

Southern AIR

Winter 1999-2000

Volume 22, Issue 1



L-R: Jim Firnberg, Fletcher Carter, Jim Montgomery, Edith Carter, Sam Baldwin, Charlie Brown

SAIR VETERANS ATTEND ANNIVERSARY CONFERENCE

Five veteran SAIR members at the 1999 conference in Chattanooga also attended the original meeting in Atlanta in 1974. **Edith Carter, Fletcher Carter, Jim Firnberg, Jim Montgomery, and Don Reichard** were part of the founding of SAIR as well as the 25th anniversary celebration of the association, having participated in many of the conferences throughout the past quarter of a century.

Jim Montgomery, with the help of Edie Carter, organized the first meeting of the Southern Conference on Institutional Research (SCIR), which later became the Southern Association for Institutional Research. Edie Carter and Fletcher Carter have been steadfast participants in SAIR through the years, and Jim Montgomery, Jim Firnberg, and Don Reichard not only were instrumental in the development of SAIR but also served in the role of President of AIR. The SAIR Outstanding Service Award was established in 1990 and was named for Jim Montgomery, who was the first recipient of the award. Jim Firnberg maintained his involvement with SAIR even during his years as a college president, and he challenged SAIR members during his delivery of the keynote address at the 1998 SAIR conference in Savannah.

The second meeting of SCIR/SAIR was held in Atlanta in 1975, and the participant listing included current SAIR members **Sam Baldwin, Charlie Brown, Edith Carter, Fletcher Carter, Bill Fendley, Larry Jones, Gerry McLaughlin, Jim Montgomery, and Don Reichard**. These SAIR veterans have contributed much to the development of SAIR and have served the profession and higher education within and beyond the borders of the SAIR region.

We salute these outstanding SAIR members and greatly appreciate their contributions and involvement in shaping SAIR during the first 25 years of the association!

DISTINGUISHED MEMBERS NAMED

At SAIR's 25th anniversary conference in Chattanooga, three special people were awarded Distinguished Membership. Charlie Brown, Larry Jones, and Gerry McLaughlin were recognized for years of service to SAIR and notable contributions to the profession of institutional research. Letters of nomination included the following remarks.

Charlie Brown, founder and "godfather" of the TBCU, was honored as a "SCIR and SAIR board member, committee member, advisor, 'conscience,' 'soul,' and raconteur. His continuous physical presence, support and encouragement, and conscientious care and nurturing of members and organizational activities of both the TBCU and SAIR are most remarkable, noteworthy and substantial by any standard."

Larry Jones "has served extensively and tirelessly in helping to develop conferences and other services for SAIR members throughout the years. Known for his steadfast commitment, his generous service, his kind encouragement of others, and his unceasing loyalty to SAIR, he has consistently worked to include everyone in the functions and activities of SAIR... Year after year, he has been a wise teacher, a kind and encouraging voice, a wry humorist, and an astute analyst of the profession of IR and of the landscape of higher education."

(continued on page 6)

SAIR

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

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Gerry Dizinno
St. Mary's University

**Vice President/
President Elect**

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at Birmingham

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Please submit materials for the next issue of *Southern AIR* by the end of April 2000.

President's Message . . .

From Gerry Dizinno



Greetings to all of our members, and a happy New Year. Well, I'm one of those hard-core folks who was a party pooper regarding any new "millenium" parties . . . as an IR person, I know how to count from 1 to 10. But, that didn't prevent me from having a great "end of the 1990's" celebration, and I hope you all had a great time also. I hope the year has started out well for you, and that there were no major Y2K glitches at your homes or your schools.

The 25th anniversary conference in Chattanooga was a great success, with our highest attendance ever. I'm hoping, however, that as we grow as an organization that we will maintain the focus and the strengths that allow us to be such a successful group. To that end, I've asked the SAIR Board to engage in some long-term/strategic planning during the later part of the spring this year. We plan on addressing "house cleaning" issues, but especially to focus on the direction that the organization needs to take as we (next year!) enter the 21st century.

