

**Association for
Institutional Research**

2009-2010 Annual Report

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Tuesday, June 1, 2010**

2010 Annual Business Meeting

Tuesday, June 1, 2010
Sheraton Chicago Hotel & Towers, Parlor C
Chicago, Illinois

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Minutes

AIR Annual Business Meeting
Tuesday, June 2, 2009
The Atlanta Marriott Marquis,
M301, Marquis Level
Atlanta, Georgia

The 2009 Annual Business meeting was held on Tuesday, June 2, 2009. President William Knight convened the meeting at 7:36 a.m. EDT, with approximately 70 people in attendance.

President Knight asked for review and approval of the 2008 Annual Business Meeting Minutes, copies of which were available on the tables. Mary Ann Coughlin moved to approve and Tim Walsh seconded the approval of the meeting Minutes. The Minutes were **approved unanimously**.

President Knight reported that he was pleased with the Forum and that it had been a wonderful year as President. He referred members to his Annual Report for more details.

Executive Director Randy Swing reported that AIR had a very good year. He remarked on the change and increase in the number of AIR staff necessary to manage the new grants and contracts that AIR has been awarded. AIR has been awarded nearly \$2 million dollars in NCES and Lumina grants, with a combination of old IPEDS grants with new IPEDS grants. Executive Director Swing encouraged everyone in attendance to visit Tallahassee and referred members to his Annual Report for more information.

Vice President Robert Toutkoushian shared highlights of activities in his Annual Report and referred members to the report for further details. Robert noted that in his role he focused on three areas: budget issues, strategic planning, and preparing for the role of President.

Immediate Past President Mary Ann Coughlin thanked everyone involved in the nominating process and congratulated the newly elected slate of officers for the 2008-2009 year: Vice President Jim Trainer, Membership Committee Chair Martin Fortner, Associate Forum Chair Debbie Dailey, and Publications Committee Chair Stephen DesJardins. She encouraged everyone to consider getting involved and nominating a colleague for the upcoming election. She referred members to her Annual Report for complete details, as well as certification of election results.

Secretary and External Relations Committee Chair Daina Henry thanked all members for attending the Forum, and offered a special thanks to Affiliated Group Liaisons and international attendees. She thanked her Committee for their work on a variety of activities and recognized outgoing Committee members. She referred members to the Annual Report for additional information regarding the work of the Committee.

2009 Forum Committee Chair Jennifer Brown received a round of applause for the outstanding work she and her committee did on the 2009 Forum. She noted that there were 1461 registrations, with over 440 newcomers and 68 international visitors. Pre-Forum Workshops were equally well attended with over 600 enrollees. She recognized the good work of her Committee and referred members to her Annual Report for more details.

2010 Forum Committee Chair Julie Carpenter-Hubin congratulated Jennifer Brown on a successful Forum. She then invited all members to attend the 2010 Annual Forum taking place May 29-June 3, 2009, in Chicago,

Illinois. She noted that this will be the 50th Annual Forum and there will be many activities to highlight the history of institutional research. Julie expressed that she was looking forward to working with the incoming Associate Forum Chair Debbie Dailey, responsible for the 2011 Forum in Toronto, Ontario (Canada). She referred members to her Annual Report for more details.

Higher Education Data Policy Committee (HEDPC) Chair Valerie Martin Conley stated that it had been another busy year for her Committee and thanked them for their hard work throughout the year. Valerie also expressed her appreciation to outgoing Committee members and welcomed incoming members. She highlighted the production of the *AIR Alerts* and referred members to her Annual Report for more details.

Membership Committee Chair Alan Sturtz thanked his Committee for their excellent work. He stated that the Association had a good year and reported four highlights: the increased use of and focus on including graduate students in the organization and committees, a concerted effort by the committee in cleaning up and unearthing membership data, the recognition of two outgoing members of the Committee, and the nomination of three members for Emeritus status. Alan thanked the Committee for all their work, and extended best wishes to Martin Fortner as he takes over as Chair. For further details concerning activities, Alan referred members to his Annual Report.

