

Association for  
Institutional Research



# Association for Institutional Research

*Enhancing Knowledge. Expanding Networks.*

## 2007-2008 Annual Report

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Tuesday, May 27, 2008

## 2008 Annual Business Meeting

Tuesday, May 27, 2008  
Room 607, Level Six, Convention Center  
Washington State Convention Center  
Seattle, Washington

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MINUTES  
AIR Annual Business Meeting  
Tuesday, June 5, 2007  
Empire B, Hyatt Hotel  
Kansas City, Missouri

The 2007 Annual Business meeting was held on Tuesday, June 5, 2007. President Fred Lillibridge convened the meeting at 7:30 a.m., with 86 people in attendance. The minutes of the 2006 Annual Business meeting were presented. Rene Toups moved and Alice Simpkins seconded approval of the minutes as presented. The minutes were approved unanimously. Lillibridge 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 Fred Lillibridge highlighted Terry's accomplishments during his tenure. He thought it was a great year for AIR and he referred members to his Annual Report for more details.

Executive Director Terrence Russell said that AIR had another great year. The big news was the purchase of a building in Tallahassee for the Executive Office. Russell elaborated on other Executive Office changes specifically with employees taking on new assignments. He mentioned the 31 scholarships awarded and referred people to his Annual Report for more information.

Vice President Mary Ann Coughlin invited people to the afternoon reception for Terry. She then reported on the Executive Director Transition Task Force work and said they are on target with the search and have some very good candidates. She referred members to her Annual Report for more details.

Immediate Past President Sandy Johnson referred members to the 2006-07 election results page and congratulated everyone who was elected: Vice President Bill Knight, Treasurer Heather Kelly, Higher Education Data Policy Committee Chair Valerie Martin Conley, and Associate Forum Chair Jennifer Brown. She recognized the 2006 Nominating Committee for their great work and asked everyone to support the 2007 Nominating Committee: Susan

Broyles, Martin Fortner, Christine Keller, Sharron Ronco and Michael Tamada. She referred members to her Annual Report for complete 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 recognized outgoing Committee members and referred members to his Annual Report for more information.

2007 Forum Chair Mary Korfhage stated the Forum attendance hit 1, 467. She invited everyone to the baseball game tonight and thanked all who helped make the Forum a huge success. She referred members to her Annual Report for more details.

2008 Forum Chair Michelle Hall invited all members present to attend the 2008 Annual Forum in Seattle, Washington, The theme is “Adapting to New Challenges,” and the Convention Center is a great facility in a very convenient location. She referred members to her Annual Report for more details.

Incoming Higher Education Data Policy Chair Valerie Martin Conley stated that it had been a very busy year with the *AIR Alerts* and thanked her Committee for their excellent support. She referred members to the Annual Report for more details.

Membership Chair Alan Sturtz thanked his Committee for all their hard work. He reported that he has a great position because he gets to give away scholarships and awards. Sturtz 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 year. She said that the webinars and summer Institutes are full. Webber Bauer invited people to the 2008 Assessment Institute and referred them to her Annual Report for more details.

Publications Chair Gary Pike said that publications had a great year and that the *Assessment in the Disciplines* series is very successful. He referred members to his Annual Report for more details.

Treasurer Glenn James referred members to his Annual Report for complete details. He then opened the budget presentation with a discussion that AIR is financially sound and that the Forum revenue is greater than expected; two Summer Institutes sold out; and the staff salary pool was increased four percent. James continued the budget presentation noting the costs associated with the executive director transition and the search firm. He explained this is why there is the one time increase in governance. Then there was an explanation of how the Forum revenue supports several standing committees. The Executive Office Building purchase has little impact on operating cost. James mentioned the scheduled increase of \$10.00 for membership fee from \$115 to \$125 and that this is the first increase in five years. He reviewed projected operating expenses, and noted that the 2008 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 2008 proposed budget. There were none. James then made a motion to approve the 2008 budget. Michael Valiga seconded the motion. Eighty-six members were present for the budget vote. The 2008 budget was approved unanimously.

President Lillibridge thanked outgoing Higher Education Data Policy Chair Marsha Hirano-Nakanishi, Treasurer Glenn James, 2007 Forum Chair Mary Korfhage, and Immediate Past President Sandy Johnson, presenting them each with a plaque. He then asked if there were any questions, old business or other business.

There was no other business and he called for a motion to adjourn. The meeting was adjourned at 8:30 a.m.

## 2007-2008 Annual Report

The 2007-2008 Annual Report presents the highlights of the activities of AIR since our Kansas City Forum. 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 during this time period. As a preface to the Annual Report, the Mission, Vision, Values and Core Objectives Statement, of our association are included. This document is referred to and used by the Board for all of its strategic planning activities.

### 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.

#### ***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 – Mary Ann Coughlin**

### **I. Overview of Responsibilities**

This report highlights my activities over the past year while serving as the President. The AIR President serves as the leader of the AIR Board of Directors Executive Committee, working with the Vice-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 President serves as a member of the Audit Committee that reviews the annual audit report and works with the Executive Director to ensure compliance with any findings requiring action. Of course, the AIR President is responsible for facilitating all Board of Directors meetings.

This year brought additional responsibilities to the AIR President as we successfully completed a search for a new AIR Executive Director and have also successfully completed the transition between our outgoing Executive Director, Terry Russell and our new Executive Director, Randy Swing. As part of my leadership, I had the privilege of chairing the Executive Director Search Committee. I would like to thank the members of the committee for their excellent work. The committee consisted of Susan Broyles, Norman Gravelle, William Knight, Fred Lillibridge, Laura Saunders, Fred Volkwein, and Meihua Zhai. In addition, I would like to thank the 2007-2008 Board of Directors for their support. All of these individuals, worked to create a process that would insure the successful transition for our new executive director.

### **II. Summary and Highlights of Activities**

It is with great pleasure that I report as the major highlight of my activities as the 2007-2008 President of AIR, the appointment of Randy Swing as the new AIR Executive Director. Randy was the unanimous choice of both the Search Committee and the Board of Directors and brings to us an impressive list of credentials and extensive experience in higher education. I know that we expect wonderful things from Randy during his tenure. In addition, I am pleased to present a list of other highlights from this past year.

- Represented AIR and presented a paper with colleagues Joseph Hoey, and Marsha Hirano-Nakanshi at the International Conference on Education Research in Seoul Korea in October of 2007.
- Represented AIR at Northeast Association for Institutional (NEAIR) meeting in New Brunswick, NJ in November of 2007.
- Continuing to serve as a faculty member at the AIR / CIC Data and Decisions Workshop in Long Beach, CA in October of 2007 and as faculty member at the Foundations I Institute at DePaul University in Chicago in July of 2007.
- Carrying out a series of three AIR/SPSS webinars on structural equation modeling along with AIR Vice-President William Knight.
- Continuing to serve as leader in the redesign of the IPEDS curriculum.

### **III. Goals for the Upcoming Year**

I have two goals for the year:

1. Successfully lead the nomination committee;
2. Continue to support the Board and its various committees to enhance the growth of our Association and the professional development of our members.

## **Executive Director – Randy Swing**

### **I. Overview of Responsibilities**

This report covers the period of December, 2007 – May, 2008 and is my first report as the new Executive Director of the Association for Institutional Research. Dr. Terry Russell shared leadership for the Association during the month of December, 2007.

The most remarkable aspect of this time period is the transition from one Executive Director to another. I wish to thank Dr. Terry Russell for his assistance in the transition period. The leadership team members at AIR – Norm Gravelle, Kim Halfhill, and Gail Fishman – were extremely important in managing AIR during this critical period, as were all the AIR staff members.

The most significant change during the period was in the management of the RTI/NCES contracted services. New leadership at NCES, combined with an increasing scope of work, called for reconsidering the management processes used to oversee the IPEDS training and grant services. The change of two staff members allowed for a major reconsideration of the work load and management processes associated with AIR's contracted services to RTI.

