



Association for
Institutional Research

Enhancing knowledge. Expanding networks.

Professional Development, Informational Resources & Networking

2006-2007 Annual Report

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Tuesday, June 5, 2007

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Empire B, Mezzanine Level
Hyatt Regency Crown Center
Kansas City, Missouri

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MINUTES
AIR Annual Business Meeting
Wednesday, May 17, 2006
Erie Room, Level 2
Chicago Sheraton and Towers Hotel
Chicago, Illinois

The 2005 Annual Business meeting was held on Tuesday, May 31, 2005. President Sandy Johnson convened the meeting at 7:35 a.m., with 56 people in attendance. The minutes of the 2005 Annual Business meeting were presented. Victor Borden moved and Rene Toups seconded approval of the minutes as presented. Approved Unanimously. Johnson referred members to the statement of Mission, Vision, Values and Core Objectives in the Annual Report, noted that it provided the framework for the individual sections for the report.

President Sandy Johnson told the members that she thought it had been a great year for AIR and that she too had enjoyed her reign as "Queen." The Executive Director Transition Task Force is moving forward. She referred members to her Annual Report for more details.

Executive Director Terrence Russell said that AIR had another great year. The big news was the Board's decision to purchase a building in Tallahassee for the Executive Office. Fund balances are up, there was an increase in the number of programs, and members taking part in them, membership numbers are up, and additional support has been implemented for regional and state groups. He noted there has been an increase in funding and staff, including an increase in staff activity and greatly improved financial reporting, in addition to new marketing activities. He welcomed new staff members Sharon Lynn and Amy Smyth and referred members to his Annual Report for more details.

Vice President Fred Lillibridge reported that he had a great year and is looking forward to the new building and working with the Executive Director Search Committee next year. He referred members to his Annual Report for more details.

Immediate Past President Denise Sokol referred members to the Fall, 2005 election results page and congratulating those elected: Vice President Mary Ann Coughlin, Publications Committee Chair Gary Pike, Membership and Awards Committee Chair Alan Sturtz, and Associate Forum Chair Michelle Hall. The 2005 Nominating Committee members elected were: Michelle S. Appel, Peggye K. Cohen, William R. Fendley, Timothy A. Walsh, and Mindy M. Wang. She referred members to her Annual Report for more details.

Secretary and External Relations Chair Timothy Chow thanked his committee for their work on a variety of activities and said he is looking forward to the next year. He referred members to his Annual Report for more details.

2006 Forum Chair William E. Knight stated that the raw Forum attendance measure exceeded San Diego by seven people. He thanked everyone who helped make the Forum, especially the Katrina Fund event, a huge success. He referred members to his Annual Report for more details.

2007 Forum Chair Mary Korfhage invited all members present to attend the 2007 Annual Forum in Kansas City, The theme is "choice, not chance," and the Crown Center is a great facility in a very convenient location. She referred members to her Annual Report for more details.

Higher Education Data Policy Chair Marcia Hirano-Nakanishi stated that it had been a very busy year and thanked her committee for their excellent support. She referred members to her Annual Report for more details.

Membership Chair Jim Trainer thanked the outgoing members of his committee Donald Quirk, Jacki Stirn, and Alan Sturtz and welcomed new members Amy Ballagh, Mardy Eimers, Lorne Kuffel, and Wendy Miley. He reported that membership at the June 30 census date is projected to be at a record high, over 4,300, up from 3,780 in 2005. He referred members to his Annual Report for more details.

Professional Development Services Chair Karen Webber Bauer recognized the outgoing, current and incoming committee members and AIR staff members for a good, but very busy first year. She referred members to her Annual Report for more details.

Publications Chair Andreea Serban thanked her committee for a great three years and referred members to her Annual Report for more details.

Treasurer Glenn James referred members to his Annual Report for more details. He then opened the budget presentation with a discussion of growth in every area; membership and Forum revenue greater than expected; rollback of increase in dues; two Summer Institutes past the break-even point; the third Board meeting continues, as does the "DC Agent" hired to support the HEDPC Committee; and the staff salary pool was increased four percent. James continued the budget presentation noting that apart from the Executive Office Building purchase, which has little impact on operating cost, there were few changes in the scope of activities in this budget. He reviewed projected operating expenses, and noted that the 2007 proposed budget assumptions were made on estimates of, rather than the final, Forum, Membership and Professional Development revenue and expense. James then referred the members to the budget tables included in the Annual Report and asked for questions regarding the 2007 proposed budget. There were none. James then made a motion to approve the 2007 budget. Michael Valiga seconded the motion. Fifty-three members were present for the budget vote. The 2007 budget was approved unanimously.

President Johnson thanked outgoing Publications Committee Chair Andreea Serban, Membership Committee Chair James Trainer, 2006 Forum Chair William Knight, and Immediate Past President Denise Sokol, presenting them each with a plaque. She then asked if there were any questions, old business or other business.

In other business, Mary Korfhage moved and Marsha Hirano-Nakanishi seconded a motion to have the Secretary write letters to Rene Toups and Michelle Hall, thanking and commending them for their work on the Katrina Fundraising event. Approved Unanimously. There was no other business. Hearing none, she called for a motion to adjourn. The meeting was adjourned at 8:40 a.m.

2006 Annual Report

The 2006 Annual Report presents the highlights of the activities of AIR in the 2007 calendar year. The bulk of this report is comprised of the individual Board member and the Executive Director narratives that give further details on the activities and the accomplishments of the Association in 2006. As a preface to the Annual Report, I include the Mission, Vision, Values and Core Objectives Statement, reviewed and confirmed by the Board in its Winter Planning Meeting, February 2006.

AIR Mission, Vision, Values, and Core Objectives

Mission

The mission of the Association for Institutional Research is to support members in their efforts to continuously improve the practice of institutional research for postsecondary planning, management and operations and to further develop and promote the institutional research profession.

Vision

AIR will be the primary professional association and resource for professional development for individuals who conduct research and provide information support for planning, managing, and operating postsecondary institutions, organizations, and agencies. Recognized for its preeminence, the Association will be asked to collaborate with other associations, governmental agencies, private foundations, and others to create and use valid and reliable information sources and analytic methods that promote effective management and improve postsecondary education.

Values

- **Member Service:** As a service organization, AIR is committed to providing high quality products, programs, and services that meet the professional development needs of its members and their organizations and institutions.
- **Higher Education Improvement:** The work of AIR members, and the association that serves them, is predicated on the improvement of the educational, research, and service capacities of postsecondary institutions, systems, and other organizations that support and monitor higher education.
- **Collaboration:** The Association recognizes the centrality of collaboration among its members, between its members and their organizational colleagues, among the local, regional, national and international IR affiliates, and between the Association and other associations and agencies in the development of institutional researchers, the IR profession, and postsecondary institutional effectiveness.
- **Ethical Conduct:** Principles of ethical conduct, as expressed in the AIR Code of Ethics are crucial to the development of institutional researchers as professionals, and to the advancement of the profession overall.
- **Stewardship of Resources:** As a member-governed and supported organization, the Association is committed to managing its resources effectively and efficiently.

Core Objectives

1. Advance the careers and competencies of IR professionals.
2. Develop networks of IR practitioners and communities of IR practice.
3. Promote the IR profession and the practice of institutional research across all levels and functions higher education.

4. Improve data resources, methods, and techniques for assessing the effectiveness of higher education's academic, research, and service functions.
5. Improve postsecondary policy formulation and institutional effectiveness.

President – Fred Lillibridge

My goal as AIR President and Vice-President is to ensure that AIR has a firm foundation to build on as we transition to new executive leadership. During my tenure I supported Board efforts to clean up our Constitution and Bylaws and greatly improve the working conditions of our staff. Prior leadership left the Association in a strong fiscal position to make significant investments in our infrastructure and the resources and services we provide our members. This allowed us to expand professional development offerings and publications. We are also implementing our marketing plan. We asked the members for their support in changing the Constitution to formally recognize our Ethics Committee and ensure that all individuals are treated with the respect they deserve. We held a special election and asked members to support one more Constitutional change to allow for an extended term for the Professional Development Services (PDS) Chair and the creation of an Associate PDS Chair. The election closed May 3 and the amendment passed overwhelmingly.

CERTIFICATION OF SPECIAL ELECTION RESULTS

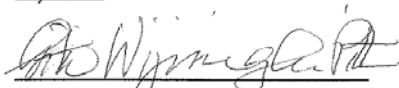
May 4, 2007

We, the undersigned, certify that the following is an accurate record of the votes cast in the special election to change the AIR Constitution in 2007.


Article V: Board of Directors

Section 3

597 Yes
14 No
0 Other


 Gitta Pitter, Chair


 Nathaniel Johnson, Teller


 Shouping Hu, Teller

Online Ballots:	<u>610</u>
Ballots mailed:	<u>1</u>
Ballots counted:	<u>611</u>
Ballots invalid:	<u>0</u>

Moving the Forum

AIR successfully changed the Forum venue from hurricane-devastated New Orleans to Chicago. Our members came to the Forum in higher than expected numbers. The result was a successful Forum and a revenue producer.

Buying a Building

AIR purchased the top floor of a building located at 1435 E. Piedmont Drive, Suite 211 in Tallahassee, Florida. Considerable time and effort went into the selection, purchase, and renovation of our new world headquarters. It was my honor to sign the purchase documents in June 2007. The building is a good investment and grounds AIR in Tallahassee.

Executive Director Transition Task Force

I was an active member of the Executive Director Transition Task Force that reported to the AIR Board in May, 2006. The Task Force did a great job in laying the foundation for the Board's efforts to replace Executive Director Terry Russell.

The Board authorized and funded the eight-member Executive Director Search Committee. Three members were appointed based on their AIR offices. Mary Ann Coughlin, 2007-2008 AIR President is the Chair. Norm Gravelle was selected by the AIR staff to be the AIR staff member. I appointed the remaining at-large committee members: Susan Broyles, Laura Saunders, Fred Volkwein, and Meihua Zhai. Bill Knight, 2008-2009 AIR President and I are also serving on the Committee.

Celebrate Our 50th Forum

A gathering of 50 or so higher education professionals interested in the emerging field of institutional research met at the first Forum in Chicago in 1961. This led to the creation of the Association for Institutional Research in 1965. We will recognize our profession's beginning and all that has happen since at our 50th Forum in Chicago in 2010. I have formed a Task Force to conduct focus groups and present a panel that will discuss our history and what we need to do to preserve it for those who follow.

Recognize Terry Russell

The Kansas City Forum will likely be Terry Russell's last Forum as AIR Executive Director. He wants to retire in January 2008. Our leader since 1991, he has done an excellent job developing a professional staff and growing the organization to heightened national and international prominence. I asked Dr. Russell to do the Presidential Plenary address at the KC Forum in my stead.

I want to take this opportunity to highlight just some of what AIR accomplished during his tenure as our leader.

- In 1990-1991 our revenue was \$434,000. Revenue has increased by 783% to \$3,834,000 in 2006.
- In 1990-91 our expenses were \$481,000 by 2006 estimated expenses increased 668% to \$3,696,000 (not including approximately \$500,000 in carry-forward budgeted for various contracted activities).
- Our Membership grew from 2,351 (June, 1991) to 3,810 (June, 2006) an increase of 62%.
- Forum attendance greatly increased. Attendance was 964 in San Francisco (1991); 900 in Atlanta (1992); to record attendance 1,508 in San Diego (2005); and a remarkable 1,445 in Chicago (2006).
- Association Office staffing increased from three (3) high school-educated administrative assistants to the current level of 14, including 11 who are professional-managerial employees.
- In 1993 he wrote the first AIR Strategic Initiatives that charted the course for AIR's terrific expansion.
- In 1994 he created the finance system, going from annual to quarterly then monthly reporting; designed governance restructuring; transformed the Data Advisory Committee into the Higher Education Data Policy Committee; and the International Committee into External Relations, with responsibilities for all Affiliated Groups.
- Since 1995 our joint NSF-NCES research grant program funded more than \$2.5 million in IR-related research grants.
- In addition he created the National Summer Data Policy Institute: NCES and NSF, combined in 2001; created Data and Decisions Workshop with the Council of Independent Colleges (CIC); created Data and Decisions Workshop with the American Association of Community Colleges (AACC); created and led the Tribal Colleges' IR and

IPEDS summer workshop; wrote a successful NSF proposal for joint AIR/South Africa AIR institute in South Africa; and wrote the contract creating and funding the IR Graduate Certificate Program at five institutions; the BIRC grant program; the competitive graduate fellowship for study in IR, IPEDS training using AIR members as faculty; and the Webinar program.

