southern University, Bowling Green State University, Ball State University, and finally, Miami University of Ohio. He re-built two of these three operations (Bowling Green and Ball State) from the ground up. These IR operations were well known for their effectiveness and leading edge practices, in large part because of Bill's unique combination of knowledge, people skills, and passion for the work.

Bill was a fixture at AIR conferences, is a past president, and has won the Association's outstanding service award. He was always highly involved in the annual Forums, giving several presentations and generously spending time engaging with colleagues across the spectrum of experience. His name is found across the full range of AIR publications, from Professional Files to New Directions chapters, and, as somewhat

of a capstone, his AIR volume, “Leadership and management in institutional research: Enhancing personal and professional effectiveness.” Within this volume, Bill explains the basis of his viewpoint, which I think captures well his distinction in the field:

When I frame this book as being about leadership and management in IR, I really mean within the set of affiliated responsibilities that Leimer (2011b) and others have termed institutional effectiveness. I use the term “institutional research” in this book because it is being published by AIR and because I will always think of myself as an institutional researcher at the core. Along the way I have had the opportunity to serve as AIR’s forum chair, president, and member of its board of directors. I edited the Primer for Institutional Research (Knight, 2003), and with Rich Howard and Gerry McLaughlin served as coeditor of the Handbook of Institutional Research (Howard et al., 2012). I have had the opportunity to be a peer reviewer and team chair for the Higher Learning Commission. Currently, I direct Ball State University’s IR Certificate Program. I hope these experiences have given me a sufficiently broad perspective to offer a book about leadership and management in IR. I have tried to be sensitive to differences in sectors and office responsibilities. Nevertheless, we are all a sum of our experiences, so any lack of applicability to certain circumstances is a limitation I acknowledge.”

Bill’s life was cut short: he was in his mid-50s. The profession will no longer have the benefit of his continually expanding wisdom, but he has left so much behind to help us all find the drive, commitment, initiative, and especially optimism to continue his quest to improve the craft of institutional research to serve higher education institutions. He deserved this award during his lifetime, but we can only do the next best thing and recognize him posthumously.

Sincerely,

A handwritten signature in black ink that reads "Victor M. H. Borden". The signature is fluid and cursive, with the first name "Victor" and last name "Borden" being the most prominent parts.

Victor M. H. Borden, Ph.D.
Professor, Indiana University Bloomington School of Education
Past President, Association for Institutional Research



Georgia Tech

Institutional Research & Planning

January 7, 2022

AIR Awards Selection Committee
c/o The Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

Dear Colleagues:

We were shocked and saddened by the loss of our colleague, Bill Knight, last spring. His untimely passing left a void in our profession and the Association for Institutional Research (AIR) that cannot be filled. Consequently, I was shocked to learn that we had missed the opportunity to honor Bill with the John Stecklein Distinguished Member Award while he was with us. I was certain he had been a recipient given his long history of service and contributions to AIR as a leader, mentor, and friend but I was proven wrong. This opportunity to honor him posthumously should happen without delay.

The Stecklein Award recognizes those who have made substantial contributions to the field of institutional research by advancing the practice through innovative ideas, techniques or theory. I met Bill in 1995 when he was the director of Institutional Research at Georgia Southern University. Since that time, he has been a constant source of ideas, leadership and inspiration. He checks every box required for the Stecklein Award which recognizes a member whose professional career has significantly advanced the field of institutional research through extraordinary scholarship, leadership and service:

- ✓ Active member of AIR. I'm not sure exactly when Bill joined AIR but he has been a fixture at the Annual Forum for as long as I can remember (maybe the mid-1990s?). He has served as track reviewer, presenter, workshop leader, facilitator, Forum chair, and president of AIR.
- ✓ Advanced the practice of institutional research through innovative ideas, techniques or theory. In 2003, Bill edited "The Primer for Institutional Research." Then in 2012, Bill joined two giants in the IR field, Gerry McLaughlin and Rich Howard, to produce "The Handbook of Institutional Research", a foundational and influential work which is a must-have resource for all practitioners. In "Leadership & Management in Institutional Research", Bill single-handedly wrote a book that served as a thought-provoking guide for current and future IR directors.
- ✓ Contributed to widely-disseminated research. Prior to and after the books, Bill was published in journals from *New Directions in Institutional Research* to *Canadian Journal of Nursing* to *Journal of Applied Psychology*. His works are varied and often-cited, which is evidence of a strong contributor to scholarly activities inside and outside of institutional research.
- ✓ Supported the training and development of IR practitioners. I will include myself in the large group of people mentored by Bill Knight. His encyclopedic knowledge of institutional



Office of Institutional Research and Planning

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Georgia Tech

Institutional Research & Planning

research and his overwhelmingly kind and calm personality made him the ideal person from whom we could learn about leadership and emotional intelligence. His “Leadership and Management” book was the ultimate gift to the training and development of IR practitioners.

- ✓ Promoted the application of IR theories and practices in new venues and/or organizations. Bill was one of the organizing directors for The Association of Higher Education Effectiveness (AHEE) which provided a resource to higher education professionals who integrate multiple functions such as institutional research, strategic planning, assessment, accreditation, and program review. He served as a peer reviewer and team leader for the North Central Association Higher Learning Commission.
- ✓ Demonstrated the contributions of institutional research to policy formation. Bill wrote several articles regarding the importance of having institutional researchers at the table when policy decisions are made. His book chapter in “Building Capacity in Institutional Research and Decision Support in Higher Education” (Karen Webber, ed.) covered conceptual models and organizational intelligence for IR practitioners and provided a roadmap for colleges and universities to use institutional research to the greatest advantage.

Bill Knight’s impact continues to be present today and considering his body of work, that impact will continue for generations to come. Honoring him as the John Stecklein Distinguished Member in 2022 would be a perfect way to recognize this wonderful colleague who was also the kindest of gentlemen and exemplar of leaders. Should you have any questions or require additional information, please let me know. With kindest regards, I remain

Sincerely yours,

Sandi Bramblett
Georgia Institute of Technology
RBW-Executive
Assistant Vice President (Retired)
Institutional Research & Enterprise Data Management

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Office of Institutional Research and Planning

225 Uncle Heinie Way
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Phone: 404.894.3311 Fax: 404.894.0032
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January 12, 2022

Association for Institutional Research
Awards Selection Committee
1983 Center Pointe Blvd. #101
Tallahassee, FL 32308

Dear Colleagues,

I am happy to write in very strong support for the nomination of Bill Knight for the John Stecklein Distinguished Member Award of 2022. I only wish that Bill was around to receive the honor in person. He met and exceeded all the criteria for the award and would have continued to make great contributions to the field and to Higher Education. He was a great colleague and he worked very hard indeed.

Bill and I shared our careers in IR as members of NEAIR and AIR and spent a lot of time together on Boards and Committees, in airports and at tables. I cannot judge his bar and whisky aficionado behavior as I am a teetotaler and did not attend!

Bill loved his work. He thought, researched, wrote, and published at a pace that was amazing. He was creative but stayed grounded in the realities of the higher education business while keeping a focus on students and making their aspirations a reality. His long list of publications and presentations are testimony to his significant contributions in research. It is a rich legacy for future IR professionals to mine and build upon.

