



CAIR 2010

35th Annual Conference

What Counts: Return to Our Census

Doubletree Hotel San Diego/Mission Valley
November 17-19, 2010

Welcome to San Diego and CAIR 2010

Dear colleagues and friends,

We welcome you to the 35th Annual Conference of the California Association for Institutional Research. This year's conference theme is "What Counts: Return to Our Census." This theme comes in a time when policymaking can gain from new data and new perspectives on the main customer of higher education in California, the people of the state. The conference has breakout sessions that focus on the role of demographics in higher education, especially with respect to enrollment trends and the diversity of students in higher education. Our keynote speakers cover the demographic issue as well as other critical issues. These speakers include the following:

- **Professor John R. Weeks.** John is Professor of Geography and Director of the International Population Center, San Diego State University. Along with dozens of publications, he has worked extensively in population studies and census data.
- **Teri Cannon.** Teri is Executive Vice President at the Western Association of Schools and Colleges (WASC), which she joined in 2006 after serving as Dean of John F. Kennedy University Law School from 2003-06. Teri has served as Dean of several private law schools and as Associate Dean at San Francisco State University.
- **Jerry Buckley and William Piland.** Jerry is Acting Senior Director for Institutional Research at the Grossmont/Cuyamaca Community College District and Dean of Mathematics, Natural Sciences, Exercise Science and Wellness at Grossmont College. William is professor emeritus at San Diego State University. He founded the Ed.D. program in community college leadership at SDSU.
- **Robert Linqanti.** Robert is Project Director for English Learner Evaluation and Accountability Support (ELEAS) and Senior Researcher for the Regional Educational Laboratory West and the California Comprehensive Center at WestEd. He specializes in assessment, evaluation and accountability policies, practices and systems for English language learners (ELLs).

The 2010 Conference program features more than 45 concurrent sessions and an IPEDS pre-conference workshop. Please take advantage of the networking opportunities throughout the conference, including the President's Reception on Wednesday evening, Gala Reception on Thursday evening, and the Friday Awards Luncheon.

This conference could only succeed with the work of the CAIR Board, which operates solely on a volunteer basis. Finally, note that our conference enjoys the support of our co-sponsors (National Student Clearinghouse, Higher Education Research Institute at UCLA, CourseEval, and Drexel University).

Sincerely,

Willard C. Hom
CAIR President and Conference Coordinator

CAIR Best Presentation

The purpose of the CAIR Best Presentation award is to recognize the most outstanding example of a significant contribution to the practice and understanding of institutional research. The CAIR 2009 Best Presentation was presented to:

Title: Expanding Transfer Pathways: The Influence of For-Profit Institutions

Author: Alice van Ommeren, Specialist: Information Systems & Analysis, Chancellor’s Office, California Community Colleges

Abstract: The emergence of for-profit four-year institutions has expanded the transfer options for California community college students. Although the pipeline remains focused on community college students transferring to public four-year institutions, private for-profit institutions are beginning to play an increasingly larger role. This descriptive study specifically identifies the variations in transfer destinations over time to public and private, non-profit and for-profit four-year institutions. The study also determines the relationship of the environmental conditions of the community colleges to the different transfer destinations. The presentation concludes with a discussion of implications for administrators and policymakers, as well future directions for researchers.

For more information about CAIR Best Presentation, visit http://www.cair.org/conferences/Presentation_Award.aspx.

Schedule at a Glance for Wednesday, November 17, 2010

7:30-9:00	Morning Coffee and Tea	South Foyer
9:00 -12:00	UC IR Director’s Meeting	Grand Ballroom II
9:00-2:00	CSU Segment Meeting	Catalina II
10:00-12:00	Independent Segment Meeting	Grand Ballroom I
12:30-2:00	CCC Segment Meeting	Grand Ballroom III
12:30-2:00	UC Segment Meeting	Grand Ballroom II
2:00-2:30	Afternoon Break.....	South Foyer
2:30-3:15	Concurrent Sessions	Grand Ballrooms I, II, III, and Catalina II
3:30-4:15	Concurrent Sessions	Grand Ballrooms I, II, III, and IV
5:00-6:00	Opening Keynote..... Professor John R. Weeks, Geography Dept. San Diego State U.	Grand Ballroom IV
6:00-8:00	President’s Reception and Bob Daly Trophy Event (tennis exhibition)	Pool & Patio

Schedule for Wednesday, November 17, 2010

2:30 – 3:15 pm Grand Ballroom I

The Transfer Velocity Project: New Insights into Vertical Transfer Pathways

Craig Hayward, Dean of IT, Planning & Research, Cabrillo College

(Flora Yen, Moderator)

Transfer Velocity Project (TVP) conducted a detailed analysis of the transcripts and characteristics of a cohort of 144,000 transfer-oriented community college students. Two models of institutional transfer were developed (exogenous and endogenous). A student-level model was also developed using multivariate survival analysis (Cox regression). Key findings on institutional factors and student behaviors and characteristics facilitating transfer are presented. Possible strategies for improving transfer and increasing the number of Bachelor's degrees awarded in California are discussed.

2:30 – 3:15 pm Grand Ballroom II

A Five-Step Process for New Program Development Guided by Data from the Census, CPEC and Others

Jennifer Tucker Klein, Brandman University, Assistant Vice Chancellor for Institutional Research and Planning & Laurie Dodge, Brandman University Associate Vice Chancellor for Institutional Research and Assessment

(Alice van Ommeren, Moderator)

Having a continuous scan of environmental factors influencing our students' futures bears a proactive approach to academic planning. For example, examining employment changes and how these will affect students in academic programs is one way to address new program development. In light of economic changes in California, Brandman University has developed a five-step program process that looks at external sources of influence and how these affect the viability of new academic programs. Our new program development process includes: 1) a literature review; 2) a demand analysis; 3) a competitive analysis; 4) internal and external stakeholder feedback; and 5) final recommendations.

2:30 – 3:15 pm Grand Ballroom III

Opportunities and Challenges Within For-Profit Colleges on a Social Mission

Dr. Shelia Lewis, United States University (formerly InterAmerican College), Director of Management Programs

The presentation will address the opportunities and challenges associated within for-profit colleges on a social mission. One of the greatest opportunities is to serve those in under-served communities with the social mission of impacting those communities through higher education in fields such as health care. However, these opportunities are challenged by the university having to fund its own social mission due to a lack of government funding such as federal grants and aid.

2:30 – 3:15 pm Catalina II

How do you ensure the effectiveness of institutional research? Addressing WASC's revised CFR 4.5

Panel: Chris Cullander, Ph.D. Director, Office of Institutional Research Office of the Vice Provost -Student Academic Affairs, UC San Francisco; Edward Sullivan, Ph.D. Assistant Vice President, Office of Institutional Research & Analytical Studies CSU Fullerton; Michael K. Tamada, Director of Institutional

Research, Assessment & Planning Occidental College; Guy Salvesen, Ph.D. Professor and Dean, Graduate School of Biomedical Sciences, Sanford-Burnham Medical Research Institute; Stacy Devlin (Mark Robinson, Moderator)

WASC has revised several of their Criteria for Review (CFR), and institutions undergoing initial accreditation or affirmation of accreditation must address these revised CFRs in their accreditation reviews. In particular, CFR 4.5 asks whether (and how) IR is reviewed in terms of function, effectiveness, and the suitability and utility of data collected. A panel with representatives from a UC, a CSU, an independent four-year institution and a graduate-only program – all of which are currently undergoing WASC accreditation or affirmation of accreditation – will discuss how their institutions addressed CFR 4.5 and the increasing importance of IR in the institutional review process.

