



## PRESIDENT'S MESSAGE

*Bill Fendley*

As we approach the 1993 SAIR/SCUP Conference in Memphis, we are reminded again that another year has elapsed. In one sense, as I step down as president and pass the gavel to Jim Nichols, I feel a bit of remorse wishing I had more time to devote to the goals that I outlined earlier this year. I would like to see the association strengthen its services to members: supporting professional development, providing relevant publications, and recognizing member accomplishments.

However, I am confident that the new leadership will continue to support these and other programs while establishing its own priorities for future development. As well I know that SAIR will continue to be proactive in meeting the informational needs of higher education through its institutional research and planning efforts.

Reflecting upon my year as president, my thoughts tend to focus on the membership of the association—past, present, and future. The association was created to serve and support its members; they are its primary focus and reason for being. I am encouraged that what the founding leadership envisioned in establishing the association continues to be the guiding principles of the current association's existence. We haven't accomplished all that we should, but we are progressively improving and will, I hope, continue to do so; as higher education continues to evolve and voice its demands so should institutional research and planning evolve to reflect those changes. I challenge each of you to contribute to the association's efforts to meet the changing demands of higher education for it is only with your participation and support that the association can continue to serve its membership effectively.

In my reflections, too, I have considered the relevancy of three R's that can guide the association in the coming years as it serves those who constitute its ranks—research, resiliency, and respect. I hope the association will continue to foster and promote the three R's in each of its members by supporting professional development, training new members well, providing a network of colleagues and ideas, generating necessary publications, and encouraging research. Of course, these suggestions are not novel to the association's mission; consider them as reaffirmations of what I think is most central to the organization's existence.

## GET READY for the 1993 SAIR/ SCUP Conference

### *Theme:*

Balancing Effectiveness and Efficiency:  
A Key Relationship in Planning for the 21st Century

### *Date:*

October 30 through November 2, 1993

### *Place:*

Memphis, Tennessee

### *Special Event:*

Banquet and tour of Graceland

I also want to take this opportunity to thank you for your support and encouragement not only in the past, but also in the future. SAIR has meant a great deal to me. I feel it has given me much more than I have been able to give in return. I am proud to have served as your president and hope I will be part of the association for many more years, serving in whatever capacity I can.

In closing, I want to encourage your attendance at the 1993 SAIR/SCUP Conference in Memphis. Jim Nichols and company have put together a promising conference. You can expect interesting and informative sessions, entertaining activities, opportunities to network with other professionals, and simply time to be with old friends and to acquaint yourself with new institutional researchers and planners. Please plan to attend. I look forward to renewing old friendships and making new ones. See you in Memphis!

*We would like to extend our sincere thanks  
to Mike Rulison for his time and dedication  
as the former editor of Southern AIR.*



## Meet You in Memphis

*Jim Nichols, Program Chair*

The clear need to balance institutional planning concerning effectiveness and efficiency was recently demonstrated in the spring issues of *Change*, published by the American Association for Higher Education, and *Educational Record*, published by the American Council on Education, in which both magazines focused on the promises and limitations of Total Quality Management applied to the academic enterprise.

In *Change*, Peter Ewell states, "Certainly there is little disagreement that colleges and universities face difficult times, perhaps the most difficult in five decades," while Robert Zemsky, William Massey, and Penny Odell hold that, "Today's students expect of colleges and universities what they demand elsewhere; better service, lower costs, higher quality, and a mix of products that satisfies their own sense of what a good education ought to provide." Writing concerning the same issue in *Educational Record*, James L. Fisher points out that, "Today, few would debate the assumption that the undergraduate curriculum is in demonstrably worse condition than it was thirty years ago; that is, core requirements today are further away from meeting the needs of students and society than in 1963...." While calls for efficiency and effectiveness in higher education have often been heard in the past, seldom, if ever, have these calls come at such a level simultaneously combining into what is becoming a deafening din in some portions of our country.

No one conference or institutional activity will provide the solution to the "efficiency vs. effectiveness" dilemma which higher education faces as we move toward the 21st century. However, the 1993 SAIR/SCUP Conference, to which you are cordially invited, does provide:

**Nationally recognized speakers:** Dr. Ted Marchese, Vice President, American Association for Higher Education, and Dr. Don Norris, President, Strategic Initiatives, Inc., addressing the current efficiency vs. effectiveness controversy and the environment for planning for the 21st century; **eleven pre-conference workshops** offered by national and regional authorities in areas directly related to the theme; and **thirty-eight papers, panels, and round table discussions** supporting the various aspects of the theme.