Working alongside Bill in AIR and NEAIR was great. He took service to the profession, as to his home institution, seriously. He served on multiple committees and whether in membership or leadership Bill listened actively to colleagues, respected their opinions, supported those new to service, and did what he said he would do. These are not traits shared by everyone.

Bill, like many of the previous awardees, took his role as a mentor to newcomers seriously too. He made opportunities to include his mentees in research, writing, presenting and professional service. He worked actively to encourage and support their careers. This too is a legacy that stretches into the future of the profession as those mentees in turn, pass along this commitment.

I really enjoyed working with Bill. I learned from him, laughed with him, admired him and was glad, as so many others have been, to call him a friend. His legacy is significant and important. Honoring that with this award is entirely appropriate and I strongly urge the committee to do so.

Sincerely,

Jennifer Brown
Director of Institutional Research and Policy Studies (Retired)
University of Massachusetts Boston

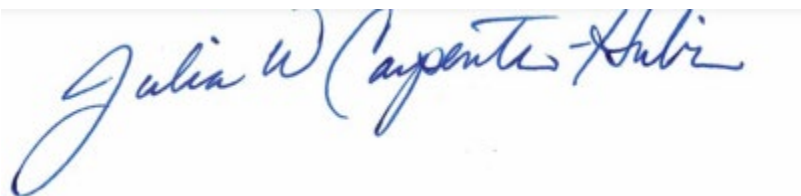
Dear Heather,

I am pleased to support the nomination of Dr. William Edward Knight for the 2022 John Stecklein Distinguished Member Award. Bill was an accomplished scholar. He authored or co-authored 36 peer-reviewed and invited publications, including *Leadership and Management in Institutional Research: Enhancing Personal and Professional Effectiveness*, edited the *Primer for Institutional Research*, and served as co-editor of *The Handbook for Institutional Research and Building Bridges for Student Success: A Sourcebook*. A mentor to his colleagues, Bill also mentored students, serving on 64 doctoral dissertation and master's thesis committees. In addition, he carried out over 150 peer reviewed and invited conference presentations, webinars, and workshops.

In addition to Bill's service to AIR, he was a founding member and past president of the Board of Directors of the Association for Higher Education Effectiveness, as well as a past president of the Ohio Association for Institutional Research and Planning (OAIRP). He served as a Peer Reviewer and Team Chair for the Higher Learning Commission regional accreditation association. His awards include the AIR Outstanding Service Award in 2013, as well as the NASPA Region IV-E Outstanding Contribution to Higher Education Award in 2010.

Bill touched the lives of so many members of AIR as a colleague, a mentor, and most of all, as a friend. He made newcomers feel welcome and old-timers feel special – I know, because I met him as a newcomer to the field of IR and our friendship grew as I became another old-timer. To be honest, I was a little nervous the first time I met him, because he was so important and well-known in the field, and I was just, well, me. He made me feel like we were old friends, and from that point forward, he encouraged and supported me as I took on leadership roles, first in OAIRP, and then within AIR. I can think of no one more deserving of the 2022 John Stecklein Distinguished Member Award than Dr. William Edward Knight.

Sincerely,



Julie Carpenter-Hubin
Assistant Vice President for Institutional Research & Planning, Retired
The Ohio State University

January 14, 2022

2022 AIR Awards Committee
Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

Re: Nomination of the late Dr. Bill Knight for the John Stecklein Distinguished Member Award

Dear AIR Awards Committee Members:

I would like to offer my strong support for the late Dr. Bill Knight to be the recipient of our Association's John Stecklein Distinguished Member Award. I have known Bill for over 20 years and have crossed path with him in many different occasions, from serving together on the AIR Board, to collaborating on presentations and exchanging thoughts at INAIR Conferences, to seeking his advice and help on behalf of OCAIR. Bill was always passionate about Institutional Research and his wisdom, wit, and generosity are well-known in our field. He was a scholar, a mentor, a leader, an educator, and a supportive colleague and friend to many in AIR and the broader IR/IE community. Bill was truly one of the hardest working IR professionals that I have ever met over the years. In fact, Bill was recognized for his professional and exceptional leadership and exemplary service to AIR and received the distinguished AIR Outstanding Service Award as early as in 2013.

One of the many contributions that Bill made to advance the practice of institutional research is the relevant and highly regarded resourceful guide, the Handbook of Institutional Research, that he co-edited with two other very well-known scholars in our community, Drs. Rich Howard and Gerry McLaughlin. Whenever I reach out to my bookshelf to look for references on techniques and strategies for approaching my work, I often find myself turning to the handbook to look up ideas and learn more about the broad array of topics covered in the handbook.

And last, but not least, I would be remiss if I did not mention the tremendous support provided by Bill throughout the years to fellow IR practitioners with the Overseas Chinese Association for Institutional Research (OCAIR) and specifically in the early days of OCAIR dated back in 1998 by helping to connect OCAIR formally with AIR as an Affiliated Organization. It would not have been possible without Bill's help for OCAIR to reach a significant milestone and celebrate the 25th Anniversary in 2021-2022. I can assure you that OCAIR is just one of the many examples that Bill has made a difference and long-lasting impact in our community. The legacy that he left behind is remarkable and I strongly urge you to consider Bill for the John Stecklein Distinguished Member Award. If there is any further information that I can provide, please contact me via email at chow@rose-hulman.edu or by phone at (812) 877-8910. Thank you for your kind attention and consideration.

Sincerely,

Timothy Chow, PhD
Director of Institutional Research
Office of Institutional Research, Planning, and Assessment
Rose-Hulman Institute of Technology
(812) 877-8910
chow@rose-hulman.edu

OCAIR Immediate Past Chair 2021-2022
INAIR Past President
Former AIR Board Member



To: Whom It May Concern:

Re: Recommendation for Distinguished Member Award

It is an honor to write this letter of recommendation for the 2022 John Stecklein Distinguished Member award for William Knight. It also comes with great sadness to write this letter and hopefully have Bill receive this award posthumously. Bill was a long-serving AIR member who contributed greatly to the Institutional Research profession. The first qualification for the award states that the candidate must have been an active member of AIR and have made substantial contributions to the field of institutional research over an extended period of time. Following his death, Dr. Knight was honored with so many tributes over social media and through our association that documented his contribution to our field. Over the years, Bill has served in numerous leadership roles for the association, including serving as member of the AIR Board of Directors, and serving as President of the Association in 2008-2009. I also witnessed Bill's leadership as he served as President-Elect, while I served as President in 2007-2008 and I was honored to serve as Past President during his presidency. To say that Bill is a thoughtful and caring leader is understatement. His personal style and dedication to the association was a cornerstone of his leadership and service to the association.

The second criteria for this award states that through research, service, and/or practice the candidate must have made a significant contribution to the field of institutional research in two or more of the specified areas. While I believe that Bill has provided significant contributions to all of these areas, I will speak directly to two areas: contributed to widely-disseminated research and supported the training and development of IR practitioners. To say that Bill has contributed to widely disseminated research is an understatement. Annually he presented well attended and well received papers at not only our AIR Forum, but was also a featured speaker at many of our regional affiliate meetings. I was pleased and honored to be asked to serve on multiple panel presentations with Bill and always looked forward to and gained much from his thoughtful contributions. He is well-known for his manuscript Leadership & Management in Institutional Research and his scholarly contributions beyond these are numerous and notable. Dr. Knight published on a wide array of relevant Institutional Research topics and the list of individuals with whom he collaborated with over the years contains the names of leading scholars from our discipline and numerous Sidney Suslow award recipients. I know that my thinking and my knowledge has been greatly enhanced through Bill's scholarly contributions.

