

# **An Overview of AIMS for ACUBO Board Members and NACUBO Senior Staff**

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## Introduction to AIMS

This document is intended to give a general history and an overview of the current capabilities of AIMS (Association Information Management System), to enable the people who need to use the data in AIMS to know what information is available, and how it can be used. In an effort to be as brief as possible, general information is followed by appendixes that provide more specific information on the types of data available. In the event that the reading of this document gives rise to questions, please address them to Michael Connor, Manager of Member Information Services at NACUBO, 202-861-2515, or [mconnor@nacubo.org](mailto:mconnor@nacubo.org).

**History of AIMS** Initially, each of the four regions kept its own membership information, as did NACUBO. In about 1994, the regions contracted jointly with a firm in Michigan, to maintain all four regional membership databases. NACUBO continued to keep its own information in a separate database. When Jay Morley assumed the presidency of NACUBO in 1995, he initiated a major overhaul of NACUBO's computer systems. In anticipation of the then-unknown effects of the year 2000 on computer systems, NACUBO's leadership determined that NACUBO's aging membership database needed to be replaced. NACUBO proposed taking on the task of maintaining the regional databases as well, in a move to reduce the duplication of effort. A committee composed of NACUBO staff and regional representatives, with the assistance of Howard Bell, an independent consultant and former university business officer, put together an RFP for a new membership system. A product called Ablaze, (now known as AVECTRA Forum Back Office) was chosen, the five databases were merged into one, and AIMS went "live" on February 20, 1997. For the technically inclined, AIMS consists of a 256-table SQL database, with a Visual Basic front end that provides a user interface.

Inevitably, when five membership databases are merged into one, there are major challenges. First, all the regions had not entered the data in exactly the same way: one region used all capital letters, and others used upper and lower case letters for data entry. Some used abbreviations in street addresses, and others didn't. Second, some institutions were members of more than one region, and most were also members of NACUBO. A way had to be found to purge duplicate records, without deleting useful data. Some regions maintained information on titles and roles, and some just used titles. Where roles were used, there was no meaningful uniformity among, or often, within, regions. With over 40,000 records in the database, considerable work was required in order to ensure the integrity of the data.

When Wes Trochlil was hired as director of member services at NACUBO in early 1998, a major task that lay before him was to clean up the data in AIMS and make it fully usable. He determined that, in addition to the database administrator, a non-technical database manager was needed, who would focus attention on data collection and

quality, training, reporting, and user satisfaction. Michael Connor was hired to this position in May, 1998. The process of scouring the data, removing duplicates, and reconciling disparate data entry standards is ongoing. But there is an equally urgent need to continue collecting new data from a variety of sources, to ensure that all who can benefit from the information and professional development opportunities offered by the ACUBO organizations have access to it. Finally, to enable the ACUBOs to expand their membership penetration, data on non-profit, degree-granting institutions that are not members of NACUBO or any of the regions must be kept as current as possible.

**More than Just Membership** In addition to contact information on personnel involved in the financial management of colleges and universities, AIMS contains an enormous amount of data. For member and nonmember institutions, information is kept up-to-date on each institution's Carnegie Class, sector (two-year public, four-year private, etc), current funds expenditures, and full-time equivalent enrollment, as well as location, congressional district, and Unit ID. This last item is a unique identifying number assigned by the U.S. Department of Education, which is used to match institution records in AIMS to data from other sources, such as the Higher Education Directory, the U.S. Department of Education, and the Carnegie Foundation for Higher Education.

For individual members' records, information is kept on attendance at workshops offered by NACUBO and the regional ACUBOs. When a person registers for a NACUBO workshop through the Center for Knowledge Management and Learning at NACUBO, the information on that workshop is automatically attached to the person's record in AIMS. Currently, workshop attendance data exists on more than 20,000 meeting registrants. In addition, when registration is done by the regions themselves, or by an outside contractor like MRA Services, the data is uploaded to AIMS after the event, by matching the person's registration data to their unique member ID in AIMS. This stamps the person's record as having attended the regional workshop, management institute, or annual meeting. Currently, data exists on approximately 4,500 NACUBO Annual meeting registrants, and approximately 7,300 regional event attendees, all attached to the individual members' records.