More importantly, it provides the opportunity to visit with colleagues as we seek to determine how our unique roles as campus and system level institutional researchers and planners can contribute to our institutions' recognition of "Balancing Effectiveness and Efficiency: A Key Relationship in Planning for the 21st Century."

## ALAIR Presents the Joseph T. Sutton Leadership Award

*Harriott Calhoun*

The first **Joseph T. Sutton Leadership Award** was presented to **Dr. Gerald Leischuck** of Auburn University at the Alabama Association for Institutional Research Annual Meeting on April 9, 1993, at the University of Montevallo. The award is to be presented annually to an institutional researcher from Alabama who has made significant contributions to the field. Dr. Leischuck, whose career in institutional research spans more than 25 years, was instrumental in the development of IR as a profession in Alabama and is credited with the creation of one of the first fact books. Dr. Sutton, one of the founders of AIR, is now retired but was present for the presentation of the award named in his honor.

### SAIR Officers, 1992-1993

**President:** William R. Fendley, Jr., U. of Virginia  
**Vice President:** James R. Nichols, U. of Mississippi  
**Past President:** Tom Bohannon, Baylor University  
**Treasurer:** Deborah B. Dailey, U. of Alabama  
**Secretary:** Joseph L. Marks, SREB  
**Members-at-Large:**  
 Karen M. Gentemann, George Mason U.  
 Karlease Clark, Texas A&M  
 Susan R. Griffith, SW Texas State U.  
 David B. Fleming, Clemson University  
**SAIR/IHE Liaison:** Larry G. Jones, U. of Georgia

### Southern Region

#### SCUP Representatives, 1992-93

**Southeast:** Joseph Szutz, U. System of Georgia  
**Southwest:** Mary Marks Guillory, U. of Houston  
**Southcentral:** Ann Tomlinson, U. of Southern Miss.

### SOUTHERN AIR Editor

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### DEADLINE for Submissions

*Please submit material for the next issue of SOUTHERN AIR to the editor by the first week in January.*



## Marchese, VP of AAHE, to Speak in Memphis

**Theodore (Ted) Marchese** will deliver the welcome and keynote address at the SAIR/SCUP Conference in Memphis, Tennessee. His presentation is scheduled for 6:00 pm to 7:15 pm on October 31, 1993. Marchese is a long-time member of the IR community, having served in the field during his rise to national prominence. SAIR/SCUP is fortunate to have as its keynote speaker someone with Marchese's expertise and insight. Given his affiliation with our field, his comments will bear strong relevance to our work as institutional research and planning professionals.

Following doctoral work at Michigan, Marchese spent 14 years at Barat College in Lake Forest, Illinois. As a faculty member, he taught statistics, social research, and the law of crimes. Administrative assignments included institutional planning and research, government relations, accreditation, proposal writing, and project management. From 1979-82, he served as Vice President for Administration at the College.

At AAHE since 1982, Marchese's responsibilities have been in the area of publications and conference management. He edits the AAHE Bulletin and other Association periodicals; in 1987, with Exxon support, he wrote AAHE's best-selling *Search Committee Handbook*. Since 1984, he has been executive editor of *Change* magazine, the second most widely read publication in higher education.

Since 1985, Marchese's principal substantive interest has been in the movement to assess student learning outcomes. He helped shape the AAHE Assessment Forum into a center for leadership and thought on the topic; AAHE's annual assessment conferences now attract over 1,200 participants. Since 1989, Marchese has led AAHE efforts to bring concepts to Total Quality Management (TQM) into university life. In 1992, AAHE and the Norris Institute founded an Academic Quality Consortium, a convening of TQM "idea champions" from four dozen U.S. campuses.

Marchese was born and raised in New Jersey and holds a bachelor's degree from Rutgers University in English literature, a law degree from Georgetown University, and a PhD in higher education from the University of Michigan. He began work in Washington, DC, as a staff aide to U.S. Senator Clifford P. Case (1960-61), served on the early Peace Corps staff (1962), then worked at the American Council on Education as assistant director of its Commission on Academic Affairs (1963-65).