When I think about individuals who have contributed to our association through training and supporting Institutional Research professionals, Dr. William Knight is among the top individuals on the list. Throughout his career, Bill developed and mentored Institutional Research professionals who have gone on to serve other institutions, and take leadership roles in AIR and other Institutional Research related fields. Bill also contributed significantly to our association by offering numerous workshops at AIR forums, as well as at regional affiliate meetings. Bill was always the type of professional who took the time to network and connect individuals. His caring and attentive nature was what drew individuals to him and made him such an effective leader and mentor. He always made time to talk or respond to numerous inquiries from colleagues. In AIR, we speak about the power of networking and how we can't live without it in our work, we all mourn the loss of our colleague Bill Knight and feel the hole that his absence has created in our network. I cannot think of a more deserving tribute to our colleague than to posthumously award the 2022 John Stecklein Distinguished Member award to Dr. William Knight.

Sincerely,

A handwritten signature in cursive script that reads "Mary Ann Coughlin". The signature is written in dark ink on a light-colored background.

Mary Ann Coughlin
Interim Provost & Vice-President for Academic Affairs

Subject: Letter of support for Bill Knight for the John Stecklein Distinguished Member Award

Date: January 11, 2022

To members of the selection committee,

I write in support of the nomination of Bill Knight for the AIR John Stecklein Distinguished Member Award, my only regret is that Bill did not receive this award prior to his passing. Bill was an absolute titan within institutional research. He worked for over 30 years in institutional research providing insight to multiple institutions across the country. He served the broader AIR community as president of AIR in 2008-09, as well as serving on the AIR board of directors as an at-large member and was chair of the forum committee. He was also heavily involved in various regional AIR groups including RMAIR and INAIR. Bill was also responsible for two seminal pieces on structure and leadership in institutional research. First by being the editor of the 2003 *The Primer for Institutional Research*, and then later when he authored *Leadership & Management in Institutional Research* in 2014. These two publications, a decade apart, guided, defined, and shaped countless institutional research and effectiveness offices in the world.

Far more importantly, Bill was the ideal colleague. Someone who was always willing to provide advice, assistance, and support for individuals across the range of their careers. I had the great honor to work closely with Bill when I was at Purdue University in Indiana. I worked with him both as a part of INAIR and also on the Indiana Public Institutions Data Group which help shape educational institutional data policy within the state of Indiana. Bill was always a joy to work with, and was someone that I always knew I could turn to for guidance. He always picked up when you called, every single time, no matter how many times.

Bill was an amazing IR professional, and more importantly, was simply a great man, and I can think of no person who would be more deserving of the John Stecklein Distinguished Member Award. Thank you very much for your consideration.

Sincerely,



Dr. Brent M. Drake
Vice Provost Decision Support
University of Nevada, Las Vegas
brent.drake@unlv.edu

January 14, 2022

Association for Institutional Research
Awards Selection Committee
1983 Centre Pointe Blvd. #101
Tallahassee, FL 32308

Re: Bill Knight Recommendation *John E. Stecklein Distinguished Member Award*

I am honored to recommend Dr. William “Bill” Knight as the 2022 recipient for the Association for Institutional Research (AIR) John Stecklein Distinguished Member Award. The Stecklein award celebrates distinguished AIR practitioners who have contributed to the advancement of institutional research in higher education. I am confident that Bill’s noteworthy career accomplishments will cast a long shadow on our profession for many years to come.

The shadow alluded is analogous to a memorable quote attributed to Mother Teresa when reflecting on a life of service:

“I alone cannot change the world, but I cast a stone across the waters to create many ripples.”

I believe Mother Teresa’s quote epitomizes Bill’s remarkable life and service to the Institutional Research profession. Specifically, Bill’s acquired higher education experiences reflect an IR practitioner, rather than a theoretician. Because of his creative and analytical mind, Bill possessed abilities to synthesize institutional research objectives and strategies for meaningful change. Such reasoning find credence in accomplishments achieved during his illustrious career. In particular, Bill’s authorship of *Leadership & Management in Institutional Research* (2014) and *The Primer for Institutional Research* (2003) served as insightful guides to transform IR offices into knowledge centers for effective use of data in higher education decision-making. Research paradigms and related concepts which originated from such work have influenced the strategic direction of IR offices through the United States and internationally.

In addition to premier publications, Bill’s professional and scholarly work include the impact of college experiences on students, data governance, and leadership pathways within the fields of institutional research effectiveness. He has authored or co-authored 35 peer-reviewed and invited publications, including such treatises as *The Handbook for Institutional Research, Building Bridges for Student Success: A Sourcebook for College and Universities and Enhancing Personal and Professional Effectiveness*.

Dr. Knight provided consulting services to post-secondary institutions related to institutional research/institutional effectiveness, student learning outcomes assessment, academic efficiency, and the establishment of research policy institutes. Leadership positions held by Bill in affiliate state and regional organizations included the University

System of Georgia, Ohio Association for Institutional Research and Planning and the Northeast Association for Institutional Research.

Dr. Knight's life and career were clearly marked by a willingness to give others his time, expertise, and resources both personally and professionally. During his career, Bill supported professional organizations with volunteer and mentorship opportunities. He mentored numerous new professionals and colleagues throughout his career. As a life-long member and past president of AIR, his efforts will continue to bear fruit within the profession he cared so deeply.

I experienced Bill's support and encouragement first-hand when he reached out to me in spring 2020 when I was president. At that time, the devastating impact of the coronavirus pandemic was beginning to be felt and the potential cancellation of the 2020 Forum in New Orleans. Bill offered his understanding and support as he had a similar experience in the wake of Hurricane Katrina. His confidence in AIR's ability to make the appropriate decision for our community meant a lot to me.

No one can change the world alone, but I believe the stone Bill has cast upon the "waters of life" resonates through each one of us in how we collaborate and connect for change. I humbly request your consideration of my recommendation to select Dr. William "Bill" Knight as this year's recipient of the John Stecklein Distinguished Member Award.

Sincerely,

Martin Fortner

Martin B. Fortner
AIR Past President 2019-2020
Director, Institutional Research & Effectiveness
Northeast Lakeview Community College
Universal City, TX 78148
mfortner3@alamo.edu
(210) 486-5352



January 13, 2022

Awards Selection Committee
Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

Re: Letter of Support for the *John E. Stecklein Distinguished Member Award*

It is my honor to write this letter of support for my dear friend and mentor Dr. William E. Knight's nomination for the John E. Stecklein Distinguished Member Award. I have known Bill for several years as we co-presented various conceptual frameworks for leadership development in IR/IE with Heather Kelly, Yash Morimoto, and Mary Ann Coughlin.