### **Executive Office Staff**

Terrence Russell, Executive Director, through December 31, 2007 date

Randy Swing, Executive Director as of December 1, 2007 date



Donna Carlsen, Membership Coordinator

Matt Demarco, Web Development and Information Technologies Coordinator

Gail Fishman, Associate Director

Norman Gravelle, Director for Administration

Lisa Gober, Manager of Accounts Receivables and Membership Information

Kimberly Halfhill, Associate Director

Kelly Myer, Meeting Management Intern

Cathy Sexton, Executive Office Manager

Bethany Sumrow, Project Manager

Mikki Thompson, Meeting Manager

Missy Wiggins, Support Coordinator

## **II. Summary and Highlights of Activities**

Conversations with the Lumina Foundation for Education appear promising for AIR to undertake a significant line of work with 2-year institutions funded by the first private foundation grant in AIR's history. At the time of writing this report, the outcome of those conversations is not yet known.

Additionally, AIR is in conversation with the United Negro College Fund (UNCF) about a partnership in a needs assessment of the 30 UNCF institutions.

AIR continued to administer the important grants and services begun under Dr. Terry Russell. Specifically, those programs include grants for dissertations and research, graduate study support, Webinars and tutorials for IPEDS data collections and use, a post doctorate fellowship, and the Summer Data Policy Institute.

### **Major Educational/Contract Initiatives:**

- Attended the AACC Data and Decisions Institute (December, 2007)
- Attended IPEDS Winter meeting (January, 2008)
- Conducted the Review Panel for Dissertations and Research Grants (February, 2008)
- Conducted Data Policy Institute On-line Review Panel (March, 2008)
- Conducted Graduate Fellowship Review Panel (April, 2008)
- Recruited and Selected four Postdoctoral Fellows (January - May, 2008)

### **AIR Governance:**

- Hosted the Teller's Committee to confirm the 2008 election results (December, 2007)
- Attended AIR Board of Directors Meeting (February, 2008)
- Initiated Forum planning for 2009 with visit by Jennifer Brown to AIR (March, 2008)

- Other Association Initiatives:
- Formalized co-sponsorship of engineering assessment publication with American Society for Engineering Education (ASEE)
- Met with AACRAO, ACE, AASCU, ACCU, NSF, and NCES with Terry Russell (January, 2008)
- Hosted two teams of Japanese educators visits to AIR
- Represented AIR at the NPEC meeting (April, 2008)
- Completion of 2007 Annual Audit

#### **AIR Management:**

- Planned and conducted staff retreat (January, 2008)
- Hired three new staff members (Mikki Thompson, Bethany Sumrow, and Missy Wiggins)
- Initiated conversations with the Lumina Foundation for Education and the University of Florida C2IR Project (March, 2008)
- Initiated conversations with the United Negro College Fund for HBCU D&D, jointly funded by Mellon (May, 2008)

#### **Other Scholarly and Community Service Activities:**

- Served on Doctoral Committee for Susan McCracken, Appalachian State University (April, 2008)
- Member Editorial Board, Journal of Innovative Higher Education (reviewed two manuscripts)
- Member Editorial Board, Journal of General Education
- Member Editorial Board, Journal on Excellence in College Teaching (reviewed one manuscript)
- Keynote Presenter, Quality Assurance Agency of Scotland (March, 2008)
- Conducted workshop on assessment, First-Year Experience Conference (February, 2008)
- Keynote Assessment Institute (April, 2008)
- Presentation on AIR Training, SHEEO Conference (April, 2008)
- Keynote Presenter, Connecticut State University Assessment Conference (April, 2008)

## **Vice President – William Knight**

### **I. Overview of Responsibilities**

This report highlights my activities during the 2007-2008 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 also serves as Liaison to the Ethics Committee.

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 governance issues.

### **II. Summary and Highlights of Activities**

- Serving as a member of the AIR Executive Director Search Committee.
- Representing AIR at the Northeast Association for Institutional (NEAIR) meeting in New Brunswick, NJ in November 2007.
- Representing AIR at the Ohio Association for Institutional Research and Planning fall 2007 (Columbus, Ohio) and spring 2008 (Wilmington, Ohio) conferences.
- Publishing an issue of the AIR Professional File and a chapter in the Using Mixed Methods in Institutional Research AIR monograph.
- Carrying out a series of three AIR/SPSS webinars on structural equation modeling along with AIR President Mary Ann Coughlin.
- Moderating the Presidential Symposium and a panel and co-authoring a scholarly paper presentation at the 2008 Forum.

### **III. Goal for the Upcoming Year**

1. 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 – Fred Lillibridge**

### **I. Overview of Responsibilities**

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.

It was my pleasure to work with the Nominating Committee. Membership included:

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.

### **II. Summary and Highlights of Activities**

- Chaired Nominating Committee. 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, Associate PDS Chair, Secretary / External Relations Committee Chair) as well as 10 candidates for the five Nominating Committee positions. The Board of Directors presented the following slate of candidates to the membership.

Vice President: Glenn W. James and Robert K. Toutkoushian

Associate Professional Development Service Chair: Michelle S. Appel and J. Joseph Hoey

Secretary and External Relations Committee Chair: Daina P. Henry and Dawit Teklu

Associate Forum Chair (2010 Forum Chair): Lin Chang, Julia W. Carpenter-Hubin, and Joseph A. Rives

2008 Nominating Committee: Vic Borden, Hong Gao, Lisa Castellino, Ruben B. Garcia, Mary Harrington, Patricia M. James, Sharon Kristovich, Cathy J. Lebo, Jacquelyn Stirn, and Sutee Sujitparapitaya

The membership voted and the following individuals were elected.

Vice President - Robert K. Toutkoushian, Associate Professor, Indiana University

Secretary and External Relations Committee Chair - Daina P. Henry, Associate Director Institutional Research, College of William and Mary

2009 Associate Forum Chair - Julia W. Carpenter-Hubin, Director, Institutional Research & Planning, The Ohio State University

Associate Professional Development Services Committee Chair - J. Joseph Hoey, IV, Vice President for Institutional Effectiveness, Savannah College of Art and Design

The following AIR members were elected to the 2008 Nominating Committee for a one-year term:

Victor M. H. Borden, Associate Vice President, University Planning, Institutional Research, and Accountability, Indiana University;

Mary Harrington, Director of Institutional Research and Assessment, University of Mississippi;

Sutee Sujitparapitaya, Associate Vice President, Institutional Research, San Jose State University;

Hong Gao, Director of Institutional Research and Assessment, Loras College ; and

Cathy J. Lebo, Assistant Provost for Institutional Research, Johns Hopkins University, Baltimore.

These individuals will take office at the end of the Annual Business Meeting, Tuesday May 27, 2008.

- Served on Executive Director Search Committee that resulted in the Randy Swing becoming the AIR Executive Director in January 2008.
- Attended the annual meeting of the European Association for Institutional Research in Innsbruck, Austria in August 2007.
- Attended the annual meeting of the New Mexico Associate for Institutional Research and Planning in Albuquerque in February 2008.

- Chaired the AIR50 planning activities as AIR prepares to celebrate the 50th institutional research forum in Chicago in 2010.

### **III. Goal for the Upcoming Year**

1. Support AIR50 project as appropriate

# Certification of Election Results

Association for Institutional Research 1435 E. Piedmont Dr., Suite 211 Tallahassee, FL 32308 ph (850) 385-4155 fx (850) 385-5180

## CERTIFICATION OF ELECTION RESULTS

December 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 2007-2008 ( for officers whose terms commence May 27, 2008).

**for Vice President (1)**

410 Dr. Glenn W. James  
4910 Dr Robert K. Toutkoushian  
8 No Vote  
1 Other

Elected: Dr. Robert K. Toutkoushian

**for Secretary/External Relations Committee Chair (1)**

542 Dr. Daina P. Henry  
3104 Dr. Dawit Teklu  
9 No Vote  
1 Other

Elected: Dr. Daina P. Henry

**for Associate Forum Chair (1)**

389 Ms. Julia W. Carpenter-Habin  
245 Dr. Lin Chang  
295 Dr. Joseph A. Rives  
6 No Vote  
0 Other

Elected: Ms. Julia W. Carpenter-Habin

**for Professional Development Services Committee Chair (1)**

404 Ms. Michelle S. Appel  
5716 Dr. J. Joseph Hoey, IV  
0 No Vote  
0 Other

Elected: Dr. J. Joseph Hoey, IV

**for Nominating Committee Member (5)**

1007 Dr. Victor M. H. Borden  
354 Ms. Lisa Castellino  
424 Dr. Hong Gao  
3576 Mr. Ruben B. Garcia  
493 Ms. Mary Harrington  
384 Ms. Patricia M. James  
317 Dr. Sharon A. R. Kristovich  
420 Dr. Cathy J. Lebo  
344 Ms. Jacquelyn Stim  
432 Dr. Sutee Sujitparapitaya  
0 No Vote  
8 Other

Elected:

- (1) Dr. Victor M. H. Borden
- (2) Mary Harrington
- (3) Dr. Sutee Sujitparapitaya
- (4) Dr. Hong Gao
- (5) Dr. Cathy J. Lebo

Online Ballots:	<u>3,460</u>
Ballots mailed:	<u>15</u>
Ballots counted:	<u>992</u>
Ballots invalid:	<u>34</u>

Donna C. Smith  
 Ms. Donna C. Smith, Chair

Kirk E. Gavin  
 Dr. Kirk E. Gavin, member

Crissie M. Grove  
 Crissie M. Grove, member

[Signature]  
 Dr. Shouping Hu, member

Michelle [Signature]  
 Dr. Uche O. Ohia, member

## **Secretary and External Relations Committee Chair – Timothy K.C. Chow**

### **I. Overview of Responsibilities**

#### **A. Secretary**

The Secretary is responsible for minutes of all meetings and maintaining the Association's official records.

