



UNIVERSITY OF MARYLAND

OFFICE OF INSTITUTIONAL RESEARCH, PLANNING AND ASSESSMENT

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Awards Committee
Association for Institutional Research
PO Box 13739
Tallahassee, FL 32317

January 13, 2022

Dear Awards Committee Members,

I am delighted to nominate Jennifer Brown for the AIR Outstanding Service Award. Per the member directory, Jennifer has remained a member of AIR even as she has moved onto retirement. Though I do not know exactly how many years she has been a member, I am certain she meets the five year criterion as she was President in 2011-2012 and had been active well before that. The accompanying letters of support will demonstrate that Jennifer has clearly met the final criterion, a substantial record of participation in AIR activities. Because Jennifer is retired, a CV was difficult to obtain without her knowledge, so I am submitting a copy of her LinkedIn profile retrieved January 13, 2022. I can contact her for a CV if this is not sufficient but would prefer not to do so and risk her knowing we have nominated her.

Jennifer served as AIR President during a pivotal time - she was the first President under the new Policy Governance structure and, as such, was tasked with writing (and shepherding through board approval) the foundational set of Governance Policies. As a Past President, I know how daunting this task must have been. The current set of policies is over 35 pages long and contains more than 25 policies across four different areas. The policies are meant to be a living document and to guide the work of the Association and, particularly, the way the Board and the professional staff (led by the CEO) do that work. To grasp just how monumental a task Jennifer took on, it may help to understand that amending any one of the policies often took the Board multiple meetings to deliberate and brainstorm. And when the Board decided to revisit the Ends policy, which defines the mission of the Association, it took multiple years of Board deliberation to come to agreement on any amended version. To say that developing these from scratch was a herculean effort is not hyperbole.

Jennifer not only served AIR but also served her local (Boston) and regional (NEAIR) communities. She was a driving force in organizing the Boston area IR gatherings, and served on the NEAIR Steering Committee and as President of NEAIR. She also encouraged her staff to engage in professional development and to serve the larger IR community. While I was President of NEAIR, Jennifer encouraged one of her staff to run for the Steering Committee (which he did, and he won) because she wanted him to have that experience and she wanted to support her regional association.

Jennifer is passionate about IR and about ensuring that what we do has meaning for our institutions and for the students we serve. She always advocated for doing work that represented the true nature of our students and campuses, and she cheered on and encouraged all who joined her in this mission. One of my favorite "JB moments" came at the end of a panel I was serving on, when she got up to congratulate us on our comments and conversations and, stressing the importance of the topic (representing diversity, if I recall correctly) said, "Remember, if you don't count it, it doesn't count!" I think back on that often when called upon to collect new data on demographics (gender identity, disability status, or the like) - that our work literally means that these groups of our students "count."

In addition to her formal service to profession, Jennifer was a welcoming, friendly, and exuberant presence at every Forum I can recall, up to her retirement. She always has an enthusiastic smile and a sharp, witty, comment. It is always a delight to be with Jennifer and to talk about those things she is passionate about, from quilting to questionnaires.

As you will read in the accompanying letters of recommendation, Jennifer has earned the support and praise of many in our field. In fact, two of the letters of support come from former recipients of this award (Mary Ann Coughlin and Dawn Terkla, both of whom also are Stecklein awardees). She has mentored countless professionals, both on her own staff and those who worked with her in professional associations. And she did this while serving her institution well.

Please accept the enclosed nomination packet for the Outstanding Service Award and do not hesitate to contact me should you need additional information.

Sincerely,

A handwritten signature in black ink that reads "Michelle Appel". The signature is written in a cursive style with a long, sweeping underline that extends to the left.

Michelle Appel



January 4, 2022

Dear Colleagues,

It is my pleasure to write this letter of support for Jennifer Brown for the AIR Outstanding Service Award. I have known Jennifer since a chance encounter at Logan Airport, where we were trying to navigate our way to Kansas City to attend the forum after our flight had been cancelled. From that moment on, it was clear to me that Jennifer was a take charge individual who was dedicated to providing service to others. Jennifer is truly an outstanding professional, who has demonstrated outstanding service to the institutional research profession and to supporting the professional development of institutional researchers at the local, regional, and national level.