Executive Office and Executive Director – Terry Russell

Executive Office Staff

Terrence Russell, Executive Director
Norman Gravelle, Director for Administration
Christine Call, Assistant Director for Forum, Governance and Publications
Kimberly Steele, Assistant Director for Meetings and Professional Development
Gail Fishman, Manager for National IPEDS training and External Affairs
Sharon Lynn, National Manager, Research Grants, Awards and Contracts
Amy Smyth, National Marketing Manager
Cathy Sexton, Office Manager
Lisa Gober, Accounts Receivable Coordinator
Donna Veltkamp, Member Records Associate
Dineka Keen, Administrative Associate
Matthew DeMarco, Associate for Web Technology and Telecommunications
Paige Mosley, 2006 Meetings Intern
Rachel Rickards, 2007 Meetings Intern
Anthony Bichel, Consultant
Dana Keith, Consultant

The annual report is divided into two parts: operations that support the objectives of AIR, but are the means to AIR's ends, rather than the ends in themselves, and operations that address the fulfillment of those objectives:

- Advance the careers and competencies of IR professionals.
- Develop networks of IR practitioners and communities of IR practice.
- Promote the IR profession and the practice of institutional research across all levels and functions higher education
- Improve data resources, methods, and techniques for assessing the effectiveness of higher education's academic, research, and service functions.
- Improve postsecondary policy formulation and institutional effectiveness.

Executive Office Operations Supporting the Objectives of the Association Member Service Delivery

Office

For the Executive Office staff, the big event in 2006 was the purchase of the 1435 East Piedmont Drive property and our move from 1,500 square feet on the Florida State University campus to 3,000 square feet with another 1,000 square feet currently leased to a law firm and available for future expansion. The net operating cost of the new office is somewhat less than the FSU operation.

Web Site and Technology Development

A totally redesigned web page was released in May, 2006. Anthony Bichel, Matt DeMarco and Dana Keith have moved beyond the 2004 first cycle of web service development.

We continue to take all registrations and orders on the web (with online credit card capabilities), and use the web to conduct all proposal review processes. As a service offered to AIR Affiliated Groups, we can now do the online registration and processing for their annual meetings.

The growth of interactive Webinars has been explosive, thanks to the work of Anthony Bichel. The AIR web page currently carries 21 45-minute on-demand sessions on a variety of IPEDS topics, all recorded by AIR members. We also have presented live webinars on IPEDS topics, a series on statistics coordinated by the Professional Development Services Committee and a variety of corporate-sponsored sessions (live and recorded) on statistics and software usage. In the first four months of 2007, there were over 12,000 downloads of AIR webinars, mostly without charge. In addition to the webinars, we supported the 2006 and 2007 PDS summer institutes with Blackboard online course packs and developed a free on-line IPEDS course, which will be released in July with AIR members acting as mentor-faculty. Under the IPEDS contract, the Web tutorial for IPEDS data entry continues.

Stewardship of Resources: Financial Management

Grant and Contract Matters

AIR continues its subcontract with RTI-International (funding by NCES) to provide a variety of training and professional development services for IPEDS and institutional research generally. The total fixed-price contract is for approximately \$5.5 million for activities through November, 2007. Contract sub-tasks include IPEDS training; the AIR National Data Network, which supports activities of Affiliated Groups; the grant and dissertation fellowship program; a new graduate study scholarship program (in May, 31 scholarships were awarded for a total of over \$400,000); the Summer National Data Policy Institute; and team-based training programs using IPEDS for institutional management.

Under the 2006-07 grant from NSF, six dissertation fellowships and eight research grants were awarded for a total of \$330,000. The program is expected to continue in 2008-09.

2006 Financial Performance

2006 was another excellent year for AIR finances. All activities exceeded their budgeted expectations, allowing us to not only exceed our long-term fund balance goal The \$10 increase in Forum fees in the 2007 budget is the first in five years and six years of no increases in dues, a record matched by few, if any, membership associations.

Executive Office Operations Addressing the Objectives of the Association Advance the Careers and Competencies of IR Professionals

Professional Development Services

Kim Steele, Sharon Lynn, Norm Gravelle, and Paige Mosley managed the logistics for three PDS Institutes in 2006: the Foundations of IR I Institute was held in Chicago at DePaul University and the University Center of Chicago, the Foundations of IR II Institute was held in Atlanta at the Georgia Institute of Technology Global Learning Center, and the Information Technology Institute was held at the University of Utah Guest House and Conference Center in Salt Lake City. All were very well attended. The 2006 Julia Duckwall Memorial Scholarships were awarded to Mr. David Cook, Manager of Institutional Research, Illinois Central College; Dr. Michael B. Duggan, Director of Enrollment, Research and Planning, Suffolk University; Dr. Leonard Gaines, Director, Institutional Research and Planning, Langston University; Mr. John Hofmann, Director of Enrollment Management, Institute of Transpersonal Psychology; Miss Margaret L. Moore-West, Professor, Franklin Pierce College; and Ms. Lisa M. Payne, Research and Planning Analyst, Tompkins-Cortland Community College.

Kim also managed the pre-Forum workshop program at the Chicago Forum. Twenty-six workshops were offered and attended by a total of 804 AIR members. In addition, Kim and Sharon Lynn provided liaison services to the PDS Committee.

Terry Russell planned and organized the 2006 NCES/NSF Summer Data Policy Institute in Potomac, Maryland. Kim Steele handled the logistics. The 55 recipients of fully-paid fellowships to the Institute included IR professionals, faculty, graduate students, and six international IR

professionals nominated by AIR affiliated groups. Dineka Keen handled the competitive fellowship proposal process. Russell has been planning the 2007 Institute, to be held June 17-24 in Potomac, Maryland.

Russell, Gail Fishman and Anthony Bichel planned and organized the 2006 IPEDS Train-the-Trainer program in June. The 40 people attending received hands-on training for the a wide range of new tools based on the IPEDS Peer Analysis System as well as beginning the development of the new web-based instructional tools. The 2007 Train-the Trainer program is June 24-27 in Potomac Maryland.

Continuing our collaboration with the Council of Independent Colleges (CIC), we organized and produced a CIC workshop in October, 2006 in St. Louis, Missouri. This workshop involved 25 three- or four-person teams from CIC's small college membership, and focused on using IPEDS and other comparative data to improve institutional management, and was partially funded by NCES as part of our grant activity. The next CIC-AIR workshop is scheduled to be in Long Beach, California in October, 2007.

In the fall of 2006 we continued the team workshop model with community colleges. In collaboration with the American Association of Community Colleges and the National Community College Council for Research and Planning and funding from NCES, we offered a workshop in Atlanta, Georgia. The fourth workshop in the series (December, 2007) will be held in Austin, Texas. In July 2006, we collaborated with the American Indian College Fund to provide IPEDS workshops for Tribal College personnel and will repeat that workshop in 2007 at Salish-Kootenai College.

Publications

In addition to her Forum management duties, Chris Call managed the production of the 2006 *Resources in Institutional Research* volume, the Forum program book, and the second issue of the *Assessment in the Disciplines* series, edited by John Muffo. This volume was produced in collaboration with the American Mathematics Society. Chris is the staff liaison to the Board of Directors and also provides liaison services to the Publications Committee.

Employment Services

Gail Fishman manages the web-based employment listing services, which continues rapid growth. In the spring of 2007, over 150 positions in IR were listed. Gail also organized and operated the employment service at the 2006 Chicago Forum. The service will continue at the 2007 Forum.

Forum Operations and Long-Range Planning

Future Forum sites include: Seattle (Seattle Sheraton) for 2008, Atlanta (Marriott Marquis) for 2009, Chicago and the Chicago Sheraton for the 2010 Forum, Toronto and the Toronto Sheraton for 2011 and New Orleans and the New Orleans Sheraton for 2012.

Attendance at the 2007 Kansas City Forum is on track to be approximately the same as the Boston Forum. In 2006, 1,494 paid members attended the Chicago Forum. At the 2005 San Diego Forum, the largest ever, 1,686 members registered, with 1,508 fully paid equivalents, up from 1,346 (1,255 fully paid equivalents) in Boston, 1,124 (1,076 fully paid equivalents) in Tampa, and 1,178 in Toronto. Thanks to increased marketing, Exhibitor numbers have increased to 38 in Kansas City, up from 35 in Chicago and 20 at both the San Diego and Boston Forums.

Develop Networks of IR Practitioners and Communities of IR Practice

In 2006-07, in addition to activities discussed above, in the areas of professional development and grants and contracts, we continued our collaboration with the Center for the First Year Experience at the University of South Carolina by offering five fellowships to AIR members for attendance at their Summer Institute for First-Year Assessment.

Promote the IR Profession and the Practice of Institutional Research across All Levels and Functions of Higher Education

Between June, 2005 and June, 2006, membership grew by 241 to 4,115, an increase of 6.2%. Further growth is expected in 2006-07 because of the increase in Forum attendance and other AIR programming innovations. As of April 30, the current member count stood at 3,952.

Progress continues in international AIR group development. With funding from Huazong University of Science and Technology, Chang 'An University and the Ford Foundation, Russell led a group of U.S. college and university presidents at a June seminar in Xi' An China on CEO uses of data, the second in a series of four in collaboration with the China AIR. The series will resume in 2008. In November, Russell also made an invited presentation at an international higher education conference sponsored by Tainan University and Diwan University in Tainan, Taiwan. In the summer of 2006, four AIR international affiliated groups sent invited representatives to the Summer National Data Policy Institute in Potomac, Maryland.

Because of the rapid growth of available services, Gail Fishman has been assigned to manage services to Affiliated Groups. AIR continues its support for U.S. Affiliated Groups by supplying programming for state and regional meetings and through the new NCES-supported National Data Network, which has provided grants to Affiliated Groups (the Building Institutional Research Capacity (BIRC) grants) as well as coordination of national professional development resources for the use of Affiliated Groups. We also have expanded the scope of our traveling display case program. Dineka Keen now manages five displays that are continuously on the road to Affiliated Group meetings.

The NCES-funded AIR Graduate Certificate Program in institutional research has made the final awards under the five-year program. Institutions receiving 2006 awards are: Florida State University, Indiana University/Indiana University-Purdue University-Indianapolis, the University of Missouri System, and Pennsylvania State University. These programs developed pre-doctoral and in-service programs to complement AIR's in-service and continuing education programs, and continue as vigorous self-sustaining academic programs.

In December 2006, an AIR committee designed a new nationwide individual graduate fellowship program for study related to institutional research. This program replaced the Graduate Certificate Program. The proposal competition for this new individual program was held in early 2007, and 31 multi-year awards were made for a total of \$420,000.

Marketing of AIR membership and services and communication of the benefits of membership has seen increased activity. During a period when the financial fortunes of higher education were starting to rebound, AIR also managed to increase its 2006-07 membership and is on track to maintain that strength in 2007-08. Amy Smyth, the National Marketing Manager, assists the Board Standing Committees and the staff program officers in developing marketing materials and information.

Improve Data Resources, Methods, and Techniques for Assessing the Effectiveness of Higher Education's Academic, Research, and Service Functions

The 2007 Research Grant and Dissertation Fellowship program funded by NCES and NSF made eight research grant awards totaling \$240,000, and six dissertation fellowship awards totaling \$90,000. The 2007 recipients will present their projects at the AIR 2008 Forum in Seattle. 2006 recipients will present their projects at the AIR 2007 Forum in Kansas City. This is a great opportunity for the awardees to share their research and expand opportunities for advancing research on postsecondary education.

In 2005, AIR began development of a series of activities to increase programming in the area of assessment and program evaluation. New assessment activities in 2006 and in 2007 include the expansion of the *Assessment in the Disciplines* book series, AIR's presence as an exhibitor at Assessment meetings, a new integrated assessment program brochure and web page, and planning for an Assessment Institute to be offered in March, 2008.

Improve Postsecondary Policy Formulation and Institutional Effectiveness

Important efforts include continuing training for Tribal Colleges (see above) and furthering development of IPEDS training to cover the new analysis tools available from NCES. There were other projects in this area. Staff worked with 2006-07 NCES- AIR Senior Fellow Rene Toups, who is working with Gulf Coast colleges and universities to assist in recovery from the 2005 hurricanes and will make his final report at the 2007 Forum. In May, President Fred Lillibridge and Russell met with a group to begin planning for an NCES-supported IR capacity development consortium of rural community colleges in the Southwest serving Hispanic students. Activity will begin with a meeting in fall, 2007. Russell also attended meetings with the One Dupont Circle Associations to update them on AIR's IPEDS training activities.

Vice President – Mary Ann Coughlin

Overview

This report highlights my activities during the 2006 year while serving as the Vice President. The AIR Vice President serves as a member of the AIR Board of Directors Executive Committee, working with the President, Immediate Past-President, Treasurer, Secretary and External Relations and Executive Director to set the Board agenda and its priorities, to advise the Executive Director regarding policy, planning and management issues, and to determine what issues need to be brought to the full Board's attention. In addition, the Vice President serves as a member of the Audit Committee which reviews the annual audit report and works with the Executive Director to ensure compliance with any findings requiring action.