3:30 – 4:15 pm Grand Ballroom I

Assessing Two-Year College Student-Athletes Retention and Persistence Rates Conrad Amba, Glendale College, Research Analyst; Dr. Edward Karpp, Glendale College, Dean of Research, Planning and Grants; and Jonn Aque, Glendale College, Counseling and Faculty

(Flora Yen, Moderator)

Scrutiny of intercollegiate athletics has intensified in recent years. The NCAA reports that two-year transfers entering college in 2002 were 15 percent less likely to graduate within six years than those who started at a four-year school. Recent NCAA legislation has limited the number of physical education courses men's basketball student-athletes from two-year colleges are allowed to transfer to a four-year university. The purpose of the study was to follow an entering cohort at a California community college for a 6-year span. Retention and persistence rates were compared among those student-athletes whose academic workload consisted mainly of core curriculum courses to those with a higher number of physical education credits earned. In addition, student athletes transfer rates to four-year universities will be examined.

3:30 – 4:15 pm Grand Ballroom II

Student Flow from Initial Major to Final Degree

Jing Wang , Director of Institutional Research, Sacramental State University & Jonathan P. Shiveley, Research Analyst, Office of Institutional Research, Sacramento State University

(Mark Pavelchak, Moderator)

Careful consideration of student inflow and outflow among majors is crucial when calculating the graduation rates of individual programs. In this regard, we create student flow charts for each program on a yearly basis. Moreover, we've conducted several research projects on this data, including student flow trends among majors; the impact of early declaration of major, the effect of changing majors on graduation, and factors leading to high attrition. Those studies have broad policy implications, such as pre-screening students for majors with high outflows and high attrition rate, enhancing advising with regard to choosing majors, and eliminating programs during periods of impacted enrollment.

3:30 – 4:15 pm Grand Ballroom III

Who's Hurting? Impact of the Economic Downturn on Students

Gillian Butler, Student Affairs Research & Information, UC Davis, Director

(Mark Robinson, Moderator)

A survey of all undergraduates at our campus last spring asked students questions concerning the impact of the current economic turndown on their undergraduate education. This study merges financial aid data with survey responses and student characteristics to explore the extent to which financial aid policies and practices redistribute financial impacts.

3:30 – 4:15 pm Grand Ballroom IV

What's in YOUR toolbox? The Application of Adelman's Study to a Local institution

Daniel Martinez, Ph.D., Riverside Community College District, Associate Dean, Institutional Research
(Alice van Ommeren, Moderator)

With the national emphasis on degree completion as well as the identification of milestones that can be leveraged to increase degree completion, this study is a replication of Clifford Adelman's study, "The toolbox revisited." Local institutions do not have access to the complete data used in the original study, but the applications of the principles can still yield valuable information. This presentation will show the results of applying these principles to a community college utilizing the data readily available within the local institution.

3:30 – 4:15 Scottsdale

AIR Professional Development Services Committee: How Can We Meet IR Professional Development Needs?

J. Joseph Hoey, Ed.D., Vice President of Institutional Effectiveness and Accreditation, Bridgepoint Education

This round table session will be designed to 1) give CAIR members an overview of the current offerings of the AIR Professional Development Services Committee and 2) to seek input from attendees on what webinars, AIR pre-Forum workshops, institutes, or other formats would best meet CAIR members' professional development needs in IR.

5:00 – 6:00 pm Grand Ballroom IV

Opening Keynote Speech: Why Should You Care About the Census? How 2010 Census data are likely to influence how higher education will plan

Professor John R. Weeks, Geography Department, San Diego State University
(Willard Hom, Introduction)

6:00 – 8:00 pm Tennis Patio

President's Reception and Bob Daly Trophy Event (Tennis Exhibition)

Chat with your colleagues and friends in a casual outdoor atmosphere while nibbling on scrumptious food. At the same time share in the inaugural Bob Daly Trophy Event by supporting your segment reps on court (cheering allowed, jeering disallowed). No-host bar.

Schedule at a Glance for Thursday, November 18, 2010		
7:00 – 8:15	Continental Breakfast.....	Grand Ballroom IV
8:15 – 9:15	Concurrent Sessions	Grand Ballroom I, II, III & Catalina II
9:40 – 10:30	Concurrent Sessions	Grand Ballroom I, II, III & Catalina II
10:30 – 10:45	Morning Break	South Foyer
10:45 – 12:15	Concurrent Sessions	Grand Ballroom I, II, and III
12:30 – 1:50	Lunch	Tennis Patio
2:00 – 2:50	Concurrent Sessions	Grand Ballroom I, II, III & Catalina II
2:50 – 3:10	Afternoon Break	South Foyer
3:10 – 4:00	Concurrent Sessions	Grand Ballroom I, II, III & Catalina II
4:10 – 5:00	Concurrent Sessions	Grand Ballroom I, II, & Catalina II
6:00 – 8:00	Gala Reception with Keynote Speech by Teri Cannon	Grand Ballroom IV
8:00--?	Trolley Excursion to Old Town	

Schedule for Thursday, November 18, 2010

7:00 – 8:15 Grand Ballroom IV
Continental Breakfast

8:15 – 9:15 Grand Ballroom I
Techniques for Increased Race Re-survey Participation

Daeng Khourpradit, Humboldt State University, Institutional Research and Planning, Administrative Support

In response to changes in federal guidelines for reporting race/ethnicity, we conducted a resurvey to collect race data on continuing students at Humboldt State University in spring 2010. The number of race unknowns were reduced from 19% to 12%. Due to the overwhelming level of participation, an online study will be conducted in fall 2010 with responders who went back and changed their ethnicity to assess cause for participation. The presentation will discuss survey techniques utilized including method of deployment, deployment intervals, response rates per deployment, and results from the fall 2010 online study.

8:15 – 9:15 Grand Ballroom II

The College Proficiency Project: A Collaborative Study of Student Preparation for College Coursework

Cheryl Holsonbake, CSU Bakersfield, Research Associate; Paul Schwartz, Kern High School District, Research & Planning Analyst; and Diane Fletcher, Kern High School District, Research & Planning Supervisor

(Tongshan Chang, Moderator)

The College Proficiency Project is a research-based partnership between California State University Bakersfield (CSUB) and Kern High School District (KHSD), the largest high school district in California. Our partnership is focused on English and mathematic proficiency among high school seniors and first-time college freshmen. The presentation will highlight how obstacles were overcome to build a robust shared database for both Institutional Research offices to analyze. Early study findings will be presented along with strategies for building collaborative partnerships and aligning high school curricula to CSU proficiency expectations.

8:15 – 9:15 Grand Ballroom III

Meandering pathways: Changing majors, time to degree, and reporting challenges

John Filce, Research Analyst, Institutional Research & Planning, Humboldt State University

What are the effects of major choice uncertainty on retention and time to degree? Is there a relationship between the number of major changes and time to degree? This presentation will address issues which arise in cohort construction and data disaggregation. I will show and discuss several approaches to presenting this type of data. I will also explore major changing pathways, highlighting institutional patterns for source and destination majors.

