

# Southern AIR

Winter 2000-01

Volume 23, Issue 1

## 2001 SAIR BOARD MEMBERS



Photographed at the October 2000 conference are (front row, L-R) Treasurer Hannelore Delbridge (University of Alabama); President Harriott Calhoun (Jefferson State Community College, AL); Members-at-Large Cornelia Wills (Middle Tennessee State University) and Teresa Hall (University of Alabama at Birmingham); and Secretary Christine Mee (Coastal Carolina University, SC). Back row, L-R: Member-at-Large Jim Purcell (Georgia College and State University); Vice-President Sam Lowther (Auburn University); Past President Gerry Dizinno (St. Mary's University, TX); and Member-at-Large Joseph Hoey (Georgia Institute of Technology).

## IR- RELEVANCE?

Are you too busy doing your job to step back and see if you're doing it the best way--or even if some things should be done at all? Are your efforts affecting the people and processes that could best benefit from them? Are you IR-relevant or just irrelevant? That's the basis for this year's SAIR Annual Conference theme, "IR-Relevance: Positioning Institutional Research for Maximum Impact."

SAIR '01 will be held October 13-16, 2001, at the Edgewater Beach Resort in Panama City, Florida, a location I'm sure will impress you with both its quality and affordability. Our program will center on how to adapt to an ever more rapidly changing environment, evaluating and adopting the methods and technologies that will allow us to "be

all we can be." Additionally, we will be instituting a special program focus on assessment, a topic near and dear to all our hearts.

I encourage you to make plans to attend SAIR '01 and to submit a program proposal when you receive the call in the near future. One special note on proposals: Because of the late timing of AIR's Annual Forum this year, deadline for SAIR submissions will fall prior to the Forum, so don't let the due date sneak up on you. If you have any questions or would like to volunteer your services for this year's conference, please don't hesitate to contact me at [lowthgs@auburn.edu](mailto:lowthgs@auburn.edu) or at 334-844-4765. So dust off that airbrushed t-shirt and plan to join us for a round of Goofy Golf in PC.

-- Sam Lowther, Program Chair

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# SAIR

**The Southern  
Association for  
Institutional Research**  
<http://www.sair.org>

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Harriott Calhoun  
Jefferson State Community College

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Auburn University

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Joseph Hoey  
Georgia Institute of Technology

Jim Purcell  
Georgia College & State University

Cornelia Wills  
Middle Tennessee State University

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Please submit materials for the  
next issue of *Southern AIR* by the  
end of April 2001.

## PRESIDENT'S MESSAGE

from Harriott Calhoun

SAIR 2000 in beautiful Myrtle Beach has come and gone, and it was terrific!! The theme for the conference, *The Challenges of Change: IR Beyond Y2K*, set the stage for an exciting professional development opportunity for institutional researchers and planners from across the southern region. The conference offered pre-conference workshops, general session speakers, panel discussions, individual presentations on practical concerns, and a fun-filled special event.

We were able to have such a wonderful conference because so many people made significant contributions of time and expertise in planning the conference and "making it happen." Eighty people served on the Planning Committee and over 200 participated in the program.

To all of you who served on committees, presented, facilitated, attended or just sent good thoughts, I extend my sincere thanks for your support of the SAIR 2000 conference. I've always known that institutional researchers are a special breed, but after serving as program chair for SAIR 2000, I have even more appreciation and respect for each of you. No matter what I asked of you, you responded with competency and good spirit. Thanks you for your commitment and service to SAIR!

In December, approximately 20 of us gathered on Saturday evening of the Annual Meeting of the Southern Association of Colleges and Schools (SACS) in Atlanta, Georgia. While Gerry Dizinno was SAIR President, he established SAIR as an affiliated organization with SACS, which enabled us to have a scheduled meeting during the SACS conference. The main topic of discussion was the glaring absence of reference to institutional research in the draft requirements that were being presented at the conference by the Accreditation Review Project Committee. Members of the SAIR Board, representing different institutional types, spoke to our concerns at the open-hearing sessions during which delegates were given the opportunity to make comments. The Board also agreed to submit written comments on behalf of the association.