The Vice President is designated as the lead on planning activities and leads the Board through a planning exercise, this year that planning activity occurred during the fall meeting. This planning lays the groundwork for the initiatives that will be undertaken during the presidential year that immediately follows the vice presidential year. In addition to these duties, the Vice President may be called on to lead the development of special initiatives at the request of the President, Executive Director, and the Board of Directors.

This year's strategic planning initiatives focused on the Executive Director Search process and those goals and initiatives that can be accomplished within this transition period. The Board affirmed that it wants to continue to fulfill AIR's current strategic plan during this period of transition and also wants to insure that the transition of leadership to the new Executive Director is successful.

During this past year, the Board utilized the excellent work and recommendation of the Executive Director Transition Task Force and made several positive steps toward that successful transition. President Lillibridge appointed the Executive Director Search Committee and I was appointed Chair. In addition, the Board reviewed and approved a timeline for the process and job

descriptions and qualifications for the position. In addition, the Board solicited recommendations and proposals for a search firm to assist in the process. Ultimately, the Board selected Korn/Ferry International as the search firm that will assist the Search Committee and the Board in the search for the new Executive Director. The Search Committee is currently engaged in the search process and as Chair I will make progress reports to the Board and membership as we move forward in the timeline.

Highlights

1. Serving as Chair and working with the AIR Executive Director Search Committee and the Executive Board to begin the search process for the selection of a new Executive Director in January 2008.
2. Represented AIR at Northeast Association for Institutional (NEAIR) meeting in Philadelphia, PA in November of 2006.
3. Represented AIR and gave the keynote address at the Illinois Association for Institutional Research in Springfield, IL in November of 2006.
4. Continuing to serve as a faculty member at the AIR / CIC Data and Decisions Workshop in St. Louis in 2006 and as faculty member at the Foundations I Institute at DePaul University in Chicago in July of 2006.
5. Continuing to serve as leader in the redesign of the IPEDS curriculum.

Activities

The major activity that consumed my time during the 2006-07 year was the search process for the new Executive Director. Throughout this year, I worked on the timeline, job description and qualifications, selection of the search firm, and the initial meeting of the Search Committee. In addition, I was pleased to be able to represent AIR at many different venues and to continue to serve as a faculty member and presenter for many different professional development institutes and workshops.

Goals for the Coming Year

I have two goals for the year:

- 1.) Successfully lead the search for a new Executive Director;
- 2.) Provide leadership for the Board and its various committees to support the growth of our Association and the professional development of our members.

Immediate Past President - Sandra K. Johnson

Overview

The primary purpose of the AIR Immediate Past President is to chair the Nominating Committee. In addition, the Immediate Past President ensures continuity of Board Activities developed during his or her tenure, serves on the Board Executive and Audit Committees, provides support and guidance as requested by the President, Vice President, and other Board members, and represents the AIR Board of Directors at an array of AIR events and meetings among affiliated groups, and with other organizations and associations with which AIR collaborates to develop and promote the institutional research profession.

Highlights

During the past year, I fulfilled these purposes and obligations through an array of activities including:

- Working with the Nominating Committee to present to the membership a capable and diverse slate of candidates to fill the open Board positions and for next year's Nominating Committee;
- Continuing to contribute to the process of finding a successor to Executive Director Terry Russell in the search firm selection process by screening and interviewing search firms;
- Attending regional meetings as a representative of AIR; and
- Attending and contributing to Board meetings, Executive Committee meetings and Audit Committee meetings as well as taking on other duties as assigned.

Activities

Nominating Committee: The 2006-07 Nominating Committee met in person at the 2006 AIR Forum in Chicago and conducted the rest of its work through several phone conferences and e-mail communications. I was very fortunate to work with a superb Nominating Committee comprised of Michelle S. Appel, University of Maryland; Peggye Cohen, George Washington University; William Fendley, University of Alabama; Tim Walsh, Temple University and Mindy Wang, Catholic University. We were all saddened by the passing of Nominating Committee member and AIR Past President Bill Fendley. His contributions, effervescence, and the care he took will be immeasurably missed.

With substantial support from the AIR professional staff, the Committee solicited a broad array of nominations from the field and then encouraged a diverse candidate pool to pursue candidacy for the four open positions as well as next year's Nominating Committee. The Nominating Committee forwarded to the Board of Directors a slate that included two candidates for each of the four open positions (Vice President, Associate Forum Chair, Treasurer, Higher Education Data Policy Committee Chair) as well as 10 candidates for the five Nominating Committee positions. The Board of Directors presented the slate of candidates to the membership and through the electronic balloting process, the membership voted.

The results of the election are as follows:

Vice President – William E. Knight, Assistant Vice President for Planning and Accountability, Bowling Green State University;

Treasurer – Heather A. Kelly, Assistant Director of the Office of Institutional Research and Planning, University of Delaware;

2008 Associate Forum Chair – Jennifer A. Brown, Director of Institutional Research and Policy Studies, University of Massachusetts;

Higher Education Data Policy Committee Chair – Valerie M. Conley, Associate Professor, Higher Education, Ohio University

The following AIR members were elected to the 2007 Nominating Committee for a one-year term:

Susan G. Broyles, Retired from NCES;

Martin B. Fortner, Director of Planning, Assessment, and Research, Southern University at Shreveport;

Christine M. Keller, Assistant Director of the Office of Institutional Research and Planning, University of Kansas;

Sharron L. Ronco, Associate Provost for Institutional Effectiveness and Analysis, Florida Atlantic University; and

Michael K. Tamada, Director of Institutional Research, Occidental College.

These individuals will take office at the end of the Annual Business Meeting, Tuesday June 5, 2007.

Screening of Search Firms: Along with HEDPC Chair Marsha Hirano-Nakanishi and under the able leadership of Vice President Mary Ann Coughlin, I participated in the screening, interviewing, and selection of the search firm engaged to assist in the AIR executive director search. Most of this activity occurred during the first two weeks of December, 2006 when Vice President Coughlin, HEDPC Chair Hirano-Nakanishi and I screened proposals submitted in response to the RFP and interviewed search firm finalists. All search firm proposals were posted to the AIR Backroom for Board input as well as input from the Search Committee. After reviewing the proposals and all input, we narrowed down the search firm pool to four firms and interviewed those four firms. After the reviews and interviews, a top candidate emerged and that candidate was subsequently retained to assist AIR in the executive director search process.

Regional Meeting: I attended the 33rd Annual North East Association for Institutional Research meeting held in Philadelphia, November 4- 7, 2006. At the meeting I encouraged NEAIR attendees to attend the AIR Forum in Kansas City, become members of AIR if they were not already so, and to avail themselves of AIR resources and opportunities such as the institutes and Web-in-AIRs. I also urged NEAIR conference attendees to vote in the upcoming AIR election.

Board Initiatives: In addition to contributing to AIR Board meetings, Audit Committee meetings and Executive Committee meetings, I worked to propose and finalize the wording of the constitutional amendments included in the AIR fall 2006 ballot. These changes included revising and updating the non-discrimination language in the AIR Constitution to make it more inclusive and reflective of current standards.

Goals for The Coming Year: Although my term as an AIR Board member will expire in June 2007, I will continue to work on some ongoing tasks, particularly with the AIR 50th Anniversary and I look forward to contributing as a Past President for many years to come. I am deeply grateful to my fellow AIR members for the opportunities to serve AIR in various capacities over the years and am profoundly appreciative of all your friendship, support and collegiality.

CERTIFICATION OF ELECTION RESULTS

January 18, 2007

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2006-07 (for officers whose terms commence June 5, 2007).

for Vice President (1)

359 William E. Knight
298 James F. Trainer
0 No Vote
2 Other

Elected: William E. Knight

for Treasurer (1)

297 Paul B. Duby
326 Heather A. Kelly
0 No Vote
3 Other

Elected: HEATHER A. KELLY

for Associate Forum Chair (1)

296 Julie W. Carpenter-Hubin
346 Jennifer A. Brown
0 No Vote
3 Other

Elected: JENNIFER A. BROWN

for Higher Education Data Policy Committee Chair (1)

175 Kent A. Phillippe
451 Valerie M. Conley
0 No Vote
4 Other

Elected: VALERIE M. CONLEY

Gita Pitter
Gita Pitter, Chair

Nathaniel Johnson
Nathaniel Johnson, Teller

Shouping Hu
Shouping Hu, Teller

for Nominating Committee Member (5)

270 Louis C. Attinasi
404 Susan G. Broyles (1)
245 Corby Coperthwaite
278 Martin B. Fortner (2)
321 Christine M. Keller (2)
319 Sharron L. Ronco (3)
212 Robert Schultz
218 Bruce P. Szelest
306 Michael K. Tamada (4)
247 Robert W. Zhang
0 No Vote
9 Other

Elected:

- (1) SUSAN BROYLES
- (2) CHRISTINE KELLER
- (3) SHARRON L. RONCO
- (4) MICHAEL K. TAMADA
- (5) MARTIN B. FORTNER

Amendments:

Article III Membership: Section 1 and Article XVII: Non-Discrimination

598 Yes
65 No

Article X: Committees

578 Yes
45 No

Bylaws, Section 6

511 Yes
42 No

Online Ballots:	<u>523</u>
Ballots mailed:	<u>2</u>
Ballots counted:	<u>525</u>
Ballots invalid:	<u>0</u>

Secretary and External Relations Committee – Timothy K.C. Chow

I. Overview of General Purpose

The charge of the External Relations Committee is to give purpose and direction to the outreach and liaison activities of the Association through:

- Coordinating outreach and joint projects conducted by various Association standing committees;
- Working with the Executive Director on coordinating relations with other associations and agencies;
- Receiving reports from liaisons of U.S. state, regional and sector institutional research associations, international affiliates, and other higher education associations;
- Developing, implementing and promoting programs that extend and support Association activities and disseminating them to other associations and agencies;
- Receiving and reviewing requests for affiliation, ensuring compliance with the AIR Constitution and Bylaws for Affiliated Groups, and recommending appropriate action by the Board of Directors;
- Promoting and sponsoring the mutual exchange of information on international issues, interests, and ideas among members of the Association through Forum programs, publications, professional development activities, outreach programs, visitations, exchange opportunities, communications, etc.;
- Maintaining appropriate communication with Special Interest Groups;
- Providing input on the development of the Forum program, with special attention to general sessions and panel discussions, to ensure that an international perspective is present.

II. Committee Members

The External Relations Committee would like to recognize the following outgoing Committee members, Robert (Rob) Schultz and Mindy Wang for their devotion and dedicated service to the Association. Rob graciously agreed to continue offering help to our Committee as an advisory committee member for promoting international dialogue on emerging trends in higher education. Continuing members include Marcia Belcheir (2008), Cherry Danielson (2010), Ross Griffith (2008), Kent Grumbles (2009), Hal Hartley (2009), Daina Henry (2009) and Andreea Serban (2009). New members, whose terms begin after the 2007 AIR Annual Business Meeting, include Shu-Ling Chen (2010), Jeff Donnelly (2010), Martin Fortner (2010), Georgia Gudykunst (2010) and Pat Harvey (2010).

III. Highlights

During the past year, with support from the AIR office (especially from Terry Russell and Gail Fishman), our Committee accomplished the following tasks:

- In conjunction with the Professional Development Services (PDS) Committee, we reviewed proposals for the Building Institutional Research Capacity (BIRC) grant program and offered feedback and advice to Affiliated Groups that submitted applications. Proposals that either provided outreach to institutional research professionals or offered professional development opportunities to members of the Affiliated Groups were recommended for funding.
- The first Travel and Program Support (TAPS) grant went to Ms. Marthie Cronje of the Southern Africa Association for Institutional Research (SAAIR). Marthie related her experience attending the 2006 Chicago Forum:

"I wish to thank AIR for awarding me the TAPS grant for 2006, which allowed me to attend the AIR Forum in Chicago. Receiving the grant from AIR encouraged my institution to provide the rest of the funding needed to cover the cost of attending the

Forum. The Forum provided me with an invaluable opportunity to extend my professional boundaries, by exposing me to new ideas and techniques, as well as through networking with colleagues from a wide variety of backgrounds. While we do have an IR community in South Africa in the guise of SAAIR, it is miniscule when compared to AIR, and so it was very valuable to me to be able to attend a Forum with presentations of such breadth and depth. My main difficulty was in convincing myself to take breaks to eat in between all the opportunities to learn. Thank you to all the AIR members who welcomed me so warmly into their community.”

- With the help of Bill Knight, Jing Luan and Terry Russell, we were delighted to have Professor Yu Chen of the Renmin University of China and Chairman of the China Information Economics Society join us for the 2006 Chicago Forum. In addition to serving on two panels - “Effectiveness Through Diversity” and “What Does The Price of Tea in China Have To Do with the U.S.” - Professor Chen also attended special events hosted by the External Relations Committee and facilitated two other research presentation sessions at the Forum.
- With the assistance of Steve Chambers and Bill Knight, we were very pleased to have Presidents Elnora Daniel, Alvin Goldfarb, Margaret Lee, Charles Middleton, and Gregory O’Brien from Chicago area institutions join us for the 2006 Forum to shed light on “Presidents Perspectives on IR’s Role in Institutional Improvement and Effectiveness.”