- Recorded minutes of all meetings
- Participated in the AIR Board of Director's Executive Committee meetings as requested

#### **B. External Relations Committee Chair**

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 Membership**

The External Relations Committee would like to recognize the following outgoing Committee members, Marcia Jean Macklin Belcheir and Ross Griffith for their dedicated service to our committee and our Association. Continuing members include Shu-Ling Chen (2010), Cherry Danielson (2010), Jeff Donnelly (2010), Martin Fortner (2010), Kent Grumbles (2009), Georgia Gudykunst (2010), Hal Hartley (2009), Pat Harvey (2010), Daina Henry (2009) and Andreea



Serban (2009). New members, whose terms begin after the 2008 AIR Annual Business Meeting, will be appointed and their names will be published in the 2008 Annual Report.

## II. Summary and Highlights of Activities

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

- In conjunction with the Professional Development Services (PDS) Committee, we reviewed proposals for the **2006-07 Pre-Forum Workshop grant program** and offered eight representatives, chosen by participating AIR Affiliated Groups (CIRPA, IACCAIR, INAIR, MI/AIR, PNAIRP, SAAIR, TAIR, and VAMAP,) professional development opportunities with workshop fee waivers. The Pre-Forum Workshop grant program is a method of outreaching and broadening professional development opportunities for members of AIR's Affiliated Groups as a benefit to our affiliates.
- The **2006-07 Travel and Program Support (TAPS) grant**, coordinated by our Committee, went to Dr. Raj Sharma (then Hon Secretary) of the South East Asia Association for Institutional Research (SEAAIR). Raj is the Editor of the Journal of Institutional Research (South East Asia – JIRSEA) and a founding member of SEAAIR. Raj received a \$1,000 travel support grant to attend the Kansas City Forum and a one-year membership with AIR. In addition to serving on the panel of the Presidential Symposium to share the Australian perspective on "Global Competition in the Higher Education Enterprise: Roles for IR," Raj co-presented an invited paper, hosted a Special Interest Group meeting for SEAAIR, and attended other special events at the Forum. Furthermore, the SEAAIR received a \$500 program support grant to help defray the cost of printing its inaugurated hard copy publication titled, "The Institutional Researchers' Perspectives on the Entrepreneurial University of the 21<sup>st</sup> Century: Some Insights from the Asia Pacific Region." An electronic version of this publication will also be accessible by the AIR membership soon. The TAPS grant program is designed to foster partnerships and boost professional development activities in institutional research offered by AIR International Affiliated Groups. Raj reflected on his experience attending the 2007 Kansas City Forum and receiving the program support funding through our Association on behalf of SEAAIR:

*"The 2007 AIR TAPS Grant provided an opportunity for me to attend the AIR Forum in Kansas City. I also took the opportunity to present a conference paper at the Forum, chaired the SEAAIR SIG, met with AIR officials and other colleagues to discuss possible future collaboration between AIR and the "baby" of the international IR organisations (SEAAIR) and learned a lot from other interactions with conference delegates. Without the AIR TAPS Grant, none of this would have been possible. I thank and congratulate AIR on the offering of this grant in the spirit of internationalisation of the IR cause.*

*Furthermore, AIR made a Program Support Grant to SEAAIR so that the latter could develop its first book. Clearly without this AIR grant this initiative would have been*

*impossible to implement. SEAAIR is a relatively new organisation covering many of the developing countries in South East Asia. Therefore such initiative funding is critical to its development. The SEAAIR Executive Committee is hence very grateful for the grant and wishes to thank AIR for making it. I believe that an electronic copy of the book will be made available to AIR by our former President, Prof Zoraini Abas and in this way the AIR members will also benefit from the book by gaining electronic access to the publication.”*

- 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 18 groups submitted their Best Paper/Presentation sessions for the 2007 Forum:

AIR in the Upper Midwest (AIRUM)	Alabama AIR (ALAIR)
Australasian AIR (AAIR)	California AIR (CAIR)
Consortium for Student Retention Data Exchange (CSRDE)	Florida AIR (FAIR)
Illinois AIR (IAIR)	Indiana AIR (INAIR)
Maryland AIR (MdAIR)	Michigan AIR (MI/AIR)
Mid America AIR (MidAIR)	Overseas Chinese AIR (OCAIR)
Rocky Mountain AIR (RMAIR)	Southern AIR/AIR (SAIR/AIR)
Southern African AIR (SAAIR)	Tennessee AIR (TennAIR)
Virginia Assoc. for Management Analysis and Planning (VAMAP)	Texas AIR (TAIR)

- 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. There were about 50 delegates and AIR representatives attended this event at the 2007 Forum.
- The ***International Gathering*** offers an opportunity for Forum attendees from all nations to meet with the External Relations Committee and colleagues from other nations. There were over 100 forum attendees and guests attended this event at the 2007 Forum.
- The purpose of the ***AIR Exhibit or Travel Display*** is to promote AIR and its products and services. The exhibit was shipped to 10 events/meetings hosted by our Affiliated Groups across the nation in 2007.
- AIR offers ***IPEDS/PAS/DFR/ExPT/DCT Support*** for AIR Affiliated Groups to hold three-hour, or longer, hands-on workshops. The following 18 Affiliated Groups received this service provided by AIR in 2007:

Alabama AIR (ALAIR)	California AIR (CAIR)
Consortium for Student Retention Data Exchange (CSRDE)	Colorado AIR (CAPIR)
Georgia IRPAQ (GAIRPAQ)	Indiana AIR (INAIR)
Kentucky AIR (KAIR)	Maryland AIR (MdAIR)
Michigan AIR (MI/AIR)	Mid America AIR (MidAIR)
North East AIR (NEAIR)	North Carolina AIR (NCAIR)
Ohio AIRP (OAIRP)	Pacific Northwest AIR (PNAIRP)
Rocky Mountain AIR (RMAIR)	South Carolina AIR (SCAIR)
Southern AIR (SAIR)	Texas AIR (TAIR)

- Other ***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 have shared input with the AIR Board of Directors to explore other opportunities in line with the goals of the Committee to maintain support to Affiliated Groups in the years to come. The President has appointed two ad-hoc advisory committees to review the relevant issues on building IR capacity by focusing on assisting community members who are new to the field and on establishing a new IR office. These committees will share their recommendations to the President on effective ways to capacity building in IR.

- In addition, our Committee is sub-divided into two Sub-Committees with one lead by Cherry Danielson with Marcia Jean Macklin Belcheir, Georgia Gudykunst, Hal Hartley, Pat Harvey and Ross Griffith reviews portions of the AIR web sites related to our Committee and the AG Newsletter and offers recommendations to the Chair, Gail Fishman and other AIR Staff on improving communication with our primary constituents (AGs, SIGs, Higher Education Groups, and various agencies.)
- Kent Grumbles lead another Sub-Committee with Shu-Ling Chen, Jeff Donnelly, Martin Fortner, Daina Henry, and Andreea Serban to explore opportunities to serve our Association and our primary constituents and offers recommendations to the Chair on new service ideas.

#### **IV. Goals for the Upcoming Year**

Our Committee will be discussing the following revised goals for 2007 and beyond and any available progress information at the Seattle Forum:

1. Engaging the Committee members in committee responsibilities and activities toward the service of the Association.
2. Continuing to find ways to enhance and utilize the website of the External Relations Committee to communicate more effectively concerning our services and programs.
3. Developing a pilot version of the problem-solving competition to replace the BIRC Grant.