SAIR members, please encourage others from your respective institutions to send written comments to SACS in support of including in the "Comprehensive Standards" specific mention of (1) the role of the institutional research function in support of planning and evaluation, (2) the necessity of providing adequate resources for institutional research, and (3) the importance of assigning responsibility and accountability for the planning and assessment processes that demonstrate institutional effectiveness. Please send your comments to the following address.

The Accreditation Review Project  
Commission on Colleges  
Southern Association of Colleges and Schools  
1866 Southern Lane  
Decatur, GA 30033-4097

Finally, let me remind you that the 2001 conference will be held October 13-16, Edgewater Beach Resort, Panama City Beach. Vice-President/Program Chair Sam Lowther, the Program Committee and other members of the Board met at the Edgewater Beach Resort, January 20 - 21, to begin preparation for SAIR 2001. We have an outstanding facility and a great location, so I hope that you have already thought of ways that you can contribute to the program and are ready to respond when you receive the Call for Participation.

With best wishes to each of you for the year 2001,

Harriott

**MINUTES OF THE 2000 SAIR BUSINESS MEETING  
Myrtle Beach, South Carolina – October 23, 2000**

The meeting was called to order at 3:20 p.m. President Gerry Dizinno welcomed attendees and noted the separation of the Business meeting and the Awards Breakfast this year. He thanked outgoing members of the Board and reviewed Board activities including the strategic planning directives delineated at the June meeting in Atlanta. These initiatives (Conference planning, fiscal planning and the Committee on Bylaws and Board Responsibilities) will focus the Board's activities and make it more proactive.

Business meeting minutes from the 1999 SAIR Conference in Chattanooga were approved with Jim Purcell (Georgia College and State University) moving and Mimi McDaniel Johnson (Alabama State University) seconding approval.

Vice President/President Elect Harriott Calhoun thanked the local arrangements committee and all planning committees. She and Member-at-Large Teresa Hall met with Michael Middaugh, AIR President, to discuss the possibility of collaboration between AIR and SAIR for the purpose of providing professional development opportunities. A one-day mini-institute on a selected theme appears to be a likely possibility within the next year.

Treasurer Rene Toups reported that as of noon on October 23, 2000, 322 regular members had registered for the Conference as well as 11 students, 14 vendors and 6 travel grant recipients for a total of 353 registered. 216 institutions were represented. It was also reported that total assets as of 6/30/00 were \$68,018.07. Total assets as of 9/30/00 were \$89,320.37

Past President Glenn James reported that newly elected board members are:

VP/President-Elect	Sam Lowther	Auburn University
Secretary	Christine Mee	Coastal Carolina University
Member-at-Large	Jim Purcell	Georgia College & State University
Member-at-Large	Cornelia Wills	Middle Tennessee State University

Newly elected Nominating Committee members include:

Donald Cunningham	University of Tennessee
Julie Fulgham	Mississippi State University
Debbie Head	Kennesaw State University
MaryAnn Ruddock	University of Texas at Austin
Mimi McDaniel Johnson	Alabama State University

The 2001 Conference will be held at Edgewater Beach Resort in Panama City, FL, October 13-16 with Vice President/President Elect Sam Lowther as program chairperson and John Kalb (Florida State University) as local arrangements chairperson.

President Gerry Dizinno reported for Member-at-Large Marcia Harrington that travel grants would be announced at the awards breakfast. Debbie Dailey (Georgetown University) was acknowledged for stepping in to assist with the newcomers.

Member-at-Large Joseph Hoey acknowledged Mary Beth Adams (University of Alabama at Birmingham), the SAIR newsletter editor, and solicited input/contributions to the newsletter – particularly reviews of articles, books, etc. on higher education and institutional research. He also announced the formation of a group to review the website and make suggestions on what it should look like and what it should do. The membership was asked to submit suggestions.

Member-at-Large Sam Lowther encouraged paper submissions for best paper consideration. The following awards would be announced during the Awards Breakfast: Unsung Hero, Distinguished Member and the James Montgomery Service Award.

Member-at-Large Teresa Hall announced that there were eleven pre-conference workshops held with 265 registrants. She delineated the charge of the Committee on Bylaws and Board Responsibilities and solicited suggestions.