## Rogers Appointed Director at Durham Tech

**Dr. Brenda H. Rogers** was appointed Director of Institutional Research and Information Resources at Durham Technical Community College, effective September 1, 1993. She was formerly Associate Director of Research, Evaluation and Planning at North Carolina Central University. She may be contacted at her new address and telephone number: Durham Technical Community College, 1637 Lawson Street, Durham, NC 27703, (919) 598-9232.

## Scarritt Replaces Dailey at UAB

**Kathryn H. Scarritt** has been named Institutional Research Officer for the Office of the Vice President for Health Affairs at the University of Alabama at Birmingham. She replaces Don Dailey who is pursuing a Ph.D. in Public Policy at Vanderbilt University.

Ms. Scarritt holds a BS degree in Mathematics from Birmingham-Southern College and an MBA from the University of Alabama. She was previously on the staff of the administrative computer center at UAB where she was responsible for payroll and personnel application systems.

## AIR Announces 1994 Forum

The Association for Institutional Research (AIR) will hold its 1994 forum in New Orleans, Louisiana, May 29 through June 1, 1994. The forum theme is "Information Architects for the New Century." Forum registration fees are \$250 for current regular members; \$315 for non-members. All fees include AIR membership for 1994-95. Delta Airlines is AIR's official carrier and will offer discounts for those traveling by air to the meeting.

For more information, contact Marsha Krotseng at 304/558-1112 or the AIR Office at 904/644-4470.



## NCSU Announces Changes

**Dr. Bruce Mallette** became Associate Director of University Planning and Analysis (UPA) effective May 1. Mallette had previously been UPA's Assistant Director. He served as Director this summer while Karen Helm was on leave. He may be reached at 919-515-6432 or by email at [BRUCE\\_MALLETTE@NCSU.EDU](mailto:BRUCE_MALLETTE@NCSU.EDU).

Joining the UPA staff, effective June 14, were **Mr. Lewis Carson** as Assistant Director (919-515-6208; [LEWIS\\_CARSON@NCSU.EDU](mailto:LEWIS_CARSON@NCSU.EDU)) and **Dr. Joseph Hoey**, Coordinator of Survey Research (919-515-6209; [JOSEPH\\_HOEY@NCSU.EDU](mailto:JOSEPH_HOEY@NCSU.EDU)). Carson was previously Manager of Decision Support in NCSU's Management Information Resource Center (MIRC). Carson's primary responsibilities will include UPA's technical operations, data exchanges, and oversight of UNC-GA/IPEDS reporting. Hoey comes to NCSU from Durham Technical Community College and Vance-Granville Community College where he was Assistant Director of Institutional Effectiveness. Hoey's primary responsibilities will include development of alumni and employer survey programs to support institutional effectiveness and Continuous Quality Improvement programs.

**Ms. Ruth Green**, who was previously Institutional Effectiveness Officer in UPA, is now UPA's Coordinator for Institutional Effectiveness (919-515-6433; [RUTH\\_GREEN@NCSU.EDU](mailto:RUTH_GREEN@NCSU.EDU)). Green's primary responsibilities include coordinating NCSU's institutional effectiveness activities for academic programs, general education, administrative units, and research and extension.

Effective May 1, **Dr. Larry Gracie**, previously UPA's Associate Director, became Manager of the new Office of Space Planning and Management in the Facilities Section of the Division of Finance and Business. **Ms. Sheri Green**, previously in UPA, also moved to the new office and will continue to serve as Facilities Resource Specialist. Gracie can be reached by telephone at 919-515-6437 or by e-mail at [LARRY\\_GRACIE@NCSU.EDU](mailto:LARRY_GRACIE@NCSU.EDU). Green can be reached at 919-515-7675 or [SHERI\\_GREEN@NCSU.EDU](mailto:SHERI_GREEN@NCSU.EDU).

## Changing of the Guard at Carolina

Since 1976, **Caroline Denham** has served as the Director of Institutional Research at the University of South Carolina in Columbia. Also in 1976, Denham became the University's representative to SUG, and a member of SAIR and AIR. She served on the founder's committee for SCAIR and served as the organization's first treasurer from 1987 to 1991. Additionally, Denham served as president-elect (and co-chair of the program committee for a very successful joint coinference of NCAIR and SCAIR) prior to assuming the presidency of SCAIR in 1992-93.

