

**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.

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 280-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 4 years of NACUBO Annual meeting and regional event attendance, 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 was migrated to the a Web-based collection mechanism in the spring of 2002. 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.

The Interests & Responsibilities survey also asks five qualifying questions designed to determine how likely a respondent is to attend ACUBO professional development events, what their annual budget is for their own *personal* professional development, and how they'd like to receive information about events.

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 are 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 (audit trail) 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 four 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. Effective July 1, 2002, 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.
4. An e-mail address is required (and captured) when members respond to the interests & responsibilities survey.

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 31 May 2002

				As of 7/24/2001
<i>Business Officer</i> List:	21,818	with e-mail addresses*:	17,933, or 82.2%	(79.8%)
CACUBO Newsletter	5,929	with e-mail addresses*:	4,685, or 79.0%	(77.2%)
EACUBO Newsletter	7,065	with e-mail addresses*:	5,632, or 79.7%	(78.6%)
SACUBO Ledger	7,632	with e-mail addresses*:	6,414, or 84.0%	(80.4%)
WACUBO Newsletter	<u>3,661</u>	with e-mail addresses*:	2,871, or 78.4%	(74.2%)
	24,287	(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) 23,158

Companies (active records) 12,761

People (active records) 43,063

Institutions with Unit ID 3,585 (recently increased from 3,257)

Interests & Responsibilities Demographic Records (mostly institutional):

Approximately 10,101 active records

NACUBO Member Institutions:

Allied:	20
Associate:	126
Governing Board:	60
NAIS Affiliate:	87
Provisional:	4
Regular:	2173
Subscriber:	<u>335</u>
Total	2805

CACUBO Member Institutions:

Allied:	0
Associate:	18
Governing Board:	0
NAIS Affiliate:	9
Provisional:	1
Regular:	609
Subscriber:	61
Complimentary	<u>38</u>
Total	736

EACUBO Member Institutions:

Allied:	0
Associate:	20
Governing Board:	0
NAIS Affiliate:	59
Provisional:	1
Regular:	653
Subscriber:	<u>130</u>
Total:	863

SACUBO Member Institutions:		WACUBO Member Institutions:	
Allied:	0	Allied:	1
Associate:	14	Associate:	18
Governing Board:	12	Complimentary:	25
NAIS Affiliate:	16	Governing Board:	10
Provisional:	1	NAIS Affiliate:	16
Regular:	809	Provisional:	1
Subscriber:	71	Regular:	354
Total	<u>923</u>	Subscriber:	<u>38</u>
		Total	<u>463</u>

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 Interests & Responsibilities Report

	Interests	Responsibilities
Academic/Education		
Continuing Education	1960	1178
Distance Education	2538	1029
Institutional Research	1760	1326
International Programs	277	139
Sponsored Programs/Grants & Contracts	2139	1954
Statistical Services	1450	1055
Accounting and Reporting		
Accounting	1720	5926
FASB	1404	3199
Financial Accounting	1880	3263
Financial Reporting	1975	5662
GASB	1360	2762
Indirect Costs	1774	3327
Managerial/Cost	1701	4031
Pledge Accounting	1244	2058
Sponsored Programs Accounting	358	614
Athletics and Recreation		
Intercollegiate Athletics	2246	1208
Auditing		
External	409	593
Internal	542	655
Auxiliary/Campus Services		
Auxiliary Services (General)	441	502
Bookstore	1773	2644
Campus Cards	2659	1921
Campus Unions/Activity/Community Ctrs	1031	872
Copy Center	2059	1630
Food Services	1583	2320
Housing Services	1607	1406
Parking	1430	1884
Business Improvement Practices		
Benchmarking	3898	3021
Business Process Re-Engineering (BPR)	2814	2316
Customer Service	2968	4214
Outsourcing/Privatization	2734	2299
Strategic Planning	3630	4076
Teams Management	2729	2477
Total Quality Management (TQM)	2623	1928
Travel Management	357	366