Larry Jones acknowledged the Institute of Higher Education's (IHE) relationship with SAIR and announced that IHE will pursue one of the post-master's certificate programs.

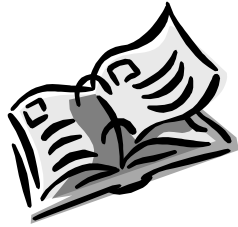
The meeting adjourned at 4:11 p.m. with Rene Toups (University of New Orleans) moving and David Fleming (Clemson University) seconding.

*Myrtes Dunn Green*  
Secretary

**MYRTLE BEACH SCRAPBOOK**

*Check out great photos from the SAIR conference in Myrtle Beach on the web at  
<http://www.secc.kctcs.net/sair/welcome.html>*

*Many thanks to Darlene Wilson, who's Director of Institutional Planning & Research at Southeast Community College in Cumberland, KY, for these photos. Thanks also to Southeast for providing the web space to host them!*



**CAL-      ENDAR OF  
EVENTS**

TENN-AIR

March 22-23, 2001  
Gatlinburg, TN

ALAIR

April 5-6, 2001  
Florence, AL

Mississippi AIR

April 5-6, 2001  
Ellisville, MS

AIR – CASE

Co-sponsored conference  
April 23-24, 2001  
Columbus, OH

AIR Annual Forum

June 3-6, 2001  
Long Beach, CA

AIR

Foundations Institute  
July 7-11, 2001  
Los Angeles, CA

AIR

Enrollment Management  
Institute  
July 28-31, 2001  
Charlotte, NC

AIR

Applied Statistics  
Institute  
August 11-15, 2001  
Indianapolis, IN

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**The Association for Institutional Research  
41st Annual Forum  
Long Beach, CA  
June 3-6, 2001  
WWW.AIRWEB.ORG**

*"As institutional researchers, we are on an odyssey of learning and discovery. We only partly capture the past in frozen snapshots that describe our institutions, and we dream of what the future will be in terms of enrollments, retention, diversity, distance learning, and who knows what else? So as we think about the first Forum of the 21st Century, my hope is that we capture the excitement that the next 100 years will bring, not only to our profession, but also to all the students we teach who inherit spaceship earth! 2001: The Odyssey Begins"*

John Porter , Forum Chair

## BEST PAPER AND OTHER AWARDS FROM MYRTLE BEACH

The research paper, "Learning Communities at Georgia Tech: Challenges and Implications from Developmental and Policy Perspectives," by *Dr. Denise C. Gardner*, Senior Research Analyst, and *Dr. J. Joseph Hoey*, Director of Assessment at Georgia Institute of Technology, was selected as the SAIR 2000 Best Paper. Fourteen papers were submitted for review. Judges for the competition were Eleanor Nault, Clemson University; Donald Boeckman, Southeastern Louisiana University; Beatrice Joseph, Georgia Military College; Analinda Moreno, Texas A&M University; and Andrew Luna, University of West Georgia.

Denise and Joseph receive travel support from SAIR to attend the 2001 AIR Forum and an invitation from AIR to present their winning paper in Long Beach.

Veteran institutional researcher and assessment expert *Dr. James O. Nichols* was named the recipient of the James Montgomery Outstanding Service Award. Jim, longtime director of University Planning and Institutional Research at the University of Mississippi, is a respected authority on assessment, accreditation, and institutional effectiveness. A former president of SAIR, he has contributed much to the practice of institutional research and to SAIR.

The following document awards were announced in Myrtle Beach:

### Best Fact Book

1<sup>st</sup> Place, Middle Tennessee State University

2<sup>nd</sup> Place, Georgia Institute of Technology

### Best Planning Document

1<sup>st</sup> Place, North Lake College

2<sup>nd</sup> Place, Houston Community College System

### Best Mini Publication

1<sup>st</sup> Place, Southeastern Louisiana University

2<sup>nd</sup> Place, University of South Carolina, Columbia

Interest is growing in electronic factbooks. At Myrtle Beach SAIR received 28 entries for Best E-Factbook, with awards going to:

1<sup>st</sup> Place, Western Carolina University

2<sup>nd</sup> Place, Georgia Institute of Technology

3<sup>rd</sup> Place, University of Florida

Travel Grant recipients were Deborah Burks (South Georgia Technical Institute), Jane Hulon (Copiah Lincoln Community College), Elaine Nugent (State University of West Georgia), Camille Peres (University of Houston-Clear Lake), Tammie Richey (Jefferson State Community College), and Cornelia Wills (Middle Tennessee State University).