IV. Activities

Our Committee led, coordinated and participated in the following activities:

1. BIRC Grant Program

This was the last year of the current BIRC Grant program which was funded through NCES from 2004-2007. The program provided grants to AIR Affiliated Groups to support professional development workshops, conference speaker fees, institutional research consultant fees, and the development of new delivery methods for professional development materials. It was intended to offer financial support to projects which would provide outreach to institutional research professionals; concentrate on a timely institutional research topic; and be useful for institutional research professional development and improvement.

The third and final year of the BIRC Grant Program has ended and the awards went to the following affiliates in 2006:

A) Term: Spring 2006

Affiliate: Indiana Association for Institutional Research (INAIR)

Award: \$2,000

Proposal: Moving Toward the Future

Affiliate: North East Association for Institutional Research (NEAIR)

Award: \$2,000

Proposal: NEAIR Summer Drive-In Workshop

Affiliate: Rocky Mountain Association for Institutional Research (RMAIR)

Award: \$2,000

Proposal: Professional Development Workshops for RMAIR 2006

Affiliate: Southeastern Association for Community College Research (SACCR)

Award: \$1,850

Proposal: Assessment Boot Camp for Institutional Research Professionals at Two-Year Colleges—Tools and Resources for Planning, Implementing, and Improving and Sustaining Assessment for Institutional Improvement

Affiliate: Southern Association for Institutional Research (SAIR)
Award: \$2,000
Proposal: Getting the Most Out of the Profession—A Skills-Building Workshop for New Institutional Researchers

B) Term: Summer 2006

Affiliate: Mid-America Association for Institutional Research (MidAIR)
Award: \$1,537
Proposal: Tips and Tricks for IR Office Productivity Using SPSS

Affiliate: Pacific Northwest Association for Institutional Research and Planning (PNAIRP)
Award: \$1,600
Proposal: Beyond Data—Collaborative and Integrated Approaches for Organizational Learning

C) Term: Fall 2006

Affiliate: Texas Association for Institutional Research (TAIR)
Award: \$2,000
Proposal: Improving Reporting Skills and Office Management Skills

2. Pre-Forum Workshop Grant Program

The Pre-Forum Workshop Grant Program is now replacing the former Train-the-Trainer Program. This program, sponsored in conjunction with the PDS Committee, offers opportunities for representatives of state, regional and sector groups affiliated with AIR to attend selected Pre-Forum Workshops free as a benefit to these groups. The program provides outreach and professional development opportunities for members of AIR's Affiliated Groups. For grant recipients selected in accordance with the established guidelines, the workshop registration fees will be paid by AIR. The nominating affiliates are encouraged to provide a matching grant or other support to their nominees. Participants were chosen during the first week in May. For the 2006 Forum, representatives from the Connecticut AIR (ConnAIR), Illinois AIR (IAIR), Overseas Chinese AIR (OCAIR), Rocky Mountain AIR (RMAIR) and Texas AIR (TAIR) participated in the program.

3. Best Paper/Presentation Sessions

The Best Paper/Presentation Sessions are a successful feature of the Forum. They serve to highlight the best papers/presentations from meetings of AIR's state, regional, sector, and international Affiliated Groups. These sessions can be identified under the "Best Paper/Presentation Sessions" category in the Forum program. The following 16 groups submitted their Best Paper/Presentation sessions last year:

- AIR
- AIR in the Upper Midwest (AIRUM)
- Alabama AIR (ALAIR)
- Illinois AIR (IAIR)
- Maryland AIR (MdAIR)
- Michigan AIR (MIAIR)
- Mid America AIR (MidAIR)
- North East AIR (NEAIR)
- National Community College Council for Research and Planning (NCCCRP)
- Overseas Chinese AIR (OCAIR)
- Pacific Northwest AIR and Planning (PNAIRP)
- Rocky Mountain AIR (RMAIR)
- Research & Planning Group (RP Group)
- Southern AIR (SAIR)
- Southern African AIR (SAAIR)
- South East Asia AIR (SEAAIR)
- Texas AIR (TAIR)

4. Early Bird Reception: “The AIR Bazaar”

The AIR Bazaar, hosted and coordinated by the Membership Committee and the Forum Newcomers Committee, is a special Newcomer’s event featuring information tables for the AIR Affiliated Groups and Special Interest Groups. It is intended to serve as gathering points for newcomers and old-timers alike. All Affiliated Groups and Special Interest Groups are invited to participate in this Early Bird Reception event. At the 2006 Forum in Chicago, the AIR Bazaar was an indoor event held on Sunday, May 14, starting at 5:45pm. Refreshments were served for the event. For the upcoming Forum, the format of this event will be changed to an “Early Arrivers Reception” and representatives of the Affiliated Groups and Special Interest Groups are not expected to set up tables to share information about their groups as in the past. The new “Early Arrivers Reception” event will be held on Saturday, June 2, 2007, starting at 5:45pm in Westin/Garden Terrace, Executive Level of the Westin Crown Center. Please refer to the 2007 Forum final program and announcement for any changes.

5. Affiliated Groups Luncheon

The Affiliated Groups (AG) Luncheon invites presidents and liaisons of AIR’s Affiliated Groups to come and meet with members of the External Relations Committee and the AIR Board of Directors for discussion and exchange of information. The AG Luncheon was held at the 2006 Forum on Tuesday, May 16, between 12:00-1:40pm. For the upcoming Forum, the luncheon will be held on Monday, June 4, 2007, between 12:00-1:40pm in Westin/Washington Park Place I, Lobby Level of the Westin Crown Center. Please refer to the 2007 Forum final program and announcement for any changes.

6. International Gathering

The International Gathering offers an opportunity for Forum attendees from all nations to meet with the External Relations Committee and colleagues from other nations. At the 2006 Forum in Chicago, the gathering was held on Wednesday, May 17, between 10:20-11:50am. Visitors went around the room and introduced themselves and their home countries. Informal conversations followed while light refreshments were served in the scenic room overlooking the Chicago River. For the upcoming Forum, the gathering will be held on Tuesday, June 5, 2007, between 10:30am-12:10pm in Westin/Washington Park Place I, Lobby Level of the Westin Crown Center. Please refer to the 2007 Forum final program and announcement for any changes.

7. AIR Exhibit (a.k.a. AIR Display Case)

The purpose of the exhibit is to promote AIR and its products and services. The exhibit was shipped to the following groups/events in 2006:

Texas AIR (TAIR)	January 31-February 3
Florida AIR (FAIR)	February 1-3
Indiana AIR (INAIR)	March 2-3
Oklahoma AIR and Planning (OKAIRP)	March 10
North Carolina AIR (NCAIR)	March 22-24
Mississippi AIR (MAIR)	March 30-31
Louisiana AIR (LAIR)	April 17-18
Council of Independent Colleges (CIC)/AIR Data & Decisions I	April 20-22
AIR at the Forum	May 14-18
AIR Foundations II Institute	June 12-16
IPEDS Teaching Institute and Data Policy Institute	June 19-July 2
AIR Foundations I Institute	July 18-22
AIR Information Technology Institute	July 26-30
Tribal College Workshop	July 31-August 1
CIC/AIR Data & Decisions II	October 5-7
Southern AIR (SAIR)	October 14-17
Rocky Mountain AIR (RMAIR)	October 18-20

Pacific Northwest AIR and Planning (PNAIRP)	October 25-27
Maryland AIR (MdAIR)	October 27
2006 Assessment Institute (IUPUI)	October 29-31
California AIR (CAIR)	November 1-3
North East AIR (NEAIR)	November 4-7
Mid-America AIR (MidAIR)	November 8-10
Kentucky AIR (KAIR)	November 16-17

8. Programs and Projects with Other Associations and Agencies

A) IPEDS Training

AIR offers IPEDS/PAS support for AIR Affiliated Groups to hold three-hour, or longer, hands-on workshops. The following is a listing of the 2006 IPEDS Training events (34 face-to-face IPEDS workshops):

TAIR (2)	January 31-February 3
INAIR	March 2-3
TENNAIR	March 9-10
NCAIR	March 22-24
New Jersey AIR (NJAIR)	June 13
Southeastern Association for Community College Research (SACCR)	July 23-26
New Jersey Commission on Higher Education	July 25
Salish Kootenai Tribal College, Pablo, MT (2)	July 31-August 1
New Jersey Commission on Higher Education	August 1
International Academy of Design & Technology (Chicago)	August 25
Kentucky Association of Collegiate Registrars and Admissions Officers	October 12
Ohio AIR and Planning (OAIRP)	October 12-13
Virginia Community College System (VCCS) (2)	October 12-13
SAIR (2)	October 14-17
RMAIR (3)	October 18-20
Western University of Health Sciences in Pomona California	October 23
New Jersey-New York ACRAO	November 1
CAIR	November 1-3
Texas Workforce Commission in Austin	November 2
Illinois AIR (IAIR)	November 2-3
NEAIR (2)	November 4-7
MidAIR (2)	November 8-10
KAIR	November 16-17
Middle States ACRAO (2)	November 27-30

B) EAIR/AIR Joint Seminar

The Third EAIR/AIR Joint Seminar was originally planned for June 15-16, 2006, at the Technical University of Valencia, Spain. The theme was "Quality Management in Higher Education Institutions: Making Institutions More Competitive." The aim of the Seminar was to benchmark critical success factors and to identify critical success processes related to key challenges higher education institutions face in governance and management. This seminar was cancelled because of low enrollment. For information about future EAIR/AIR Joint Seminars, please refer to AIRWeb.org for any updated information.

9. Outreach Activities

Our Committee continues to offer support to the Executive Director and our Association in expanding our networks and collaborating with other associations and agencies. With the conclusion of the BIRC Grant Program at the end of 2006, we are exploring other opportunities in line with the goals of the Committee to maintain support to Affiliated Groups in the years to come.

Regarding international attendees at the Forum, our Committee gathered ideas at the Chicago Forum about welcoming our guests from overseas and we will be working closely with the 2007 Forum Committee to make necessary arrangements for hosting our guests at the Kansas City Forum.

V. Goals for the Coming Year

Our Committee will be discussing the following revised goals for 2006 and beyond and any available progress information at the Kansas City Forum:

- Engage and recognize Committee members in services and activities to the Association.
- Enhance the Web presence of the External Relations Committee to communicate more effectively concerning our services and programs and to advance our outreach effort by cultivating closer relationships with our affiliates, Special Interest Groups, Association standing committees, and other constituents.
- Pursue steps to improve the visibility of the current BIRC Grant Program and its intended outcomes.
- Identify better ways, in conjunction with the PDS Committee, to achieve the intended goals of the Train-the-Trainer Program/Pre-Forum Workshop Grant Program to benefit Affiliated Groups and the membership.
- Seek better and cost-effective approaches, in collaboration with the Membership Committee and the AIR Office, in promoting AIR and its products and services.
- Seek ideas to grow and sustain relationships with our existing constituents.
- Explore opportunities in expanding networks with both domestic and international groups.

Forum Chair – Mary Korfhage

A. Overview of General Purpose and Specific Goals

The purpose of the Forum Committee is to plan, organize, implement, and coordinate the program and ancillary events of the 2007 Forum in Kansas City. The Forum serves to support AIR's mission of continuously improving the practice of institutional research and promoting the institutional research profession.

B. Highlights and Activities

Forum program, proposal evaluation and slotting

- In conjunction with the Forum Planning Committee solicited, reviewed and evaluated submitted proposals
- Determined initial priorities for program slotting
- Met with Associate Forum Chair, Local Arrangements Chair, AIR Executive Office staff, and hotel representatives in April and November to review hotel facilities, program development, and event planning.
- Selected Plenary Session speaker and developed special sessions addressing the Forum Theme

Forum promotions

- Worked with the Executive Office Staff to develop promotional materials for the Forum
- Represented the Forum at the MidAIR and NEAIR annual meetings. (Local Arrangements Chair, Christine Keller participated in these promotional activities and the SAIR annual meeting.)
- Assisted with development of material for vendor solicitation

Board of Directors

- Participated in February, May and September Board meetings and monthly conference calls reporting developments related to the 2007 Forum.

C. 2007 Calendar Year Plans

- Further development the 2007 Forum program to include emerging issues in higher education.
- Strengthen the presence of the Forum as AIR's premier opportunity to demonstrate its core values of member service, higher education improvement, collaboration, ethical conduct, and stewardship of resources.
- Continue to professionalize Forum planning, marketing, and program delivery in conjunction with the Association's Executive Office Staff
- As requested, assist Associate Forum Chair, Michelle Hall, prepare for the 2008 Forum.