NACUBO also collects information on individual's job responsibilities and related professional interests. Persons affiliated with colleges and universities that are members of NACUBO or any regional association are asked to fill out a survey, marking applicable items from a list of approximately 120, as being directly related to their job, or something they'd like to know more about for professional development. The categories on this list were chosen by NACUBO staff, targeting areas where NACUBO and the regions already provide publications and professional development opportunities, as well as areas of emerging interest. In this way, the demographic data can be used both to target marketing efforts for existing products, and to drive

development of new offerings. NACUBO has been collecting this data since the spring of 1999, and more than 12,000 persons at colleges and universities have returned the surveys. That data is detailed in an appendix to this document for your convenience. In an effort to control costs, and to make the survey more continuously available, it will be migrated to the NACUBO Web site in the fall of 2001. In addition to proactive requests for the information via both e-mail and physical mail, members will be asked to update their Responsibilities & Interests information when they register for the online community or update their record in the online membership directory.

Closely related to the Interests & Responsibilities information is a data element called the "Role." This is a part of the person's affiliation to their company, which also includes the company name, the person's professional title, such as vice president for administration, vice president for academic affairs, or director of enrollment, and the date when that affiliation began. The role is based on the title, but is more general, and is intended to show the person's administrative level within his or her organization; the roles associated with the titles given above would be "vice president," "provost," and "director," respectively. A list of all the roles currently in use in AIMS is appended. When combined in a query with Interests & Responsibilities criteria, the role element can be used to limit the number of records returned to only those members whose administrative level is appropriate to the workshop or publication being offered.

Mailing lists can either be maintained manually, one record at a time, or created from queries. That is, people are generally added to regional newsletter and the *Business Officer* mailing list based on their affiliation with a member institution, and being designated to receive these publications by the institution's primary representative. Mailing lists can also be created from queries, based on a group of people who fit, or whose institutions fit, a selected group of criteria. For instance, a mailing list could be created based on female primary representatives of private, Baccalaureate General (Carnegie Class) institutions with an enrollment greater than 5,000. Once created, a mailing list is static – new individuals must be added to it manually, or the list deleted and recreated using the same criteria on which it was originally based. There is no date information to show when a person was added to a mailing list, or historical information, to show the person used to be on a particular list, and has been removed. When a person's record is deactivated, when NACUBO is notified they have left the institution with which they had been affiliated, they are automatically removed from all mailing lists.

Committee membership is also tracked in AIMS. NACUBO and regional ACUBO boards of directors, committees, and councils are generally updated after each organization's annual meeting, using information provided by the regions. Committee membership is tracked historically, so that service on a committee remains a part of the person's record after his or her term on the committee has expired. Committee membership, either current or historical, can be used as a criteria in creating queries.

Currently, there is no information on publications purchases in AIMS, but the information is being captured. NACUBO staff are looking for a way to connect publications purchase data to the institution record. The reason it cannot be connected to the actual purchaser's record is that doing so would create an invoice with a receivable item in the AIMS system, while invoicing and payments are handled by an external fulfillment contractor. In addition, publications are more often ordered by a purchasing agent or administrative assistant than by the end user, and it does not necessarily make sense to create member records for these people.

**The Value of the Data** The primary use for all the information AIMS tracks on workshop attendance, interests & responsibilities, and institutional demographics, is to enable NACUBO staff to communicate with appropriate member representatives on issues of interest to them. NACUBO issues special advisories and other informative papers to members on matters which affect the way they do their jobs. NACUBO's Public Policy and Management Programs department is establishing an Advocacy Network of members who will agree to contact their congressional representatives when issues affecting the higher education community are under consideration.

The data is also used for marketing. While all NACUBO members have access to information about workshops and publications through the Web site, and all *Business Officer* recipients also receive a publications catalog, mailings about specific workshops and publications can be directed just to persons whose job responsibilities and related interests lie within the scope of the particular product. The result set of a query on interests and responsibilities can be further limited by using the "role" element, to ensure the marketing materials reach only people whose administrative level within their organization is also appropriate to the material offered in the product. This results in a considerable savings in marketing costs over a "shotgun" marketing approach, which would aim at the broadest possible audience.