Professional Development Services (PDS) Committee Chair Karen Webber recognized the outgoing, current, and incoming Committee members and AIR staff members for an exceptional year. She reported that the webinars and summer Institutes continue to be in high demand and thanked Joseph for his work as Associate PDS Chair. Joseph Hoey also thanked Karen for her efforts on the PDS Committee and said he is looking forward to an exciting year. Karen referred members to her Annual Report for more details.

Publications Committee Chair Gary Pike reported that his Committee had a great year in terms of both the quantity and quality of publications. He highlighted some of the many publications that are available: the Assessment volume series, the Professional File, e-AIR (with many thanks to Marne Einarson for her labor of love), and the second edition of Effective Reporting. Gary thanked his Committee for all their work and welcomed the incoming Chair Steve DesJardins. In addition, he reported that *The Handbook for Institutional Research* is shaping up nicely and editors have been chosen. Gary then referred members to his Annual Report for more details.

Treasurer Heather Kelly provided highlights of her report including the following: AIR continues to experience growth and is financially sound and Lanigan and Associates have been retained as the auditors for the organization. Heather thanked Norm Gravelle for his work on the budget and financial documents. Heather referred the membership to Table 3 of the Annual Report which indicates that there will be no increase in membership fees or Forum fees for the upcoming year. It was noted that the requirement for two years of membership in order to attend the Forum was waived for this year. She referred the members to her Annual Report and asked for questions regarding the 2010 proposed budget. Heather then made a motion to approve the 2010 budget. Adrienne Harris seconded the motion and it passed.

President Knight highlighted some activities for the day including the Lumina Reception for 2 Year Community Colleges, and the International Gathering. Bill thanked outgoing members of the Board of Directors: Mary Ann Coughlin, Gary Pike, Alan Sturtz, Karen Weber, and Jennifer Brown. Bill also wished Rob the best of luck for next year. Upon no further discussion, Bill called for a motion to adjourn, which was raised by Gerry McLaughlin and seconded by Alan Sturtz. The meeting was adjourned at 8:35 a.m. EDT.

2009-2010 Annual Report

The 2009-2010 Annual Report presents the highlights of the activities of AIR since our Atlanta, Georgia 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.

2. AIR Mission, Vision, Values, and Core Objectives

Mission

The mission of the Association for Institutional Research is to support quality data and decisions for higher education.

Vision

AIR will be the primary professional association and resource for professional development for individuals who conduct institutional 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 Services:** 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. Expand professional development opportunities for members.
2. Adapt products and services to the changing demands of the IR profession.
3. Invest in AIR's staff and infrastructure to achieve its core objectives.
4. Provide valuable services to address the unique needs of different sectors of AIR members.

3. Reports of Officers and Committees

a. President – Robert K. Toutkoushian

I. Overview of Responsibilities

This report highlights my activities during the 2009-2010 year while serving as President. The AIR President is involved in providing leadership to the Board of Directors, helping to establish strategic plans for the Association, and serving as a representative of the Association to numerous groups. The AIR President also serves as a member 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 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.

II. Summary and Highlights of Activities

- Worked with the Board of Directors and the AIR Executive Office (hereafter referred to as Executive Office) to ensure that the Association remained fiscally sound during the economic downturn. As a result of our collective actions, we were able to maintain a high level of services for the membership while adding over \$400,000 to our net assets this past year.
- Initiated an effort to develop a "Fact Book" for the AIR Board of Directors to use for strategic planning.
- Revised the policies and procedures for the AIR Executive Director.
- Worked with the Executive Office and the standing committees on the AIR Board of Directors to address the distribution of duties between them.
- Assisted standing committees with the development of goals and objectives for the past year.
- Restructured Board meetings to focus more attention on strategic planning for the Association.

III. Goals for the Coming Year

1. Successfully lead the Nominating 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.
3. Assist the new President during his transition into office.
4. Continue to help develop the Fact Book for the AIR Board of Directors.

b. Executive Director – Randy L. Swing

I. Overview

This report covers the period of May, 2009 – May, 2010. The 2009-2010 year was my second year as Executive Director. The addition of the Data and Decisions Academy®, overlapping IPEDS training contracts, and upgrades to a broad array of AIR operations have made for a challenging year, but one filled with improvements and new services for members. Clearly, AIR is in a period of transition that will take several years to fully process.