8:15 – 9:15 Catalina II

Civic Engagement of Two-Year College Students

Mallory Angeli Newell, College Researcher, Foothill-De Anza Community College District

(Flora Yen, Moderator)

The majority of research on civic engagement focuses on four-year college students which leaves large gaps in the literature on two-year students. This study is motivated by the lack of literature in this area. Thus, this study explores levels of civic engagement of two-year college students and compares their levels of engagement to that of four-year students. Civic engagement at two-year colleges is important since community colleges enroll over six million students from diverse backgrounds and with varying academic goals (NCES, 2008). This study uses data from the Center on Institutional Research and Policy from the “Your First College Year” survey between the years 2002 and 2006 to better understand civic engagement at two-year colleges.

9:40 – 10:30 Grand Ballroom I

Performance Reporting for the Community Colleges: ARCC 2011

Willard Hom, Director; Alice van Ommeren, Specialist; and Mei Cooc, Specialist (all from the Research, Analysis & Accountability Unit, Chancellor's Office, California Community Colleges)
(Flora Yen, Moderator)

This session will discuss recent developments and possible future plans for the state's performance reporting system for its community colleges, aka ARCC. Among the topics for discussion are peer grouping and the re-coding of the course data element for levels below transfer.

9:40 – 10:30 Grand Ballroom II

International Students in California Higher Education

Robert Cox, Manager, Office of Analysis and Information Management, UCLA
(Tongshan Chang, Moderator)

California occupies a unique and pivotal position in the global marketplace for undergraduate and graduate students seeking higher education opportunities outside their countries of origin. With international enrollment approaching 100,000 and high levels of international participation at institutions in all segments, California is a national and world leader. This presentation provides an overview of the international presence in California higher education, examining relevant institutional structures and enrollment trends and outlining some of the key practical and policy considerations for California institutions targeting further expansion in this area.

9:40 – 10:30 Grand Ballroom III

Colleges Matter: The Importance of Institution-Level Data on Affordability

Matthew Reed, Program Director, The Institute for College Access & Success & Diane Cheng, Research Associate, The Institute for College Access & Success

In addition to being the single largest source of grant aid, colleges package and administer all forms of financial aid from federal, state, and private sources. Our research has found wide variation in the institutional policies and practices that impact affordability and outcomes related to it, such as economic diversity and student loan debt. In this session, we will highlight the data and findings available through our College InSight and Project on Student Debt websites. We also hope to engage participants in discussion about how to identify and highlight promising practices among colleges and encourage their adoption at other institutions.

9:40 – 10:30 Catalina II

The Effectiveness of the California Standards Tests Relative to the SAT in Predicting Freshman Grades

Samuel J. Agronow, Director of Institutional Research, St. Mary's College of California & Catherine Horn, Associate Professor, University of Houston
(Mark Robinson, Moderator)

This study evaluates the feasibility of relying on the California Standards Tests (CSTs) rather than on the SAT for making admissions decisions in a major university system in California. The findings document that CST scores are as effective a set of predictors of freshman year GPA conditional on other attributes as SAT scores among students attending a campus. In this light, considering CST exam results in lieu of SAT scores in admissions may provide motivation and purpose for individual student learners in addition to institutional accountability. Further, using exams like the CST is a start to a stronger connection

between the high school and public postsecondary systems, and one in which it may no longer be necessary for the SAT to play a role.

**10:30 – 10:45 South Foyer
Morning Break**

**10:45 – 11:15 Grand Ballroom I
Four Types of Institutional Research**

Gregg Thomson, University of California, Berkeley, Executive Director, Office of Student Research and Campus Surveys

(Mark Robinson, Moderator)

There are four critical types of Institutional Research (IR): Institutional Metrics and Indicators (IMI), Conventional Academic Research (CAR), Program and Outcomes Evaluation (POE), and Interpretation of Campus Data (ICD). Each is fundamentally distinct in terms of purpose, research methodology and appropriate use of statistics, mode of presentation, and audience and clients. Each requires a different value orientation and set of institutional relationships. Recognizing the four-fold nature of IR and knowing when and how to use the techniques and approaches appropriate for each type of research is essential to the effective practice of IR.

**10:45 – 11:15 Grand Ballroom II
Student Veterans in College: Do They Perform Differently from Their Civilian Peers?**

Young K. Kim, Ph.D., Assistant Professor, Azusa Pacific University; Nathan R. Durdella, Ph.D., Assistant Professor, California State University, Northridge; and Caroline Q. Durdella, Ph.D., Executive Director, Veterans Higher Education Resource Center

This study will examine differences in the average level of college student outcomes between veteran and non-veteran college students and differences in predictors of the outcomes between them. This study will use data from the 2008 University of California Undergraduate Experience Survey (UCUES) as well as student records data from the University of California (UC) system's office. For the analysis, MANCOVA and blocked multiple regression analyses will be conducted. We hope that our findings will provide institutions with information relevant to their existing policies and practices that support veterans and, ultimately, facilitate student success and program completion.

**10:45 – 11:15 Grand Ballroom III
CCC Apply: Research & Future Plans**

Tim Clow, Senior Dean, Research and Planning, Contra Costa College; Tim Calhoon, Director Technology Center, California Community College Chancellor's Office; and William Mulrooney, Director Admissions and Records, El Camino College

(Willard Hom, Moderator)

To start, this session will provide a brief history of CCC Apply, current usage of the system (including volumes over time) and a summary of an associated state-wide student learning outcomes project (including data collection, analysis, and prospects). The speakers will also describe the processes of report access, data set arrangement, and pre-enrollment analysis (with examples). On the technical side, the coverage will include the transition to Open Source and the logic/promise of cloud solutions. Finally, the session will describe (a) how colleges can implement CCC Apply change orders; (b) the all-important

task of getting questions (those posed to the students by the computer) added or deleted; and (c) information about the CCC Apply Steering Committee.

11:25 – 12:15 Grand Ballroom I
Sports and Student Outcomes: The Ball Stops Here?

Susan Y. Mun, Research Analyst, San Diego Mesa College; Kristina Carson, General/Athletics Counselor, San Diego Mesa College

The Mesa Student-Athletes Study 2010 is a cohort-comparison study that examines the outcomes of student-athlete cohorts relative to non-athlete cohorts comprising first-time, full-time, non-athlete students. At first glance, the student-athletes exhibit higher outcomes in all areas: retention, successful completion, term GPA, transfer-eligibility of course load, and transfer rate. However, by changing the rules of the game, i.e., the parameters of the data analysis, things get shaken up and we are left with one fundamental question...

11:25 – 12:15 Grand Ballroom II
Projecting Enrollment Demand for California's Public and Independent Colleges and Universities Using a Demographic and Economic Model

Ryan Fuller, CPEC, Policy Analyst & Mallory Angeli Newell, College Researcher, Foothill-De Anza Community College District

(Mark Robinson, Moderator)

The California Postsecondary Education Commission projected enrollment demand for California's public and independent colleges using a demographic and economic model. The demographic model was used for UC, CSU, CCC, and the AICCU member institutions. An economic model was derived for the AICCU institutions. The demographic model takes into account factors such as historical population projections, historical participation rates, college-going rates, and transfer rates by ethnicity and age, while the economic model includes the historical college-going rates, unemployment rate, personal income and Cal Grant A awards.

11:25 – 12:15 Grand Ballroom III
When Outside Consultants Are Hired to Survey "Your" Students: Lessons for Institutional Research

Gregg E. Thomson, University of California, Berkeley, Executive Director, Office of Student Research and Campus Surveys

(Mark Pavelchak, Moderator)

What are the implications for IR when outside consultants are hired by your institution to design and conduct marketing or business operations surveys of "your" students? This paper compares and contrasts two recent examples at the University of California, Berkeley. The first, a high profile but problematic attempt to assess the relative value students place on various student services, illustrates the challenges and significant disadvantages for IR when "the train has left the station." On the other hand, the second, a survey of demand for student housing, demonstrates that mutually beneficial collaboration between external consultants and IR is possible.