Associate Forum Chair – Michelle Hall

A. Overview

The purpose of the Forum Committee is to plan, organize, implement, and coordinate the program and ancillary events of the Annual Forum. The Forum serves to support AIR's mission of continuously improving the practice of institutional research and promoting the institutional research profession. The Associate Forum Chair assists the Forum Chair with the activities of the Forum and begins planning the subsequent Forum. The 2007 Forum is scheduled for June 2-6 in Kansas City, MO, and the 2008 Forum is scheduled for May 24-28 in Seattle, WA.

B. Highlights and Activities

- During the 2006 Forum helped coordinated Mardi Gras on Michigan Avenue (also known as the Katrina Event). The event consisted of a silent auction, live auction, and raffles which raised over \$6,000 and was donated to the Bush-Clinton Katrina Fund and Habitat for Humanity.
- Assisted Forum Chair Mary Korfhage with the Kansas City Forum, including site visits to Kansas City, reviewing proposals, and any other help she requested.
- Made the following appointments to the 2008 Forum Committee: Michelle Appel, Paula Krist, Jim Eck, Joe Rives, Lydia Snover, Mary Beth Worley, Jerry Finch, Mary Harrington, Vinay Ramachandra, and Mitch Nesler. In addition, Lorne Kuffel, Catherine Watt, and Rick Kroc will serve on the Forum Committee as liaisons with other committees and Jennifer Brown will serve as Associate Chair.
- Developed the theme and program statement and with a great deal of assistance from Matt DeMarco, developed the Forum logo.



C. Goals for the Coming Year

- Work with Track Chairs to review proposals, provide constructive comments which will help authors improve the quality of their presentations, and select

quality proposals which will provide opportunities for all members to learn new techniques, skills, or knowledge.

- Develop sessions to emphasize the Forum theme.
- Finalize plans for the Seattle Forum.
- Convince the city of Seattle to implode a building during the Forum.

Higher Education Data Policy Committee Chair – Marsha Hirano-Nakanishi

A. Overview of General Purpose Specific Goals

The purpose of the Higher Education Data Policy Committee is to serve as a liaison, advocacy, and advisory group linking the Association with governmental and other agencies and the media which collect, analyze, disseminate, and use data on postsecondary institutions through:

- Identifying important issues related to the collection or use of higher education data and informing the Board of Directors and membership about these;
- Taking action, with the concurrence of the Board of Directors, to provide the Association perspective about issues related to higher education data; and
- Working to include Association members as appointees or advisors to governmental agencies, other associations, accrediting bodies, or the media that are designing and executing data collection projects.

B. Contextual and Committee Highlights

- The 2005 discussion of an IPEDS unit-record data collection or notable expansion of IPEDS reporting for incorporation into the reauthorization of the Higher Education Act (HEA) subsided in 2006 when other legislative concerns and activities leading to the November elections took precedence over HEA reauthorization. Nonetheless, higher education and issues of importance to the AIR were in the spotlight in other ways.
- Secretary Spellings' Commission on the Future of Higher Education released its report and recommendations. Since September 2006, the report, which may have far-reaching implications for higher education data and assessment, has generated enormous discussion about the role and performance of higher education in the United States.
- In November 2006, the National Postsecondary Education Cooperative (NPEC) held a national symposium on Postsecondary Student Success, featuring Donna Alvarado, Thomas Bailey, Edward Blews, Derek Bok, John Braxton, William Demmert, James Hearn, George Kuh, Bridget Terry Long, David Longanecker, Patricia McGuire, Michael Nettles, Laura Rendón, Earl Richardson, Piedad Robertson, National Center for Education Statistics (NCES) Commissioner Mark Schneider, John Smart, Congressman John H. (Joe) Schwarz, Secretary of Education Margaret Spellings, Scott Thomas, and Vincent Tinto. Symposium objectives included synthesizing what is currently known about student success, adding to that body of knowledge, identifying a research agenda to effectively support policymaking, and fostering future national efforts in this area through panel and participant discussions with and among noted researchers in the field, federal, state, and institution decision makers; and legislative policymakers. Mary Sapp, a member of AIR HEDPC, and Fred Lillibrige, AIR President, were instrumental in organizing the symposium.
- The National Association of State Universities and Land-Grant Colleges (NASULGC) and the American Association of State Colleges and Universities (AASCU) launched

a joint project, the Voluntary System of Accountability (VSA), to address questions about the value that students receive from higher education.

- In the midst of all of this, NCES continued to move forward on plans to implement collection and reporting changes through face-to-face technical review panels (TRPs). The TRPs provide NCES with the range of input necessary to resolve problem areas and to strengthen data collection and their use. The HEDPC members are invited to attend the TRPs. In 2006, there were two IPEDS TRPs.
- HEDPC continued to work with NPEC, *US News*, American Association of University Professors (AAUP), the National Research Council (NRC), and Common Data Sets (CDS). The HEDPC-sponsored Working Group to Align Graduate School Surveys continued to work to reduce the graduate survey burden.
- The *AIR Alerts* is the main vehicle for communicating time-sensitive information about data collection and use to the AIR membership. In 2006, HEDPC disseminated 10 *AIR Alerts*. In addition, plans were formulated to redesign the HEDPC Projects Web site into a searchable HEDPC Resources Web site.

C. Activities and Active Projects

- ***AIR Alerts***: Carol Fuller was the primary author and editor of *AIR Alerts* during the 2006 calendar year. To increase participation by HEDPC members, in 2006 they were asked to review *Alerts* for: (1) any other implications for institutions; (2) adequate balance of viewpoints; (3) completeness and comprehensiveness; and (4) clarity, and to volunteer to draft *Alerts*. In addition, Mary Sapp (and the Carnegie Foundation for the Advancement of Teaching representative), Marsha Kelman, Kent Phillippe, and Laura Schartman were the primary authors of four *Alerts*.
- Alert #33, NCES Seeks Comments on Proposal to Add New Institutional Classification Variable to Peer Analysis System
 - Alert #23, Update #2 – NCES Seeks Comments on NPEC IPEDS Data Feedback Report
 - Alert #25, Update #1 – Revision of the Carnegie Classifications
 - Alert #21, Update #3 – NCES Requests Final Comments Regarding First-Professional Enrollment and Degree Reporting in IPEDS
 - Alert #23, Update #3 – NCES Provides Instructions for Creating Custom Comparison Groups for 2006 IPEDS Data Feedback Report
 - Alert #34 – National Research Council – Assessment of Research-Doctorate Programs
 - Alert #14, Update #2 – US Department of Education Issues Proposed Guidance on Collecting, Maintaining, and Reporting Data on Race and Ethnicity
 - Alert #21, Update #4 – NCES Requests Additional Comments Regarding First-Professional Enrollment and Degree Reporting in IPEDS
 - Alert #23, Update #4 – NCES Request Comments on Proposed Changes to the IPEDS Data Feedback Report
 - Alert #21, Update #5 – NCES Announces Final Plan for New IPEDS Categories and Definitions for Classification of Master's, Doctor's and First-Professional Degree Programs for Reporting Enrollment and Completions
- **IPEDS TRPs**. For context, it is worth noting that the 2006 *Alerts* on IPEDS categories and definitions for classification of master's, doctor's, and first-professional degree programs for reporting enrollment and completions initially were framed with the guidance and expertise of HEDPC members at a 2005 TRP; the final NCES plan necessarily reflects that in areas such as this, there are many disciplinary, professional, and agency groups whose interests continue to shape implementation.

During calendar year 2006, TRPs were held in March on the Data feedback Report and in November on implementing new race/ethnicity standards. As the 2006 *Alerts* on the Data feedback Report indicate, the 2006 Data feedback Report TRP, comprised largely of institutional researchers and targeted IPEDS users, suggested changes and improvements to the Data feedback Report that the AIR membership has requested for some time. With the charge to consider how to implement new race/ethnicity standards once they are finalized, the IPEDS TRP on implementing new race/ethnicity standards clarified tasks and developed task timelines for implementation (as referenced in the proposal referenced in the January 24, 2007, *Federal Register*).

- **Plan for a Series of Alerts on Implementing Race and Ethnicity.** In recognition that the implementation of race/ethnicity standards (once they are final) may be difficult, HEDPC outlined a series of *Alerts* to provide institutions with an overview on planning to implement changes regarding race and ethnicity, on the collection of racial and ethnic data, on the storing and maintenance of racial and ethnic data, and on the racial and ethnic reporting for IPEDS and other uses.
- **HEDPC Projects URL Redesign into HEDPC Resources:** In recognition that the HEDPC Projects list and descriptions on the Web are outdated and lack functionality, HEDPC members agreed that a number of topics already at the site need to be reviewed, updated, and assigned keywords to be useful resources for institutional researchers who looking for reliable, up-to-date references on issues they face:
 - Classification of Instructional Programs (CIP)
 - Common Data Set (CDS)
 - Teacher Preparation Report Cards
 - Human Subject Research
 - FERPA and Issues of Confidentiality and Privacy
 - US News/AIR Advisory Committee
 - Workforce Investment Act (WIA)

The idea is that most institutional researchers probably have bookmarked IPEDS URLs but may not know where to find reliable reference information about current and past CIP codes or institutional review boards (IRBs) and human subject research. The *Alert* on SEVIS (that Jim Ferguson prepared) is an example of a topic about which an AIR version of Googling or Wikipedia entry may prove useful. Likewise up-to-date status reports on AIR-relevant issues regarding the Higher Education Act (HEA), Perkins, and TANF may be useful topics to develop. A draft typology of resource areas and topics was developed.

- **AIR/AAUP Advisory Committee:** A subcommittee of HEDPC was formed in 2002-2003 at the request of John Curtis, Director of Research, American Association of University Professors (AAUP). It is comprised of representative from four-year colleges and universities and community colleges from all parts of the country. The first face-to-face meeting was at the Forum in Tampa in May 2003. The Committee is working with John Curtis on updating the Faculty Salary Survey to make it more relevant and consistent with IPEDS. The Committee met at the 2006 Forum and will meet at the 2007 Forum (Peggye Cohen).
- **AIR/US News Advisory Committee:** This advisory group advises Bob Morse and Sam Flanigan at *US News and World Report* regarding changes to the *US News and World Report* data collection. Members also keep the IR community informed about changes to the surveys and publications (Peggye Cohen).
- **AIR/Common Data Set (CDS):** Originally four publishers that regularly request data from colleges and universities agreed on standard formats for most of their questions. In 2003-2004 *Wintergreen/Orchard House* dropped out of the guideline business leaving *US News and World Report*, *College Board*, and *Peterson's Guides* still

vested in the effort. The CDS is updated as determined by their Board, and HEDPC has representation on the Board (Mary Sapp).

- **Graduate CDS (AKA Aligning Graduate School Surveys):** At the 2003 Forum, HEDPC sponsored a panel where both surveyors and respondents discussed the pros and cons of a CDS for graduate surveys. A working group was formed, composed of representatives from both the IR community and the survey sponsors. A draft template was presented and discussed at the 2004 Forum. Volunteers have been working to take the template to the next level and also to review the issue of multiple taxonomies. At the 2007 Forum a working meeting will be held on the afternoon following the HEDPC and *US News* Advisory Committee meeting (Laura Schartman).
- **National Postsecondary Education Cooperative (NPEC):** HEDPC has had representation and leadership roles in NPEC activities, including the NPEC Student Success Symposium held in November 2006 (Mary Sapp).
- **Reauthorization of the Higher Education Act:** Because of its import, Executive Director Terry Russell personally is tracking information regarding reauthorization of the Higher Education Act and is keeping HEDPC and the AIR Board informed.

D. Goals for the Coming Year

- **AIR Alerts:** Carol Fuller, AKA the DC Agent, has done an excellent job of coordinating the *AIR Alerts* in ways that ensure accuracy and timeliness. Her coordinating efforts should prove immeasurable when regulations on the collection, maintenance, and reporting on race and ethnicity in IPEDS are final. The timeliness and quality of the series of *AIR Alerts* on Implementing Race and Ethnicity depend on the preparation of copy-ready drafts by HEDPC members that can be revised and approved quickly to communicate to institutional researchers for sharing with appropriate institutional and regional colleagues. It is anticipated that teleconferencing will be necessary to review, refine, and implement the planned series. In addition, AIR HEDPC intends to plan a series of Webinars further to support timely and effective implementation of race and ethnicity data collection, maintenance, and reporting once regulations are final.
- **HEDPC Resources URL:** Staff at the AIR office agreed to create a Web site that permits search by keyword, author name, and title, akin to the *AIR Alert* Web site. During 2007, an initial list of topics will be assigned, reviewed, updated, and keyworded by HEDPC members for loading into the HEDPC Resources Web site. It is envisioned that once there are a set of HEDPC Resource listings, an AIR bulletin will announce the inauguration of the HEDPC Resources. Periodic updates will be noted through AIR bulletins. It also was suggested that HEDPC Resources probably should be incorporated into AIR Foundations workshops.
- **HEDPC Liaisons and Presentations:** HEDPC liaisons to existing organizations will be continued and strengthened, and additional interassociational connections will be explored. HEDPC members are encouraged to make HEDPC presentations at state and regional associations; AIR HEDPC may try to meet at a few state and regional association meetings to strengthen its work on behalf of the Association.