Also, the Board is meeting in February, with Harriott Calhoun as the organizer, to work on plans for next year's conference in Myrtle Beach, South Carolina. I'm looking forward to visiting the conference site, checking out the beach, and maybe doing a little surf-casting if I have a few hours. I must admit that I feel a great deal of relief this year in not having the primary responsibility for organizing the conference. It's a fairly big task, with lots of challenges, and we're especially fortunate this year to have Harriott working on it.

I hope to see many of you in Cincinnati for the AIR Forum this May. There will be a formal opportunity for us to get together on Monday morning of the conference (check your program for details), but let's not limit our interactions to just that time. I'll buy the first coffee/beer/soft drink, etc., but the next one's on you!

Cheers,
Gerry

SAIR ESSENTIALS ON THE WWW

SAIR Essentials, the Association's reference document, is now available online via the SAIR website www.sair.org. At the SAIR homepage, just click on "About SAIR" then on "SAIR Essentials." This useful reference includes a history of the Association, a list of affiliated groups, the constitution and by-laws, as well as other interesting information about SAIR. Check it out!

**Minutes of the 1999 SAIR Business Meeting
Chattanooga, Tennessee
October 19, 1999**

The Business Meeting was called to order by President Glenn James, following the Awards Breakfast. The minutes of the October 20, 1998 business meeting were approved with Rene Toups moving and Alice Simpkins seconding adoption.

Reports of the Board

- *Secretary (Myrtes Green)* - No report.
- *Treasurer (Hanne Delbridge)* - 385+ registrants
- *Past President (John Kalb)* - Recognized the Nominating Committee and newlyelected officers.
- *Member-At-Large- Awards (Sam Lowther)* - Solicited papers for consideration for the Best Paper Award and reminded members about submitting nominations for Distinguished Membership and the Unsung Hero/Heroine Award.
- *Member-At-Large- Newcomers and Travel Grants (Marcia Harrington)* - Announced there were 69 newcomers at the conference. Travel grants went to David Allen, Young Harris College, GA; Andy Clark, Georgia College and State

University, GA; Annie R. Davis, South Carolina State University, SC; Xiaomei Feng, Florida Atlantic University, FL; Beverly Giltner, Dallas Baptist University, TX; and Genie Wambaugh, Thomas Moore College, KY.

- *Member-At-Large- Professional Development (Jo Anne Lowe)* - No report.
- *Member-At-Large- Publications (Samuel Baldwin)* - Announced that *SAIR Essentials* is on the web. Recognized Mary Beth Adams for work on the newsletter and John Milam for his work on the SAIR web site.
- *Vice President and Program Chair (Gerry Dizinno)* - Referenced previous remarks (at the Awards Breakfast) thanking individuals.



**BEST PAPER AND OTHER AWARDS
FROM CHATTANOOGA**

The 1999 SAIR **Best Paper Award** goes to John Milam of the University of Virginia, for his paper, "Cost Analysis of Online Courses." John will be representing SAIR at the 2000 AIR Annual Forum in Cincinnati by presenting this paper as part of AIR's recognition of "Best Papers/Presentations from State, Regional and Sector Associations." The session is scheduled for 3:15-3:55pm on Tuesday, May 23, in the Blue Grass B room in the Hyatt. All SAIR members at the Forum are encouraged to attend this excellent session.

The Best Paper Review Committee evaluated a number of superior offerings and selected John's as "best of the best." Reviewers praised the level of scholarship exhibited, the timeliness of the topic and the clarity of both the writing and the presentation. Many thanks go out to the Best Paper Award coordinator, Sam Lowther of Auburn University, and to reviewers Jeremy Fisher (Lenoir-Rhyne College), Karen Freemon (University of Alabama in Huntsville), Joseph Hoey (Georgia Institute of Technology), Andrew Luna (State University of West Georgia), and Mike Schexnayder (LSU).