11:25 – 12:15 Catalina II

Panel Discussion—Measuring Race/Ethnicity: A Mixed Bag

Rosaleen Ryan, Director of Institutional Research Monterey Peninsula College; Andrew LaManque, Executive Director, Institutional Research and Planning, Foothill De Anza Community College District; Patrick Perry, Vice-Chancellor, TRISD, CCCCO; and Lan Hao, Director of Institutional Research, Citrus College

(Willard Hom, Moderator)

This panel will discuss the implications of measuring the race/ethnicity of students. One focus will be the data coding for students who elect to identify themselves under two or more race/ethnicity categories. Along with the data collection issues (i.e., response rates), there are data analysis and data reporting issues as well as ultimate policy contexts of downstream users of race/ethnicity data, including national organizations.

12:30 – 1:50 Tennis Patio

Lunch

2:00 – 2:50 Grand Ballroom I

Examining Implicit Acculturation and Bicultural Identity Integration

Daniel Miramontez, Research and Planning Analyst, San Diego Community College District

(Alice van Ommeren, Moderator)

The present research examined to what extent individuals implicitly incorporate cross-cultural knowledge and/or experiences into their self-concept. Across two studies results showed that individuals often find themselves immersed into multicultural surroundings and define themselves along numerous cultural boundaries and implicitly incorporate into their self-concept knowledge about a variety of cultures. An important innovation of the present research provided evidence for acculturation strategies and the integration of bicultural identities into the self-concept through assessments of thoughts that cannot be consciously controlled.

2:00 – 2:50 Grand Ballroom II

Looking for Leading Indicators of Graduation: The Retention Milestone Report in CSUCI

Dai Li, Research Analyst, California State University - Channel Islands

(Willard Hom, Moderator)

In response to the CSU system Graduation Initiative, the CSU Channel Islands Office of Institutional Research, collaborating with the Office of Enrollment Service, developed a longitudinal project called Retention Milestone to facilitate our students to complete their college education. The Retention Milestone project has five primary purposes, including tracking student performance, identifying and assisting students with less satisfactory performance returning to good standing; comparing student performance by cohorts, looking for leading indicators of graduation; and examining effects of interventions on graduation. The project design, measures of performance, intervention effects, reporting format, and follow-up studies will be described in this presentation.

2:00 – 2:50 Grand Ballroom III

Program Review Support Tool

Terrence Willett, Cal-PASS, Director of Research & Victor Manchik, Research Analyst, Cal-PASS

The California Partnership for Achieving Student Success (Cal-PASS) offers to its member institutions quick and secure access to institutional data. Cal-PASS has developed a tool which greatly reduces the resources required for providing data to the inquiry process. The user interface runs entirely from within a web browser so there is no need to install a custom application. The tool gives researchers access to many variables for analysis including enrollments, demographics, grades, course sections, and degree attainment. Analysts can efficiently navigate extremely large datasets and extract tables and charts that answer - often within minutes.

2:50 – 3:10 South Foyer

Afternoon Break

3:10 – 4:00 Grand Ballroom I

Higher Education Enrollments and Student Success in Times of Budget Scarcity: Examining System-Level Impacts in Recessionary Periods

Matthew E. Wetstein, Dean of Planning, Research, and Institutional Effectiveness; Alyssa Nguyen, Research Analyst; and Brianna Hays, Research Analyst (All from San Joaquin Delta College)
(Willard Hom, Moderator)

The conventional wisdom about budget cuts in the California public postsecondary system goes something like this: budget reductions at the UC and CSU level result in reduced enrollments there, boosting enrollments in the CCC system, and triggering a greater percentage of college-prepared students in community colleges. We test this conventional wisdom, using trend data from the three public systems to identify whether greater numbers of transfer level students are enrolling at community colleges, and determine if rates of student success are impacted by enrollment pressures. The presentation raises important questions about equity and access in California's higher education system.

3:10 – 4:00 Grand Ballroom II

"Well, I already knew that": Can you go beyond the quantitative findings on admissions available graduation rate variables?

Sunny Moon, James Hershey, and Ed Sullivan (all from California State University, Fullerton)

Student retention and success is one of the major themes that college administrators and institutional researchers focus on to improve higher education. Graduation rate is an important measure to assess student success and learning outcomes in program level as well as institutional level. Factors affecting student graduation rate has been explored in two phases: 6-year graduation rate for first-time full-time degree-seeking students, and 4-year graduation rate for transfers. Research findings of the present studies provide a foundation for further campus discussions of interventions that could improve graduation rates of all students.

3:10 – 4:00 Grand Ballroom III
Faculty Assigned Time Data Collection System

Steven Hernandez, Institutional Research, Associate Director, Analytic Studies

The Assigned Time Date Entry system focuses on the electronic collection of assigned time data for all faculty personnel at San Jose State University using html and cold fusion. Faculty workloads may be reduced by granting Assigned Time. Assigned Time is paid out of state general fund dollars and is crucial for budgetary purposes. During the online department entry of the assigned time, departments are able to see a screen shot of an employee's Human Resources appointment, source of Funding, actual courses being taught and all assigned time across departments. This helps in auditing an employee's university wide workload.

3:10 – 4:00 Catalina II
Faculty Engagement with Assessment: Measurement and the Effects of Self-Advocacy

Rodney A. Reynolds, Azusa Pacific University, Executive Director, Office of Institutional Research & Assessment; Shawna Lafreniere, Azusa Pacific University, Director of Assessment; Deborah Hearn-Chung Gin, Azusa Pacific University, Director Assessment Analysis and Education; and Chris Olson, Azusa Pacific University, Senior Researcher of Institutional Research

This presentation centers on two related issues confronting institutional research and assessment offices. First, what is the most appropriate and efficient method for measurement of faculty engagement with program assessment? Second, what practices can best increase faculty engagement with assessment?

4:10 – 5:00 Grand Ballroom I
Enrollment Projection Methods Across the Segments: A Random Walk?

Ed Sullivan, CSU Fullerton, Director of Institutional Research; Daniel Martinez, Riverside CCD, Associate Dean, Institutional Research; and Mei Cooc, Specialist, California Community Colleges Chancellor's Office

Enrollment projections are important planning and policy making tools at almost every level of higher education. This panel gives attendees a glimpse of how three different researchers view and handle enrollment projection work. The panel will also respond to questions from the moderator and the audience over a timeless and timely topic impacting us all today.

(Willard Hom, Moderator)

4:10 – 5:00 Grand Ballroom II

A Mixed Methods Approach to Determine Why Students Leave

Gay Hylton, Humboldt State University Institutional Research and Planning Research Technician

This study examines why students who have not registered for Fall 2010 classes at Humboldt State University, but have not withdrawn from the university, leave. This study will examine the factors that contribute to attrition, especially for males whose retention rates are consistently lower than females. By conducting surveys, using National Clearinghouse data and using the findings from a smaller cohort study, we will explore some of the reasons students leave and hope this will help us develop indicators for use in campus decision making for retention measures.