Bill has been an active member of AIR over decades. He has been leading and contributing the field through collaborations with other pioneers in the field. He served as the AIR President in 2008 - 2009 and other functions and committees. Being recognized his significant contributions through Forum presentations and professional development workshops, Bill was the recipient of the AIR Outstanding Service Award in 2013.

While producing numerous research on various important topics, one of his innovative ideas would be the *Integrated Institutional Effectiveness* (IIE). He is the founding president of Association for Higher Education Effectiveness ([AHEE](#)) and advocated for an executive role of IR/IE.

Bill has produced countless publications in the field. One notable contribution would be his co-editorship for *The Handbook of Institutional Research* in 2012, which is the collection of master pieces in the field of IR. He also published AIR monographs that are widely read in the US and other countries. He authored *Leadership & Management in Institutional Research* in 2014 and edited *The Primer for Institutional Research* in 2003.

Bill offered many professional development workshops and his recent topic (and also his passion) was leadership development, offered multiple times at AIR Forums and other regional IR conferences after publishing the *Leadership & Management in Institutional Research* in 2014. I heard the pre-conference workshops gathered large numbers of participants, which demonstrates the need and value of leadership development in the field.

Bill's work has been widely recognized in Japan, China, and other parts of the world. He served as a US representative to meet international delegates during AIR Forums. He was also invited to present his IR knowledge in other countries. From time to time, he and I discussed how cultural elements shape the work of IR.

Thus far, I have written his professional accomplishment. In ending this letter of support, I would like to briefly address his personal side. In essence, he is a very humble and personable individual. I believe that is why many of us enjoyed interacting with him at both formal and informal occasions. Bill was not only a thought leader, but also a “thoughtful” leader.

I appreciate your consideration of Dr. William E. Knight for the John Stecklein Distinguished Member Award. If you have any questions or need additional information, please do not hesitate to contact me via email or by phone.

Sincerely,

A handwritten signature in cursive script that reads "Hirosuke Honda".

Hirosuke Honda

Director of Institutional Research and Assessment
University of Maine at Augusta
Hirosuke.Honda@maine.edu
(207) 621-3216

January 13, 2022

Dear Colleagues:

The purpose of this letter is to support the nomination of Dr. William Knight for the John Stecklein Distinguished Member Award. During Bill's short career, I had the opportunity to work with him on several projects for the Association for Institutional Research (the *Handbook for Institutional Research*, *Building Bridges for Student Success: A Sourcebook*, and the *Recourses for Institutional Research* series. He was a pleasure to work with, always offering ideas and strategies that enhanced the quality of the outcomes of the project.

Before discussing Bill's activities, I would like to comment on his contributions to colleagues and the institutional research profession. During his "short" career Bill supported the work and careers of many intuitional research professionals. As reflected in the comments of his colleagues in the April '21 AIR News Letter, he supported IR professionals by providing both technical direction and advice, and insights about navigating a progressive and successful institutional research function on their campuses. As any senior institutional research professional will tell you, technical expertise is the easy part, key to making that technical output useful to decision makers is critical to a successful IR function.

Dr. Knight served the Association in elected leadership positions, presenting papers and panels at Forums, and teaching workshops. His service included the three-year Presidential series, Forum chair (two years), Member of the *Professional File* Editorial Board, and Associate Editor of the *Resources for Institutional Research* series. In addition, he served in elected leadership positions in the Ohio Institutional Research Association. Indeed, his service to the Association and Profession has been exemplary.

Even through a quick review of his resume, it is immediately clear that Bill was a higher education professional, interested in how the whole operation functions, with a specific focus on the role of institutional research. This is reflected in his own continuing professional development after earning his Ph.D.: 1) Lean Fundamentals Workshop, Miami University. 2) Principles and Techniques of Fundraising, The Fundraising School, 3) Indiana University Lilly School of Philanthropy, and; 4) Institute for Management and Leadership in Education, Harvard University. This record of professional development describes a professional dedicated to studying higher education.

Finally, I would like to recognize Bill's work in accreditation and the development of standards for evaluating institutional research functions. He chaired 8 Higher Learning Commission review committees, and served on an additional 15 institutional review committees. He co-founded and served as past president of the Association for Higher Education Effectiveness.

In summary, Bill's influence on many institutional research professionals to better their work and careers is both commendable and important. He played an active and consistent role in leadership positions in international, national, and regional institutional research associations throughout his career. He was both a visible and effective colleague and leader.

I appreciate your consideration of Dr. William Knight for the John Stecklein Distinguish Member Award. If you have any questions, please do not hesitate to contact me either by phone or email.

Richard Howard

Richard Howard
(406) 581-5110
rdhoward@umn.edu

P. O. Box 2325
Cookeville, TN 38502

January 12, 2022

AIR Awards Committee
Association for Institutional Research
1435 Piedmont Drive East
Tallahassee, FL 32308

Dear Colleagues:

I am writing in support of the nomination of William E. Knight for the John Stecklein Distinguished Member Award of the Association for Institutional Research.

I knew Bill Knight as an institutional research colleague from the early 1990s through the unexpected end of his career and life in April 2021. During these decades, he distinguished himself by his extensive scholarship, leadership, and service to AIR, to affiliated regional and state IR associations, to the institutions in which he worked in Ohio, Indiana, and Georgia, and to his colleagues everywhere.

A member of AIR since 1989, Bill Knight served the Association and its members in many ways throughout his career, receiving the well-deserved AIR Outstanding Service Award in 2013. He served in such significant leadership roles as President and as Forum Chair. His extensive service in AIR included him being a member of the Board of Directors, the *AIR Professional File* Editorial Board, and the Publications Committee. He also served as Associate Editor of the *Resources in Institutional Research* monograph series, Co-Editor of the seminal volume, *The Handbook for Institutional Research*, Editor of *The Primer for Institutional Research*, and author of *Leadership and Management in Institutional Research: Enhancing Personal and Professional Effectiveness*. His leadership and service in the development and dissemination of these publications was instrumental in the education and training of institutional research professionals. His work also reinforced the pursuit of scholarship among institutional researchers and contributed to the recognition of the value of scholarship and research in the institutional research profession. Over many years, he regularly shared from his own research and professional practice, through his many presentations at the Forum and other conferences.

Beyond his full professional engagement in institutional research associations, his professional activity extended to serving as Co-Editor of *Building Bridges for Student Success: A Sourcebook for Colleges and Universities*, a publication of the Consortium for Student Retention Data Exchange. He was a co-founder, President, and member of the Board of Directors for the Association for Higher Education Effectiveness. He contemplated and facilitated discussion about institutional effectiveness and encouraged the exploration of how institutional research could be developed and applied to improve the effectiveness of higher education institutions. He collaborated with members of the National Association of Student Personnel Administrators and worked to develop connections and partnerships between institutional researchers and student personnel administrators in higher education.

Dr. William E. Knight clearly and actively promoted the betterment of the higher education enterprise through his multi-faceted engagements with scholarship, leadership, and service, thereby accruing a

complete array of achievements that make him imminently a 'Distinguished Member' of AIR. He generously shared of his knowledge and expertise. He continued to learn and to work for improvements in higher education. As well, he regularly encouraged other institutional research professionals to engage, to learn, and to work together over the many years of his career.