Competition for the **Best Electronic Fact Book** was coordinated by John Milam. Winners and finalists were:

- | | |
|---------------|--|
| First place: | University of North Carolina at Greensboro |
| Second place: | Georgia Institute of Technology |
| Third place: | Florida Atlantic University |
| | Pellissippi State Technical Community College (TN) |
| Finalists: | Appalachian State University (NC) |
| | George Washington University (DC) |
| | James Madison University (VA) |
| | Kennesaw State University (GA) |

Cornelia Wills managed the competition for Fact Book, Mini-Fact Book, and Planning Document. **Best Fact Book** went to Morehouse School of Medicine (GA). Fact books from Houston Community College (TX) and Kingwood College (TX) were named "outstanding." **Best Mini Fact Book** was from Houston Community College (TX), and mini-books from Alabama State University, Florida Atlantic University, and the University of South Carolina were deemed "outstanding."

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New Business

AIR/SAIR/IPEDS Training Partnership - Glenn James presented information regarding the proposed training initiative and encouraged the membership to participate where possible in becoming trainers and to stay abreast of events.

Other Business - Jim Montgomery encouraged members to vote during AIR balloting.

Remarks by 1998-1999 President - Glenn James thanked Board members and the membership.

Remarks by 1999-2000 President - Gerry Dizinno thanked Board members and the membership.

Remarks by 1999-2000 Vice President and Program Chair - Harriott Calhoun asked for volunteers to help and recognized the local arrangements committee for Myrtle Beach. Chris Mee is the chairperson.

The meeting adjourned at 9:05 a.m.

Submitted by
Myrtes Dunn Green
Secretary

Note: An extended Awards Breakfast during this 25th Anniversary celebration year necessitated an abbreviated Business Meeting following the breakfast. For information from the Awards Breakfast, see other articles in this newsletter.

SAIR 25TH ANNIVERSARY CONFERENCE CHATTANOOGA, TENNESSEE OCTOBER 17-19, 1999



Randell Johnson, Rene Toups, and Gerry Dizinno toasting 25 years of SAIR.



Outgoing President Glenn James.



John Milam, SAIR's "web guru."



Ray Hackett, Marcia Harrington, & Nerrisa Rivera at the opening reception.



John Kalb presents Charlie Brown's Distinguished Member Award.



There can never be too many Gerrys!



"Phantom Jellies of the Deep" at the Chattanooga Aquarium was a hit with Lynn Stewart.



Gerry Dizinno with speaker Grady



Glenn James, Sam Baldwin, John Kalb, Sam Lowther, Myrtes Green, Marcia Harrington.



Jim Montgomery oversees line dancing!



Harriott Calhoun: "Get ready for Myrtle Beach!"



Marcia Harrington, Mary Lucus, Nerissa Rivera, and Bill Berg on the dance floor.

The lighter side of Glenn



A gift from the Dinosaurs, SAIR's past presidents.

Photography by Darlene Wilson
Director of Institutional Planning & Research
Southeast Community College
Cumberland, KY 40823



DISTINGUISHED
MEMBERS

(continued from page 1)

Gerry McLaughlin

has, "for nearly 30 years, shared his considerable insights with his SAIR colleagues and has encouraged and assisted his counterparts as well as fledgling researchers throughout the SAIR region and beyond. His leadership has been instrumental in developing and strengthening the association from its early years... Gerry is respected greatly for his keen insight and analytical ability and is admired and appreciated for his generosity."

"An ethical person ought to do more than he's required to do and less than he's allowed to do."

Michael Josephson

COMINGS AND GOINGS

Dr. E. Raymond Hackett has accepted the position of Director, National Resource Center for the Study of Outsourcing and Privatization in Higher Education in Charlottesville, Virginia. The National Resource Center is affiliated with the National Association of College Auxiliary Services and the Darden School of Business Administration at the University of Virginia.

Ms. Ursula Gautam Singh has been appointed Assistant Director of Institutional Research at Wake Forest University. She has worked the past three years in Wake Forest's department of information systems. Ursula can be contacted at singhug5@wfu.edu and 336/758-5161.