Another use for data in AIMS is to rework regional mailing lists. For instance, at this writing (summer 2001), CACUBO has just expanded its newsletter mailing list by about 800 individuals, to include all persons who were already on the list, as well as any person who has attended a CACUBO Annual Meeting or St. Louis Workshop since 1998. This is based on the assumption that persons who have attended CACUBO events in the past are more likely to do so in the future, and to take an interest in the region's affairs. Another region is considering adding to its list all persons who are affiliated with institutional members and receive *Business Officer* magazine, but do not currently receive the region's newsletter. Because NACUBO staff has spent the last four years cleaning and refreshing the data in AIMS, there is a wealth of reliable information available to use for reaching appropriate audiences with appropriate information.

**Keeping the Data Fresh** Each summer, NACUBO sends the primary representative of every member company or institution a list of its affiliated individuals who receive *Business Officer* magazine. For companies and institutions that are members of a region but not of NACUBO, the primary representative receives a list of all affiliated individuals in AIMS. The prime rep is asked to remove individuals no longer affiliated with the institution, and to add new personnel and update contact information as needed. The response rate is approximately 90 percent, including institutions that write back just to indicate there are no changes. The data is then entered into AIMS throughout the summer and fall, in preparation for publication of the NACUBO membership directory in December.

In addition to the summer update, NACUBO staff processes approximately 300-500 individual data changes per month, usually received via fax or electronic mail. Data changes are also processed from persons who register for the online community in the NACUBO Web site. Throughout the year, member institutions ask individually for a copy of their membership listing, so they can update it.

Despite all the data changes NACUBO processes, the information in AIMS is not and will never be perfect. New staff *will* continue to read magazines, newsletters, and other publications addressed to their predecessors for years, rather than inform NACUBO that the addressee has left the institution and that they are that person's replacement. There are continual staff changes at colleges, universities, and other member institutions, and migrating staff do not necessarily set as a first priority letting NACUBO and their region know they have moved to a new job. NACUBO believes it makes a good faith, proactive effort to collect and process this information, but with over 40,000 active records, there will always be a lag. Further, in addition to removing existing duplicate records as they are found, new duplicates are unavoidably created every day. This happens when a person is listed in AIMS as Margaret Jones, for instance, registers for a workshop as Peggy Jones, or J. Frederick Smith, Controller at Bigschool University moves to a new institution, and tells NACUBO his name is Rick Smith. There are safeguards in place to reduce the incidence of new duplicates, but given the constraints of database search techniques, it is impossible to eliminate them entirely.

Nonetheless, in an average first class mailing, NACUBO's returned mail rate is less than 0.4 percent, compared with an industry average of 3-5 percent. While every effort is made to maintain the data in AIMS as accurately as possible, it must be realized that a database of this size is at its best facilitating communication on a macro level, and AIMS does this exceedingly well.

**Address Verification** The AIMS database is linked to an address verification program called Mailers+4. The heart of this program is a copy of the US Postal Service address database, updated approximately every three months. If an address given to NACUBO

is recognized by the USPS database, it automatically adds the last four digits to the zip code, and adds the appropriate county to the address information. However, roughly 25 percent of the addresses our members give us are not recognized by the USPS database. In many cases, a small college in a small town simply has no street address. In other cases, the member gives an address that consists only of a building name and room number, such as Administration Building Room 332, or a department name. These addresses are not certified by the Mailers+4 program, nor by CASS-Certification programs run by commercial mail houses prior to sending a bulk-rate mailing. Nonetheless, in these cases, as long as the address label contains the person's name, title, and institution name, the mail will arrive at its intended destination.

Another challenge with using an address verification system against a database consisting largely of colleges and universities is that many member institutions have their own zip code, particularly large universities. In some cases, if a piece of mail contains a street address, the Mailers+4 system attempts to overwrite the institution's own zip code with a geographic zip code – that is, a zip code determined solely by the street address, not taking into account that the institution has its own post office and mail delivery system. In these cases, data entry personnel working with AIMS are trained to override the address verification program, keeping the five-digit zip code provided by the member. Again, NACUBO believes this practice best serves the interest of getting the mail to its intended destination.