Over the course of her career, Jennifer has presented numerous papers at both NEAIR and AIR. She was instrumental in creating the Boston Area IR Directors group. She held numerous leadership positions in NEAIR, including that of President. Jennifer's service to AIR included serving countless times as a track committee member, chairing various committees, as well as, serving a three year term as President-elect, President, and Past-President. Jennifer was always willing to jump in with both feet and help with whatever needed to be done. During my time in leadership, there was never a moment when she indicated that she was too busy to provide assistance.

The Outstanding Service Award recognizes a member for professional leadership and exemplary service to AIR and there is no more deserving person of this award than Jennifer Brown. Should you choose Jennifer to receive this award you will be recognizing excellence in leadership and service. It is my privilege to write this letter on her behalf. If you have any questions or require additional information, please contact me at 617-967-3115 or via email at Dawn.Terkla@Tufts.edu.

Sincerely yours,

Dawn Geronimo Terkla
Associate Provost
Adjunct Professor, Infectious Disease & Global Health, Cummings School of Veterinary
Medicine

January 14, 2022

Dear Colleagues,


It is my pleasure to write this letter of support for Dr. Jennifer Brown for the AIR Outstanding Service Award. The Outstanding Service Award recognizes an AIR member for professional leadership and exemplary service to AIR and Jennifer's service to our association has been just that – exemplar and outstanding. Jennifer's service to the Association was highlighted as she served as President-Elect, President, and Past-President from 2010-2013. Jennifer's leadership to the association occurred at a critical time as the organization had undergone a complete change in governance. Model. Her tireless efforts to ensure an effective transition to the new governance model contributed greatly to accomplishing the outcome.

Jennifer is a leader who leads by example. Her colleagues and all those who have worked with her hold her in high esteem. She works with people and has served as mentor for countless Institutional Researchers. Another bond that Jennifer and I share is our deep commitment to student success. Jennifer has taken her passion for student success and has focused on issues of access and public education. She is a strong advocate for using quality data to inform decision and policy making in higher education. Jennifer's contribution to the field of Institutional Research focused on policy and technology changes and how these elements can and do support access to higher education and student success.

Jennifer is truly a leader in our profession who has given so much of herself to our profession. Simply put it is well past time that she be recognized for all that she has done. She has been a mentor and a leader for our Association in so many ways. And on top that she is just a warm caring individual whose presence in our field has touched so many individuals! We should take this opportunity and moment to thank her for all that she has done to make our profession and our Association stronger.

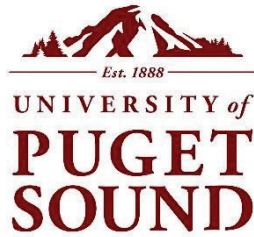
Again, it is my pleasure to support this nomination and, in my opinion, Dr. Jennifer Brown truly does deserve the recognition of her colleagues as the 2022 AIR Outstanding Service Award winner.

Sincerely,



Mary Ann Coughlin

Interim Provost and Vice President for Academic Affairs
AIR Past-President (2007-2008)



January 12, 2022

Dear Colleagues,

As a brand new member of the AIR Board, I was intimidated and awed by the colleagues I was honored to serve with. That first year, Jennifer Brown was serving as Past President, and she brought wisdom and humor that put me at ease, and allowed me to participate and be a valuable member of the Board.

But this isn't about me. It's about Jennifer. When AIR shifted to Policy Governance, the decision was a small part of that transition. The hard work was in developing all the policies, in figuring out how to make a significant culture shift for both the Board and the Executive office. Jennifer did that work, establishing, in one short year, all of the policies that would guide AIR, including the most important Ends policy that sets the agenda for our organization as a whole.