### **Forum Chair – Michelle Hall**

#### **I. Overview of Responsibilities**

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 2008 Forum is scheduled for May 24-28 in Seattle, WA.

#### **II. Committee Membership**

The following members of the Forum Committee have worked extremely hard over the past two years to make the 48<sup>th</sup> Annual Forum the best yet:

Jennifer Brown

Michelle Appel

Jim Eck

Mary Beth Worley

Mary Harrington

Mitch Nesler

Paula Krist

Joe Rives

Jerry Finch

Vinay Ramachandra

Lorne Kuffel

### **III. Summary and Highlights of Activities**

- Worked with AIR staff to develop the Call for Proposals and Exhibitor Prospectus.
- Along with committee chairs, reviewed and determined the status of a record 526 proposals. Kept the committee chairs updated and sought their input throughout the various rounds of review.
- Work with 50<sup>th</sup> Anniversary Committee to ensure all their requested sessions were incorporated in the Forum.
- Worked with Associate Forum Chair and AIR Staff to slot all the accepted proposals.
- Traveled to Seattle, WA in October to meet with Associate Forum Chair, Local Arrangements Chair, and AIR Assistant Director for Professional Development and Meeting Management to review hotel and conference center facilities, local arrangements, program development, and other Forum details.
- Selected Sunday night plenary speaker, Dr. Judith Eaton.
- Worked with AIR staff to develop promotional materials and review Forum Program multiple times.

### **Associate Forum Chair – Jennifer Brown**

#### **I. Overview of Responsibilities**

The major responsibilities of the Associate Forum Chair are the preparation of a forum theme, programmatic objectives and a budget for the Forum they will chair, for approval by the Board of Directors. In addition, the Associate Forum Chair proposes Associate Track Chairs for the approval of the Board of Directors works with the Forum Chair at their direction. The Associate Forum Chair assists the Forum Chair with the activities of the Forum and begins planning the subsequent Forum.

#### **II. Summary and Highlights of Activities**

This year has been a great opportunity to learn the ropes from Michelle Hall, Forum Chair for Seattle, and to participate as a member of the Board of Directors during this important time of transition within the Association with our new Executive Director, Randy Swing. Working with the AIR staff has been a particular pleasure and I look forward to more of that in the coming year.

Some of the highlights of the year included:

- Assisted Forum Chair Michelle Hall with the Seattle Forum, including a site visit to Seattle to review facilities and plan the Forum in more detail, reviewing proposals and participating in the exciting task of slotting sessions.

- Made the following appointments to the 2009 Atlanta Forum Committee: Dr. Diane O. Cuneo, Dr. James F. Trainer, Dr. Cherry Danielson, Mr. George F. González, Jr, Mr. James Ssemakula, Dr. Timothy A. Walsh, and Mr. James Castiola. In addition, Dr. Lance Kennedy-Phillips, Dr. Sharron L. Ronco and Dr. Rick Kroc will serve on the Forum Committee as liaisons with the Publications and Professional Development Committees. Ms. Qing Lin Mack will Chair the Evaluation Committee and Ms. Julia W. Carpenter-Hubin will serve as Associate Chair. Mrs. Sandra Bramblett has graciously agreed to serve as Local Arrangements Chair. This great team will be working hard to make the 2009 Forum an outstanding professional development opportunity.
- Spent two days in the AIR Office with AIR Executive Director and staff reviewing every aspect of the Forum organization and implementation, developing some new ideas for implementation in Atlanta.
- Developed 2009 Atlanta Forum theme, World Class Institutional Research, and developed the program statement and with the AIR staff, developed Forum logo.

### **III. Goals for the Upcoming Year**

1. Work with Track Chairs and AIR staff to develop a new format for the request for proposals aimed at increasing collaboration between institutions and across continents
2. Work with Track Chairs to review proposals and to create effective, high quality opportunities for members to gain new knowledge, skills and techniques
3. Work with Committee representatives to coordinate ‘value added’ opportunities for the Association and our members that will make Forum activities available to those who may not be able to attend
4. Continue to develop Forum evaluation tools to assess our successes and areas for potential change
5. Create a great 2009 Association Forum in the great city of Atlanta with the talented Forum Team and AIR staff.

## **Higher Education Data Policy Committee – Valerie Martin Conley**

### **I. Overview of Responsibilities**

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 education 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,
- 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.

## **II. Committee Membership**

Valerie Martin Conley (Chair: 2010)

Associate Professor of Higher Education and Director, Center for Higher Education  
Ohio University

Kelli Armstrong (2010)

Associate Vice President for Institutional Research, Planning and Assessment  
Boston College

Susan G. Broyles (2009)

Retired

Jason Patrick Casey (2011)

Director of Research Higher Education Data Sharing Consortium

Melodie Christal (2008)

Director of Institutional Research  
Washburn University

Corby A. Coperthwaite (2010)

Director of Planning, Research and Assessment  
Connecticut Community Colleges

Serge B. Herzog (2009)

Director of Institutional Analysis  
University of Nevada, Reno

Christine M. Keller (2010)

Assistant Director  
University of Kansas

Marsha Kelman (2008)

Assistant Vice Chancellor  
University of Texas System

Cathy Lebo (2010)

Assistant Provost for Institutional Research

Johns Hopkins

Hans L'Orange (2008)

Director of Data and Information Management  
State Higher Education Executive Office

Sue Ellen Michalek (2008)

Senior Institutional Planner  
University of Wisconsin System

Patrick C. Perry (2009)

Vice Chancellor of Technology, Research and Information Services  
California Community Colleges

Kent Phillippe (2008)

Senior Research Associate  
American Association of Community Colleges

Laura Schartman (2008)

Director  
Oakland University

Bruce Szelest (2010)

Assistant Vice President Institutional Research, Planning, and Effectiveness  
SUNY Albany

Michael K. Tamada (2008)

Director of Institutional Research  
Occidental College

### III. Summary and Highlights of Activities

- **AIR Alerts:** Carol Fuller continued to play an important role in the AIR Alerts Series, serving as the primary author and editor during the 2007 calendar year. Several HEDPC members also contributed substantially to the development of the Alerts published in 2007 including: Peggye Cohen, Cathy Lebo, Marsha Hirano-Nakanishi, and Mary Sapp. Other members reviewed Alerts for: (1) any other implications for institutions; (2) adequate balance of viewpoints; (3) completeness and comprehensiveness; and (4) clarity. Three Alerts were published:
  - a. Alert #14, Update #3 – Final U.S. Department of Education Guidance on Collecting, Maintaining and Reporting Data on Race and Ethnicity
  - b. Alert #35, Update #1 – Comments Requested for Proposed IPEDS Changes



c. Alert #35, – Comments Requested for Proposed IPEDS Changes

- **Consumer Information** NCES redesigned the IPEDS COOL Web site (now called College Navigator) in 2007. College Navigator is designed to help users find colleges based on location, programs, tuition, availability of distance learning opportunities, evening courses, etc. The new version allows users to save information and compare up to four colleges. HEDPC continues to monitor the use and availability of data and information through tools such as the College Navigator in order to identify important issues related to the collection or use of higher education data.
- **IPEDS Technical Review Panels (TRP)** During calendar year 2007, one Technical Review Panel (TRP) was held: Expanding and Improving IPEDS Finance Data. The meeting was held on September 24, 2007. AIR and AIR-HEDPC members participated in the meeting and suggested changes in order to improve comparability across versions and increase the utility of the data collected. HEDPC continues to monitor issues related to the collection or use of higher education data, particularly through the IPEDS surveys.
- **Race and Ethnicity Reporting** AIR-HEDPC members provided input on how to implement new race/ethnicity standards for IPEDS reporting. A plan for a series of Alerts was developed to provide institutions with an overview on planning to implement changes, on the collection of racial and ethnic data, on storing and maintaining racial and ethnic data, and on racial and ethnic data reporting for IPEDS and other uses. HEDPC continues to provide leadership on “A Total AIR Response” to responding to these changes.
- **Reauthorization of the Higher Education Act (HEA)** Although reauthorization of the Higher Education Act is still pending, the College Cost Reduction and Access Act of 2007, was signed in 2007 increasing funding for Federal Pell Grants. HEDPC continues to monitor the legislative process, paying particular attention to data issues. New loan regulations addressing issues such as preferred lender lists and prohibited inducements were also released to increase transparency and protect borrower choice in the federal financial aid program (<http://www.ed.gov/pressreleases/2007/11/11012007.htm>).
- **U.S. News Advisory Committee and Common Data Set (CDS)** The US NEWS & World Report advisory group advises Bob Morse and Sam Flanigan regarding changes to the US News data collection. Members also keep the IR community informed about changes to the surveys and publications. The AIR-HEDPC liaison is Bruce Szelest. 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 also has representation on the Board (Cathy Lebo).