**"Even if you're on the right track,  
you'll get run over if you just sit  
there."**

-- Will Rogers

## TBCU MUSINGS

The new millennium has brought with it new challenges for TBCU as well as for the entire IR profession. Our sojourn to the Queen City of Cincinnati "where pigs fly" was an appropriate setting for the 26th annual TBCU meeting. Amidst a plethora of new faces, we were pleased that the Godfather, Charlie Brown, was once again with us guiding us into the 21st century of business.

Kudos to our new president, Marcia Conston, and many thanks to Myrtes Dunn Green and Sam Baldwin for their recent stewardship. We are also deeply indebted to Cathy Tanner for her ongoing role as our secretary-treasurer who manages to keep us informed and in fine financial shape.

This summer (August 6th) marked the 80th birthday of our most distinguished member, Dr. Charles I. Brown. Charlie was pleased and surprised to receive birthday greetings from dozens of well-wishers including the AIR and SAIR executive board members as well as AIR colleagues from across the country. A special treat for him was a visit to Raleigh from Myrtes Dunn Green, Tony Williams, Dorothy Cheagle, Chuck Beattie, and Don Reichard. Recently, however, Charlie's health has been failing and he has informed AIR, SAIR, NCAIR, and TBCU that he no longer plans to attend the annual forums and conventions. On a happier note, the Godfather informed us in September that the AIR Board of Directors voted to designate an annual NCES-NSF dissertation fellowship in his honor. It will be known as the Charles I. Brown Fellowship Award. Again, congratulations to Charlie for continuing to make his mark in IR. We extend best wishes to him in his "second retirement."

*Submitted by John A. "Tony" Williams*

## SAIRendipity: "a gift of valuable ideas not sought for"

### INTELLECTUAL CAPITAL: WHAT SHOULD WE KNOW

Larry G. Jones, Institute of Higher Education, The University of Georgia

*AirTran Arrivals*, the official in-flight magazine of AirTran Airways, is unlikely to ever be considered or confused with a respected refereed journal, but the October/November 2000 issue (volume 3, number 5) carried an article dealing with intellectual capital which probably should stimulate some serious thought in higher education circles. The article, "Intellectual Capital in the Family Business" by James Olan Hutcheson, builds on Peter Drucker's concept of "knowledge workers" (employees who would be recognized as faculty, researchers, and administrators in higher education) and whose primary assets are their knowledge of their positions, their disciplines and their institutions. Hutcheson takes the concept beyond Drucker's early ideas by identifying three major components of intellectual capital: human resources, intellectual assets and intellectual property. When viewed in the particular context of higher education, each of Hutcheson's components of intellectual capital suggests new or different views of how colleges and universities--and faculty and staff--might need to capitalize on their individual and collective intellectual capital.

Hutcheson's "human resource" component is rooted in the institution's employee intellect, and might be considered the "raw" material from which intellectual assets and intellectual property are constructed. It includes the collective skills, knowledge, insight and judgment of faculty and staff and, of course, their potential to contribute to the institution's intellectual capital. Viewing faculty and staff as intellectual capital may well bring a new or different focus on hiring and promoting, on how we organize and combine faculty and staff to deal with institutional mission and issues, and how we organize to most efficiently and effectively share in and collaboratively develop the collective institutional wisdom. Filling vacant positions might be a different proposition if the entire institution's intellectual capital is considered rather than just the needs of an individual department, and perhaps the guidelines for promotion should consider the faculty member's contribution to the institution's total intellectual capital, not just her/his contribution to the intellectual property of some institutionally unrelated publisher. In fact, isn't it ironic that a magazine (*AirTran Arrivals*) which is given away free, pays authors for their articles (compensates them for their intellectual property) when faculty give their intellectual capital (articles) free to refereed journals that not only charge big bucks for subscriptions (and may charge even bigger bucks for library subscriptions) but may charge the faculty member a per page fee for printing. In most cases, the faculty member even signs away the copyright to the article and then is charged if he/she tries to reprint the article for some other educational purpose. Perhaps the institution and the faculty member can figure out a way where both can profit from the publish or perish promotion mania and still maintain the institution's and the individual's intellectual property rights at the same time.