Jerome Ward, formerly curator of the herbarium at Auburn University, is now Assistant Director for Institutional Research at Sweet Briar College.

SAIR Annual Conference 2000
The Challenges of Change: IR Beyond Y2K
Ocean Dunes/Sand Dunes Hotel and Conference Center
Myrtle Beach, South Carolina
October 21-24, 2000

The SAIR Annual Conference will be held in beautiful Myrtle Beach and will offer pre-conference workshops, general session speakers, panel discussions, individual presentations on practical concerns, and a fun-filled special event. The SAIR conference offers a wonderful opportunity for professional development and for collegial interaction with our counterparts across the southern region.

The SAIR Board and Program Planning Committee met February 20-21 to view the facilities at the Ocean Dunes/Sand Dunes Hotel and Conference Center and to make plans for the October conference. The following folks are chairing the SAIR 2000 planning committees. Contact them if you'd like to help out.

- Program Chair:** Harriott Calhoun, Jefferson State Community College, AL
Local Arrangements: Christine Mee, Coastal Carolina University, SC
Registration: Rene Toups, University of New Orleans, LA (SAIR Treas.)
Conf. Evaluations: Jim Eck, Samford University, AL
Facilitators: Carol Chenault, Calhoun State Community College, AL
Teresa Hall, University of Alabama at Birmingham, AL
Workshops: Sam Lowther, Auburn University, AL
Papers: Larry Jones, University of Georgia, GA
Panels: Marcia Harrington, Virginia Tech, VA
Newcomers: Cornelia Wills, Middle Tennessee State University, TN
Roundtables: Maryann Ruddock, University of Texas at Austin, TX
Speakers: Donna Miller, Abraham Baldwin Agricultural College, GA
Spec. Interest Grps: Jeremy Fisher, Lenoir-Rhyne College, NC
Sponsors/Exhibits: Jim Purcell, Georgia College & State University, GA
Special Projects: Andrew Luna, State University of West Georgia, GA
Photography: Donna Venus, Jefferson State Community College, AL
Conf. Publications:

The call for conference participation will be mailed in the spring, but it isn't too early to be thinking about your response. Plan to make a presentation, serve as a session facilitator, or volunteer to work on-site at the conference. For additional information about the association or the conference, please contact Harriott Calhoun (Phone: 205-856-7903; or E-mail: hcalhoun@jscc.cc.al.us).



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

Volume 2 Issue 2, February 2000

THE INDIVIDUAL, INSTITUTIONAL AND PUBLIC PURPOSES OF SAIR: MEETING THE NEEDS

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

"Red Dots, Attendance Pins and Gold Watches" (SAIRendipity Volume 2, Issue 1) prompted several interesting questions from colleagues about the purpose and programs of the Southern Association for Institutional Research (SAIR) and about how well SAIR was meeting member needs. Perhaps the more critical question, however, is how well are SAIR members meeting the needs of SAIR. Which is to say, if SAIR is to meet the needs of its members, it must first meet its stated purposes: which in turn is certain to prompt the reply, "if SAIR is to meet its stated purposes, it must first meet the needs of its members." While that response suggests a "chicken and egg" argument, in this case it seems clear that members meeting the SAIR purposes must come first.

According to Article II, "Corporate Purposes," of the Articles of Incorporation of Southern Association for Institutional Research, Inc., the purposes of SAIR

"...include but are not limited to, [1] the advancement of research leading to improved understanding, planning and operation of institutions of postsecondary education; [2] the dissemination of information and interchange of ideas on problems of common interest in the field of institutional research; [3] the continued professional development of individuals engaging in institutional research; [4] the fostering of unity and cooperation among persons having interests and activities related to research; [5] and the advancement of postsecondary education." (SAIR Essentials) (note: the numbers were added to facilitate discussion and are not intended to rank or prioritize the purposes.)