During the year, liaisons from the Executive Office were assigned to each of the Board Standing Committees. Some were deeply engaged in committee work this year while others were just starting their duties during this time period. Since each committee reports their accomplishments separately, this report will not cover the Executive Office's unique contributions to the accomplishments of each committee other than to acknowledge that Executive Office staff supported a wide range of committee functions such as implementing Forum activities, supplying technology support, e-AIR distribution, preparing publications for printing, and coordinating meetings for PDS.

Contracts and grants continue to be a major time commitment for the Executive Office; the work, however, is tightly aligned with the services needed by AIR members. In addition, the contracts and grants have provided access to technologies and staff that are already improving membership services beyond serving the needs of the external funders.

II. Summary and Highlights of Activities

In addition to the highlights above, the Executive Office Report will focus on the following Association functions: fiscal management, staff management, grant/contract management, and outreach. In addition, a brief section will report the scholarly activities of the Executive Director.

Fiscal Management *(Prepared by Norm Gravelle and Jason Lewis)*

- Continued to invest in a diversified portfolio of regional banks to ensure reasonable protection by FDIC insurance. The AIR investment policy continues to be conservative and safe.
- The AIR audit was once again very positive.
- The Association, through a benefits cafeteria plan, was able to begin offering employees pre-tax flexible spending accounts for medical and dependent care support. These plans allow the employees to specify an annual amount of coverage and to pay via payroll deduction.
- Payroll processing was moved to a payroll company which includes the benefit of direct deposit of employees' monthly pay, reducing the need for monthly checks prepared by the Executive Office.
- A Controller, who has a professional degree and audit background, was hired to supplement the continued growth in the finance area due to the increased grant activity and to ensure back-up and cross training is in place.
- The finance area operational documentation was closely reviewed and updated to reflect current practices.

Staff Management *(Prepared by Randy Swing and Missy Wiggins)*

Twenty-three staff members are currently employed in the Executive Office.

- Executive Office Staff:
 - Randy Swing, Executive Director
 - Meg Andraza, Project Coordinator
 - Scott Balog, Chief Learning Officer
 - Donna Carlsen, Membership Coordinator
 - Christopher Coogan, Chief of Staff/Director for the Data & Decisions Academy®
 - Robbie Estevez, Web Coordinator
 - Gail Fishman, Associate Director
 - Tinsley Furry, Project Manager
 - Lisa Gober, Finance Manager
 - Norman Gravelle, Chief Financial Officer
 - Lisa Gwaltney, Print & Publications Manager
 - Danielle Harris, Meeting Coordinator
 - Kashif Imran, Computer Systems Engineer
 - Ashley Ivey, Web Designer
 - Jason Lewis, Controller
 - Kim MacQueen, Project Manager
 - Amanda Morrison, Meeting Planner
 - Brandice Pittard, Senior Meeting Manager
 - Sarah Rebhun, Project Manager
 - Tricia Roe, Administrative Assistant
 - H.A. Scott, Associate Director for the Data & Decisions Academy®
 - Cathy Sexton, Executive Office Manager
 - Missy Wiggins, Executive Assistant

Grant/Contract Management *(Prepared by Christopher Coogan)*

- AIR managed four major funded contracts and grants: RTI 08-10 (NCES) \$1,380,657; RTI 09-10 (NCES) \$508,104; National Science Foundation (NSF) \$345,237; Lumina \$511,712; *Total Dollars Managed - \$2,745,710.*
- The IPEDS training grant included recruiting, training and managing 51 national trainers. IPEDS trainers delivered over 30 workshops to more than 1,000 individuals and helped develop 11 online tutorials accessed over 10,000 times.