"Intellectual assets," according to Hutcheson, "consist of the organized, codified physical descriptions of specific knowledge." Institutional knowledge can (and should) be defined by writing it down and preserving it. Have you ever viewed institutional research reports as intellectual assets? Well, they are because you (or more likely the institution) can assert rights of ownership, trade or sell them for other valuable commodities, and preserve them for future use. As with other institutional knowledge, having paid once to discover it (even if only in time and energy) there is no particular advantage to having to pay again to go through the same process simply for someone new to discover the same old thing again. Rather than lose the "institutional" memory of retiring faculty and staff, the institution should probably collect and preserve that knowledge every year, particularly the course syllabi and class notes that are essential for courses that are part of a required curricular sequence.

"Intellectual property," including trademarks, logos, patents, copyrights, is the most tangible form of Hutcheson's intellectual capital and the most likely to be recognized and protected by the higher education community. While most institutions have patent, copyright and "commercial" use policies and fees worked out with faculty and vendors, they may not be as beneficial to the institution and the faculty member as they could be. In the example of the publication of faculty scholarly material, for instance, why should all of the intellectual property of the institution be given free to the publishers when it would be possible for the institution to publish that material on the web (or even printed on demand) for outsiders wishing access to it? The best example rests in the current controversy over who holds the commercial "rights" to web based course material developed by faculty for institution and individual use. With some careful thought and consideration given to the idea of institutional intellectual capital and the faculty member's investment of intellectual assets, it should be possible to find an equitable way to handle the issue of online courses which will benefit both the faculty member and the institution.

While most institutions lay little or no claim to what a faculty member creates, produces, publishes or uses in his or her classroom, and many faculty would claim that the institutional overhead captured from contracts and grants is reimbursement enough for the institution's "contribution" to faculty productivity, that may not be the most equitable or effective way to develop individual and intellectual capital. The story is told at the University of Iowa about E. F. Lindquist, the developer of the Iowa Tests of Educational Development (ITED) and Basic Skills (ITBS) and a founder of the American College Testing Program (ACT), that since he couldn't determine how much of his creative entrepreneurial thought was produced on "his" time and how much on "University" time, he thought that the University was entitled to

(continued on page 7)

## SAIRendipity (continued from page 6)

some portion of his financial gain from his Iowa Tests and ACT ventures. Lindquist's "sharing" of gains from his intellectual property have turned out to be a sizeable financial gain for the University of Iowa and for Iowa faculty and graduate students. The symbiotic nature of the development of most intellectual capital would suggest that somewhere between the idea that faculty and staff "own" all the intellectual capital they produce and the idea that the institution is "paying" the faculty and staff for all the intellectual capital they produce must rest a more "profitable" solution for both the institution and the faculty and staff. Now may be an opportune time to reexamine the care and nurturing

### NOMINATING COMMITTEE SOLICITS NAMES

The SAIR Nominating Committee (Gerry Dizinno, Chair, Donald Cunningham, Julie Fulgham, Deborah Head, Mimi McDaniel Johnson, and Maryann Ruddock) invite, encourage and remind SAIR members to submit nominations for SAIR officers for terms that will begin after the 2001 conference and for members for the 2001-2002 Nominating Committee.

Nominees must be current members of SAIR (for current membership status, check the SAIR membership directory at the SAIR web site ([www.sair.org](http://www.sair.org)). The Committee welcomes nominations of any individuals you think will bring important skills and experiences to these important positions. You do not need to secure the permission of any nominees; the Nominating Committee will contact prospective candidates regarding their willingness to be on the ballot.