Concurrent with her tenure at the University, Denham has remained active in the music business, both as a performer (her brass quintet played at SAIR last year in Myrtle Beach) and contractor. She expects to continue with those activities after "retiring." Memphis will be her last official SAIR meeting. Succeeding Denham as Director of Institutional Research at the University of South Carolina is **Harry G. Matthews**. Matthews was the Associate Director of Institutional Research at Mississippi State University between 1986 and 1991. Most recently, Matthews served as the Coordinator for Planning and Assessment at the South Carolina Commission on Higher Education. Good luck to both Caroline and Harry in their new ventures.

## Coming and Going at Tulane

**Nancy McDuff** left Tulane University at the end of July to work with Pragma Group, a consulting firm that advises on practical solutions for success. She also is working with Diskover, a company marketing the design of a multi-media interactive computer disk. An expected market for the disk is college and university admissions offices for the purpose of recruiting. Nancy is still in New Orleans and can be reached at her home/office at 504-861-9508. Additionally, **Dr. Randall Powell**, formerly the director of Institutional Research and Planning at the Georgia Institute of Technology, has assumed the position of Budget Director at Tulane effective September 13, 1993.

**Remember your  
Halloween costumes for the annual conference banquet on  
Sunday, October 31.**



## Myrtle Beach to Host Assessment Conference

*Kris Kaase*

The **Sixth Annual South Carolina Higher Education Assessment Conference** will be held October 28-30, 1993, at the Ocean Dunes Resort and Villas in Myrtle Beach, South Carolina. The conference theme is "Beyond Minimalism: Making Assessment Work for Quality Improvement."

Conference highlights include national experts (Grady Bogues of the University of Tennessee, Karl and Karen Schilling of AAHE and the University of Miami, Jack Sites of SACS, and U.S. Department of Education representatives) and more than 30 assessment sessions (Lessons Learned on Assessing General Education, Major Fields of Study, Teaching Effectiveness, Administrative and Financial Procedures, Students' Personal Development, Using Standardized Measures, Locally Developed Instruments, Classroom Research, Surveys, etc.).

Additionally, four preconference workshops will be presented, all in a convivial, oceanfront atmosphere of collegial support and professional development. For a conference registration form and a more detailed program contact: Kris Kaase, Director of Planning and Institutional Research at Charleston Southern University, by e-mail (KAASEK@CITADEL) or phone (803/863-7170).

***If you torture the data long enough,  
Nature will confess.***

Quote accompanying Kris Kaase's  
e-mail messages

## Changes for Hollins and Orahood

**Dr. Carol Hollins** assumed the position of Acting Associate Dean of Instructional Services at John Tyler Community College Midlothian Campus, effective June 1, 1993. She may be reached at 804/323-2376.

**Mary Alyce Orahood** is now the Dean of Planning and Research for Institutional Research at Richland College of the Dallas County Community College District.

## SACCR Convened in New Orleans

*Edith Carter*

The **Southeastern Association for Community College Research** held its annual meeting in New Orleans, Louisiana, August 2-4, 1993, at the Omni Royal Orleans Hotel in the French Quarter. Max Reichard, from Delgado Community College, the host institution, served as local arrangements chair. The theme for the conference was "Institutional Effectiveness: Exploring Diversity." The keynote speaker for the conference was Dr. James Caillier, System President of the Board of Trustees for State Colleges and Universities of Louisiana and President of Nunez Community College.

Dr. Eldon Miller, President of West Virginia University, served as the Distinguished Speaker for this year's conference. Dr. Miller has served as a community college president, a consultant to community colleges, a past staff member of the American Association of Community Colleges, and a major investigator for a recent Ford Foundation study. His presentation focused on the topic "Colleges that Serve Rural Counties and their Role in Economic and Community Development." Dr. Miller's address was sponsored by a grant from the Association for Institutional Research.

Complementing Dr. Miller's address was a presentation by Dr. George Vaughan, Associate Director for the Academy for Community College Leadership Advancement, Innovation, and Modeling (ACCLAIM) at North Carolina State University. He focused his remarks on "New Perspectives in the Community Colleges' Mission: What It Means to be Community Based."

Members attending the conference had an opportunity to share their research through roundtable discussions, paper presentations, and panel discussions. Dr. Coleman Ellis, Professor of Sociology at Delgado, entertained members with delightful humor at the annual luncheon. Foster Fowler, President of SACCR, presented Certificates of Recognition to those who have attended the conference for five and ten years or more.