4:10 – 5:00 Catalina II

To Set or Not Set Course Prerequisites: The Two Sides of the Issue

Steven Spurling, City College of San Francisco

The Academic Senate of the California Community Colleges has recently recommended to the state the easing of the requirements to set prerequisites for general education classes. Rather than using a data analysis, course requisites would be set through a review of course content. While this argument strongly relies on the view that course success is related to level of preparation, it downplays the effect of attrition in the remedial sequence. There is another point of view that contends that the costs of remediation outweigh the benefits. This presentation will outline these arguments and then present data to analyze the effect of setting English prerequisites in History.

6:00 – 8:00 Grand Ballroom IV

Gala Reception w/Keynote Speech by Teri Cannon, J.D., Executive Vice President Accrediting Commission for Senior Colleges and Universities, Western Association of Schools and Colleges (WASC)

(Mike Tamada, Introduction)

**8:00 - ? Old Town San Diego
Trolley Excursion**

Schedule at a Glance for Friday, November 19, 2010

7:00 – 8:15	Continental Breakfast.....	South Foyer
7:00 – 8:15	Annual CAIR Business Meeting (open meeting)	Grand Ballroom III
8:15 – 9:15	Keynote: Jerry Buckley & William Piland	Grand Ballroom IV
9:40 – 10:30	Concurrent Sessions	Grand Ballrooms I, II, and III, Catalina II
10:30 – 10:45	Morning Break	South Foyer
10:45 – 12:15	Concurrent Sessions	Grand Ballrooms I, II, and III, Catalina II
12:30 – 1:50	Awards Luncheon/ Keynote: Robert Linqanti	Grand Ballroom IV

Schedule for Friday, November 19, 2010

7:00 – 8:15 South Foyer
Continental Breakfast

7:00 – 8:15 Grand Ballroom III
Annual CAIR Business Meeting (open to all)

8:15 – 9:15 Grand Ballroom IV
Keynote Speech: Plans Here, Plans There, Plans Everywhere: Are We Moving Colleges Forward or Going Through the Motions?
 Jerry Buckley & William Piland
 (Willard Hom, Introduction)

9:40 – 10:30 Grand Ballroom I
Doing the Splits: Demographic Breakouts for ARCC Plus Swirl Studies
 Willard Hom, Phuong Nguyen, Mei Cooc & Alice van Ommeren
 (Flora Yen, Moderator)

The legislatively mandated performance reporting system for the California Community Colleges has resulted in an annual report of 850+ pages since 2007. However, this new analysis will review some of the ARCC performance indicators according to selected demographic breakouts. In addition, community college districts have traditionally experienced the "swirl" phenomenon, the enrollment at multiple community colleges by the same individual. Because the CCC Chancellor's Office has the data by which such studies can occur, it seems logical for the CO to produce a standard swirl data set or report for each college or district. This session offers a starting point for the production of such standard swirl reports for local use. Audience input will be requested.

9:40 – 10:30 Grand Ballroom II

Too “fresh” or Too Smart? Freshmen Taking on Upper-division Courses

Dmitri Rogulkin, Research Analyst, Institutional Research, Assessment and Planning, California State University, Fresno

When students take courses out of sequence, it can have a detrimental effect on both teaching and learning. At Fresno State, we see a considerable number of freshmen taking upper division classes and an even larger number of upper-division students taking lower level classes. In this report, we analyzed the performance of freshmen taking upper-division classes, and the effect of inverted course-taking on students' retention and graduation.

9:40 – 10:30 Grand Ballroom III

Factors that Predict Obtaining a Post Baccalaureate Degree

Samuel J. Agronow, St. Mary's College of California, Director, Office of Institutional Research & Carole Wolf, St. Mary's College of California, Coordinator, Office of Institutional Research

(Susan Wilcox, Moderator)

Using data from the National Student Clearinghouse has enabled us to determine which graduates from our traditional undergraduate programs have obtained a post-baccalaureate degree (masters degree or higher). This presentation identifies factors that predict obtaining a post-baccalaureate degree using measures from the undergraduate student record (e.g., major, freshman/transfer entrant, undergraduate GPA), demographic measures (e.g., ethnicity, gender), factors from the high school or transfer college record (e.g., SAT/ACT scores, prior school GPA), and responses to surveys administered either in the freshman year (CIRP Freshman Survey) or in the senior year (CIRP College Senior Survey). The paper discusses how early in the undergraduate career such students may reliably be identified.

9:40 – 10:30 Catalina II

Using CIRP Survey Data to Focus Discussions on Improving Student Learning

Laura Palucki Blake, Higher Education Research Institute, UCLA

The Cooperative Institutional Research Program (CIRP) provides valuable longitudinal information about the growth of college students inside and outside the classroom. Institutions sometimes struggle with how to use survey results and translate them into action. This presentation will discuss ways in which several institutions have examined CIRP survey data to improve student learning.

10:30 – 10:45 South Foyer

Morning Break

10:45 – 11:15

Bridging Research, Information and Cultures: The BRIC Initiative

Dr. Rob Johnstone, Skyline College, Dean of Planning, Research, and Institutional Effectiveness and Vice President, The RP Group; Cathy Hasson, San Diego Community College District, Director of Institutional Research and Planning Priyadarshini Chaplot, The RP Group, BRIC Project Coordinator
(Willard Hom, Moderator)

The RP Group's Bridging Research, Information, and Culture initiative (BRIC) aims to strengthen inquiry-based practice and informed planning at community colleges to enhance student success and institutional effectiveness. Activities include: (1) professional development opportunities related to collaborative

inquiry; (2) resources to increase data production efficiencies for researchers and planners thereby enabling additional time for implementing information and findings, and (3) personalized through the Technical Assistance Program (TAP) to strengthen cultures of inquiry at fifteen (15) colleges. This session will highlight key trends and resources from the collective efforts of the colleges participating in the Technical Assistance Program, along with a discussion of critical issues surrounding inquiry and planning.

10:45 – 11:15 Grand Ballroom II

The University of California's New Freshman Admissions Policy: Entitled to Review

Tongshan Chang, Content Manager, Institutional Research, The University of California Office of the President

A new freshman admissions policy that is intended to open the door of opportunity to a larger and more diverse pool of California high school graduates will take effect for the fall 2012 entering class. Under the new policy, all California applicants who meet the basic academic requirements will be entitled to a comprehensive review of their applications at each UC campus to which they apply. This presentation will provide a brief overview of the rationale for the new policy, key changes, evaluation process, and admissions guarantee requirements, and then focus on the method used to create the admissions index.

10:45 – 11:15 Grand Ballroom III

Meeting the Millennial College Students: Examining Their Social Media Usage and Establishing Effective Strategies

Yingxia Cao, University of La Verne, Director of Institutional Research

Social media usage has permeated every aspect of the lives of the Millennial Generation. However, most colleges and universities do not make the effort to understand such social media usage or have clear strategies on how to harness the power (or get rid of the problems). This study first reviews literature on how social media can be used in college administration and academic learning. It then analyzes how the newly-admitted college undergraduate students use social media, and what they prefer in adopting social media for college academic and extracurricular activities. Conclusions are made and strategic recommendations are then suggested.

10:45 – 11:15 Catalina II

Does a Delivery Method Matter?: A Comparison between Online and Paper Teaching Evaluations Strategies

John Briggs, Ed.D.; San Jose State University; Institutional Research Coordinator & Sutee Sujitparapitaya, PhD; San Jose State University; Associate Vice President

(Mark Pavelchak, Moderator)

Students' evaluations of teachers are a serious matter in higher education. Changing the delivery mode of these evaluations from paper to online is a major concern of the faculty. However, research has found that the change in mode either produces no significant differences in responses or more favorable responses in the online mode. In spring 2009 San Jose State University (SJSU) conducted a pilot project of "online" evaluation (OE) of teaching effectiveness. The results of the pilot project were used to compare with the "paper" evaluation (PE) from previous semesters.