- Post Doc Fellows developed and maintained two IPEDS resources centers (Race/Ethnicity and Net Price Calculator) accessed over 10,000 times. Four research efforts were completed by Post-Doc Fellows.
- The National Science Foundation (NSF) Grant Program funded nine research and dissertation grants for a total of \$289,000.
- National Summer Data Policy Institute (NSF and NCES) trained 60 faculty, staff, and students to use NSF and NCES national datasets during a week-long institute.
- Data and Decisions® Academy (Lumina) piloted three courses (15 students each) and launched with 120 (seat count) registrations and \$60,000 in awarded scholarships. Three additional courses are in development.

Meetings *(Prepared by Brandice Pittard)*

- A new record was set for the Exhibit Hall revenue (\$134,000)
- Technology support for the Forum was significantly enhanced by using new systems and tools, including:
 - Proposal Submission System
 - Proposal Review System
 - Session Slotting Tool
 - Build My Schedule Tool
- A communications plan was developed with assistance from a Tallahassee communications firm.
- An Early Bird discount was initiated to encourage early registrations.
- A three year contract for audio-visual and exhibit hall services was negotiated to control future expenses.

Selected Executive Director Activities *(Prepared by Missy Wiggins)*

Presentations and Keynote Addresses

- The National Symposium on Student Retention sponsored by the Consortium for Student Retention Data Exchange at the University of Oklahoma (keynote)
- Atlantic Assessment Conference (keynote)
- San Mateo County Community College District Opening Day Address (keynote)
- North Carolina Association for Institutional Research Annual Conference (keynote)
- Achieving the Dream Strategy Institute (presentation)
- SHEEO/IPEDS Conference (presentation)

Publications:

Swing, R.L. & Bers, T., (In press) *Championing the Assessment of Learning: The Role of Leaders in Higher Education Assessments: Leadership Matters* American Council on Education (ACE) and Rowman & Littlefield, Publishers

Swing, R.L. & Coogan, C. S., (In press) Cost of Assessment: When is Enough, Enough? National Institute for Learning Outcomes Assessment invited paper series.

Swing, R.L. & Alexander-Hamilton, J.S., (In press) University College Structures and Functions: Having it “Your Way” in *Organizing for Student Success*, S. Evenbeck, T. Smith, B. Jackson, D. Ward, (eds) National Resource Center on the First-Year Experience and Students in Transition, University of South Carolina.

Swing, R.L. (2009), Higher Education Counts: Data for Decision Support, in *The Future of Higher Education Perspectives from America’s Academic Leaders in The Future of Higher Education*, G.A. Olson and J.W. Presley, Paradigm Publishers, 2009.

Swing, R.L. Institutional Research in the USA: Adapting to Meeting New Challenges in *Perspectives – Policy and Practice in Higher Education* the journal of the Association of University Administrators Vol. 13, 2009. (United Kingdom)

Swing, R.L. (2009) Institutional Researchers as Change Agents, *New Directions for Institutional Research*, Issue 143, autumn 2009.

Other Scholarly and Community Service Activities:

- Served on the Editorial Board for five (5) journals (NEEAN; JGE; IHE)
- National Advisory Panel Member – National Institute for Learning Outcomes Assessment (NILOA)
- Advisory Board Member – Michigan State University Collegiate Employment Research Institute
- Advisory & Validation Committee – United Negro College Fund/ Mellon Foundation Grant
- Advisory Board Member – Southern Education Foundation
- IPEDS Technical Review Panel
- Invited guest to NPEC meetings

c. Vice President – James F. Trainer

I. Overview of Responsibilities

For the past year, I have served as Vice President (President Elect) for the Association for Institutional Research. In this capacity, I have served as a voting member of the AIR Board of Directors and have participated in all Board activities including budget development and approval, reviewing AIR programs and initiatives, providing oversight of standing committee operations and activities, and performing other miscellaneous duties as assigned. As Vice President, I have also served as a member of the Executive Council, which consists of the AIR Past President, current President, Vice President, Treasurer, Secretary/External Relations Chair, and Executive Director. The Vice President also serves as a Liaison to the Ethics Committee and represents the Association at selected functions and meetings, as needed. Tied to my role with the Ethics Committee, I published a piece in the Electronic AIR (e-AIR) this year on the AIR Code of Ethics encouraging members to read and familiarize themselves with the code and to abide by it.