Membership Committee – Alan J. Sturtz

Committee Charge: The charge to the Membership Committee is to initiate and oversee programs and procedures designed to retain and recruit membership; to ensure that current membership receive the basic membership services; and to screen/recommend nominees for the John E. Stecklein Distinguished Membership Award and the Outstanding Service Award.

Committee Members: Alan Sturtz assumed the position of Membership Committee Chair at the 2006 Forum, succeeding James Trainer, and will serve to the 2009 Forum. Joining the Committee for 2006-2009 are Catherine Alvord, Cornell University and Candace Bennett, Clark College (WA); Karma El-Hassan, American University in Beirut, was reappointed for her second three-year term. Continuing through 2008 are Amy Ballagh, Georgia Southern University; Mardy Eimers, University of Missouri-Columbia; Lorne Kuffel, College of William and Mary; and Wendy Miley, University of Arizona. Continuing through 2007 are Donald Quirk, and Jacki Stirn.

Leaving the Committee after the 2006 Forum were James Trainer, Chair; Larry Baldwin, and Thokozani Kadzamira. The Membership Committee and the Association are indebted to these individuals for their service to the Committee and to AIR during their tenure on the Committee.

Membership Count: Total AIR Membership on June 30, 2006, was 3,810, a decrease of 64 (-1.7%) members from the June 30, 2005, count. The table that follows details membership counts across various membership types over the last five-years. Membership trends continue to be generally positive, with steady increases through 2005 and a slight decline in 2006. However, during the five-year period from 2002 to 2006, total membership increased 20% from 3,183 to 3,810. From 2005 to 2006, Individual membership is down by 70 members, with a decline in new members and an increase in renewals. Graduate student membership follows the same pattern, with a decline in new members and an increase in renewals. Organizational representation showed a growth in both new and renewing members.

Forum attendance and membership counts remains strong with approximately one-third of Forum attendees each year registering as new AIR members.

MEMBERSHIP COUNT AS OF June 30, 2006
MEMBERSHIP COUNT BY TYPE --- 2001-2002 TO 2005-2006

<u>Membership Types</u>	<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>	<u>2002-2006 Change</u>
	Toronto	Tampa	Boston	San Diego	Chicago	
Distinguished	15	16	15	14	18	
Emeritus	100	107	103	103	103	
Individual/Full	2,589	2,578	2,782	3,147	3,077	18.8%
New	649	578	621	813	581	
Renewed	1,940	2,000	2,161	2,334	2,496	
Individual/Graduate	164	230	287	372	332	102.4%
New	102	140	144	178	133	
Renewed	62	90	143	194	199	
Organizational Reps	295	264	233	238	280	-5.1%
New	81	54	39	51	62	
Renewed	214	210	194	187	218	
Total Persons	3,163	3,195	3,420	3,874	3,810	20.5%
Change from previous year	66	32	225	454	-64	
%Change	2.1%	1.0%	7.0%	13.3%	-1.7%	
Nonrenewals from previous year	595	714	569	537	741	
% Nonrenewals	19.2%	22.6%	17.8%	15.7%	19.1%	
Organizational** Members (Institutions/Agencies)	172	157	151	150	178	

Activities

Newcomers: Under the leadership of Alan Sturtz and Lorne Kuffel, the Membership Committee coordinated the newcomers' activities with the Forum Committee for the Chicago Forum. Lorne assumed the Chair after the Forum and will be working on coordinating activities for the 2007 Forum. In an effort to expand participation, Committee members for 2007 will not come from the Membership Committee. A list of 2006 and 2007 Newcomers Committee members can be found in the respective Forum programs. For 2007, the Committee will also recommend recruitment and retention initiatives to the Membership Committee.

Emeritus Members: During 2006, the following members were granted Emeritus status: Samuel Adams, Theodore Drews, Robert Fenske, Thomas Flaherty, Charles Gilbert, Gary Graff, and Sally Ann Hart. The total number of Emeritus Members is 110.

Membership Awards – At the 2006 Forum in Chicago, Deborah J. Teeter received the John E. Stecklein Distinguished Membership Award. Dawn Geronimo Terkla and J. Fredericks Volkwein received the Outstanding Service Award.

Julia M. Duckwall Memorial Scholarships: The Julia M. Duckwall Memorial Scholarship is awarded annually for up to two individuals attending each of the Professional Development Services Institutes. In 2006, the fourth annual scholarships were granted to Leonard Gaines and John Hoffman (Foundations I Institute); David Cook and Michael Dugan (Foundations II Institute); and Margaret Moor-West and Lisa Payne (Technical Institute).

Goals for 2007

- Act as the IR office for the Association. Analyze the membership database to create a profile of AIR and generate data that can help us better understand our current membership patterns and trends.
- Work with the new National Marketing Manager, Amy Smyth, to develop a successful marketing campaign to aid in promoting the benefits of AIR membership to as many individuals and organizations as possible. Ensure that all members have the opportunity to take full advantage of the benefits of membership
- Actively engage all members of the Committee.
- Work with the AIR staff to develop new products for the AIR Store.
- Work with the AIR staff to serve the needs of graduate student members of the Association through programming, workshops, communications, and networking, etc.
- Work with other AIR standing committees to develop, administer, and analyze membership to help inform decision making and programming.
- Work with the AIR Board and staff to expand the Committee's role in coordinating the process for selecting the many grants and awards recipients that AIR names each year.

Professional Development Services Committee – Karen Webber Bauer

Overview of General Purpose Specific Goals

The Professional Development Services (PDS) committee is charged with providing direction and supervision in meeting the professional development and continuing education needs of members of the Association. As a result, the activities of this committee are central to many of the core values and objectives of the association. Throughout this past year, the professional development services committee has provided many varied activities for members that were designed to advance the careers and competencies of IR professionals and to develop networks of IR practitioners and communities of IR practice.

Highlights

The following contain the highlights of activities sponsored through the PDS committee in the 2006-07 year.

1. Pre-Forum Workshops – At the 2006 Forum in Chicago, the PDS Committee offered 10 full-day workshops and 26 half-day workshops to 804 paid registrants. SAS and SPSS hosted off-site computer workshops. The budget figures for the Chicago workshops indicate that expenditures of \$88,143.10 exceeded revenues of \$78,103.00. The shortfall was related to the high cost of audiovisual services in Chicago, not anticipated prior to the move from New Orleans.
2. Train the Trainer Program – Five representatives from regional associations took part in the Train-the-Trainer Program at the Chicago Forum. This low-cost program provides a continuing professional development resource to state and regional AIR groups, some of whose members may be unable to attend the Forum. The PDS and External Relations Committees are in the process of collaborating on how we can expand this program to allow for more mentoring opportunities.

3. AIR-NCES-NSF Data Policy Institute – The eleventh national database institute was held in June 25-July 2, 2006, at the Bolger Center in Potomac, MD. The Institute hosted 60 Fellows. Representatives from SAAIR, SEAIR, CIRPA, and students in the IR certificate programs attended the Institute. International fellows hailed from Canada, Portugal, and South Africa.
4. Research and Dissertation Fellowships – Jointly funded by the National Science Foundation and the National Center for Education Statistics, this grant is in its tenth year. This year was the fourth year of grants specifically focused on NPEC selected topics. Two dissertation fellowships and ten research grants were awarded. Total funding was \$326,775. The 2006 recipients will be presenting their papers at the Kansas City Forum.
5. BIRC Grant Program – Changes to this grant program will begin at the end of the 2006 calendar year. The PDS and External Relations committees have determined that funds might be better utilized for specific institution needs (such as hurricane-affected institutions and tribal colleges.)

PDS works collaboratively with the External Relations Committee to review and make awards. For the 2006 year, eight proposals were awarded to highly creative and valuable activities for a total of \$14,987.

6. AIR Foundations I Institute – The Foundations I Institute was held July 18-22, 2006, at DePaul University in Chicago. Co-directors were Kevin Murphy and Catherine Watt. A total of 94 participants completed the institute, including five international students from Botswana, Bulgaria, Canada, and Qatar. Participants continue to report positive ratings of the curriculum, instruction, and the facilities. The 2006 Foundations I Institute reported revenues of \$122,888.19, expenditures of \$82,377.47, for a net gain of \$40,510.72.
7. AIR Foundations II Institute – The inaugural Foundations II Institutes was held in Atlanta at the Georgia Tech Global Learning Center June 12-16, 2006. Debbie Dailey and Joseph Hoey served as co-directors. Fifty-eight (58) participants attended, representing 23 states and DC, Puerto Rico, Bermuda, Botswana, Canada, Egypt, Ireland, and South Africa. Ratings for this inaugural institute were very high, as was the satisfaction with the use of Blackboard as the medium for distribution of course materials. Budget revenues were \$96,486.61, with expenses of \$110,759.97.
8. AIR Technology Institute – The Technology Institute was held in July 26-30, 2006, at The University of Utah in Salt Lake City. A total of 49 participants completed the institute, representing 30 states and the Marshall Islands. Participant rating of the modules suggest that the Institute was a success. The budget figures for the Statistics Institute showed revenues of \$ 79,525.17, expenditures of \$ 62,062.26, for a net gain of \$17,462.91.
9. CIC/AIR Data and Decisions Workshop. Because of high demand, two workshops were held in 2006. The first was held in Hartford, CT April 20-22 (29 teams, 90 participants); the second October 5-7 in St. Louis, MO (26 teams, 77 participants). With the support of NCES, these workshops focus on the use of data with strategic decision making. This collaborative team approach continues to be a successful event.
10. AIR/AACC/MCCCRP – Data & Decisions -- Drawing on the success of the AIR-CIC workshops, the workshop offered similar training to teams of community college

personnel. The workshop was held in Atlanta, GA December 7-9. Twenty-three institutional teams (75 participants) were selected to attend.

11. Graduate Certificates in Institutional Research Program – 2006-07 marked the seventh and final year for this program funded by NCES. Four institutions that received funding during the 2006-07 grant cycle were Florida State University, Penn State University, Indiana University, and The University of Missouri System. The funds originally designated to support the Arizona State program (no longer in existence, see 2005-05 PDS report) are now being used to support the development of the Graduate Certificate Advisory Committee. This Advisory Committee held its first meeting in December, 2006 to develop the structure and selection procedures for the new program. In 2007, funds will be used to begin individual fellowships. The program seeks to focus on in-service training for students pursuing a related doctoral degree.
12. IPEDS Workshops – AIR has provided IPEDS training again this past year. Thirty-four Workshops were held at state and regional meetings, including one at a Tribal college. Workshop attendance continues to be strong and evaluations are generally positive. A total of 22 trainers participated.
13. AIR/First College Year Fellowships – Five awards were made in June 2006. Fellowships covered the registration fee for the Summer Institute on First-Year Assessment held in Asheville, NC.
14. Webinars – This year the PDS Committee co-sponsored four web seminars with SPSS. In addition, AIR sponsored one live IPEDS webinar, and also cosponsored a series of three webinars with the IU Graduate Certificate Program on Intermediate Statistical Applications in IR. Combined attendance at these webinars exceeded 1,200. In addition, 14 IPEDS pre-recorded webinars were released in 2006. These webinars have been accessed more than 3,800 times since they were released. In general this platform seems to be an ideal match for many of our members offering professional development to our members without having to leave their office.

Discussions and planning have continued as we determine a set of offerings for the PDS webinars. PDS member Jim Ferguson compiled an exceptionally thorough list of webinars that have been offered over the past few years as well as a series of considerations that must be addressed as webinars move further. New PDS member Linda Mallory will work collaboratively with Jim and other PDS members to develop a strong set of webinar offerings in the summer of 2007 and beyond.

15. NCES Senior Research Fellowships - The 2006 NCES Senior Fellowship was awarded to Rene Toups. The fellowship project working with officials affected by Hurricane Katrina for data reporting will end in January of 2007.
16. Other Activities
 - a. Assessment Institute – PDS members, especially Joseph Hoey, and new PDS member Linda Suskie, have further detailed an Assessment Institute that will be held in Spring 2008.
 - b. One-Day Drive-In Workshops – PDS reinvigorated the drive-in workshop concept (previously offered about a decade ago). Two concurrent workshops were held February 2, 2007, in Annapolis. Three concurrent workshops are scheduled to be offered in November, 2007. In addition, two SPSS drive-in workshops were held in 2006, with a combined attendance of 50.

b. In addition to the successful completion of the above-mentioned events, the PDS committee also held its annual fall meeting in September 2006 in Atlanta. At this meeting additional details for the new Assessment institute were discussed, upcoming plans for the year including the desire to enhance evaluation forms used for AIR activities, enhancement of the Train-the-Trainer program, and the development of a matrix of skills and abilities needed by the IR professional. Subcommittees of PDS members will work on these items throughout the year.