**The E-mail Issue** NACUBO is particularly sensitive to the need to keep e-mail addresses up-to-date. Electronic mail is a powerful and relatively new medium; judicious use of this vehicle can significantly reduce an organization's communication costs. It is also particularly problematic, in that e-mail delivery systems are subject to change as institutions upgrade servers, change their convention for assigning e-mail addresses, or go off-line for routine maintenance. Individual members may not think of notifying NACUBO or their regional association of a change of e-mail address unless they realize they are no longer receiving regular communications, such as NACUBO's *E-Bulletin*, that they were used to receiving. In the aggregate, as many as 5-10 percent of broadcast e-mail messages may be returned as undeliverable at any given time.

Since the advent of AIMS, NACUBO has been proactive in requesting e-mail information along with all the other contact information it collects. With e-mail addresses for approximately 78 percent of individuals who receive *Business Officer* or any of the regional newsletters, there is substantial room for improvement in this area. NACUBO has taken three steps which it hopes will increase the percentage of usable e-mail addresses in AIMS:

1. An e-mail address is required to allow members to register for the online community. NACUBO hopes the benefits of being able to participate fully in its new Web site will provide incentive to register and provide full contact information.

Postcards were sent to all NACUBO members in the summer of 2001, encouraging them to register for the online community.

2. All members currently in the database will be added to the E-Bulletin mailing list, on an opt-out basis; that is, they will receive the E-Bulletin by default, and can update their record to remove themselves from the list if they so desire. The hope is that this will encourage members for whom there is not currently a correct e-mail address in AIMS to provide one, so that they can receive the E-Bulletin as well.
3. Once a substantial number of members have registered with the online community, most of the proprietary content, such as *Business Officer* articles, special advisories, and the like will be moved to a password-protected area of the site. This will require members to register for the online community, and provide an e-mail address, in order to access the information.

It is important to reiterate the importance of *judicious* use of e-mail as a mass communication tool. The excessive use of broadcast electronic mail as a marketing tool has acquired the unfortunate name of “spam” – a term no one can react positively to, unless they are an employee of the Hormel Foods company. Anecdotal evidence indicates that ACUBO members feel no more kindly toward spam than does the public at large. The likely result of excessive use of broadcast e-mail will be that members withhold, or ask that their e-mail addresses be removed from their AIMS records. The key will be that members’ providing this information will correspond with the degree to which the ACUBOs can provide a value-added incentive to do so.

**On to the Web** As part of its newly introduced Web site, NACUBO has added an online membership directory, which is accessible to members of NACUBO for purposes of one-to-one networking. For the convenience of the regions, however, all persons who are affiliated with any regional ACUBO are listed in the online directory. This enables the regions to pull lists of their members for e-mail or physical mail from the NACUBO Web site.

The online membership database gets its information from AIMS, but it is not directly connected to AIMS. A list of new or changed member records is pulled weekly from AIMS for upload to the online database. If the record already exists in AIMS, it is overwritten by the upload; otherwise a new record is created in the online directory. In addition, records that have been deactivated in AIMS are periodically deleted from the online database. Members can also change their contact information from the online database, which generates an e-mail to NACUBO staff, whereupon the data must be reentered manually in the live database. This is necessary to ensure that changes made to AIMS comply with established data entry standards regarding casing, abbreviation, and application of the “role” data element. While there is an obvious lag in getting the new data transferred to AIMS, data changes in the online database are reflected, unaudited, immediately. After the changes are made to the live data, they are

transferred back to the online database with the next upload, now fully compliant with AIMS data entry standards.

Data elements in the online database, and available for queries, comprise full contact information, including role and e-mail address, and institutional demographic information, such as ACUBO membership, Carnegie Class, sector, enrollment, and current funds expenditures. With appropriate levels of training and access, this information is available for query worldwide from the administrative tool of the online database. The broadcast e-mail feature is also located in the administrative section, and available for use by regional database administrators.