Since 2003 HEDPC has sponsored dialogue 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 on the template. At the 2007 Forum a working meeting was held on the afternoon following the HEDPC and US News Advisory Committee meeting. It was decided that attention should be paid to identifying definitional issues (Laura Schartman).

- **Voluntary System of Accountability (VSA)** In 2006, 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 2007, the U.S. Department of Education awarded The Postsecondary Achievement and Institutional Performance Pilot Program grant through the Fund for the Improvement of Postsecondary Education (FIPSE) to provide reliable and valid measures for assessing student learning at the postsecondary level.

#### **IV. Goals for the Upcoming Year**

1. In the upcoming year, HEDPC will be engaged in activities contributing to "A Total AIR Response" in responding to these changes. The "Final Guidance on Maintaining, Collecting, and Reporting Racial and Ethnic Data to the U.S. Department of Education" was released in the Federal Register on October 19, 2007. A summary of the "Proposed Changes to IPEDS Forms 2008–09 — 2010–11" was posted on the "What's New in IPEDS" Web site.
2. Focus on strategies of communication that inform members on myriad issues related to the collection or use of higher education data and coordination of efforts across AIR governance structures, associations, and other interested parties.

### **Membership Committee - Alan J. Sturtz**

#### **I. Overview of Responsibilities**

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; to select recipients of the Julia Duckwall Memorial Scholarship to attend AIR Institutes; to participate in the review and selection of NCES Postdoctoral Fellowships, Research Grant Awards and Graduate Fellowships; and to screen/recommend

nominees for the John E. Stecklein Distinguished Membership Award and the AIR Outstanding Service Award.

## **II. Committee Membership**

Alan Sturtz (2006-2009) is Membership Committee Chair. Joining the Committee for 2007-2010 are George Gonzalez, San Jacinto College District, Peter Liu, University of Miami, Lisa O'Leary, Massachusetts Institute of Technology, and Cornelia Wills, Middle Tennessee State University. The first graduate student member of the committee, Alexander Yin from the Pennsylvania State University, will also be serving until 2010. Continuing through 2009 are Catherine Alvord, Cornell University and Candace Bennett, Clark College (WA) and Karma El-Hassan, American University in Beirut. 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.

Leaving the Committee after the 2007 Forum were Donald Quirk and Jacki Stirn. 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.

## **III. Summary and Highlights of Activities**

**Membership Count:** Total AIR Membership on June 30, 2007, was 4,085, a decrease of 30 members from the June 30, 2006, 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 over the five-year period. Refer to Membership Count Table for details.

**MEMBERSHIP COUNT AS OF June 30, 2007**  
**MEMBERSHIP COUNT BY TYPE --- 2001-2002 TO 2006-2007**

<b><u>Membership Types</u></b>	<b><u>2001-2002</u></b>	<b><u>2002-2003</u></b>	<b><u>2003-2004</u></b>	<b><u>2004-2005</u></b>	<b><u>2005-2006</u></b>	<b><u>2006-2007</u></b>
	Distinguished	15	16	15	14	18
Emeritus	100	107	103	103	103	110
Individual/Full	2,589	2,578	2,782	3,147	3,318	3,288
New	649	578	621	813	676	586
Renewed	1,940	2,000	2,161	2,334	2,642	2,702
Individual/Graduate	164	230	287	372	378	287
New	102	140	144	178	161	106
Renewed	62	90	143	194	217	181
Organizational Reps	295	264	233	238	298	382
New	81	54	39	51	83	86
Renewed	214	210	194	187	215	296
Total Persons	3,163	3,195	3,420	3874	4115	4085
%Change from previous year	2.1%	1.0%	7.0%	13.3%	6.2%	-0.7%
Change from previous year	66	32	225	454	241	-30
Nonrenewals (from previous year)	595	714	569	537	725	984
% Nonrenewals	19.2%	22.6%	17.8%	15.7%	18.7%	23.9%
Organizational** Members (Institutions/Agencies)	172	157	151	150	184	229

M:\ANNRPT\2008 Annual Report\2006-07 Membership Count as of June 30 2007

- **Newcomers:** Under the leadership of Lorne Kuffel, the Membership Committee coordinated the newcomers' activities with the Forum Committee for the Kansas City Forum. Lorne will continue to coordinate activities for the 2008 Forum in Seattle. In an effort to expand participation, Committee members for the 2007 Forum did not come from the Membership Committee. A serendipitous scheduling error had the Newcomers Social and the Mentor/Mentee meeting convening at the same time. The feedback was so positive that this event will be formally scheduled for the Seattle Forum. A list of 2007 and 2008 Newcomers Committee members can be found in the respective Forum programs. For 2008, the Committee has added a Brown-bag Lunch to the schedule.
- **Graduate Student Initiative:** The first Graduate Student breakfast occurred at the Kansas City Forum and was attended by about two dozen students. This event is scheduled for the 2008 forum.
- **Mentor/Mentee Pairings:** Under the leadership of Cathy Alvord, Candy Bennett and Jacki Stirn (at the forum) the Mentor Committee conducted a successful program, including a meeting that serendipitously coincided with the Newcomers reception. One hundred individuals requested a mentor for the AIR Forum; 96 AIR members volunteered to be a mentor. Of those requesting a mentor: 65 were first AIR Forum and/or new to the IR field; 29 attended 2-5 AIR Forums; 6 requested a veteran AIR member due to career/responsibility changes. Thirty-four states and six countries [Canada, Hong Kong, Ireland, Japan, Latvia, Lebanon] were represented.
- **Emeritus Members:** Since the 2007 forum, the following members were granted Emeritus status: Susan Broyles, Margaret (Peggye) Cohen, Elbert Gentry, Donald Reichard, Jack Rossman, Terry Russell, Raj Sharma, and Alan Sturtz. There are now 118 emeritus members.
- **Membership Awards:** At the 2007 Forum in Kansas City, John Muffo received the John E. Stecklein Distinguished Membership Award and Meihua Zhai received the Outstanding Service Award. An Outstanding Service Award was posthumously awarded to William Fendley.
- **Research and Graduate Study Fellowships:** AIR, as part of its contract with NCES to improve the quality of institutional research in US postsecondary education systems supports fellowships for research using national databases and graduate study advancing or leading to careers in institutional research.
  - A total of 7 research fellowships and 6 dissertation fellowships were awarded to conduct research on postsecondary education using the IES-NCES and NSF national databases. Among the dissertation finalists, the 2007 Cameron Fincher Award was awarded to Alan Medwick and the 2007 Charles I. Brown Outstanding Dissertation Award went to Ryan Wills.
  - A total of 65 Fellowships were awarded to attend the national summer Data Policy Institute.

- A total of 31 Fellowships were awarded for full and part-time graduate study.
- In cooperation with the National Resource Center for the First Year Experience and Students in Transition 5 fellowships were awarded to support attendance at the First Year Assessment Institutes.
- **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 2007, the fifth annual scholarships were granted to Michele Frederick, Spoon River College, and Vicki Radtke, Leech Lake Tribal College (Foundations I Institute) and Kristin Moser, University of Northern Iowa, and Joseph Bauman, Harper College (Foundations II Institute). Up to six scholarships will be awarded in 2008.

#### **IV. Goals for the Upcoming Year**

1. 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.
2. Continue to develop a successful marketing campaign to aid in promoting the benefits of AIR membership and ensure that all members have the opportunity to take full advantage of the benefits of membership
3. Work with the AIR staff to serve the needs of graduate student members of the Association through programming, workshops, communications, and networking, etc.
4. Work with other AIR standing committees to develop, administer, and analyze membership surveys to help inform decision making and programming.
5. 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 L. Webber**

### **I. Overview of Responsibilities**

The Professional Development Services 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 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.

### **II. Committee Membership**

### **III. Summary and Highlights of Activities**

The following contain the highlights of activities sponsored through the PDS committee in the 2007-08 year.