Goals for the Coming Year

The PDS committee will continue to support the professional development and networking needs of our members. Beyond our annual activities, this coming year will bring about several new activities for the PDS committee. The PDS committee will explore offering web seminars to provide on-line professional development opportunities for our members (including the use of Blackboard). The Drive-In workshop concept will be refined, Pre-Forum workshops will be readied with a close eye to audiovisual costs, and the Assessment Institute will be readied for its inaugural offering in spring 2008. In addition, PDS chair is investigating the possibility of an institute or multi-day workshop activity in Puerto Rico in early spring 2008.

At the Spring 2007 Board meeting, the PDS chair suggested that the term of chair be modified to follow the mentoring concept currently accomplished with Forum Chair and Associate Forum Chair. This was suggested due to the breadth of tasks that fall under PDS and the steep learning curve that occurs at the beginning of the chair's term. The first year of the new PDS chair would serve as an apprentice year, with the current PDS chair remaining in that role to serve as mentor and ensure continued progress toward committee goals. This would require a four-year term instead of three. A vote will be issued to the membership in spring 2007, prior to the Kansas City Forum.

Publications Committee – Gary R. Pike

Committee Members: Gary Pike, Chair (2009). Elected by the Board: Trudy Bers (2007); Stephen DesJardins (2007); Jeff Seybert (2007); Marnie Einarson (2008); Stephen Porter (2008); Paul Umbach (2008). Ex-Officio: Meihua Zhai, Editor, *Electronic AIR* (2007); Gerald McLaughlin, Editor, *Professional File* and *IR Applications* (2008); Richard Howard, Editor, *Resources in Institutional Research* (extended to 2007); John Smart, Editor, *Research in Higher Education* (2010); Robert Toutkoushian, Editor, *New Directions for Institutional Research* (2010); Anne Marie Delaney, Chair, Forum Publications Editorial Advisory Committee (2007). By invitation: Cameron Fincher, Associate Editor, *Research in Higher Education*; James Hearn, Associate Editor, *Research in Higher Education*; William Knight, Associate Editor, *Resources in Institutional Research*; J. Fredericks Volkwein, Associate Editor, *New Directions for Institutional Research*; Deborah B. Dailey, Associate Editor, *Professional File* and *IR Applications*.

Overview of General Purpose and Specific Goals

The purpose of the Publications Committee is to give direction to and supervise the publication activities of the Association through:

- Planning, soliciting, selecting and reviewing publications to be produced and distributed or sold directly by the Association;
- Planning, overseeing and evaluating promotional activities for publications;
- Engaging in cooperative publications programs with international, state and regional, and sector associations;
- Recommending policies for Association publications, including electronic and print newsletters, and other information dissemination technologies; and
- Recommending to the Board of Directors, for its approval, production of publications, endorsements of publications, transfers of copyrights, annual budgets, publication agreements, and criteria for awarding the Sidney Suslow Award, the Forum Best Paper Award and the Best Visual Presentation Award.

The primary goal of the Publications Committee is to maintain high-quality publications, while making sure that they address the different needs of AIR members. AIR publications include both scholarly research on higher education issues, and practitioner-oriented publications that inform the day-to-day work of institutional researchers.

Highlights

Highlights of activities and accomplishments during the past year include:

- Publishing a wide range of AIR volumes that effectively serve the needs of members;
- Publishing a new assessment monograph dealing with assessment of mathematics;
- Finalizing an agreement with Jossey-Bass for a fifth *New Directions for Institutional Research* volume to be published each year. The new volume will focus on topics related to assessment;
- Strengthening the collaboration with the Professional Development Services Committee
- Selecting three new members of the Publication Committee, as well as selecting a replacement for the Forum Publications Editorial Advisory Committee Chair and a Chair of the Best Visual Presentation Committee; and
- Having a balanced publications budget for 2006.

Activities

During 2006-07, the Publications Committee held two face-to-face meetings, one in May 2006 at the AIR Forum in Chicago and one in September 2006 in Atlanta. In between meetings, the Committee conducts its business through e-mail discussions. The next face-to-face meeting is scheduled for June 2007 during the AIR Forum in Kansas City. At this time there will not be a fall Publications Committee meeting.

Research in Higher Education (RHE)

Under the direction of Editor John Smart, *RHE* continued to provide Association members with high-quality, scholarly articles. *RHE* expanded from six to eight issues starting in 2004 with an equivalent expansion in the annual page allocation. The journal had a very good year in 2006 based on the number of submitted manuscripts and the editorial disposition of those submissions. A total of 252 manuscript submissions were received, and publication decisions have been made for 238 of the 252 manuscript submissions. The remaining 14 are currently being reviewed.

Editorial Disposition of Manuscript Submissions:

May 1, 2006 – April 30, 2007

Rejected	183 (77 %)
Revisions Requested	39 (16 %)
Accepted (all were revised)	<u>27 (7 %)</u>
Total Decisions Made	238
Decision Pending	14
Total Submissions	252

The 7% acceptance rate is consistent with the rates reported in earlier annual reports for the journal, and in fact is somewhat lower than earlier years in which the “Decision Pending” category was included in those calculations. The publication backlog for accepted manuscripts is about 15-18 months. The journal now participates in Springer’s *Online First Program* in which accepted manuscripts are available online soon after authors correct their page proofs and return them to Springer for processing.

New Directions for Institutional Research (NDIR)

Under the direction of Editor Robert Toutkoushian and Associate Editor Fredericks Volkwein, *NDIR* enjoyed another very successful year, with the following issues being published in 2006:

#129 -- Analyzing Faculty Work and Rewards: Using Boyer's Four Domains of Scholarship, John Braxton, April 2006.

#130 – Reframing Persistence Research to Improve Academic Success, Edward St. John and Michael Wilkerson, June 2006.

#131 -- Data Mining in Action: Case Studies of Enrollment Management, Jing Luan and Chun-Mei Zhao, October 2006.

#132 – Applying Economics to Institutional Research, Robert Toutkoushian & Michael Paulsen, December 2006.

Upcoming titles include:

- Using IR to Address Campus Policy Questions, Fran Stage, March 2007.
- IR in Non-Campus Settings, Tod Massa, June 2007.
- Developing Current and Future Faculty, by Susan Millar, Ann Austin, and Carol Colbeck, September 2007.
- An Environmental Scan of the IR Profession, Tim Sanford, December 2007.
- Preparing for Assessment Based Accreditation, Fred Volkwein [Assessment Supplement 2007], December 2007.
- International Perspectives on Accountability, Assessment, and Access, Karen Webber Bauer, March 2008.
- The Sustainability Challenge and Institutional Research, Larry Litten and Dawn Geronimo Terkla, March 2008.
- Legal Issues in Higher Education and IR, Andrew Luna, June 2008.
- Facilities Planning and IR, Nick Valcik, September 2008.
- Assessing Community Engagement of Students, Dawn Geronimo Terkla and Lisa O'Leary [Assessment Supplement 2008] December 2008.

Titles and publication dates for these volumes are tentative. Other topics being considered are:

- Influence of Foreign Students and Faculty on IR and Higher Education, Elizabeth Corley
- "Swirling" and Related Issues in Higher Education, Cliff Adelman
- Cost Benefit Studies in Higher Education
- Benchmarking Administrative and Academic Operations
- IR and the Assessment of Student Learning
- Tests for Credentialing and Licensing
- Using National Databases for IR

Professional File (PF) and IR Applications

Under Gerald McLaughlin's editorship, the *Professional File* continued to produce high-quality, practitioner-oriented articles on a wide range of topics of interest to institutional researchers. *Professional File* publications during 2006 were:

99 - Factors Related to Persistence of Freshmen, Freshman Transfers, and Nonfreshman Transfer Students, Yelena Perkhounkova, ACT Inc., Julie P. Noble, ACT Inc., Gerald W. McLaughlin, DePaul University.

100- Does it Matter Who's in the Classroom? Effect of Instructor Type on Student Retention, Achievement and Satisfaction, Sharron L. Ronco, University of Central Florida.

101- Weighting Omissions and Best Practices When Using Large-Scale Data in Educational Research, Debbie L. Hahs-Vaughn, University of Central Florida.

102 - Using a Market Ratio Factor in Faculty Salary Equity Studies, Andrew L. Luna, University of West Georgia.

Initiated by Gerry McLaughlin, *IR Applications* is an AIR refereed publication that publishes articles focused on advanced and specialized methodological concerns. It includes articles that address applied methodologies and processes used to support higher education management. The articles published in 2006 include:

The Changing Nature of the Comprehensive Assessment as the Culminating Experience for the Acquisition of the Master's Degree, Leonard J. Deutsch and Barbara L. Nicholson, Marshall University.

The Longitudinal Effects of College Preparation Programs on College Retention, Terry T. Ishitani and Kevin G. Snider, Indiana State University.

Using Academic Behavior Index (AB-Index) to Develop a Learner Typology for Managing Enrollment and Course Offerings—A Data Mining Approach. Jing Luan, Cabrillo College.

Are There Differences between Transfers from Community College Career-Oriented Programs and Liberal Arts programs? Heping Deng, Lehman College.

Resources in Institutional Research (RIR)

The *Resources in Institutional Research* series was created in 1992 as a result of discussions between the AIR Executive Director and the Publications Committee. The purpose of this series is to produce information resources for the membership and give greater visibility to the growing number of important AIR monographs. Starting with the now classic *Functions of Institutional Research* by Joe L. Saupe (first published in 1981), the best-selling *Questionnaire Survey Research* (now in its second edition by Suskie), *Effective Reporting* (by Bers with Seybert), *Institutional Research: Decision Support in Higher Education* (edited by Richard D. Howard), *The Primer for Institutional Research* (edited by William E. Knight) *People, Processes, and Managing Data, Second Edition* by Gerald McLaughlin and Richard D. Howard and the most recent volume, *Applications of Intermediate/Advanced Statistics in Institutional Research* by Mary Ann Coughlin. A new volume of *Resources in Institutional Research* is published annually and current AIR members receive one free issue each year

Richard Howard, the Editor of *RIR*, has worked to expand the series. *RIR* now includes several initiatives in addition to the annual publication that is currently the expectation of the Association. These new initiatives are intended to expand both the content of applied information made available to members of the Association and beyond, and to explore additional venues for publishing. After appointing Mary Ann Coughlin as the new Associate Editor of *RIR* she was elected as the incoming Vice President of AIR. As a result she had to step down from this position. William Knight, who had served previously in this capacity, was tabbed to assume the position of Associate Editor at the conclusion of the 2006 Forum. However, he was recently elected AIR Vice President. Consequently a search is underway for a new Editor of *RIR*.

Electronic AIR (E-AIR)

During 2006, *E-AIR* published 12 newsletters, 5 *AIR Alerts*, and 9 special bulletins. *E-AIR* launched a Web-based version of the newsletter in May 2005 and also provides a pdf version for readers to print. The newsletter continues to run well-received features such as the Editor's Book of the Month, Technical Tips, and Practitioner Profiles. Beginning in January 2006, *E-AIR* started publishing a series of short articles written by members of the Best Visual Presentation Committee. The objective of these articles is to enhance the quality of the Forum presentations as well as to improve presentation efficiency by IR professionals on campus. Also starting with the January 2006 issue, *E-AIR* has hosted an annual limerick contest among its readers; the goals of this feature are to promote membership communication and to have some fun.

The focus of *E-AIR* continues to be serving the institutional research community (including non-AIR members) by sharing IR-related tidbits; newspaper-style headlines; job postings; new publication announcements; conference, workshop and related professional development services news; and other special announcements pertaining to our professional community.

Forum Publications Editorial Advisory Committee (FPEAC)

Thirteen papers were submitted for publications review. Committee members reviewing papers for the Best Paper Award and ERIC were: Dr. Karen Webber Bauer, Mr. Roddy Begg, Dr. David X. Cheng, Dr. Michael Duggan, Dr. Mardy T. Eimers, Dr. Donald A. Gillespie, Dr. Jing Luan, Dr. John Ryan, Dr. Linda C. Strauss, Dr. Bruce P. Szelest, Dr. Daniel Teodorescu, Dr. Meihua Zhai, and Dr. Anne Marie Delaney, Chair. Each paper was reviewed by three reviewers. The process was completed in July, 2006. Four papers were nominated for the Best Paper Award. Each of these papers received an overall rating of 4.0 or higher on a 5 point scale. The four nominated papers and a summary of the FPEAC members' reviews were sent to the Charles F. Elton Best Paper Award Final Selection Committee in July, 2006. Members of the 2006 Committee were: Dr. John Smart, Dr. Robert K. Toutkoushian, Dr. Gerald W. McLaughlin, Dr. Paul Duby, and Dr. Glenn W. James. The Final Selection Committee chose one paper as the winner of the 2006 Charles F. Elton Best Paper Award, *Validating the National Survey of Student Engagement against Student Outcomes: Are they Related?* by Jonathan Gordon, Joe Ludlum, and J. Joseph Hoey. Twelve papers were recommended for the ERIC collection.