**Looking Toward the Future** While the online database represents a giant leap forward in member services and technology available to the ACUBOs, there are limitations in its flexibility as a query tool, and timely integration of the data. Moving ahead, NACUBO hopes to work closely with AVECTRA to improve the integration of AIMS and the online membership directory, to ensure NACUBO and the regions become more database-driven. AVECTRA has developed its own online product, called Forum, which provides a more direct link to the live AIMS database. It includes a query tool which would allow NACUBO to give greater access to more complex queries to the regions via the Web, while still limiting the amount of data available for download by the casual user. It would also provide more seamless integration of data changes by the member, allowing NACUBO staff to simply audit members' changes for data standards before replacing existing information in AIMS. NACUBO is currently studying this product to determine whether it provides needed features at an affordable cost, with a view toward replacing the current online directory tool.

NACUBO staff is in the process of creating a new version of the Responsibilities & Interests survey, which will be available via the Internet, and is expected to go live in the fall of 2001. In addition to being more cost-effective than the previous paper-based survey, because it reduces mailing costs and eliminates the need for scanning responses, it would also make the survey more broadly available. Further, a hyperlink to the survey can be provided to users whenever they update their contact information through the online membership directory. NACUBO believes this will increase response rates, and provide the ACUBOs with greater power in communicating with members, and marketing products.

As noted at the outset, this document is intended as an overview of AIMS, not an exhaustive catalog of all it contains. Information contained in the appendices consists of current general statistics on contact information contained in AIMS, a list of administrative roles currently in use, a summary of demographic information (responsibilities & interests) currently available for queries, and contact information for the regional database administrators and NACUBO Staff responsible for oversight of AIMS.

## Appendix I: AIMS Statistics

As of 24 July, 2001

				As of 10/1/2000
<i>Business Officer</i> List:	21,537	with e-mail addresses*:	17,189, or 79.8%	(75.0%)
CACUBO Newsletter	5,799	with e-mail addresses*:	4,476, or 77.2%	(73.5%)
EACUBO Newsletter	6,581	with e-mail addresses*:	5,174, or 78.6%	(74.3%)
SACUBO Ledger	6,589	with e-mail addresses*:	5,296, or 80.4%	(76.0%)
WACUBO Newsletter	3,398	with e-mail addresses*:	2,521, or 74.2%	(70.0%)
	22,367	(Higher number than total below includes duplicates)		

**\*Note:** At any given time, approximately 5-10% of e-mail messages will “bounce” due to changes in address, changes in mail server, or to the server simply being off-line at the time the message is sent.

Total of 4 regional lists (combined)            21,418

Companies (active records)                        11,693

People (active records)                            39,877

Institutions with Unit ID                         3,257

Interests & Responsibilities Demographic Records (mostly institutional):

Approximately 9,100

### **NACUBO Member Institutions:**

Allied:	29
Associate:	131
Governing Board:	62
NAIS Affiliate:	88
Provisional:	2
Regular:	2157
Subscriber:	357
Total	<u>2826</u>

### **CACUBO Member Institutions:**

Allied:	0
Associate:	19
Governing Board:	0
NAIS Affiliate:	9
Provisional:	1
Regular:	613
Subscriber:	71
Complimentary	39
Total	<u>752</u>

### **EACUBO Member Institutions:**

Allied:	0
Associate:	22
Governing Board:	0
NAIS Affiliate:	63
Provisional:	5
Regular:	663
Subscriber:	151
Total:	<u>904</u>

<b>SACUBO Member Institutions:</b>		<b>WACUBO Member Institutions:</b>	
Allied:	1	Allied:	3
Associate:	19	Associate:	20
Governing Board:	7	Complimentary:	25
NAIS Affiliate:	20	Governing Board:	10
Provisional:	1	NAIS Affiliate:	18
Regular:	793	Provisional:	2
Subscriber:	77	Regular:	361
Total	918	Subscriber:	33
		Total	472

### **Regional Database Administrators**

These are the primary contacts for the AIMS system in each region, who work closely with Michael Connor, the NACUBO manager of membership information services, to coordinate regional efforts related to AIMS. Please contact your regional database administrator or Michael Connor if you have questions about AIMS which are not addressed here. To get information on members for ACUBO-related purposes, your primary source is your regional database administrator.