- **Pre-Forum Workshops** – At the 2007 Forum in Kansas City, the PDS Committee offered six full-day workshops and 22 half-day workshops to 745 paid registrants. All workshops here held at the Forum hotels. The budget figures for the 2007 Pre-Forum Workshops indicate that expenditures of \$66,830.88 exceeded revenues of \$66,465.00. Onsite software installation complications resulted in AV labor charges that far exceeded the budgeted amount. In order to prevent this from happening in the future, AIR has reached an agreement with the AV supplier that all software will be pre-loaded before the computers arrive onsite. Five representatives from regional associations took part in the Pre-Forum Workshop Grant at the 2007 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.
- **Foundations I Institute** – The Foundations I Institute was held July 9-13, 2007 at DePaul University in Chicago. Co-directors were Catherine Watt and Lance Kennedy-Phillips. A total of 95 participants completed the institute, including five international students from Egypt, France, Belize, Canada, and Qatar. Participants continue to report positive ratings of the curriculum, instruction, and the facilities. The 2007 Foundations I Institute reported revenues of \$124,408.36, expenditures of \$98,768.51. Nearly 50 individuals were waitlisted to attend this Institute.
- **Foundations II Institute** – The second Foundations II Institutes was held in Philadelphia at Temple University Center City July 30 – August 3, 2007. Debbie Dailey and Jan O’Brien served as co-directors. 85 participants attended, including eight international participants from Canada and Qatar. Ratings for this institute were very high, as was the

satisfaction with the use of Blackboard as the medium for distribution of course materials. The 2008 Foundations II Institute reported revenues of \$145,310.00, expenditures of \$112,984.64.

- **Assessment Institute** – The inaugural Assessment Institute was held March 30-April 4, 2008 in Atlanta, Georgia. Attended by 99 participants, it substantially exceeded our expectations in terms of those interested in enrolling and overall success of the module offerings. Because it was just completed about a month ago, final budget figures nor the complete evaluation report are yet available, but will be used to refine the Institute next year.
- **CIC/AIR Data and Decisions Workshop** – The CIC/AIR Data and Decisions Workshop was held October 4-6 in Longbeach, CA. With the support of NCES, this workshop focuses on the use of data for strategic decision making. 26 institutional teams (83 participants) attended in 2007. This collaborative team approach continues to be a successful event.
- **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 Austin, TX, December 6-8. 26 institutional teams (88 participants) were selected to attend.
- **Fellowships for Graduate Study** – AIR as part of its contract to improve the quality of institutional research in U.S. postsecondary education systems offers a graduate fellowship program funded by the National Center for Education Statistics (NCES). The fellowships are for graduate study advancing or leading to careers in institutional research, thereby increasing the national level of expertise of institutional research officers and the data that they produce. 98 applications were received, and 31 proposals were funded.
- **IPEDS Workshops** – AIR has provided IPEDS training again this past year. 30 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.
- **AIR/First College Year Fellowships** – Five awards were made in summer 2007. Fellowships covered the registration fee for the Summer Institute on First-Year Assessment held in Savannah, GA.
- **Webinars** – In 2007, AIR cosponsored a series of three webinars with the IU Graduate Certificate Program on Intermediate Statistical Applications in IR. In addition, AIR members were offered access to three IPEDS webinars, 10 SAS webinars, five SPSS webinars, and eight Tableau webinars. Combined attendance at these webinars exceeded 3,400 viewers. 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.
- **Other Activities** – In addition to the successful completion of the above-mentioned events, the PDS committee also held its annual fall meeting in November 2007 in Atlanta. At this meeting additional details for the new Assessment institute were



discussed, improvements to the overall evaluation process for PDS activities, and plans for future webinar offerings. Subcommittees of PDS members will work on these items throughout the year.

#### **IV. Goals for the Upcoming Year**

1. The PDS committee will continue to support the professional development and networking needs of our members.
2. Beyond our annual activities, this coming year will continue to look for new potential activities for the PDS committee, and will, in particular, work with HEDPEC and other AIR committees related to the revised Race/Ethnicity standards.
3. The PDS committee will explore offering web seminars to provide on-line professional development opportunities for our members.
4. Pre-Forum workshops will be readied with a close eye to audiovisual costs.
5. The Assessment Institute faculty and staff will meet to refine (the already successful) offering for 2009.
6. Throughout the remainder of the year, the current chair will continue to serve as a mentor to the 2009 incoming chair, Dr. Joseph Hoey. We hope this new overlap will ensure a smooth transition and continued progress toward committee goals.

### **Publications Committee – Gary R. Pike**

#### **I. Overview of Responsibilities**

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 many 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.

## **II. Committee Membership**

Gary R. Pike (Chair: 2009)

Executive Director, Information Management & Institutional Research  
Indiana University Purdue University Indianapolis

Paul Duby (2011)\*

Associate Vice President of Institutional Research  
Northern Michigan University

Gloria Crisp (2011)\*

Assistant Professor  
University of Texas at San Antonio

James Hearn (2011)\*

Professor  
University of Georgia

Terry T. Ishitani (2010)

Assistant Professor  
University of Memphis

Jan W. Lyddon (2010)

Executive Vice President of Research & Institutional Effectiveness  
San Jacinto Community College

John R. Ryan (2010)

Assistant Provost Academic Affairs & Associate Director of Institutional Research & Planning  
The Ohio State University

Stephen R. Porter (2008)<sup>†</sup>

Associate Professor  
Iowa State University

Paul D. Umbach (2008)<sup>†</sup>

Assistant Professor  
University of Iowa

### ***Ex-Officio Members***

*Assessment in the Disciplines*

John Muffo, Editor (2012)  
Administrator, Special Projects  
Ohio Board of Regents

*Research in Higher Education*

John C. Smart, Editor (2010)  
Professor  
University of Memphis

*Resources in Institutional Research*

Richard D. Howard, Editor (2010)  
Director, Office of Institutional Research  
University of Minnesota

*New Directors in Institutional Research*

Robert K. Touthoushian, Editor (2010)  
Associate Professor  
Indiana University Bloomington

*AIR Electronic Newsletter*

Marne K. Einarson, Editor (2010)  
Senior Research and Planning Associate  
Cornell University

*AIR Professional File/IR Applications*

Gerald W. McLaughlin, Editor (2008)  
Director, Office of Institutional Planning and Research  
DePaul University

*Forum Publications Committee*

Richard J. Kroc II, Chair (2012)  
Associate Vice Provost, Institutional Research & Planning Support  
University of Arizona

*Best Visual Presentation Committee*

Sharron L. Ronco, Chair (2010)  
Associate Provost  
Florida Atlantic University

\* Term begins with the 2008 Forum in Seattle, WA.

† Term ends with the 2008 Forum in Seattle, WA.

### III. Summary and Highlights of Activities

- During 2007-2008 the Publication Committee held a meeting at the annual forum in Kansas City. A fall meeting was not held this year. During the 2007-2008 year, the committee conducted business through teleconferences and email messages. The next meeting of the Publication Committee will be May 25, 2008 during the Forum in Seattle. The committee will also hold a Fall meeting in 2008.
- This has been a very successful year for AIR publications. During the 2007 calendar year, *Research in Higher Education* published 8 issues that included 33 articles. The editor received 235 manuscript submissions, and 31 of the submissions have been accepted for publication (a 13% acceptance rate). Manuscripts accepted today will appear in the May 2009 issue of the journal. Since the last Forum, 12 E-AIR Newsletters have been published, along with one AIR Alert concerning the new Department of Education guidelines for collecting, maintaining, and reporting data on race and ethnicity.
- The New Directions for Institutional Research series published four volumes in 2007: *Using Qualitative Data to Answer Critical Questions (Stage)*, *Achieving Sustainability in Higher Education (Litten & Terkla)*, *Space: The Final Frontier for Institutional Research (Valcik)*, and *Using Qualitative Methods in Institutional Assessment (Harper & Museus)*. Six volumes are planned for next year. During the past year, the AIR Professional File received 30 submissions. Thus far, 22 of the articles have been accepted pending rewrites. Articles published in 2007-2008 include "Voices from around the world: International undergraduate student experiences" (Terkla, Etish-Andrews, & Roscoe), "Program review: A tool for continuous improvement of academic programs" (Pitter), "Assessing the impact of differential operationalization of rurality on studies of educational performance and attainment: A cautionary example" (Caison), and "The relationship between electronic portfolio participation and student success" (Knight). IR Applications has published reports on "An integrated enrollment forecast model" (Chen), "How to determine prerequisites: An IR perspective on what to do and what not to do" (Kapiolani & Miari), "Enhancing user satisfaction with university computing center services" (Liu, Du, & Kuo), and "Deriving enrollment management scores from ACT data" (Saupe & Curs).
- This year, the Publication Committee introduced a new volume of *Resources for Institutional Research, Using Mixed Methods in Institutional Research*, edited by Richard D. Howard. After the success of publications on assessment in mathematics and business, the *Assessment in the Disciplines* series is releasing its third publication, *Assessment in Engineering*, edited by Dr. William E. Kelly. The committee also worked

with the Higher Education Research and Policy Network (HERPNET) Nigeria to begin developing an electronic (Web) publication for the group's members.