It is my pleasure to support the nomination of William E. Knight for the AIR John Stecklein Distinguished Member Award. Dr. Knight absolutely has been a distinguished member of the Association for Institutional Research. I fully support the posthumous recognition of one of the outstanding members of the association.

Sincerely,

A handwritten signature in black ink that reads "Glenn W. James". The signature is written in a cursive, flowing style with a long, sweeping underline.

Glenn W. James
AIR President, 2016-2017

January 13th, 2022

To: Nomination Committee

Re: Recommendation for Distinguished Member Award

It is with great honor that I write this letter in support Dr. William Knight being nominated for the 2021 AIR John Stecklein Distinguished Member Award. Bill Knight is an instrumental figure in the field of Institutional Research in the past, present, and future. Bill was a member of and served AIR (as President and in other capacities) and contributed invaluable effort to providing literature that continues to provide insight and knowledge to current and future Institutional Research staff members. More than either of those things, Bill cultivated a community of growth and excellence in those whom he interacted with in his role as an Institutional Research professional.

I was fortunate enough to study under Bill at Ball State University and then to work with him at Miami University and during those times I came to realize something about this man. The most impressive things about Bill was his connections to others in this field, but not just because he was well known, highly regarded, and immensely popular with other Institutional Research professionals. What I found most impressive was how much he gave to each connection. Whether it was monthly mentoring a young staff member who had connected with him at AIR, hosting dinner groups during conferences, gathering staff he had worked with to connect to each other...really there is no end to how fiercely Bill sought to connect and support Institutional Research professional to one another.

I am sure you will see many worthy nominations for this award, but I encourage you to consider the width of Bill's impact on this field and those who continue to advance the Institutional Research profession. I truly believe Bill embodied Service to the field of Institutional Research and is worthy to be honored with this award.

Love and Honor,

Michael Light

Michael Light

Interim Associate Director of Institutional Research & Effectiveness

Miami University



Organizational Effectiveness Consultants

238 Irving Way ♦ Columbus ♦ OH ♦ 43214
jwlyddon@gmail.com ♦ 281-389 5684

To: Selection Committee Stecklein Award

From: Jan W. Lyddon, Ph.D.

Date: January 10, 2022

Re: Nomination of Bill Knight for Stecklein Award (posthumous)

We were all shocked at the sudden passing of Dr. William Knight (Bill) in April 2021. He made his mark on the field in so many ways, and he is missed greatly.

Bill was generous to a fault with his time and energy. He mentored and nurtured people new to the field of IR by providing individual guidance on projects, work relationships, and the field. He encapsulated much of this in his 2014 book, *Leadership and Management in Institutional Research*. The book provides practical guidance on essential topics, all grounded in experience and the literature.

He published and presented frequently and maintained a strong and current grasp of the literature in the field. Not only did he read the material, he put it to use and interpreted and added to the knowledge. His conference presentations and his articles and written materials shed light on topics in ways that went beyond simply citing a source. He added value to them and brought more understanding to these.

As a writer, Bill's work was clear and readable. Regrettably that is not always the case on academic writing. Even better, as an editor, including for the comprehensive *The Handbook of Institutional Research*, he helped shape the massive and divergent topics into a cohesive and useful reference work.

Bill pushed the boundaries of the field, pressing to create offices that functioned at the highest leadership of institutions. As a founding member of the Association for Higher Education Effectiveness, and later as its President, Bill advocated and led the work to define offices that included complementary areas that, when working well together, enhance institutions' effectiveness. Moving beyond the often narrow and detailed focus of IR, Bill pushed us to think holistically about how we contribute toward measuring and advancing our colleges and universities' effectiveness.

Always a humble man, Bill was a wonderful companion at a dinner, in meetings, or over coffee. His contributions to the field are numerous and enormous. R.I.P. Bill. This honor and recognition is well deserved.

January 13, 2022

Dear Colleagues,

This letter is in support of William (Bill) Knight receiving the John Stecklein Distinguished Member Award. Based on my review of his numerous accomplishments he meets or exceeds all the criteria.

I do want to call specific attention to the work he has done in establishing exemplary standards for the practice of the profession.

He served 23 times as a Peer Reviewer including eight times as Team Chair for the Higher Learning Commission, stressing the need for, and opportunity for, best professional practices. His work included Substantive Change, Quality Initiatives, and Federal Compliance training.

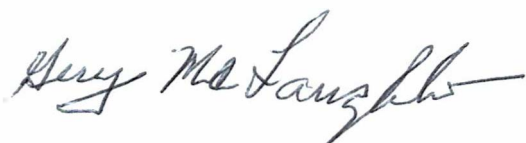
He was a founding member and past president of the Association for Higher Education Effectiveness. This is a web-based collegial group where the focus is on raising professional standards in the support of institutional effectiveness.

He served in numerous roles for the Association such as President, Forum Chair and Member of the Board of Directors of the Association for Institutional Research and was active in Association publications. In these roles he continually emphasized professional standards and mentored members in achieving those standards.

Finally Rich Howard and I had the opportunity to work with him on creating the Handbook of Institutional Research and, with Josetta, a similar handbook for CSRDE, Building Bridges for Student Success: A Sourcebook. These handbooks were focused on best practices in the practice of Institutional Research and using methodology to support student success.

These are a few examples of his accomplishments in enhancing the professional standards in the practice of our profession.

Thank you for your consideration of his nomination.

A handwritten signature in black ink that reads "Gerry McLaughlin". The signature is written in a cursive, flowing style with a long horizontal line extending to the right.

Gerry McLaughlin
Associate Provost, Enrollment Management and Marketing
DePaul University (Emeritus)



Office of Institutional Research & Effectiveness

January 13, 2022

Association of Institutional Research (AIR)
Attention: Awards Selection Review Committee
9183 Centre Point Boulevard, #101
Tallahassee, FL 32308

Dear AIR Awards Selection Review Committee,

I am deeply honored to write this letter in support of Dr. William Knight being nominated for the 2022 AIR John Stecklein Distinguished Member Award.

More than 20 years ago Dr. William Knight was instrumental in the founding and development of the Ohio AIR group, now known as the Ohio Association of Institutional Research & Planning (OAIRP). Dr. Knight mentored hundreds of fellow Ohio Institutional Research professionals, including myself during that time. Dr. Knight was always willing to lend advice and his expertise in the field of higher education which perfectly exemplifies the criteria for awardees of the John Stecklein Distinguished Member Award.

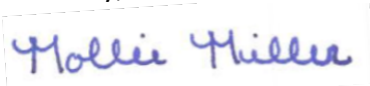
I met Bill only six years ago during an HLC site review and was instantly charmed, like so many others, with his openness and love for the world of Institutional Research. Dr. Knight encouraged me to pursue a doctoral degree and assisted me in selecting my dissertation topic within the field of Higher Education. Without his support and encouragement I would not be the Institutional Research professional and leader I am today.

While I served as President and Executive Board Member of OAIRP from 2018 through 2021, Dr. Knight consistently volunteered to serve as a panelist or speaker for our annual conferences. Dr. Knight always encouraged myself and others to continue our own professional development through AIR and OAIRP events.