Apart from the inanimate legal existence created by its Articles of Incorporation, SAIR has no life of its own. Virtually anything and everything that SAIR does is done for it by one or more of its members, including anything and everything it does for one or more of its members. According to Zeke, the legendary conscience of SAIR, "I have seen SAIR and SAIR is us."(*) It follows then that it is the SAIR membership that will accomplish whichever SAIR purposes are met (and how well) and ultimately whether or not the individual needs of SAIR members are met. Clearly, the individual member is the heart, soul, mind, and body of SAIR, but SAIR is more than a collection of individual member needs, and more than a panacea for those needs.

It is noteworthy, for instance, that the first stated purpose of SAIR is directed at meeting institutional needs and only indirectly at the needs of members: we should have faith that individual member needs will be better served by better institutions. By the same faith we should conclude that the fifth SAIR purpose, "the advancement of postsecondary education," will also indirectly meet the needs of SAIR members, but for SAIR members it constitutes a direct obligation to first meet the "public" need for better higher education. In today's terms, the first and fifth SAIR purposes might be identified as "outcomes," and outcomes that are not directly aimed at meeting member needs.

It is clear, however, that meeting any of the SAIR purposes is directly dependent on fulfilling the third, second, and fourth purposes which speak most directly to meeting the "individual" professional development needs of the member [3] and the concomitant development needs of institutional research [2, 4]. In this case, directly meeting the individual professional needs of the SAIR member [3] also directly meets the related professional development needs of institutional research [2, 4] in addition to directly meeting the institutional [1] and public needs [5]. These "process" purposes [3, 2, 4] speak to "how" the two "why" purposes [1, 5] can be met. Zeke, in his own inimitable way would say, "how 'ain't important if there ain't no 'why'." (**)

What is most significant, however, is the realization, both by the SAIR founders and by current members, that institutional researchers in the south can do more to advance and meet their own needs, the needs of their institutions, and the needs of postsecondary education collectively than they can as individuals. If SAIR attends to its Corporate Purposes, it will meet the needs of its members, its institutions, and its public. As Zeke might say, "ask not what SAIR can do for you, ask what you can do for SAIR."(***)

SAIR Essentials. Southern Association for Institutional Research. <http://www.sair.org/articlesofincorporation.html>

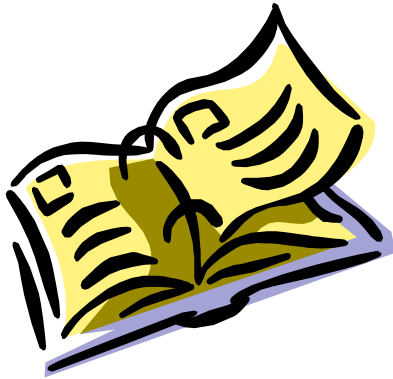
* With apologies and gratitude to Pogo.

** With apologies and gratitude to J. R. Montgomery.

*** With apologies and gratitude to John F. Kennedy.

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 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 SAIR-MAIL list, published as a feature of Southern AIR, and is available on the SAIR web site <<http://www.sair.org>>. A discussion list for each issue will also be available at the SAIR web site for all who wish to comment on the SAIRendipity topics.

SAIRendipity Larry G. Jones, Editor sair@arches.uga.edu



CALENDAR OF EVENTS

March 19-22, 2000
North Carolina AIR
Asheville, NC

March 23-24, 2000
TennAIR Spring Workshop
Gatlinburg, TN

April 3-4, 2000
AIR/CASE
Research Colloquium
St. Louis, MO

April 13-14, 2000
Alabama AIR
Gulf Shores, AL

April 20, 2000
Virginia Association for
Management, Analysis,
and Planning
Richmond, VA

May 21-24, 2000
40th AIR Forum
Cincinnati, OH

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More information is avail-
able on all these events at
the AIR web site
WWW.AIRWEB.ORG

SAIR.REVIEW@IHE

If it ain't broke...BREAK IT! Robert J. Kriegel and Louis Patler. Warner Books, Inc.: New York, 1991. Reviewed by Larry G. Jones, Institute of Higher Education.