The following officers were elected at the annual business meeting: President, Dr. James Howell, Director of Research and Planning at Palm Beach Community College; President-Elect and Program Chair, Patricia "Pat" Windham, Research and Information Systems Administrator at Tallahassee Community College; Secretary, Dr. Phyllis Myers, Director of Institutional Research at Trident Technical College in Charleston, South Carolina; and Treasurer, John Quinley, Director of Research and Planning at Central Piedmont Community College in Charlotte, North Carolina.



## UNC-Chapel Hill to Host Planning/TQM Seminars

*William Pate*

**Riding Waves of Change**, a pair of executive development seminars for leaders in higher education, will be held this fall at The University of North Carolina at Chapel Hill.

**Applying TQM to Higher Education** will be held November 14-16, 1993. The seminar examines TQM, how it can be applied to higher education, and methods of implementing total quality. Sessions include: De-Mystifying TQM, Collegiate Processes, Improving Systems in the Academy, and Organizing for Total Quality. Faculty include: David Dill (immediate past president of SCUP, UNC-CH School of Education), Jack Evans (senior examiner for Malcolm Baldrige National Quality Award, Kenan-Flagler Business School), and Curtis McLaughlin (international consultant to service organizations on quality, Kenan-Flagler Business School).

**Strategic Planning for Higher Education** will be held December 5-7, 1993. The seminar examines the environment in which colleges do and will operate, how to develop strategic plans, and how fully to implement strategic plans. Sessions include: Anticipating the Future, Planning With Vision, Developing Strategy, and Making Change. Faculty include: David Dill (immediate past president of SCUP, UNC-CH School of Education), George Keller (Senior Fellow, U of Pennsylvania), and James Morrison (consultant on planning, UNC-CH School of Education).

The price for each seminar is \$495. Lodging is available nearby at a special rate of \$48 (double) and \$42 (single). Optional activities are suggested for participants arriving on Saturday to take advantage of discounted plane fares. The seminars are sponsored by the Institute for Academic and Professional Leadership and the Division of Continuing Education, The University of North Carolina at Chapel Hill.

Contact: Dr. William Pate, IAPL, The Friday Center, CB #1020, Chapel Hill, NC, 27599-1020; phone 919/962-3276, FAX 919/962-2061; Internet: [wspace@gibbs.oit.unc.edu](mailto:wspace@gibbs.oit.unc.edu).

## Musings from TBCU

*Jackie Stewart*

I met this great group of people (the TBCUers) in Chicago at the AIR Forum. I thought membership was limited to those who worked at Traditionally Black Colleges and Universities, but soon discovered anyone with an interest in those institutions could join. Well, join I did and was immediately put to work by the Godfather, Charlie Brown, and Tony Williams. My task is to write the **Musings from TBCU** column. So, by way of introducing myself, I am **Jackie Stewart**, Coordinator of Institutional Research at Augusta College, Augusta, Georgia 30904-2200, Phone 706/737-1492, FAX 706/737-1773, e-mail: [jstewart@admin.ac.edu](mailto:jstewart@admin.ac.edu). I said all that to say I'll be expecting to hear from TBCUers with news and topics of concern and interest to all of us. Not having the familiarity with everyone that Charlie Brown has, I will definitely have to rely on you to help me put substance into this column.

TBCU members were active at the Chicago forum. Roland Carey of Southern University shared with us a shortened version of his table topic discussion of TQM. Clinita Ford shared the keys to successful retention programs for Black students in another table topic discussion. Norfolk State's George Bradley and Paine College's Alice Simpkins presented papers. Others active at the Forum included Micheal Boatwright, Maxine Allen, Will Jackson, Jackie Skubal, Marcia Conston, Debrah Winfrey, Carol Hollins, Linda Pratt, and Brenda Hyde Rogers.

## Announcing SCUP 29

The national meeting of **The Society of College and University Planners (SCUP)** will be held in San Francisco, July 24 through 27, 1994. The conference theme for SCUP 29 is "Transformation of Higher Education: Taking Charge of Change." Proposals for presentations should be postmarked by November 1, 1993.