Assessment in the Disciplines Series

Assessment in the Disciplines monograph series is edited by John Muffo. The *Assessment of Student Learning in Business Schools: Best Practices Each Step of the Way* monograph consists of two volumes, and a volume dealing with assessment in mathematics, *Assessment of Student Learning in College Mathematics: Towards Improved Programs and Courses*, was published in December. There is a complimentary math assessment case studies publication, *Supporting Assessment In Undergraduate Mathematics*, included with each AIR Math Assessment publication sold. The next volume will focus on assessment in engineering and a monograph on writing assessment will follow. Assessment of nursing programs and assessment of urban-planning outcomes are possible future topics for this series.

Sidney C. Suslow Award

Four individuals were nominated for the 2006 Sidney C. Suslow award. However, none of the nominees received the required 75% favorable votes needed to receive the award.

Best Visual Presentation Award

Initiated and led by Trudy Bers, the first round of the Best Visual Presentation Awards took place at the 2003 Forum in Tampa. The second round conducted at the 2004 Forum in Boston brought a higher number of entries (13 in 2004 compared to 9 in 2003). The third round conducted at the 2005 Forum in San Diego also brought 9 entries; however, the review at the 2005 San Diego Forum did not yield a winner. This year there were two winners and one honorable mention. Mary Harrington won for her *Excel Pivot Tables Made Easy* and Jennifer Minner and Laura Coghlan won for their *From Data to Information Campus-wide Dialogue: Getting to Know New Students at the Evergreen State College*. Honorable Mention went to Rebecca Carr and Dustin Will for their *A Picture is Worth a Thousand Words*.

New Members of the Publications Committee

Jan Lyddon, San Jacinto College, Terry Ishitani, Indiana State University, and John Ryan, Ohio State University were elected by the AIR Board to replace Trudy Bers, Stephen DesJardins, and Jeff Seybert. In addition, Richard Kroc II, University of Arizona was selected to replace Anne Marie Delaney as Chair of the Forum Publications Editorial Advisory Committee. Sharron Ronco, Florida Atlantic University, was selected to succeed Trudy Bers as Chair of the Best Visual Presentation Committee.

Forum Sessions Targeted to Help Prospective Authors

In an attempt to assist members prepare manuscripts that are suitable for submission to one of the AIR publications, there will be a session on AIR publications presented at the 2007 Forum. Offered for the first time at the 2005 Forum, this session addresses the emphasis and submission formats of each publication, explains the review and selection processes used by each, and provides suggestions for preparing papers to be submitted for consideration. The session includes all AIR editors and the Publications Committee Chair. There will also be a Pre-Forum Workshop: How to Write and Publish a Research Paper in a Scholarly Journal.

Goals for the Coming Year

The primary goal of the Publications Committee for 2007-08 will be to maintain a high level of quality for all AIR publications, while making sure that they address the varied needs of our members. Additional goals include:

- Publishing additional *Assessment in the Disciplines* and *RIR* volumes;
- Finalizing the content and publish the institutional research textbook through Jossey-Bass;
- Selecting a new Associate Editor for *Resources in Institutional Research*;
- Selecting a new, or re-appoint the current, Editor of *E-AIR*;
- Exploring new publication opportunities;
- Marketing publications aggressively through a new marketing plan;
- Enhancing collaboration between the Publications and Professional Development Services committees;
- Exploring the possibility of developing a curriculum on writing and publication for the AIR institutes;
- Reviewing the process for selecting editors and contributing authors for AIR monographs;
- Reviewing the process or selecting recipients of the Sidney Suslow Award; and
- Considering whether to publish an oral history of AIR.

Treasurer – Glenn James

Charge: Oversight of the receipt and disbursement of all funds of the Association, the establishment and maintenance of appropriate records of financial transactions, and the assurance that all expenditures are within the approved budget.

Committee Members: None. An advisory group of past treasurers and the immediate past president is consulted as needed.

Goals

- Sustain sound financial management policies;
- Advise on application of appropriate accounting procedures and practices;
- Chair Audit Committee that includes President, Vice President, Treasurer, Executive Director (ex officio) and one other appointed member of the Board of Directors; recommend to full Board the selection of auditor and terms and conditions of audit contract;
- Review audited financial statement and ensure presentation to Board of Directors at early Spring meeting;
- Guide Board of Directors to achieve unrestricted net assets balance at least equal to the sum of the annual direct expenses for the Executive Office and the total allocated expenses excluding the personnel costs for grant and contract activities;
- Keep Board informed of current best practices in both accounting and financial reporting.

Activities

1. 2006 Independent Auditor's Report: The firm of Carroll and Company, Certified Public Accountants of Tallahassee, Florida, audited the December 31, 2006, financial statement of the Association and issued the following report:

"In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association for Institutional Research, Inc. as of December 31, 2006, and 2005, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America."

The December 31, 2006, audit was completed on March 23, 2007. A copy of the auditor's report is available for review by contacting Mr. Norm Gravelle at the AIR Executive Office (telephone 850-385-4155).

2. Table 1 presents the Financial Position of the Association as of December 31, 2006, and December 31, 2005. The most notable change from 2005 to 2006 was a substantial shift in Assets from the Investments category to the Net Property and Equipment category. The shift was from the purchase of a facility for the relocation of the AIR Office from Stone Building at Florida State University to more suitable space in a business park in Tallahassee, Florida. In Summer 2006, part of the funds in the investment account were used for the outright purchase of a facility, without utilizing a mortgage. Asset value for the investment in the facility at the end of December 31, 2006, was \$638,381.
3. Table 1 also presents the Liabilities and Net Assets of the Association as of December 31, 2006, and December 31, 2005. Excluding grant and contract activities, current liabilities totaled \$332,322, with 24% in accounts payable (compared to 24% in 2005), and 60% in deferred membership revenue (compared to 61% in 2005). Because the membership year begins in July and the Association account year begins in January, the accrual of prepaid 2007 membership revenue is required.
4. Table 2 presents the impact of operations on Net Assets for the years that ended December 31, 2004, 2005, and 2006, as well as for the 2007 budget, the 2008 proposed budget, and projections for 2009 and 2010. In 2006, revenues exceeded expenditures by \$55,773, compared to \$161,149 in 2005. A substantial increase in the expense for Governance is budgeted for 2007, to accommodate the planned transition to a new Executive Director. The search and transition expense in 2007 is a one-time cost that is expected to reduce the Contribution to Net Assets for 2007. Positive operating results over the period of years in Table 1 is attributable to strong management oversight and controls and tight budgeting practices on the part of the Executive Director, the Board of Directors, and the Association staff.
5. Table 2 also presents the 2008 financial proposal based on the following assumptions:
 - Cost containment in all operations
 - Continued commitment to maintaining the Association goal for Unrestricted Net Assets
 - Modest, scheduled increase in membership dues
 - 3% increase in salary pool covering employees
 - PDS institutes and workshops to break even using conservative estimates of participants
6. Table 3 displays Membership Dues and Forum Fees for the years 2004 through 2008, as proposed.
7. Table 4 shows the application of indirect cost recovery and assignment of contract revenue to Executive Office expenditures on grant- and contract-related activity.

Item of Note

Following extensive study of the issue and consultation with the Executive Director and AIR staff, the Board of Directors concluded that it was in the long-term best interest of the Association to invest in securing a more suitable facility for the AIR office. The Association Central Office operation had outgrown the space in Stone Building at Florida State University, and a relocation was sorely needed. Opportunities to rent or to purchase, and to obtain a mortgage or make an outright purchase, were considered carefully in 2005 and early 2006. The Board chose to invest in the purchase of a facility that would be large enough to provide for leased space income to partially offset Association operating costs in the facility, while also providing for possible future expansion, if needed. The Board also chose not to obligate the Association to a mortgage. The purchase and relocation were completed in Summer 2006.

Table 1**Statement of Financial Position****December 31, 2006 and 2005**

Assets	Year 2006	Year 2005
Cash and Cash Equivalents	\$ 288,951	\$ 162,547
Certificates of Deposit	\$ 342,638	\$ 536,203
Investments	\$ 324,608	\$ 991,585
Accounts Receivable – AIR	\$ 32,939	\$ 19,969
Grants Receivable	\$ 299,720	\$ 291,361
Contract Receivable – RTI	\$ 42,712	\$ 42,692
Interest Receivable	\$ 4,942	\$ 4,833
Prepaid Expenses	\$ 39,112	\$ 30,235
Inventory – Publications	\$ 36,865	\$ 0
Property and Equipment, Net	\$ 673,710	\$ 37,975
Total Assets	\$ 2,086,197	\$ 2,117,400
Liabilities		
Accounts Payable	\$ 81,284	\$ 72,145
Accrued Compensated Absences	\$ 52,055	\$ 43,230
Deferred Membership Dues	\$ 198,983	\$ 185,215
Deferred Contract and Grant Revenue	\$ 853,553	\$ 972,261
Total Liabilities	\$ 1,185,875	\$ 1,272,851
Net Assets	\$ 900,322	\$ 844,549
Total Liabilities and Net Assets	\$ 2,086,197	\$ 2,117,400

Table 2

Financial History and Proposed 2008 Budget

	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Proposed	2009 Preliminary	2010 Preliminary
<u>Operating Revenues</u>							
Membership	372,979	424,083	437,042	428,500	518,500	544,125	617,750
Forum	407,454	491,032	493,880	443,000	493,000	513,500	529,000
PDS	232,250	274,967	390,048	251,520	252,520	294,520	214,520
Publications	24,689	114,714	156,996	121,000	121,000	138,500	138,500
Other Revenues	11,292	53,393	129,683	47,000	107,000	109,000	109,000
Grant Program	309,989	288,125	284,714	293,260	300,000	300,000	300,000
RTI Contract	1,129,498	1,144,325	1,517,966	1,890,179	1,400,000	1,400,000	1,400,000
<u>Total Revenues</u>	2,488,151	2,790,639	3,410,329	3,474,459	3,192,020	3,299,645	3,308,770
<u>Operating Expenses</u>							
RTI Contract	1,067,812	1,099,443	1,464,844	1,841,179	1,360,000	1,360,000	1,360,000
Executive Office	156,302	238,515	318,190	256,480	325,846	330,795	330,795
Governance	131,776	145,050	196,518	302,012	184,574	180,718	185,747
Forum	280,556	386,947	404,127	354,353	373,063	374,338	379,184
Publications	61,499	154,370	119,188	177,514	169,271	171,098	172,596
Membership	75,754	96,527	159,805	102,022	164,969	166,994	170,299
PDS	195,876	220,513	407,170	258,008	259,757	306,198	226,914
Grant Program	309,989	288,125	284,714	293,260	300,000	300,000	300,000
<u>Total Operating Expenses</u>	2,279,564	2,629,490	3,354,556	3,584,828	3,137,480	3,190,140	3,125,235
<u>Contribution to Net Assets</u>	208,587	161,149	55,773	(110,369)	54,540	109,505	183,235
<u>Total Net Assets at Year End</u>	683,400	844,549	900,322	789,952	844,492	953,997	1,137,232

Note: 2007 Governance expense includes projected costs for planned Executive Director transition.

Table 3**History of Membership Dues and Forum Fees**

	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Proposed	% Change
Membership Dues	\$115	\$115	\$115	\$115	\$125	9%
Registration Fee	\$290	\$290	\$290	\$300	\$300	0%

Table 4**Application of Indirect Cost Recovery to Operating Expenditures**

	2004 Actual	2005 Actual	2006 Actual	2007 Budget	2008 Proposed
Executive Office Expenses	\$266,553	350,131	\$429,809	\$366,756	\$450,846
RTI Indirect Cost Reimbursement	(\$94,768)	(96,436)	(\$99,423)	(\$99,023)	(\$112,000)
Application of Indirect Cost	(\$15,483)	(15,180)	(\$12,196)	(\$11,253)	(\$13,000)
Net Executive Office Expenses	\$156,302	238,515	\$318,190	\$256,480	325,846
Percent Offset to Expense	41%	32%	26%	30%	28%

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Association for Institutional Research, Inc.
Tallahassee, Florida

We have audited the accompanying statements of financial position of the Association for Institutional Research, Inc. (a non-profit organization) as of December 31, 2006 and 2005, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of Association for Institutional Research, Inc.'s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association for Institutional Research, Inc. as of December 31, 2006 and 2005, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated March 23, 2007 on our consideration of Association for Institutional Research, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial

To the Board of Directors
Association for Institutional Research, Inc.
Page Two

reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audits.

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying Schedules of NSF Costs and Awards, RTI Contract Expenses, and Other Expenses are presented for purposes of additional analysis and are not a required part of the basic financial statements. The accompanying Schedule of Expenditures of Federal Awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*, and is not a required part of the basic financial statements. These schedules have been subjected to the auditing procedures applied in the audits of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Carroll and Company

March 23, 2007