Typically, the Vice President assumes responsibility for leading the strategic planning activities for the AIR Board of Directors, with the intention that these activities would lead to action items to be carried out during the person's Presidential year. However, this year, I was given a somewhat different assignment by the President and the Board of Directors. I was charged to lead an Ad Hoc Committee examining AIR's current governance structure for the purpose of determining how AIR may best be governed moving forward. The Ad Hoc Committee on Governance (AHCG), consisting of 15 members appointed by the President and approved by the Board of Directors, has been actively engaged in this process since mid-November 2009.

II. Summary and Highlights of AHCG Activities

- Met via conference call approximately every three weeks for the past seven months.
- Reviewed AIR's current governing structure and documents.
- Reviewed the governing structures and documents of other appropriate membership associations both within and outside higher education.
- Completed a SWOT analysis with the current Board members to elicit their thoughts on AIR's governance structure.
- Conducted some visioning exercises regarding what the future may hold for AIR.
- Developed a set of guiding principles both for thinking about the governance structure of AIR and for governing the organization into the future.
- Eight AHCG members attended a two-day seminar on the Policy Governance Model.
- Published a piece in Electronic AIR (e-AIR) summarizing the AHCG work to date and requesting member feedback.
- Set a series of meetings for the Chicago Forum to provide opportunities for the Board of Directors and those members attending the Forum to hear from the AHCG about their work and share their thoughts with the AHCG on potential changes to AIR's governance structure.

III. Goals for the Coming Year

1. Provide leadership to the Board, its subcommittees, and its membership so that the Association can continue to flourish, despite the challenging economic environment.
2. Continue to increase the momentum that has been built in managing the resources of the Association.
3. Move forward with the effort begun by the current President to develop a set of strategic indicators for use in helping to measure the health of the Association and to manage it in moving ahead.
4. Continue working with the AHCG and the incoming Vice President on developing and recommending an improved governance structure for AIR.

d. Immediate Past President – William E. Knight

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, and provides support and guidance as requested by the President, Vice President, and other board members. Additionally, the Immediate Past President represents the AIR Board of Directors at an array of AIR events and meetings among affiliate 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 this past year. Membership included:

Dr. Lin Chang
Director of Institutional Research
Colorado State University – Pueblo

Ms. Margaret L. Dalrymple
Associate Director of Institutional Research
Purdue University

Ms. Dawn R. Kenney
Director of Planning and Institutional Research
Central New Mexico Community College

Dr. Marsha V. Krotseng
Vice Chancellor for Strategic Planning
North Dakota University System

Dr. Catherine E. Watt
Director of the Alliance for Research on Higher Education
Clemson University

II. Summary and Highlights of Activities

- *Chaired the Nominating Committee.* With substantial support from the AIR 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 positions for 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, Treasurer, Associate Forum Chair, and Higher Education Data Policy 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: Jennifer A. Brown, Director of Institutional Research & Policy Studies, University of Massachusetts Boston and Michelle Hall, Director of Institutional Research and Assessment, Southeastern Louisiana University

Treasurer: Paul B. Duby, Associate Vice President for Institutional Research, Northern Michigan University and Brenda Bryant, Director of Institutional Research, Alabama State University

Associate Forum Chair (2012 Forum Chair): Glenn W. James, Director of Institutional Research, Tennessee Technological University and Liz Sanders, Assistant Vice President for Enrollment and Marketing Research, DePaul University

Higher Education Data Policy Committee Chair: Christine M. Keller, Director of Research & Policy Analysis, Association of Public and Land-grant Universities and Jason Casey, Director, Higher Education Data Sharing Consortium