When Dr. Knight began at Miami University three years ago he was so thrilled to return to his “roots” with OAIRP and to continue that legacy with the buckeye state. When an opportunity arose to work with Dr. Knight at Miami University I instantly said yes. Whenever I needed assistance or advice Dr. Knight was the ethical leader and sounding board for answers to best Institutional Research practices. While at Miami I witnessed firsthand Dr. Knight’s love for educating others on the power of data to create positive change and effectively lead institutions of higher education.

Dr. Knight truly served as a flame of inspiration for so many in the Research profession, especially those in Ohio and embodied all of the attributes for the AIR John Stecklein Distinguished Member Award. I thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink that reads "Mollie Miller". The signature is written in a cursive style and is enclosed in a thin black rectangular border.

Mollie Miller, M.B.A. A.B.D.
Director of Institutional Research & Effectiveness
Cincinnati State Technical & Community College
3520 Central Pkwy, Cincinnati, OH 45223
Direct: 614.808.5570
mollie.miller@cincinnatiastate.edu
www.cincinnatiastate.edu

January 11, 2022

Members of the Award Selection Committee
Association for Institutional Research
9183 Centre Pointe Boulevard, #101
Tallahassee, FL 32308

Dear Members of the Award Selection Committee:

I am delighted to support the nomination of Dr. Bill Knight for the John Stecklein Distinguished Member Award. Having had the opportunity to work with outstanding institutional research professionals from multiple countries throughout my career, it is clear to me that he was one of the very best in our field.

This sentiment is accepted widely across our profession, as is evident by what has been shared about Bill's accomplishments after his passing on April 7, 2021. Our peers have indicated that he has fostered both their personal and professional growth in a multitude of ways.

For example, Eric Atchison, Vice President for Strategic Research, at Arkansas State University System stated that Bill's manuscript "Leadership & Management in Institutional Research" influenced his role as an IR leader. Vicky Morris-Dueer, the Assistant Provost of Institutional Effectiveness at University of Dallas, wrote that Bill influenced her development as an IR professional and considered him as a role model. Tony Parandi, Director of Institutional Research at Indiana Wesleyan University-Marion, shared that Bill taught him what it means to be a good institutional researcher and that he considers him to be a legend.

During his career, Bill also had actively contributed to the field of institutional research in various leadership roles, including serving as AIR president in 2008-2009 and as an at-large board member for AIR. He regularly made multiple presentations during our annual AIR conferences. I had the distinct pleasure of collaborating with him and other IR professionals for several conferences, and each time I witnessed first-hand how he worked towards furthering the knowledge of our profession. Bill was always generous with sharing his expertise and came up with new and innovative ways to look at problems that were relevant to those who practice our craft.

With all of the accomplishments and contributions he has made to the Institutional Research community, I cannot think of anyone who is better qualified or deserving of the John Stecklein Distinguished Member Award, and it is an honor to submit this letter of support.

Sincerely,

Yash Morimoto

Yash Morimoto, Ph.D
Vice President of Strategy and Organizational Effectiveness



The Cost Study at the
University of Delaware

332 HULLIHEN HALL
162 THE GREEN
NEWARK, DE 19716

January 13, 2022

John Stecklein Distinguished Member Award Committee
Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

Dear Award Committee Members,

It is with great honor that I write this letter in support of the nomination of Dr. William E. Knight for the 2022 John Stecklein Distinguished Member Award.

It would be difficult to find a member of the institutional research community that has not been positively impacted, both personally and professionally, by Bill Knight. His substantial contributions will undoubtedly influence the fields of IR and higher education for decades to come. His passing was a great loss, not only to IR but also to those that had the pleasure of knowing and working with him.

In addition to the field of IR and the institutions at which he served, Bill had an immeasurable impact on the Higher Education Consortia, as he was a long-time participant and friend of The Cost Study at the University of Delaware. He was an exemplar of the ways in which study results could be used to advance institutional research, planning, and effectiveness, and we truly appreciate the excitement that he brought to the various analyses that he conducted on the study data. Bill's willingness to share his work with us demonstrated his collaborative spirit and his dedication to supporting all of his colleagues in IR.

In recent years, Bill began working with The Cost Study team on a special peer analysis request that would allow each individual department at his institution to benchmark their instructional costs against a unique list of peers. It is through this work

with Bill that the study was able to develop a new peer analysis tool, which would eventually be offered to all of our participants. Regrettably, Bill was unable to see the final version of this project; however, we are forever grateful for his friendship, encouragement, and immense knowledge of institutional research, all of which contributed to the project's success.

While I only knew Bill for a few short years, it is easy to see the lasting impact of his extraordinary contributions everywhere that I look. His passion for IR and higher education will continue to provide me with motivation and guidance as I move forward in my career.

It is for all of the reasons listed above, and countless others, that I wholeheartedly support the nomination of Dr. William E. Knight for the 2022 John Stecklein Distinguished Member Award.

Sincerely,



Jennifer L. Snyder, Ph.D.
Manager, Higher Education Consortia
University of Delaware



UNIVERSITY OF
GEORGIA

Louise McBee Institute of Higher Education

Meigs Hall

Athens, Georgia 30602-6772

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AIR Stecklein Awards Committee
January 10, 2022

Dear Committee,

I write to express my strong support for posthumously awarding the John Stecklein Distinguished Member Award to Dr. William Knight. Although he passed away in April 2021, his dedication and long-time work in the field of Institutional Research amply qualifies him as a member whose professional career significantly advanced the field of institutional research through extraordinary scholarship, leadership, and service.

Bill was a leader in multiple facets of institutional research and institutional effectiveness. His professional interests included the impact of college on students and leadership and effectiveness. At the time of his passing, he was Assistant Provost for Institutional Research and Effectiveness at Miami University of Ohio and previously worked in Institutional Research and Effectiveness at Ball State University, Bowling Green State University, Georgia Southern University, A Midwesterner at heart, he completed his master's and Ph.D. at Kent State University. His doctoral program included a cognate in Institutional Research, and he later completed the Institute for Management and Leadership in Education at Harvard University as well as a program on Principles and Techniques of Fundraising at Indiana University.

Bill was active in state and regional IR groups, as well as the international AIR. He worked with many practitioners in the US, and he was a leader in working with international guests at many recent AIR Forum meetings. In addition to leadership in other higher education associations, Bill served as AIR president in 2008–2009. He also served as an at-large member of the AIR board of directors as well as chair of the Forum Committee. He presented at many Forums, led various other AIR professional development courses, and contributed articles to eAIR. In response to his myriad contributions, Bill was the 2013 recipient of the AIR Outstanding Service Award.

Bill was not only a dedicated and esteemed IR practitioner, he was also a scholar. Among his 36 publications, he notably authored *Leadership & Management in Institutional Research* in 2014 and edited *The Primer for Institutional Research* in 2003, and served as co-editor of *The Handbook for Institutional Research and Building Bridges for Student Success: A Sourcebook*. All of his publications made an impact and shaped countless IR practitioners across the US and beyond.

Bill's dedication to IR and scholarship was clear, but Bill's kind, gentle, and thoughtful approach is what I recall most about him. Not only did he include everyone in the conversation, he lent a happy and supportive spirit to every conversation. He expected the best, and he got it from those around him.