It could be that living and working in a state where the saying "if it ain't broke, don't fix it" takes on near biblical proportions, carries precedent equal to constitutional mandate, and seems to reflect the management and governing philosophy of most business and public leaders of organizations large and small, made me vulnerable to a publication with a title suggesting that there was a remedy or antidote to the "if it ain't broke, don't fix it" (IIABDFI) affliction, or, at least, an argument suggesting an alternative point of view. So strong does the IIABDFI (pronounced "eye eye aye bee dee fye") sentiment seem to be that, just to be safe I bought the book out of state, a long way from home, while wearing dark glasses with my hat pulled down over my eyes, my trench coat collar turned up, wore gloves, paid in cash, and carried it briskly away in a plain brown wrapper. I even found a book jacket to hide the cover while I was reading it. All of this to avoid the stigma of being judged a non-believer in the wisdom, logic, faith and ideology of IIABDFI.

The IIABDFI mentality may not be so severe in other locations, but in Georgia we come by it honestly. According to the Oxford Dictionary of 20th Century Quotations (Oxford University Press, New York, 1998) the saying is attributed to Bert Lance, a Georgian who gained much notoriety as a banker and then government appointee of Governor, and later President, Jimmy Carter. Careful scrutiny may suggest, however, that the IIABDFI philosophy that Lance had in mind isn't so much a rationale for avoiding change, as it seems to be most commonly used, as it is a challenge to seek, find, and change those things that need to be changed. At the time Lance is quoted as using the "if it ain't broke, don't fix it" motto he was the director of the federal Office of Management and Budget in the Carter administration and was involved in what were viewed as notable efforts to change the way business was done by the federal government: zero based budgeting and management by objectives were just two of the initiatives he was trying to implement at the time. Needless to say, he was having some difficulty gaining acceptance with the new and different management concepts and he was having a lot of trouble bringing about change of any sort in the bureaucratic process of the federal government. It was in this context that he was quoted in an article ("Emphasizing the M in OMB", Nation's Business, May 1977, p. 27) saying he could save the government billions of dollars if he could get adoption of the "if it ain't broken don't fix it" motto. "That's the trouble with government," Lance went on to say: "fixing things that aren't broken and not fixing things that are broken." One would get the impression from that article and a longer accompanying published interview that he was really more interested in the "fixing things that are broken" part of his explanation of the IIABDFI philosophy than the "leaving well enough alone" part.

It might also be said that Robert J. Kriegel and Louis Patler are also primarily interested in "fixing things that are broken" even to the point of suggesting, as they do in the title of their book, that "if it ain't broke...break it." It is Kriegel and Patler's philosophy that everything will be broken or need fixing at some point and the most appropriate response to that fact is to start the fixing immediately by embracing the unexpected, discarding "conventional wisdom," and seeking a new way of thinking. The need for an "if it ain't broke...break it" (IIABBI: that is, eye eye aye bee bye) philosophy and "other unconventional wisdom" is predicated on the inevitability of change in an increasingly unpredictable world. Writing in 1991 (perhaps it was banned in Georgia; I just found it), during a time when the authors considered that "...the rate of change [was] accelerating exponentially," they argued that the luxury of long-range projections and strategic planning...even short term forecasting...was counter productive because what worked in the past wasn't necessarily...in fact, was unlikely...to coincide with what would work well in the future. To keep pace with the rapidly changing times was going to require a radically new way of thinking and their book was intended to challenge the traditional assumptions, beliefs and habits, and conventional wisdom by replacing

them with guidelines for "unconventional wisdom" to match the uncertainties of the future.

Apparently Kriegel and Patler have concluded that the best way to fight a quip espousing conventional wisdom is with a quip espousing *unconventional* wisdom, and judging from the success of "if it ain't broke don't fix it" in resisting change, quips may work. Unfortunately, I don't think "if it ain't broke...break it" has or will become the unconventional wisdom equivalent required to offset the IIABDFI sentiment, even if the IIABBI philosophy has more merit. A few of the more interesting quips used by Kriegel and Patler to advance their cause for "Unconventional Wisdom" as a means for dealing with change, include:

- * Trying harder at things that have failed probably won't make them successful. Change isn't always about doing more, doing it faster, doing it with less.