2010 Nominating Committee:

- Mimi E. Johnson, Director of Institutional Research and Advancement, Trenholm State Technical College
- Julie P. Noble, Principal Research Associate, ACT, Inc
- John H. Pryor, Managing Director, and Director of CIRP, Higher Education Research Institute
- Sutee Sujitparapitaya, Associate Vice President, San Jose State University
- Dawn G. Terkla, Associate Provost, Institutional Research, Tufts University
- George Rezendes, Director Institutional Research, Three Rivers Community College
- Elizabeth Jones, Professor, West Virginia University
- Qing Mack, Director of Institutional Research, Asnuntuck Community College
- Alan Sturtz, Director of Institutional Research, Goodwin College
- Nick Valcik, Associate Director for Strategic Planning and Analysis, The University of Texas at Dallas

The membership voted and the following individuals were elected.

Vice President: Jennifer A. Brown, Director of Institutional Research & Policy Studies, University of Massachusetts Boston

Treasurer: Paul B. Duby, Associate Vice President for Institutional Research, Northern Michigan University

2011 Associate Forum Chair: Glenn W. James, Director of Institutional Research, Tennessee Technological University

Higher Education Data Policy Committee Chair: Christine M. Keller, Director of Research & Policy Analysis, Association of Public and Land-grant Universities

The following AIR members were elected to the 2010 Nominating Committee for a one-year term:

- Mimi E. Johnson, Director of Institutional Research and Advancement, Trenholm State Technical College
- Julie P. Noble, Principal Research Associate, ACT, Inc
- John H. Pryor, Managing Director, and Director of CIRP, Higher Education Research Institute
- Sutee Sujitparapitaya, Associate Vice President, San Jose State University
- Dawn G. Terkla, Associate Provost, Institutional Research, Tufts University

These individuals will take office at the end of the Annual Business Meeting, Wednesday June 2, 2010.

Other Activities:

- Attended and presented at the annual meeting of the European Association for Institutional Research in Vilnius, Lithuania in August of 2008.
- Co-edited the *Handbook of Institutional Research*.

III. Goals for the Coming Year

1. Continue as co-editor of the *Handbook of Institutional Research*.
2. Assist the Association in all other ways I am able.

e. Certification of Election Results

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

CERTIFICATION OF ELECTION RESULTS

December 10, 2009

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2009-2010 (for officers whose terms commence June 2, 2010).

for **Vice President (1)**

430 Jennifer A. Brown
391 Michelle Hall
— No Vote
— Other

Elected: Jennifer Brown

for **Treasurer (1)**

283 Brenda L. Bryant
534 Paul B. Duby
— No Vote
— Other

Elected: Paul Duby

for **Higher Education Data Policy Comm. Chair (1)**

209 Jason P. Casey
605 Christine M. Keller
— No Vote
— Other

Elected: Christine Keller

for **Associate Forum Chair (1)**

413 Glenn W. James
397 Liz Sanders
— No Vote
— Other

Elected: Glenn James

Robert Schwartz
 Dr. Robert Schwartz, Chair

Shouping Hu
 Dr. Shouping Hu, member

for **Nominating Committee Member (5)**

372 Mimi Evelyn Johnson - 3
344 Qing Lin Mack
370 John H. Pryor - 4
344 Alan J. Sturtz
493 Dawn Geronimo Terkla - 1
335 Elizabeth A. Jones
429 Julie P. Noble - 2
335 George J. Rezendes
362 Sutee Sujitparapitaya - 5
301 Nicolas A. Valcik

Elected:

- (1) Dawn G. Terkla
- (2) Julie P. Noble
- (3) Mimi G. Johnson
- (4) John Pryor
- (5) Sutee Sujitparapitaya

Online Ballots:	<u>3463</u>
Ballots mailed:	<u>0</u>
Ballots counted:	<u>862</u>
Ballots invalid:	<u>87</u>
	<i>incomplete</i>

Mehethia
 Dr. Uche Ohia, member

Gita W. Pitter
 Dr. Gita W. Pitter, member

f. External Relations Committee Chair – Daina P. Henry

I. Overview of Responsibilities

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, including Reciprocal Agreements with International Affiliate Groups.
- Receiving reports from liaisons of US 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 By Laws for Affiliate Groups, and recommending appropriate action by the Board of Directors.
- Promoting and sponsoring the mutual exchange of information in 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 discussion, to insure that an international perspective is present.