*Don't forget your tennis racquet for the Round Robin  
Mixed Doubles Tournament  
on Sunday, October 31.*



## State Conferences Announced

At the June meeting of the **Alabama Association for Institutional Research (ALAIR)** Executive Committee, the University of Alabama in Huntsville was selected as the site of the eighth annual ALAIR conference. The conference will be held on April 5, 1994, at the UAH conference center. ALAIR Executive Committee members for 1993-94 are as follows: President, Harriott Calhoun (Jefferson State Community College); Vice President/President-Elect, Judy Miller (Enterprise State Junior College); Secretary, Mary Beth Bridges (University of Alabama at Birmingham); Treasurer, Brenda Bryant (Alabama State University); Past-President, Al Searway (Jacksonville State University); Members-at-Large, Bill Beckham (University of South Alabama), Sam Lowther (Auburn University), and O'Neal Smitherman (University of Alabama System).

The **South Carolina Association for Institutional Research (SCAIR)** will hold its annual forum at Myrtle Beach, South Carolina, February 23-25, 1994. The conference theme is "The Challenge of Change and the Emerging Importance of Institutional Research." Keynote speaker: Dr. Bruce Mallette, North Carolina State University

The **North Carolina Association for Institutional Research (NCAIR)** is in the process of planning their annual conference in Asheville, North Carolina, March 21-23, 1994, at the Grove Park Inn. The theme for this conference is "Assessment and Technology." For more details, call Larry Stern at Mars Hill College.

The **Texas Association of Institutional Research (TAIR)** will hold its annual conference February 23-25, 1994, in El Paso, Texas. The theme for the conference is "Changing Frontiers: Strategies for Action." Changing times (demographic, economic, and political) and how to prepare for them will be the focus for the TAIR '94 conference. Plan now to join your TAIR colleagues as they share strategies for action in order to be prepared for future opportunities.

The conference will be held at the Camino Real Paso Del Norte in El Paso. Room rates are \$55/single; \$65/double; per night. Conference registration materials will be mailed out around the first of November.

For additional information, contact program chair Glenn James, Planning & Institutional Research, P.O. Box 97032, Waco, TX, 76798-7032, phone: 817/755-2061, e-mail: jamesg@baylor.edu.

### SAIR Sweethearts

**Ken and Dianna Lowe met for the first time at the SAIR conference in Oklahoma City in October 1991. They began a correspondence that led to eventual wedding bells on December 31, 1992.**

**The Lowes, now both currently employed in the IR shop at East Carolina University, describe the SAIR conference in Okie City as "one we'll NEVER forget."**

## SUG Meets in Memphis

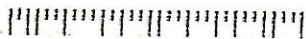
The **Southern University Group (SUG)** will again hold their annual meeting in conjunction with the SAIR/SCUP Conference. The meeting will be held in the Gayoso Room on Saturday, October 30, from 1:30 to 5:00 p.m. and on Sunday, October 31, from 8:30 to 11:30 a.m.

## Clearing the AIR: A Point to Ponder

"It is a shame that educational researchers continue to support (and profit from) such simplistic and naive assessment practices, and that we continue to encourage policy makers and 'consumers' to use the questionable results generated by them. The assessment community must produce and disseminate to policy makers and parents much better tools for evaluating the quality of our colleges and universities."

**Alexander W. Astin, in "College Retention Rates are Often Misleading," *Chronicle of Higher Education*, September 22, 1993**





## SAIR MEMBERSHIP APPLICATION, October 1993 to September 1994

Please use or pass this form on to an interested colleague. The completed form and check should be mailed to:  
**Deborah B. Dailey / SAIR, U. of Alabama at Birmingham**  
**CHSB-212, UAB Station, BIRMINGHAM AL 35294**

Name \_\_\_\_\_ Institution \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Dept. \_\_\_\_\_ Telephone \_\_\_\_\_

Position \_\_\_\_\_ email \_\_\_\_\_

DR./MR./MRS./MS. (circle one) FAX \_\_\_\_\_

Be sure to specify a membership type: (check one)

☐ GRADUATE STUDENT\* (\$10) ☐ EMERITUS\*\* (\$0) ☐ REGULAR (\$20)

\* To be eligible for graduate student membership, a person must be actively pursuing a graduate degree and must not be employed full-time.

\*\* To be eligible for emeritus membership, a person must be retired and must have been an active member of SAIR for a minimum of five years immediately preceding retirement.

REMINDER: You are a paid member for the year following a SAIR conference registration or payment in lieu of registration.

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SOUTHERNAIR-NEWSLETTER  
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