11:25 – 12:15 Grand Ballroom I

Forecasting Enrollments in California Community Colleges

Barry Gribbons, College of the Canyons, Assistant Sup/Vice President, Institutional Development, Technology, and Online Services; Craig Hayward, Cabrillo College, Dean, IT, Planning, Research and Knowledge Systems; and Terrence Willett, Researcher

(Willard Hom, Moderator)

This RP Group project was recently funded by the Chancellor's Office to provide specific recommendations for implementing a model to forecast enrollments for California community colleges. This is an especially important project since the model is expected to be used to determine the state's funding for capital projects. During the session, we will present information on variables being considered, data sources, granularity of data, segmenting the data to forecast some populations separately, statistical models, scenario planning, and confidence intervals compared to point estimates. In addition to providing an update, session participants will be asked for input and suggestions.

11:25 – 12:15 Grand Ballroom II

The Impact of API Scores on Student College Attendance Behavior

Gary Lowe, UC Merced, Principal Analyst

California developed the Academic Performance Index (API) as an accountability metric to measure the quality of state public schools. A Pearson correlation test was run and the coefficient of determination (r^2) was calculated to study the amount of variance in college attendance rates that could be attributed to API scores. Correlations were found between API scores and overall student attendance at higher education institutions in California. Correlations were also found between student gender, ethnicity, and attendance at the three public California college systems (California Community College, California State University, University of California) and API scores.

11:25 – 12:15 Grand Ballroom III

'How to Plan for (and Have) a Successful WASC Senior Accreditation Site visit – Perspectives from the Front Line'

Chris Cullander, Ph.D. Director, Office of Institutional Research Office of the Vice Provost -Student Academic Affairs University of California San Francisco; Samuel J. Agronow, Ph.D., Director Office of Institutional Research Saint Mary's College of California; Teri Cannon, J.D., Executive Vice President Accrediting Commission for Senior Colleges and Universities Western Association of Schools and Colleges, and Suellen Crano, Ph.D.

(Mark Pavelchak, Moderator)

The goal of this open Q&A is to give meeting attendees a chance to talk informally to WASC-trained peer reviewers (Sam Agronow, Suellen Crano, and Chris Cullander) and a representative of WASC Senior College Commission (Teri Cannon) about the process of site review from the reviewer's standpoint – what reviewers see the purpose of the review as, how they approach the process, what they look for, what is helpful in a review and what is not – and to provide meeting attendees with a venue for their questions about site review. Since a WASC team may not discuss the evaluation process with members of the institution under consideration except during a visit, this represents a unique opportunity for IR folks whose parent institution is about to undergo accreditation review (or is going through the process now) to have their concerns addressed.

11:25 – 12:15 Catalina II

Taking Institutional Research Mainstream: Effective Applicant Information for Real-time Decision Making

Wes Avett, SAS Institute, Account Executive and Philip Garcia, California State University Office of the Chancellor, Senior Director of Analytic Studies

Effective enrollment management reporting requires real-time, continuously updated, institutionally researched information. Housing the entire business intelligence (BI) pipeline, from data to report delivery, within Institutional Research affords complete control over the delivery of information to the entire enrollment management team. In this presentation we will share the application data reporting environment created for the California State University System, discuss the importance of the information provided and introduce the tools utilized throughout the BI pipeline including: using data manipulation and management, OLAP Cubes, information maps, predictive analytics, advanced modeling, reports and dashboards to build an effective enrollment management system.

(Gillian Butler, Moderator)

12:30-1:50 Grand Ballroom IV

Awards Luncheon and Keynote Speech: Fostering Educational Equity for California's English Learner Students: An Imperative for Collaboration among K-12 and Post-Secondary Researchers

Robert Linqanti, Project Director for English Learner Evaluation and Accountability Support (ELEAS) and Senior Researcher for the Regional Educational Laboratory West and the California Comprehensive Center at WestEd

(Willard Hom, Introduction)

Before you leave...

Please remember to drop off at our registration desk any of your remaining session evaluations. The CAIR Board uses these ratings in the selection of the 2010 CAIR Best Presentation, and we want to recognize those presentations that impressed you the most. In fact, the winning presentation will receive a travel stipend to the AIR Forum and a place in the Forum program as CAIR's best session.

We also appreciate your comments and ratings for the conference itself because these data help guide us in planning future CAIR conferences. So, as you leave to return home, please take a few minutes to complete and return the conference evaluation form.

See you next year,

Willard Hom, CAIR President & Conference Chair

CAIR Board, 2010

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CAIR Conferences

Year	Location	Theme	Keynote Speakers
1971	Burlingame	Why CAIR?	Sidney Suslow
1972	San Diego	Can You Manage It?	Earl Cheit
1973	San Francisco	Current Trends in Higher Education	Allan Cartter, J.B. Hefferlin, William McInnes SJ, Warren Martin Errol Mauchlan, et al.
1974	Los Angeles	Decreasing Enrollments and Increasing Costs	James Wilburn, Lyman Glenny, John Minter, et al.
1975	San Francisco	Evaluating Accreditation for Non-Traditional vs. Traditional Programs	Kay Anderson, Louis Batmale, Jonathan Warren, Terry Lunsford, et al., Charles Neidt
1976	San Francisco	State Commissions on Postsecondary Education and the Four (Five?) Segments	Donald McNeil, T.K. Olson, John Vasconcellos, Richard Peterson, et al., Stanley McCaffrey, Dorothy M. Knoell, et al.
1977	San Diego	Management and Planning "Illusions and Reality"	Lewis Mayhew, Stephen Horn, Clarence Bagley, et al., Roy Mikalson, Owen Knorr, et al., Georgia Mellon, et al.
1978	San Francisco	Accommodating Student and Faculty Aspirations in a Changing Society	Marjorie Wagner, Raoul Teilhet, Clarence Bagley, et al., Herbert Sussman, Reynold Colvin
1979	Burlingame	Can We Manage Without Research?	Thomas Jenkins, Patrick Callan, Kenneth Doane
1980	San Francisco	Planning for the Anxious Eighties	William Pickens, Edward Harmon, George Proctor, et al., Charles Hall
1981	San Francisco	Resources in the Anxious Eighties	Patrick Callan, et al., Martin Trow, Walter Holmann, Samuel Kipp, et al., Robert Bess, et al.