- After reviewing papers presented at the annual Forum in Kansas City, The Publication Committee, in consultation with the Forum Publication Advisory Committee, has awarded the Best Paper Award for the Kansas City Forum to Dr. Steven P. Chatman, SERU/UCUES Project Director, University of California-Berkeley for his paper Institutional Versus Academic Discipline Measures of Engagement—A Matter of Relative Validity. This year, the Best Visual Presentation Award Committee made two awards for best visual presentations. The first award is for Mr. Martin Carroll and Dr. Josephine Palermo's presentation Increasing National Capability for Quality Higher Education—The Case of the Sultanate of Oman." The second award was given to Ms. Laura Coghlan and Ms. Jenni Minner for their poster presentation: Illuminating the New Students in the Shadows. Although the Sidney Suslow Award was not presented at the Kansas City Forum, it will be presented at the Seattle Forum.
- The success of the AIR Publications Committee is due, in large part, to the hard work of the AIR staff. The committee is deeply indebted to Terry Russell and Chris Call for their many years of service to AIR and its publications. The committee also wishes to express its appreciation to Randy Swing, Amy Smyth, and Trish Lyons for their continuing support.

#### **IV. Goals for the Upcoming Year**

The goals for the Publication Committee for the upcoming (2008-2009) year are as follows:

1. Continuing to serve AIR members by providing high quality publications through Electronic – AIR, Research in Higher Education, New Directions for Institutional Research, the AIR Professional File, IR Applications, Resources for Institutional Research, and Assessment in the Disciplines.
2. Identifying additional ways that the Publication Committee and AIR publications can add value to AIR members through new publications and additional benefits for AIR members.
3. Recognizing exemplary contributions to AIR through the Sidney Suslow Award, the Forum Best Paper Award, and the Best Visual Presentation Award. At the same time, the publication committee will consider ways to increase the number and quality of submissions for the Best Paper and Best Visual Presentation awards.

4. Beginning the process of identifying new and/or continuing editors for the AIR Professional File / IR Applications, New Directions for Institutional Research, Resources for Institutional Research, and Research in Higher Education.

## **Treasurer – Heather Kelley**

### **I. Overview of Responsibilities**

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.

### **II. Committee Membership – Financial Advisory Task Force**

Heather A. Kelly (Chair), Mary Ann Coughlin, James W. Firnberg, Norman E. Gravelle, Heather J. Haberaecker, Adrian H. Harris, Glenn W. James, Fred Lillibridge, John D. Porter, Robert A. Schwabe, Randy L. Swing, Michael J. Valiga

The charge of the Financial Advisory Task Force is to coordinate the Association's advancement and development efforts and for long-term strategy in the area of finances.

### **III. Summary and Highlights of Activities**

- Review documentation and approve all expenditure checks over \$10,000.
- Review monthly Internal Accounting Reports; request to see detail and supporting documentation for a random sample of checks.
- 2007 Independent Auditor's Report: The firm of Carroll and Company, Certified Public Accountants of Tallahassee, Florida, audited the December 31, 2007 financial statement of the Association and issued the following statement:

"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, 2007 and 2006, 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, 2007 audit was completed on April 25, 2008. A copy of the auditor's report is available for review by contacting Mr. Norm Gravelle, Director of Administration, AIR Executive Office [ph: 850-385-4155; email: ngravelle@airweb2.org.] The cover letter for the Independent Auditor's Report is included at the end of the Treasurer's section of the Annual Report.

- Table 1 presents the Financial Position of the Association as of December 31, 2007, and December 31, 2006. The most notable change from 2006 to 2007 is a substantial change in assets associated with Grants Receivable and Contract Receivable – RTI. AIR received a five-year grant from the National Science Foundation (NSF) in 2000. The grant was continued for two years in 2005 and expired on August 31, 2007. In 2007, AIR was awarded two new grants with effective dates of September 2007 to August 2008 and December 2008 to November 2010, respectively. In 2003, AIR entered into a sub-contract to provide services to Research Triangle (RTI) with effective dates of June 1, 2003 to November 30, 2007. In December 2007 the contract was modified to extend through December 30, 2008.

The negative change in assets associated with Property and Equipment is due to depreciation. Property and Equipment are recorded at cost and depreciation is computed using the straight-line method over the estimated useful lives of the respective assets.

Table 1 also presents the Liabilities and Net Assets of the Association as of December 31, 2007, and December 31, 2006. Excluding grant and contract activities, current liabilities totaled \$326,615, with 33% in accounts payable (compared to 24% in 2006), and 58% in deferred membership revenue (compared to 60% in 2006). Because the membership year begins in July and the Association account year begins in January, the accrual of prepaid 2008 membership revenue is required.

- Table 2 presents the impact of operations on Net Assets for the years that ended December 31, 2005, 2006, and 2007, as well as for the 2008 budget, the 2009 proposed budget, and projections for 2010 and 2011. In 2007, expenditures exceeded revenues by \$28,188, compared to revenues exceeding expenditures by \$55,774 in 2006.

Table 2 also presents the 2009 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
- Table 3 displays Membership Dues and Forum Fees for the years 2005 through 2009, as proposed.
  - Table 4 shows the application of indirect cost recovery and assignment of contract revenue to Executive Office expenditures on grant- and contract-related activity.

- Figure 1 shows how the Association's Revenue and Expenses are allocated by overall budget categories. For Fiscal Year 2007, Total Operating Revenues were \$3.2 million and Total Operating Expenses were \$3.2 million.



**Table 1**  
**Statement of Financial Position**  
**December 31, 2007 and 2006**

<b>Assets</b>	<b>Year 2007</b>	<b>Year 2006</b>
Cash and Cash Equivalents	\$ 313,437	\$ 288,951
Certificates of Deposit	\$ 363,623	\$ 342,638
Investments	\$ 356,188	\$ 324,608
Accounts Receivable – AIR	\$ 58,329	\$ 32,939
Grants Receivable	\$ 361,493	\$ 299,720
Contract Receivable – RTI	\$ 75,318	\$ 42,712
Interest Receivable	\$ 5,307	\$ 4,942
Prepaid Expenses	\$ 53,974	\$ 39,112
Inventory – Publications	\$ 43,938	\$ 36,865
Property and Equipment, Net	\$ 660,031	\$ 673,710
<b>Total Assets</b>	<b>\$ 2,291,638</b>	<b>\$ 2,086,197</b>
<b>Liabilities</b>		
Accounts Payable	\$ 108,658	\$ 81,284
Accrued Compensated Absences	\$ 28,325	\$ 52,055
Deferred Membership Dues	\$ 189,632	\$ 198,983
Deferred Contract and Grant Revenue	\$ 1,092,889	\$ 853,553
<b>Total Liabilities</b>	<b>\$ 1,419,504</b>	<b>\$ 1,185,875</b>
<b>Net Assets</b>	<b>\$ 872,134</b>	<b>\$ 900,322</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 2,291,638</b>	<b>\$ 2,086,197</b>