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## Appendix II: Roles

Following is the list of roles currently in use for NACUBO. Each person is assigned a role *from this list* most closely aligned with their title. This data element is used to track the person's administrative level within his or her organization, and can be used to limit the number of records returned from demographic criteria to persons whose level is appropriate to the level of the workshop or publication being offered.

Executive/Representative	Faculty, Instructor
Accountant	Director
Advertiser	Director, Asst/Assoc
Administrative Assistant	US Representative
Agency Official, Federal	US Senator
Agency Official, State	Librarian
Attorney/Counsel	Manager
Auditor	Owner
Board Member/Trustee	Partner
Bursar	Primary Representative
CEO: (Non-College/University)	Provost
Chancellor/President	Registrar
Consultant	Staff (Default - used only if proper role is not known)
Controller/Comptroller	State Legislator
Controller/Comptroller, Asst	Treasurer
Dean	Vice Chancellor
Dean, Asst/Assoc	Vice President
Director	Vice President, Executive/Senior
Director, Asst/Assoc	Vice President
Director, Exec/Sr	Vice President, Associate
Faculty, Professor	

Appendix III: **NACUBO Responsibilities and Interests Report**

<b>Demographic Group</b>	<b>Item</b>	<b>Count</b>	<b>Interests/ Responsibilities</b>
<b>Academic/Education</b>	Continuing Education	1544	Interests
	Distance Education	2193	Interests
	Institutional Research	1417	Interests
	Sponsored Programs/Grants & Contracts	1891	Interests
	Statistical Services	1147	Interests
<b>Academic/Education -</b>	Continuing Education	1016	Responsibilities
	Distance Education	899	Responsibilities
	Institutional Research	1108	Responsibilities
	Sponsored Programs/Grants & Contracts	1546	Responsibilities
	Statistical Services	863	Responsibilities
<b>Accounting and Reporting</b>	Accounting	1429	Interests
	FASB	1194	Interests
	Financial Accounting	2075	Interests
	Financial Reporting	1719	Interests
	GASB	1166	Interests
	Indirect Costs	1496	Interests
	Managerial/Cost	1427	Interests
	Pledge Accounting	1037	Interests
<b>Accounting and Reporting</b>	Accounting	5176	Responsibilities
	FASB	2847	Responsibilities
	Financial Accounting	3622	Responsibilities
	Financial Reporting	4931	Responsibilities
	GASB	2357	Responsibilities
	Indirect Costs	2821	Responsibilities
	Managerial/Cost	3507	Responsibilities
	Pledge Accounting	1804	Responsibilities
<b>Athletics and Recreation</b>	Intercollegiate Athletics	1913	Interests
<b>Athletics and Recreation -</b>	Intercollegiate Athletics	1129	Responsibilities
<b>Auxiliary/Campus Services</b>	Bookstore	1560	Interests
	Campus Cards	2380	Interests
	Campus Unions/Activity/Community Ctrs	871	Interests
	Copy Center	2023	Interests
	Food Services	1388	Interests
	Housing Services	1380	Interests
	Parking	1203	Interests
	<b>Auxiliary/Campus Services</b>	Bookstore	2409
Campus Cards		1722	Responsibilities
Campus Unions/Activity/Community Ctrs		798	Responsibilities
Copy Center		1400	Responsibilities
Food Services		2096	Responsibilities
Housing Services		1251	Responsibilities
Parking		1705	Responsibilities
<b>Business Improvement Practices</b>		Benchmarking	3438
	Business Process Re-Engineering (BPR)	2493	Interests
	Customer Service	2648	Interests
	Outsourcing/Privatization	2395	Interests