- * Even in the information age, information may not be the key to success. Information may be the "fuel" but it is not the "fire": passion, enthusiasm, commitment are.

- * Goals are a means to an end, not the end itself. Martin Luther King said "I have a dream", not "I have a strategic plan."

- * Always mess with success. If you don't "mess" with your success, someone else will.

- * Finished never is. The status quo is not perfect.

- * If it hasn't been changed in a year, assume it's broken.

- * The best time to change is when you don't have to.

- * Playing it safe is dangerous. "Holding the fort" means you are under attack.

- * "Tried and True" usually means "dead and buried."

- * Don't conform, create. Don't repeat, invent.

- * Sacred cows make the best hamburgers.

- * Get in the habit of breaking your habits. Plan on changing your plans.

- * Don't define "new" in terms of "old" or what is "unknown" in terms of the "known."

- * Take risks, not chances. Real risk takers are well prepared.

- * Change "what if" to "if...then": go from consequence to reaction.

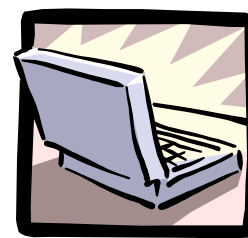
- * No one is right all the time: even doing nothing is usually a mistake.

- * Building on strengths is usually better than improving weaknesses.

While the book is clearly of the self-help/motivational/inspirational business management genre, (the authors are California-based management consultants dealing with business and sports motivation and performance) it isn't hard to generalize from the individual, personal attitudes, thinking, and actions suggested by the authors to cope with change, to parallel institutional or organizational attitudes, thinking, and actions: what the authors propose as necessary insight and action for the successful manager are also necessary insights and action for an institution or organization to successfully meet the challenge of change.

The book describes what most institutional researchers have already identified as the typical responses to change, new ideas, and/or different policies and practices, and in some cases, provides additional insight into the reasons for the resistance. It also reinforces what most institutional researchers have come to understand as the consequences of the IIABDFI reaction: unfortunately the book does not offer suggestions for changing the thinking of those afflicted with the IIABDFI attitude. I suppose one could always suggest that those so afflicted read the book, but that might be as popular and productive as giving your boss a copy of Dilbert cartoons. I think the book would be useful reading for those times when you need to be reconditioned to deal with those who are not interested in considering some new idea, program, practice, policy, or procedure. It certainly provides some clever rebuttals for any "if it ain't broke don't fix it" responses thrown your way. Unconventional wisdom would suggest "focus on the process, not the goal": when fighting the IIABDFI types, it isn't as important to change their minds as it is to change the way things get done.

Editor's Note: This is the first of a new Southern AIR series featuring reviews of books, journals and articles of interest to institutional researchers prepared exclusively for SAIR by faculty and students at the Institute of Higher Education, The University of Georgia, as part of the SAIR/IHE alliance.



TRAINING FOR IPEDS ON-LINE

SAIR will be partnering with AIR to provide training and support for the IPEDS electronic data collection that will begin fall 2000. During July and August of this year, two-day seminars will be held throughout the country to provide training to institutional representatives as they prepare for submitting all IPEDS surveys online. Watch the newsletter and the SAIR website for more information.

AWARDS

(continued from page 3)

First-place award for **Best Planning Document** went to Texas A&M University. Planning documents from three institutions tied for second place: Thomas Moore College (KY), Oakwood College (AL), and Alabama State University. Third place went to The University of Alabama.

Larry Jones also received a special award from the Board, in recognition of his outstanding service to SAIR. This unique award was a mug with an enameled recognition message and the initials and thumbprints of the 1998-99 SAIR Board members.

**SAIR MEMBERSHIP APPLICATION, *October 1999 to
October 2000***

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:

**Rene Toups
SAIR
University of New Orleans
IR – AD 2007
New Orleans, LA
70148**

Membership Types:

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

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

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