I hope you will agree that the 2022 Stecklein Award should be awarded to Bill. His career was dedicated to advancing the field of IR through leadership, scholarship, and service. Please let me know if I can provide additional information.

Sincerely,

Karen L. Webber

Karen L. Webber
Professor Emeritus
AIR Vice President

January 10, 2022

Dear Heather,

Thank you for your message. It's great idea for you to nominate Bill Knight for John Stecklein Distinguished Member Award. To support you, I drafted a few words below.

Bill hired me at Bowling Green State University (BGSU) in 1997. During the campus interview, Bill told me that there was no IR office at BGSU at all before he had come to BGSU a year ago. A professor and a graduate assistant from the Higher Education Department worked on IPEDS reports which were mandatory by the federal law. That means Bill was the founding member of the Office of Institutional Research at BGSU.

Since then, I had worked with Bill for 14 years. I really learned a lot from Bill during that unforgettable time. One of IR routine projects I learnt from Bill is Student Flow Model, that Bill created for tracking new students' retention rate and graduation rate. Whenever I had problems on some IR projects, Bill would be very patient to help me solve the problems. For example, when I first took the project of Delaware Faculty Workload Studies, I didn't know how and where to get the research fund information which made me very frustrated. Bill was very nice and very patient to guide me step by step including when and where to get the information and how to distinguish the restricted fund and the unrestricted fund.

Bill paid attention to the professional development of the IR practitioners. He encouraged me not only to attend AIR annual forum and regional/state IR conference but also to participate in the activities in the forum/conference. Bill taught me how to write a proposal to present a paper/poster/workshop in the forum/conference. When Bill found that I was shy to speak publicly because my native language was not English, he always pushed me to speak out in front of audience. He was really an excellent tutor.

In 1998-99 academic year, I was the Chair of Overseas Chinese Association for Institutional Research (OCAIR), which was established in 1996 as an AIR-Special Interest Group (SIG). One of goals in my tenure of office was to promote the OCAIR from AIR-SIG to AIR Affiliate. Bill gave me great assistances by introducing me to some leaders in other AIR affiliates in state and/or regional level, such as OAIRP, NEAIR, etc. Therefore, I could learn how to prepare the documents for applying the AIR Affiliate for OCAIR. Before submitting all the applying documents including organization's constitution and bylaws, member lists, cover letters, etc., Bill helped me to review and to edit the final version of all documents. With Bill's great contribution, OCAIR finally was approved by AIR Board as a new AIR Affiliate in 1998. I and all OCAIR members appreciated Bill very much.

Wish the above statements would be helpful for you to nominate Bill Knight for John Stecklein Distinguished Member Award.

Sincerely,

Robert Zhang
AIR Emeritus Member

January 13, 2022

Award Selection Committee
John Stecklein Distinguished Member Award
Association for Institutional Research

Dear Members of the Selection Committee,

I am writing to support Dr. Heather Kelly's nomination of Dr. William Knight as a candidate for the John Stecklein Distinguished Member Award. Based on the criteria listed, I firmly believe that Dr. Knight met all the criteria with exceptional qualifications.

I met Dr. Knight when I started my IR career back in 1997 at Ohio State. Over the years, throughout his journeys at Bowling Green, Ball State and Miami universities, we stayed connected. Bill showed great interest in helping young professionals and he always made time to offer ideas and suggestions for projects and presentations. Like many others, I had benefited from Bill's generosity and intellectual prowess. As I am writing this letter, I kept remembering all the funny jokes, witty quotes, and great presentations that he had made.

For this letter of support, I would like to emphasize the substantial contributions that he made to the field of institutional research. For someone whose signature block often carried the quote "if you torture the data long enough it will confess to anything", Bill was a thoughtful scholar with a deep commitment to enrich the theoretical and applicational foundation of IR. Based on Google Scholar, Bill authored or co-authored more than 36 peer-reviewed and invited publications, including *Leadership and Management in Institutional Research: Enhancing Personal and Professional Effectiveness*, edited *the Primer for Institutional Research*, served as co-editor of *The Handbook for Institutional Research and Building Bridges for Student Success*. Over the years, I had not been to any regional or national meetings without seeing Bill making a presentation, sitting on a panel, or moderating a discussion. Bill was one of the most prolific contributors to intellectual conversations on how institutional research could transform to adapt to the changing landscape and demands of higher education. His scholarly contributions left a deep footprint that will continue to influence our thinking and practices of institutional research for many years to come.

A particularly significant contribution that Bill made to the field of IR was the pivotal role he played in the theoretical construction of the institutional effectiveness framework and his advocacy for using this framework by IR professionals to enhance the data-informed decision culture in support of accountability in higher education institutions. He connected the changing demographic, political, and socioeconomic trends to make IR more relevant to campus strategic planning, decision-making, and performance assessment. Looking across higher education institutions, it is not hard to see many IR offices have been renamed to Office of Institutional Effectiveness to reflect this changing paradigm (mine included).

Bill's love for the field of institutional research was evident in his interactions with his peers and his mentoring of many young professionals. His vast list of scholarly work left us with some of the best intellectual assets for the field of institutional research. It will be great to honor Bill's contributions and legacy by selecting him the recipient this year.

Best Regards,



Henry Y. Zheng, Ph.D., MBA
Vice Provost

William E. Knight

Office of Institutional Effectiveness
200 West Quad
Ball State University
Muncie, IN 47306
(765) 285-2191 (voice)
(765) 285-2374 (fax)

wknight@bsu.edu, williamknight372@gmail.com

<http://cms.bsu.edu/About/AdministrativeOffices/Effectiveness.aspx>

205 Wintergreen Dr.
Yorktown, IN 47396
(419) 806-7893 (cell)
(765) 405-1333 (home)

EDUCATION:

- 2016 Lean Fundamentals Workshop. Miami University.
- 2015 Principles and Techniques of Fundraising. The Fundraising School, Indiana University Lilly School of Philanthropy.
- 2014 Institute for Management and Leadership in Education. Harvard University.
- 1992 Ph.D. Higher Education Administration. Cognate in Institutional Research. Kent State University. Dissertation: *An examination of freshmen-to-senior gains for a national sample of institutions with different general education requirements using a mixed-effect structural equation model.*
- 1989 M. Ed. Higher Education/Student Personnel. Kent State University.
- 1987 B.S., Ed. Secondary Education (Comprehensive Science). Kent State University. Cum laude.