<b>Demographic Group</b>	<b>Item</b>	<b>Count</b>	<b>Interests/ Responsibilities</b>
<b>Business Improvement Practices (cont)</b>	Strategic Planning	3264	Interests
	Teams Management	2422	Interests
	Total Quality Management (TQM)	2329	Interests
<b>Business Improvement Practices</b>	Benchmarking	2617	Responsibilities
	Business Process Re-engineering (BPR)	2034	Responsibilities
	Customer Service	3689	Responsibilities
	Outsourcing Privatization	2042	Responsibilities
	Strategic Planning	3523	Responsibilities
	Teams Management	2099	Responsibilities
	Total Quality Management (TQM)	1602	Responsibilities
<b>Chief ( ) Officer</b>	Academic	449	Interests
	Executive	721	Interests
	Financial	2328	Interests
	Information	827	Interests
	Operating	1083	Interests
<b>Chief ( ) Officer -</b>	Academic	591	Responsibilities
	Executive	634	Responsibilities
	Financial	2794	Responsibilities
	Information	595	Responsibilities
	Operating	987	Responsibilities
<b>Development/Public</b>	Alumni Relations	847	Interests
	Capital Campaign	1522	Interests
	Fund Raising	1534	Interests
	Government Relations	1291	Interests
	Marketing	1412	Interests
	Public Relations	1724	Interests
<b>Development/Public</b>	Alumni Relations	407	Responsibilities
	Capital Campaign	583	Responsibilities
	Fund Raising	554	Responsibilities
	Government Relations	710	Responsibilities
	Marketing	611	Responsibilities
	Public Relations	1024	Responsibilities
<b>Facilities</b>	Architect	741	Interests
	Building Maintenance	1187	Interests
	Construction	1167	Interests
	Construction Planning	1505	Interests
	Custodial Services	808	Interests
	Engineering	465	Interests
	Facilities Operations	1367	Interests
	Grounds and Landscaping	903	Interests
	Utilities	1022	Interests
	<b>Facilities</b>	Architect	1258
Building Maintenance		2007	Responsibilities
Construction		1817	Responsibilities
Construction Planning		1917	Responsibilities
Custodial Services		1782	Responsibilities
Engineering		1163	Responsibilities
Facilities Operations		1946	Responsibilities
Grounds and Landscaping		1711	Responsibilities
Utilities		1809	Responsibilities

<b>Demographic Group</b>	<b>Item</b>	<b>Count</b>	<b>Interests/ Responsibilities</b>
<b>Finance and Treasury</b>	Accounts Payable	1146	Interests
	Accounts Receivable	1186	Interests
	Budgeting	2331	Interests
	Cash Management	1723	Interests
	Debt Management	1430	Interests
	Disbursements	935	Interests
	Endowment Management	1853	Interests
	Financial Services	1421	Interests
	Investments	1778	Interests
	Payroll	1290	Interests
	State Fillings	679	Interests
	Tax	1004	Interests
	Tax Exempt Bonds	1140	Interests
	Treasury	845	Interests
	Tuition Discounting	1566	Interests
	UBIT	1491	Interests
<b>Finance and Treasury -</b>	Accounts Payable	3997	Responsibilities
	Accounts Receivable	3993	Responsibilities
	Budgeting	4788	Responsibilities
	Cash Management	3722	Responsibilities
	Debt Management	2728	Responsibilities
	Disbursements	3487	Responsibilities
	Endowment Management	2503	Responsibilities
	Financial Services	3243	Responsibilities
	Investments	2775	Responsibilities
	Payroll	3331	Responsibilities
	State Fillings	2243	Responsibilities
	Tax	2542	Responsibilities
	Tax Exempt Bonds	1791	Responsibilities
	Treasury	1830	Responsibilities
	Tuition Discounting	2167	Responsibilities
	UBIT	2443	Responsibilities
<b>Governance &amp; Mgmt</b>	Administration	2991	Interests
	Board Relations	490	Interests
	Governance	1166	Interests
	Leadership	2459	Interests
	Planning	2560	Interests
<b>Governance &amp; Mgmt</b>	Administration	2446	Responsibilities
	Board Relations	896	Responsibilities
	Governance	760	Responsibilities
	Leadership	1900	Responsibilities
	Planning	2493	Responsibilities
<b>Health Care</b>	Health Care Management	1001	Interests
	Health Care Support Services	595	Interests
	Medical Centers	425	Interests
	Medical School Issues	548	Interests
<b>Health Care -</b>	Health Care Management	806	Responsibilities
	Health Care Support Services	549	Responsibilities
	Medical Centers	371	Responsibilities
	Medical School Issues	417	Responsibilities