1987	Los Angeles	Why We CAIR	Laura Saunders, William Pickens, Lee Kerschner
1988	San Francisco	Planning for the 21 st Century	Sandy Smith, Kenneth Green
1989	San Diego	Measures of Success: Student and Institutional Outcomes	William Moore, Patrick Callan
1990	Sacramento	Future Issues in California Higher Education	Lynn Reaser, Mark Lipsey
1991	Fresno	Institutional Research: Raisin' Issues	Peter Mehas, Dennis Nef
1992	Ontario	Institutional Research: Bridge Over Troubled Waters	Elizabeth Hill, Dennis Galligani, et al.
1993	San José	Reclaiming the Dream: The Future of Higher Education in California	Joni Finney, Christopher Cabaldon, Barbara Beno, William Storey, Kirk Knutsen
1994	San Diego	Calls for Accountability: A Professional Response in a Political Environment	David Breneman, Patrick Callan, Elizabeth Griego, et al., Ray Bachetti
1995	Sacramento	Trends and Changes in Higher Education: Institutional Researchers' Evolving Roles	Robert Zemsky, Trudy Bers, et al., Robert Threlkeld, Peter Smith
1996	Costa Mesa	Partnerships for the Future	Patrick Callan, Carlos Cortés, Sarah Lubman, et al.
1997	San Francisco	The California Institutional Research CAIR-A-VAN: Where Is It Headed?	Marvin Peterson, Kevin Starr, David Wolf/ Judy Wexler, Dennis Hengstler, et al.
1998	San Diego	Meeting the Challenges of Change in California Higher Education	William Pickens, Chris McCarthy, Roger Benjamin
1999	Sacramento	Institutional Researchers Face the Challenges of the Millenium	Buzz Breedlove, et al., Christopher Cabaldon, Warren Fox
2000	Pasadena	CAIR Year Zero: Starting All Over Again	William Tierney, Erick Splaver, Ralph Wolff, William Massy
2001	Sacramento	What Lies Beyond...	Ralph Wolff, Dorothy M. Knoell, Paul Duguid, Fran Horvath, Brad Phillips
2002	Pasadena	Prospering in Volatile Times	Patrick Perry, Victor M. H. Borden, Carlos E. Cortés
2003	Rohnert Park	Institutional Research Rootstock and Varietals	Martha West and Michael Cohen, Peter Schrag, Ralph Wolff, Mark Wilson, Richard Stivers, Richard Shavelson
2004	Anaheim	Measuring Effectiveness	J. Frederick Volkwein, Elizabeth Griego, Patricia Anderson, Jerrold Prichard, Deborah Blue, Nancy Shulock, John C. Hayek, Jennifer Franklin
2005	San Francisco	Equity in Higher Education	Rubén Lizardo, Deborah Reed, John Douglass, Claudia Lavenant
2006	Pasadena	Anticipating Change: Institutional Research Looks Ahead	Jack Schuster, Cliff Adelman, Ralph Wolff, Paula Mishima, Dan Walters
2007	Monterey	Assessment and Accountability: What Goes Around, Comes Around	David Schulenburger, Catharine Beyer, Ralph Wolff
2008	Pasadena	Making Good Decisions in: Challenging Times	Lucy Lapovsky, Larry Hershman, Teri Cannon, Inter- Segmental Accountability Template Panel
2009	Sacramento	Movers, Shakers, and Idea Makers: Building Connections	Steve Boilard, Gary K. Hart , Anthony Portatino, Jack Scott
2010	San Diego	What Counts: Return to Our Census	John R. Weeks, Teri Cannon, Jerry Buckley, William Piland, and Robert Linquanti

Officers of the California Association for Institutional Research 1987-88 – 2007-08

	Vice President	President	Past President
1. Robert F. Daly, UC Irvine	—	1987-88	1988-89
2. William R. Blischke, CSU Dominguez Hills	1987-88	1988-89	1989-90
3. Janis Cox Jones, Los Rios CCD	1988-89	1989-90	1990-91
4. Jeannine Raymond, CSU Fresno	1989-90	1990-91	1991-92
5. Elizabeth B. Griego, Samuel Merritt College	1990-91	1991-92	1992-93
6. Darlene Morell, UC San Diego	1991-92	1992-93	1993-94
7. Peter P. Lau, UC Riverside	1992-93	1993-94	1994-95
8. Joan S. Sallee, CPEC	1993-94	1994-95	1995-96
9. Robert A. Schwabe, CSU San Bernardino	1994-95	1995-96	1996-97
10. Scot L. Spicer, Glendale Community College	1995-96	1996-97	1997-98
11. Dennis Hengstler, UC Santa Barbara	1996-97	1997-98	1998-99
12. Fran Horvath, CSU Northridge	1997-98	1998-99	1999-00
13. Jorge R. Sanchez, Coast CCD	1998-99	1999-00	2000-01
14. Robert S. Cox, UCLA	1999-00	2000-01	2001-02
15. Dolores H. Vura, CSU Fullerton	2000-01	2001-02	2002-03
16. Jing Luan, Cabrillo College	2001-02	2002-03	2003-04
17. Steve Chatman, UC Davis	2002-03	2003-04	2004-05
18. Brandt Kehoe, CSU Fresno	2003-04	2004-05	2005-06
19. Craig Hayward, Mendocino College	2004-05	2005-06	2006-07
20. Cel Johnson, University of San Diego	2005-06	2006-07	2007-08
21. William B. Armstrong, UC San Diego	2006-07		
22. Sam Agronow, UC Office of the President		2007-08	2008-09
23. Sutee Sujitparapitaya, San Jose State University	2007-08	2008-09	2009-2010
24. Willard Hom, California Community Colleges	2008-09	2009-10	
25. Michael Tamada, Occidental College	2009-10		

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1987-88	Jeannine Raymond, CSU Fresno	Brenda Barham Hill, Scripps College
1988-89	Jeannine Raymond, CSU Fresno	Randy Nelson, UC Santa Cruz
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1990-91	Jane Low, UC Davis	Peter P. Lau, UC Riverside
1991-92	Jane Low, UC Davis	Brad Brazil, Los Rios CCD
1992-93	Jane Low, UC Davis	Robert W. Starkey, UC San Diego
1993-94	Susan DeRyke, University of La Verne	Mark Fetler, CCC Chancellor's Office
1994-95	Anne Machung, UC Berkeley	Jean Suhr Ludwig, CPEC
1995-96	Dolores H. Vura, CSU Fullerton	Gregg Thomson, UC Berkeley
1996-97	Dolores H. Vura, CSU Fullerton	Fran Horvath, Loyola Marymount
1997-98	Dolores H. Vura, CSU Fullerton	Sam Agronow, Samuel Merritt College
1998-99	Debbie Ellis, UC Berkeley	Sam Agronow, Samuel Merritt College
1999-00	Debbie Ellis, UC Berkeley	Gwendolyn Kuhns, UC Santa Barbara
2000-01	Arthur K. Amos, Jr., UC Davis	Gwendolyn Kuhns, UC Santa Barbara
2001-02	Arthur K. Amos, Jr., UC Davis	Jessica Cross, UC Office of the President
2002-03	Bettina Huber, CSU San Marcos	Marie Richman, UC Irvine
2003-04	Bettina Huber, CSU San Marcos	Marie Richman, UC Irvine
2004-05	Bettina Huber, CSU San Marcos	Marie Richman, UC Irvine
2005-06	Bettina Huber, CSU Northridge	Julian Fernald, UC Santa Cruz
2006-07	Bettina Huber, CSU Northridge	Julian Fernald, UC Santa Cruz
2007-08	Fran Horvath, Naval Postgraduate School	Julian Fernald, UC Santa Cruz
2008-09	Fran Horvath, Naval Postgraduate School	Michael R Roona, UC Merced
2009-10	Michael R Roona, UC Merced	Mark Robinson, CSU Los Angeles