**Table 2**

**Financial History and Proposed 2009 Budget**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Budget	Proposed	Preliminar	Preliminar
<b><u>Operating Revenues</u></b>							
Membership	424,083	437,042	424,682	518,500	464,750	499,490	500,430
Forum	491,032	493,880	461,522	493,000	523,500	539,000	554,000
PDS	274,967	390,048	349,083	252,520	359,000	341,000	261,000
Publications	114,714	156,996	169,124	121,000	163,500	167,000	169,000
Other Revenues	53,393	129,683	133,405	107,000	121,000	121,000	123,000
Grant Program	288,125	284,714	299,720	300,000	362,000	362,000	362,000
RTI Contract	1,144,325	1,517,966	1,341,368	1,400,000	1,503,000	1,503,000	1,503,000
<b><u>Total Operating Revenues</u></b>	<b>2,790,639</b>	<b>3,410,329</b>	<b>3,178,905</b>	<b>3,192,020</b>	<b>3,496,750</b>	<b>3,532,490</b>	<b>3,472,430</b>
<b><u>Operating Expenses</u></b>							
RTI Contract	1,099,443	1,464,844	1,293,455	1,360,000	1,463,000	1,463,000	1,463,000
Executive Office	238,515	318,190	337,635	325,846	345,700	356,000	364,000
Governance	145,050	196,518	267,205	184,574	179,000	181,000	171,000
Forum	386,947	404,127	340,843	373,063	390,500	451,500	402,500
Publications	154,370	119,188	168,383	169,271	195,500	197,000	198,000
Membership	96,527	159,805	175,758	164,969	188,500	195,500	202,500
PDS	220,513	407,170	324,092	259,757	372,100	397,100	300,100
Grant Program	288,125	284,714	299,720	300,000	362,000	362,000	362,000
<b><u>Total Operating Expenses</u></b>	<b>2,629,490</b>	<b>3,354,556</b>	<b>3,207,092</b>	<b>3,137,479</b>	<b>3,496,300</b>	<b>3,603,100</b>	<b>3,463,100</b>
<b><u>Contribution to Net Assets</u></b>	<b>161,149</b>	<b>55,774</b>	<b>(28,188)</b>	<b>54,541</b>	<b>450</b>	<b>(70,610)</b>	<b>9,330</b>
<b><u>Total Net Assets at Year</u></b>	<b>844,549</b>	<b>900,322</b>	<b>872,134</b>	<b>926,675</b>	<b>927,124</b>	<b>856,514</b>	<b>865,844</b>
<b><u>End</u></b>							

Note: 2007 Governance expense included costs for Executive Director transition.

**Table 3**

**History of Membership Dues and Forum Registration Fees**

	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Proposed</b>	<b>% Change</b>
<b>Membership Dues</b>	\$115	\$115	\$115	\$125	\$125	0%
<b>Forum Registration Fees</b>	\$290	\$290	\$300	\$300	\$310	3%

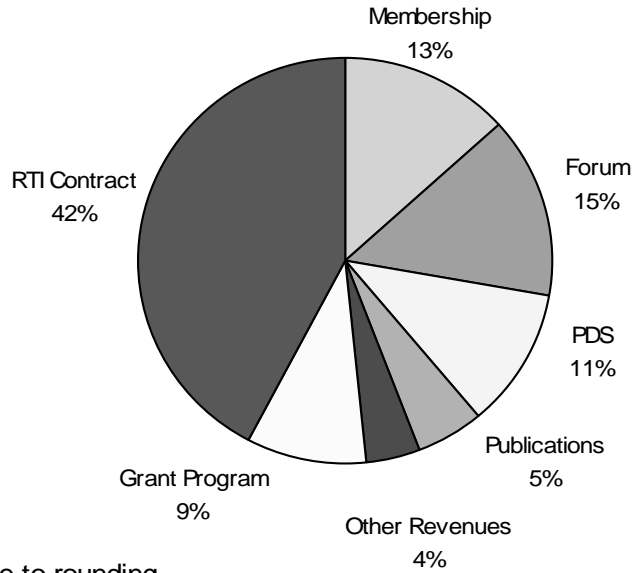
**Table 4**

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

	<b>2005 Actual</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Budget</b>	<b>2009 Proposed</b>
<b>Executive Office Expenses</b>	\$350,131	\$429,809	\$448,098	\$432,150	\$470,700
<b>RTI Indirect Cost Reimbursement</b>	(\$96,436)	(\$99,423)	(\$99,023)	(\$112,000)	(\$112,000)
<b>Application of Indirect Cost</b>	(\$15,180)	(\$12,196)	(\$11,440)	(\$13,000)	(\$13,000)
<b>Net Executive Office Expenses</b>	\$238,515	\$318,190	\$337,635	\$317,150	\$345,700
<b>Percent Offset to Expense</b>	32%	26%	25%	27%	27%

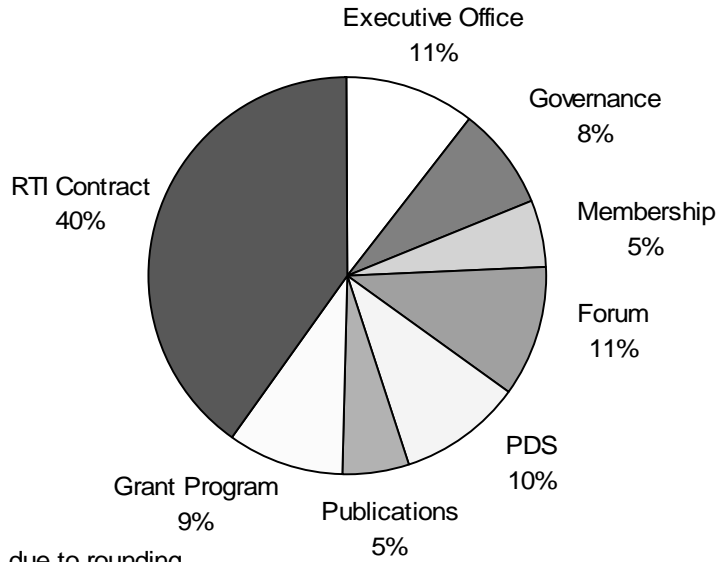
**Figure 1  
Operating Revenue and Expenses  
Fiscal Year 2007**

**REVENUE (\$3.2 million)**



\*May not add to 100% due to rounding.

**EXPENSES (\$3.2 million)**



\*May not add to 100% due to rounding.

#### **IV. Goals for the Upcoming Year**

1. Sustain sound financial management policies.
2. Review audited financial statement and present findings to Board of Directors. Lead discussions and explore recommendations of auditors to improve accounting procedures and practices.
3. Encourage 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.
4. Establish project based budgeting as standard practice.
5. Expand accounting detail for grant and contract activities.
6. Keep Board of Directors informed of current best practices in accounting and financial reporting.

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## MANAGEMENT LETTER

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

In planning and performing our audit of the financial statements of Association for Institutional Research, Inc. (a nonprofit organization) (the Association) for the year ended December 31, 2007, we considered the Association's internal control in order to determine our auditing procedures for the purpose of expressing an opinion on the financial statements and not to provide assurance on internal control. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control.

However, during our audit, we became aware of matters that are opportunities for strengthening internal controls and operating efficiency. This letter does not affect our report dated April 25, 2008, on the financial statements of Association for Institutional Research, Inc.

We will review the status of these comments during our next audit engagement. We have already discussed these comments and suggestions with various Association personnel, and we will be pleased to discuss these comments in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations. Our comments are summarized as follows:

### **Reporting**

#### Observation

During our testing of AIR's reporting requirements under the RTI Contract, we noted that 3 monthly invoices were submitted late – one submitted 2 days late, one submitted 5 days late, and one submitted 15 days late.

#### Recommendation

Management should ensure that a system is in place to monitor that all required reporting deadlines are met.

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

### Management Response

Management implemented changes when the late RTI report submissions were noted on the previous audits and there have been no invoices submitted late since April 2007. Management will continue to monitor the RTI reporting due dates closely.

### **Scholarship Awards**

#### Observation

We noted that the scholarship award letters included a requirement that the fiscal agent of the educational institution return a statement indicating acceptance of full responsibility for the proper expenditure of grant funds. However, AIR did not receive the letters from the fiscal agents, and there was no follow-up performed to ensure compliance with the requirement.

#### Recommendation

Management should ensure that scholarship award requirements are adequately monitored by program staff.

#### Management Response

Management will establish tracking procedures to ensure appropriate staff members and management are aware of the status of requests for information. All requests will be logged and tracked for all grant or contract award payments. Payments will not be made until all requested information has been received and logged.

We wish to thank the Executive Director, Director for Administration, and staff for their support and assistance during our audit.

This report is intended solely for the information and use of the Board of Directors, management, and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

*Carroll and Company*

April 25, 2008

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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, 2007 and 2006, 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, 2007 and 2006, 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 April 25, 2008 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*

April 25, 2008