EXPERIENCE:

Ball State University

- 2018- Director of Accreditation, Assessment, and Unit Review
2018 Assistant Vice President for Institutional Effectiveness
2013-2018 Assistant Provost for Institutional Effectiveness

Leads an office of 9 staff members responsible for the institutional research and reporting function; provides leadership and support for student learning assessment, academic unit (program) review, Higher Learning Commission institutional accreditation, and academic strategic planning; serves as a strategic partner in creating an environment that promotes and supports using evidence to guide decision making and institutional improvement; evaluates progress on key goals; works to assure academic quality, and seeks solutions to achieve effective programs and operations; responsible for proactive questioning and targeted research and analyses on a wide range of institutional and academic issues and synthesizing diverse data points into a coherent set of actionable findings and recommendations

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2011-2017 Leader and Instructor, Institutional Research Certificate Program

2011-2013 Executive Director of Institutional Effectiveness

Bowling Green State University

2008-2011 Associate Vice Provost for Planning and Accountability

2007-2011 Faculty Affiliate, Center for International and Comparative Education

2006-2008 Assistant Vice President for Planning and Accountability

1998-2006 Director of Planning and Institutional Research

1998-2011 Faculty Professional Associate, Higher Education and Student Affairs

1996-1998 Director of Institutional Research

Shandong University (Jinan, China)

2008 Visiting Scholar, Institute of Higher Education

Georgia Southern University

1995-1996 Director of Institutional Research

1994-1996 Assistant Professor, Educational Leadership (Higher Education)

1993-1995 Assistant Director, Institutional Research and Planning

The University of Michigan

1992 Visiting Scholar, Program in Higher and Adult Continuing Education/
Center for the Study of Higher and Postsecondary Education

Kent State University

1990-1992 Coordinator, Academic Assessment and Evaluation Services,
Regional Campuses

1989-1990 Graduate Assistant, Office of Academic Assessment and
Evaluation Services

1987-1989 Graduate Assistant to the Dean, Trumbull Campus

MAJOR PROJECTS, COMMITTEE ASSIGNMENTS, ETC.

Ball State University

- 2018 Co-Chair, Management Information and Data Analytics Strategy Data Group
Member, University Strategic Implementation Plans Steering Committee
Member, Strategic Plan Executive Dashboard Steering Committee
Member and Principal Author, Institutional Trends and Vital Statistics Working Group
Member, Strategic Planning Demographic/Labor Market Projections Working Group
- 2017-2018 Led Ball State Higher Learning Commission accreditation assurance review
- 2017 Chair, Academic Unit Review Working Group
- 2016- Leading efforts to establish a data warehouse and a self-service analytics/data visualization capability
- 2013- Chair, University Assessment Committee
Providing leadership and support for redesign of general education assessment
Member, Academic Leadership Group
- 2013-2018 Member, Council of Deans
Member, Provost's Senior Staff
- 2012- Chair, Data Management Committee

Bowling Green State University

- 2010-2011 Higher Learning Commission Accreditation Liaison Officer
- 2010-2011 Coordinated academic unit strategic planning process with chairs and directors
- 2010-2011 Led deans' committee to re-establish academic program review
- 2010-2011 Worked with Vice President for Enrollment Management and deans to restructure graduate program enrollments, stipends, and fee waivers
- 2010-2011 Chair, BGSU International Coalition for E-Portfolio Research team
- 2010-2011 Led Higher Learning Commission Reaccreditation (Pathways National Demonstration Project)
- 2009-2011 Provided leadership for development of campus-wide contemporary reporting and analytic capabilities following ERP conversion
- 2009 Chair, Director of Academic Affairs Budgeting Search Committee
- 2008-2009 Chair, Vice President for Enrollment Management Search Committee
- 2006 Chair, Faculty Online Activity Report Group
- 2006-2010 Co-chair, BGeX (general education) Assessment Advisory Committee
- 2005-2006 Co-chair, President's Advisory Council Steering Committee
- 2004-2005 Chair, Registrar Search Committee
- 2003-2007 Program Review Liaison, Division of Finance and Administration
- 2000-2003 Co-Coordinator, Higher Learning Commission Re-Accreditation Project
- 1998-2006 Co-Chair (with President), University Planning Council
- 1998-2011 Liaison, Ohio Board of Regents Higher Education Information System

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Please note I also have substantial experience working collaboratively in numerous groups concerning issues such as accreditation, budgeting, diversity, enrollment management, predictive analytics, and strategic planning. I have also been a member of the expanded cabinet, council of deans, and provost's senior leadership team at two institutions.

PUBLICATIONS:

35 peer-reviewed or invited publications including *Building Bridges for Student Success: A Sourcebook for Colleges and Universities* (co-editor), *The Handbook for Institutional Research* (co-editor), *Leadership and Management in Institutional Research: Enhancing Personal and Professional Effectiveness* (author), and *The Primer for Institutional Research* (editor)

CONFERENCE PRESENTATIONS:

133 peer-reviewed or invited conference presentations including keynote addresses, 14 workshops/webinars; topics include predictive analytics, student success, instructional cost and productivity, faculty success, student learning assessment, accreditation, diversity, data governance, and metrics

TEACHING ACTIVITY:

adjunct faculty member and member of the graduate faculty at Georgia Southern University, Bowling Green State University, and Ball State University; taught graduate-level classes in educational research, higher education administration, and institutional research, typically one per semester; developed a new class in planning and finance in higher education at BGSU

DISSERTATION/THESIS COMMITTEES

6 dissertation committees chaired or co-chaired at BGSU; additional 49 dissertation committee memberships at BGSU, BSU, The University of Connecticut, and the University of Toledo; 8 thesis committee memberships at BGSU and BSU

CONSULTING:

consulting at four universities concerning improving the institutional research/institutional effectiveness function; consulting at two universities concerning improving student learning outcomes assessment; chaired or served as a member of review committees for institutional research offices at two universities; consulting with the Ohio Board of Regents concerning academic efficiency; consulting with the National Association of Student Personnel Administrators concerning establishment of a research policy institute; mock accreditation review team member at one university; proposal reviewer for the Carnegie Corporation of New York

HIGHER LEARNING COMMISSION ACCREDITATION ACTIVITIES

peer reviewer since 1999; also trained as a team chair, substantive change team chair, and reviewer for competency-based education, direct assessment, quality initiatives, and federal compliance; conducted 23 reviews at a variety of institutions including 8 as chair

AWARDS AND RECOGNITION:

Recipient, BG Best Award, 1998
BGSU Timothy D. King Friend of Student Affairs Award, 2009
NASPA IV-East Outstanding Contribution to Higher Education Award, 2010
Member, Phi Kappa Phi, 2011-
Association for Institutional Research Outstanding Service Award, 2013

COMMUNITY/NON-PROFESSIONAL ORGANIZATIONS

American Mensa/Mensa International, 1990-
Black Swamp Preservation Society, 2005-2011
Bowling Green Town and Gown Club, 2005-2011
Leadership BG, 2006-2007
Muncie/Western Model Railroad Club, 2014-
World Future Society, 2008-

PROFESSIONAL MEMBERSHIPS/SERVICE:

Association for Higher Education Effectiveness, 2013-2018
co-founder, past president, Board of Directors member

Association for Institutional Research, 1989-
past president, past national conference chair, past Board of Directors member, past member of the *Professional File* editorial board and the publications committee, associate editor for the *Resources in Institutional Research* publications series, conference proposal reviewer and review team chair

Indiana Association for Institutional Research, 2011-

International Coalition for Electronic Portfolio Research, 2004-2005, 2010-2011

Ohio Association for Institutional Research, 1990-1992, 1996-1999
past vice president, past public university representative

Ohio Association for Institutional Research and Planning, 1999-2011,
past president

National Study of Instructional Costs and Productivity Advisory Committee, 1998

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University System of Georgia Administrative Committee in Institutional Research and Planning,
1993-1996

University System of Georgia Task Force on Assessment Methods, 1994-1996