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1990-91	Nancy Mattice, College of the Canyons	Robert A. Schwabe, San Bernardino	
1991-92	Mark Fetler, Chancellor's Office	Kenneth B. Gash, Dominguez Hills	
1992-93	Mark Fetler, Chancellor's Office	Kenneth B. Gash, Dominguez Hills	
1993-94	Julie Slark, Rancho Santiago	Gerald V. Sharp, Sacramento State	
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1995-96	William B. Armstrong, San Diego CCD	L. Rose Bruce, Sonoma State	
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1997-98	Nancy Mattice, College of the Canyons	Donald L. Coan, Long Beach	
1998-99	Edward Karpp, Glendale	Jack L. Williams, San Jose State	
1999-00	Edward Karpp, Glendale	Kimberly Sinha, San Diego State	
2000-01	Patrick Perry, Chancellor's Office	Bettina J. Huber, San Marcos	
2001-02	Wei-I Wang, Pasadena City College	Bettina J. Huber, San Marcos	
2002-03	Wei-I Wang, Pasadena City College	Leone Rodriguez, Hayward	
2003-04	Marc Beam, Long Beach Comm College	Roseann Hogan, Hayward	
2004-05	Terrence Willett, Galavan College	Sutee Sujitparapitaya, Sacramento State	
2005-06	Terrence Willett, Cal-PASS	Sutee Sujitparapitaya, Sacramento State	
2006-07	Barbara McNeice-Stallard, Mt San Antonio	Edward Sullivan, Fullerton	
2007-08	Barbara McNeice-Stallard, Mt San Antonio	Edward Sullivan, Fullerton	
2008-09	Frances Wu-Barone, Pasadena City College	Tina Leimer, Fresno	
2009-10	Flora B. Yen, Los Rios CC District	Mark Robinson, Los Angeles	
2010-11	(position discontinued)		
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1987-88	Rosemary Cliff, Loyola Marymount	Thomas A. Cesa, Berkeley	
1988-89	Elizabeth Griego, Samuel Merritt	Jane Low, Davis	
1989-90	Brenda Barham Hill, Scripps	Darlene Morell, San Diego	
1990-91	Brenda Barham Hill, Scripps	Darlene Morell, San Diego	
1991-92	David McFadden, Claremont	Jane Low, Davis	
1992-93	Juan Yniguez, AICCU	Dennis Hengstler, Santa Barbara	
1993-94	Juan Yniguez, AICCU	Mary Jo Anderson, Davis	
1994-95	Dwayne Little, Point Loma Nazarene	Mary Jo Anderson, Davis	
1995-96	Dwayne Little, Point Loma Nazarene	Margaret Heisel, Office of the President	
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1997-98	Michael K. Tamada, Occidental	Robert S. Cox, UCLA	
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2002-03	Beth Benedetti, AICCU	Pamela H. Brown, Berkeley	
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2004-05	Janel Henriksen Hastings, Scripps College	Gregory Thomson, Berkeley	
2005-06	Janel Henriksen Hastings, Scripps College	Sam Agronow, Office of the President	
2007-08	Paula Harmer, Western Univ. of Health Sci	David Radwin, UC Berkeley	
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2009-10	Mark A. Pavelchak, University of Southern California	Gillian Butler, Davis	
2010-11	(position discontinued)		

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1989-90	Dorothy M. Knoell, CPEC	1995-96	Kevin Woolfork, CPEC
1990-91	Dorothy M. Knoell, CPEC	1996-97	Dorothy M. Knoell, Independent
1991-92	Dorothy M. Knoell, CPEC	1997-98	Dorothy M. Knoell, Independent
1992-93	Joan S. Sallee, CPEC	1998-99	(position discontinued)

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Eleanor Langlois, UC Berkeley	1973, 1978-81
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Judith Moss, San Francisco CCD	1976, 1978-81
Thomas R. Harvey, Claremont Graduate School	1977-78
S. Godwin Wong, UC San Francisco	1979-80
Leon L. Thomas, CSU Chancellor's Office	1980-81
Samuel Kipp, CPEC	1981

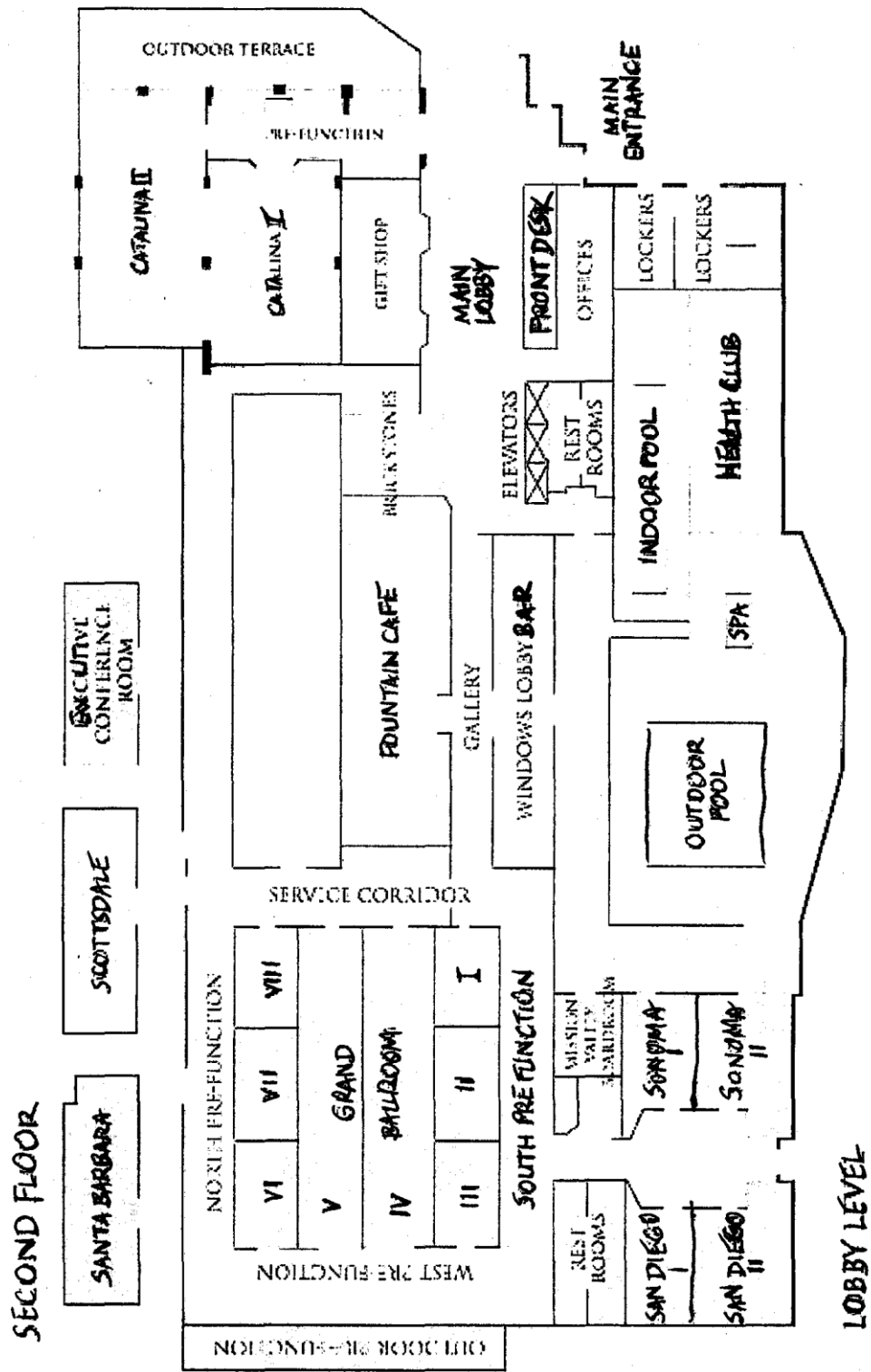
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