	Interests	Responsibilities
Chief () Officer		
Academic	557	623
Executive	879	702
Financial	2644	3126
Information	958	666
Operating	1249	1135
Compliance		
Environmental Health & Safety	271	336
NCAA	299	129
Research	225	206
Tax	305	539
Consortia		
Academic	225	106
Facilities	217	219
Purchasing	264	284
Development/Public Affairs		
Alumni Relations	1046	462
Capital Campaign	1774	657
Fundraising	1847	647
Government Relations	1494	812
Marketing	1626	716
Planned Giving	316	95
Public Relations	1927	1091
Facilities		
Architecture	911	1405
Building Maintenance	1346	2215
Construction	1374	2016
Construction Planning	1721	2127
Custodial Services	910	1968
Engineering	548	1280
Facilities Operations	1549	2178
Master Planning		1
Grounds and Landscaping	1035	1884
Real Estate	232	292
Utilities	1194	2000
Legal Issues		
Conflicts of Interest	490	410
Contracts	2621	3239
Copyright	1507	1029
Immigration	267	206
Licensing	1441	1032
Technology Transfer	336	171
Trademarks	1125	839

	Interests	Responsibilities
Finance and Treasury		
Accounts Payable	1383	4439
Accounts Receivable	1407	4442
Budgeting	2634	5383
Cash Management	1965	4152
Debt Management	1650	3062
Disbursements	1120	3913
Endowment Management	2094	2784
Financial Services	1647	3682
Investments	2023	3097
Nonresident Aliens	267	426
Payroll	1524	3705
State Filings	833	2497
Tax	1189	2905
Tax Exempt Bonds	1311	2019
Treasury	1017	2073
Tuition Discounting	1863	2453
UBIT	1731	2763
Governance & Management		
Administration	3250	3452
Board Relations	893	1316
Governance	1542	1081
Leadership	2868	2644
Planning	2907	3284
Health Care		
Academic Health Centers	171	112
Health Care Management	1064	854
Health Care Support Services	650	593
Medical Centers	479	406
Medical School Issues	631	478
Human Resources Management/Personnel		
Benefits	2706	2828
Compensation	2714	2817
Employee Relations	2090	2446
Executive Search	1105	1232
Labor Relations	1422	1231
Pension/Retirement	465	427
Training	2091	2248
Information Technology		
Applications/Programs	2841	2118
Computer Workstations (Hardware)	2403	1990
Data Processing	1451	1563
Data Security/Privacy	432	340
Data Storage Media	1084	878
Networking/Infrastructure	2137	1428

	Interests	Responsibilities
Information Technology (cont)		
Record Retention	506	604
Systems Support	1674	1433
Telecommunications	1931	1518
Web Site	3426	1769
Procurement		
Contracting	1662	2902
E-Procurement	455	435
Property	1438	2567
Purchasing	1976	3330
Public Policy		
College Costs	2989	484
Student Aid	2666	367
Tax Policy	1980	364
Risk Management		
Actuary	299	
Emergency Preparedness	455	511
Insurance	1267	1972
Loss Control	1082	1689
Reinsurance	489	813
Risk Management	2043	2090
Worker's Compensation	1111	2149
Safety and Security		
Environmental Health	1218	1617
Hazardous Materials Management	1130	1577
Safety	1654	2154
Security	1686	1850
Student Services		
Enrollment Management	2346	1110
Financial Aid	2648	1598
Registration	1462	865
Student Accounts/Bursar	1781	1988
Student Affairs	1272	670
Student Loan Collections	1474	2234

Preferences and Practices

	Response	Respondents
How likely are you to attend off-campus PD events in the coming year?	Very Likely	1125
	Likely	396
	Somewhat Likely	386
	Unlikely	169
	Very Unlikely	59
Your personal PD expenditures annually?	\$500-2000	1142
	\$2000 - \$5000	499
	< \$500	408
	> \$5000	75
Decision Maker on PD Events you attend?	Respondent	1977
	Supervisor	152
Do you provide feedback to your supervisor?	Yes	1919
	No	205
How do you prefer to receive info from NACUBO?	HTML Email	1502
	Text Email	515
	PDF	331
	Fax	19