Officers to be elected this year are:

#### **Vice President / President-Elect:**

Serves during the first year of a three-year term as Vice President and SAIR Conference Program Chair for the 2002 conference, the second year as President, and the third year as Past President and member of the SAIR Board.

#### **Treasurer:**

Serves a two-year term and is responsible for all of the financial aspects of the organization.

#### **Members-At-Large (two):**

Each serves for a two-year term and each is assigned Board responsibilities by the President.

#### **Nominating Committee (five):**

Five people are elected to one-year terms. The Past-President serves as the chair of the Nominating committee which will prepare a slate of candidates for the election of 2002.

Your nominations are very important in ensuring that we have a slate of qualified candidates for the positions described above. If you are interested in serving in one of these positions, you are welcome to submit your name for consideration by the Nominating Committee.

The deadline for 2001 SAIR Nominations is March 15, 2001.

For questions, contact Gerry (see below). Send your nominations to the Nominating Committee at the same addresses.

Gerry Dizinno  
Planning and Institutional Research  
St. Mary's University  
One Camino Santa Maria  
San Antonio, TX 78228  
Phone: (210) 436-3601 Fax: (210) 431-4245  
E-mail: [gdizinno@alvin.stmarytx.edu](mailto:gdizinno@alvin.stmarytx.edu)

of institutional intellectual capital with a careful eye to protecting and developing both the individual's and the institution's contribution and benefit.

Hutcheson suggests four steps to maximizing intellectual capital which focus on (1) *identifying* (conducting an inventory and audit of the institution's intellectual capital for the purpose of knowing what you know), (2) *sharing* (organizing the exchange of individual and institutional knowledge critical to the institution's mission), (3) *creating* (building an environment conducive to the development of new ideas, processes, procedures, products), and (4) *acquiring* (gathering the best ideas, people, material and resources from outside the organization) as a strategy to build and develop intellectual capital. Should any organization be in a better position to maximize intellectual capital than a college or university? Hutcheson quotes the following proverb to make his point. "He who knows not and knows not that he knows not is a fool—shun him. He who knows not, and knows he knows not is a student—teach him. He who knows and knows not he knows, lacks confidence—awaken him. He who knows and knows he knows is a teacher—follow him." It seems it is time for faculty and institutions to collectively and collaboratively implement policies and procedures for the creation and development of their collective intellectual capital before all the rights to intellectual resources, assets and property are squandered or lost: At the very least, it is time for the educational community to figure out what it must know so that this or any loss of intellectual capital does not happen.

\*\*\*\*\*  
*SAIRendipity* is an op-ed oriented electronic and print publication intended to present ideas and stimulate discussion, debate, and action about and on current issues facing higher education and institutional researchers. The ideas and opinions expressed in *SAIRendipity* are those of the author and do not represent an official position, philosophy or policy of SAIR or the SAIR Board. *SAIRendipity* is sent as e-mail to the *SAIRMAIL* list, published as a feature of *Southern AIR*, and is available on the SAIR web site ([www.sair.org](http://www.sair.org)).

**SAIR MEMBERSHIP APPLICATION, *October 2000 to October 2001***

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Institution: \_\_\_\_\_

Department Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Internet/E-mail Address: \_\_\_\_\_

Membership Type:

Regular (\$20) \_\_\_\_\_ Student (\$10) \_\_\_\_\_ Emeritus (free) \_\_\_\_\_

Please use this form or pass it on to an interested colleague. The completed form and check should be mailed to:

**Hannelore Delbridge  
SAIR  
University of Alabama  
Box 870166  
312 East Annex  
Tuscaloosa, AL  
35487-0166**

**Membership Types:**

**Student Membership:** For those who are actively pursuing a graduate degree and are not employed full-time.

**Regular Membership:** For those professionals working in institutional research or a related field.

**Emeritus Membership:** For those who have retired and have been an active member of SAIR for at least five years immediately preceding retirement.

**Southern Association for Institutional Research  
c/o Mary Beth Adams  
Institutional Studies and Services  
University of Alabama at Birmingham  
420 Administration Building  
1530 Third Avenue South  
Birmingham, AL 35294-0104  
Address Correction Requested**

**Southern AIR**