While other nominees may have a long list of activities, Jennifer focused her service on this particular leadership with regard to the governance of AIR, setting a path that professionalized the organization. The move to Policy Governance, done right, allowed AIR to shine when significant challenges arose (a fire, a pandemic) – without the wise policies that Jennifer spearheaded, documents may not have been backed up, and finances may not have been solid enough to withstand those difficulties.

In addition to the formal positions that Jennifer has played with AIR, almost more important is her behind the scenes cultivation of AIR members and leaders. Her straightforward nature and good humor made her a mentor to many, and I know of several people who would not have considered themselves AIR leaders without Jennifer's words of encouragement.

The Outstanding Service Award should go to someone who, through service to AIR has made the organization stronger and Jennifer, hands down, has done so. She is most deserving of this award, and it is my honor to write this letter of support on her behalf.

Best,

A handwritten signature in blue ink, appearing to read "EPeters", followed by a long horizontal line.

Ellen Peters | Associate Provost
Institutional Research, Planning and Student Success
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Contact

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[www.linkedin.com/in/](http://www.linkedin.com/in/jenniferbrownboranson)

[jenniferbrownboranson](#) (LinkedIn)

www.oirp.umb.edu (Other)

Top Skills

Institutional Research

Higher Education

Social Policy

Jennifer Brown

Director of Office of Institutional Research & Policy Studies at UMass Boston - Retired

Boston

Summary

My deep commitment to student access, excellence and success has fueled my career in public higher education and in institutional research. The policy and technology changes in higher education provide constant opportunities for new research and new learning in pursuit of these goals, while being engaged with creative, knowledgeable and interesting colleagues. What could be better than a career in Institutional Research? Have to admit, retirement is quite good too!

Experience

University of Massachusetts Boston

Director of Institutional Research & Policy Studies

1999 - November 2015 (16 years)

Boston, MA

Responsible for leadership of Institutional Research & Policy Studies office in an up-and-coming research institution with 16,000 students and 500 full time faculty. Duties include management of 6 professional and support staff, service on Chancellor's Executive Staff, the Provost's Academic Council, Strategic Planning Task Force, Accreditation Steering Committee, Master Planning Steering Committee and participation in System-wide projects.

Association for Institutional Research

Association for Institutional Research

June 2010 - June 2013 (3 years 1 month)

Tallahassee, Florida

I served as VP, President and Immediate Past President of the Board of Directors of the Association from June 2010 to June 2013, guiding the Board through a significant change in governance structure which will move the Association into the next 50 years of excellent service to members and to Higher Education.

AIR is the national (and international) professional association for Institutional researchers and customers/clients of IR services. We provide training (online and onground), professional development, publications, and an Annual Forum. Check the website.

Connecticut State University System Office

Executive Officer for Academic Affairs and Institutional Research
1983 - 1999 (16 years)

Served in leadership roles in academic policy setting, strategic planning, plan implementation and results tracking, information systems planning, assessment and program review. Member of Chancellor's cabinet.

Responsible for planning, coordination and implementation of the Institutional Research program for a four-university system of 33,000 students & 1,030 full time faculty. Chair of Institutional Research Advisory Council which included campus institutional research officers. System level reporting included preparation of enrollment projections, primary and secondary data collection (student surveys and student records), data maintenance, data analysis and report writing, assessment and evaluation, facilities master planning and participation in state data policy making, and regular reports to the Board of Trustees and campus leadership.

City of Hartford

Director of Demographic Studies
1979 - 1983 (4 years)

Responsible for City's efforts with 1980 Census, including local review, education, publicity, working with community groups, census officials and city officials to maximize response rates. Other responsibilities included collecting, evaluating, analyzing and distributing demographic and socio-economic data to city departments and agencies, community based organizations, business and city citizens; participating in city planning process and providing technical assistance on research and statistical matters.

Education

The University of Connecticut
PhD, Sociology · (1974 - 1992)

The University of Reading
BA Hons, Sociology, Philosophy · (1969 - 1972)

Contact information for Jennifer Brown

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