<b>Demographic Group</b>	<b>Item</b>	<b>Count</b>	<b>Interests/ Responsibilities</b>
<b>Human Resources</b>	Benefits	2367	Interests
	Compensation	2364	Interests
	Employee Relations	1742	Interests
	Executive Search	867	Interests
	Labor Relations	1193	Interests
	Training	1726	Interests
<b>Human Resources</b>	Benefits	2491	Responsibilities
	Compensation	2418	Responsibilities
	Employee Relations	2095	Responsibilities
	Executive Search	1068	Responsibilities
	Labor Relations	993	Responsibilities
	Training	1882	Responsibilities
<b>Information Technology</b>	Applications/Programs	2445	Interests
	Computer Workstations (Hardware)	2249	Interests
	Data Processing	1258	Interests
	Media	814	Interests
	Networking/Infrastructure	1869	Interests
	Systems Support	1460	Interests
	Telecommunications	1664	Interests
	Web Site	3023	Interests
<b>Information Technology</b>	Applications/Programs	1826	Responsibilities
	Computer Workstations (Hardware)	1835	Responsibilities
	Data Processing	1338	Responsibilities
	Media	678	Responsibilities
	Networking/Infrastructure	1269	Responsibilities
	Systems Support	1262	Responsibilities
	Telecommunications	1342	Responsibilities
	Web site	1512	Responsibilities
<b>Legal Issues</b>	Contracts	2361	Interests
	Copyright	1305	Interests
	Licensing	1245	Interests
	Trademarks	955	Interests
<b>Legal Issues -</b>	Contracts	2849	Responsibilities
	Copyrights	885	Responsibilities
	Licensing	905	Responsibilities
	Trademarks	750	Responsibilities
<b>Procurement</b>	Contracting	1488	Interests
	Property	1230	Interests
	Purchasing	1761	Interests
<b>Procurement -</b>	Contracting	2589	Responsibilities
	Property	2283	Responsibilities
	Purchasing	2976	Responsibilities
<b>Public Policy</b>	College Costs	2615	Interests
	Student Aid	2306	Interests
	Tax Policy	1716	Interests
<b>Risk Management</b>	Actuary	338	Interests
	Insurance	960	Interests
	Loss Control	859	Interests

<b>Demographic Group</b>	<b>Item</b>	<b>Count</b>	<b>Interests/ Responsibilities</b>
<b>Risk Management</b>	Reinsurance	335	Interests
	Risk Management	1741	Interests
	Worker's Compensation	867	Interests
<b>Risk Management -</b>	Insurance	1570	Responsibilities
	Loss Control	1388	Responsibilities
	Reinsurance	610	Responsibilities
	Risk Management	1709	Responsibilities
	Worker's Compensation	1904	Responsibilities
<b>Safety and Security</b>	Environmental Health	1046	Interests
	Hazardous Materials Management	971	Interests
	Safety	1431	Interests
	Security	1429	Interests
<b>Safety and Security -</b>	Environmental Health	1445	Responsibilities
	Hazardous Materials Management	1393	Responsibilities
	Safety	1897	Responsibilities
	Security	1651	Responsibilities
<b>Student Services</b>	Enrollment Management	2038	Interests
	Financial Aid	2295	Interests
	Registration	1225	Interests
	Student Accounts/Bursar	1560	Interests
	Student Affairs	1050	Interests
	Student Loan Collections	1287	Interests
<b>Student Services -</b>	Enrollment Management	998	Responsibilities
	Financial Aid	1402	Responsibilities
	Registration	766	Responsibilities
	Student Accounts/Bursar	1533	Responsibilities
	Student Affairs	594	Responsibilities
	Student Loan Collections	1933	Responsibilities