External Relations Committee Membership

The External Relations Committee would like to recognize and thank outgoing Committee members Shu-Ling Chen, Cherry Danielson, and Jeff Donnelly. Their service has been much appreciated. The Committee would also like to thank Pat Harvey and Georgia Gudykunst for agreeing to a second term on the Committee.

The 2010-2011 Committee (subject to final approval by the Board of Directors) will include:

Daina Henry, Chair (2011) – College of William and Mary

Georgia Gudykunst* (2013) – Maricopa Community College District; Patricia Harvey (2013)* – Richard Bland College; Patrick Cashell (2011) – University of Limerick; Willard Hom (2011) – California Community College System; Ruth Salter (2011) – Albany State University; Kent Grumbles (2012) – Guilford University; Hal Hartley (2012) – Council of Independent Colleges; Michael Wood (2012) – Delta College; Serge Herzog* (2013) – University of Nevada Reno; Alan Sturtz* (2013) – Goodwin College; Cameron Tilson* (2013) – Concordia University (* approved by Committee awaiting Board action).

II. Summary and Highlights of Activities

The External Relations Committee has been very active this year, and the Chair would like to thank Gail Fishman and Christopher Coogan from the Executive Office for their support and help. During the past year, the Committee has accomplished the following:

- One of the primary tasks of the External Relations Committee is to review applications for Affiliate Group Status. For the 2009-2010 year, the Committee has received one application from Phillipine Association for Institutes of Research (PAIR). The application is under review by the Committee and will hopefully be presented to the Board at the Forum.
- Traditionally, the External Relations Committee, in conjunction with the Professional Development Services Committee (PDS), coordinates the awarding of the Pre-Forum Workshop Grants. Due to budget concerns, these grants were not funded for the current 2010 Forum, but are funded for the 2011 Forum. The Pre-Forum Workshop Grant provides professional development opportunities for the Affiliate Groups, by providing a fee waiver for the nominated and approved applicant.
- The Travel and Program Support Grants (TAPS) was an award offered to our international affiliates. The budget for this award has been \$2000 in the past. The award was split between travel support and international program support. Due to budget concerns, these grants were not funded for the 2009-2010 year.
- In lieu of the TAPS grant, the External Relations Committee offered a new grant – the International Affiliate Forum Grant. The grant was for one award of \$310 – the cost of Forum registration. The call for applications was revised and distributed in spring of 2010. The Committee received and reviewed 11 applications for the award. The grant was awarded to Abbi Flint from Sheffield Hallam University in the United Kingdom.
- The Best Paper/Presentation Sessions are a regular and successful feature of the Forum. They serve to highlight the best papers/presentations from meetings of AIR's state, regional, sector and international affiliate groups. For the 2010 Forum 12 affiliate groups have sessions scheduled: FAIR, PNAIRP, SAAIR, SAIR, ALAIR, NEAIR, INAIR, IAIR, MIDAIR, SACCR, CAIR, and MdAIR.
- Outreach and communication with the Affiliate Groups and their liaisons is one of the objectives of the External Relations Committee. Traditionally, this outreach has been primarily through an Affiliate Group luncheon. Its purpose is to provide opportunities for networking and to share with each other the activities of the Affiliate Groups. Due to concerns about budget and the formality of the format, a new event has been planned for the 2010 Forum. A mini-reception for the liaisons in the Presidential Suite will provide a venue for exchange of information in a less formal environment and at lower cost than a luncheon.
- The International Gathering has traditionally been a special feature of the Annual Forum. It offers the opportunity for Forum attendees from all nations to meet with the AIR Board of Directors and the External Relations Committee. It also allows our international colleagues to network with each other. Due to budget concerns, the traditional International Gathering has been replaced by a more informal min-reception in the Presidential Suite. This format will still allow for exchange of information and recognition for international attendees.
- The External Relations Committee continues to work on drafting annual letters to the Affiliate Group liaisons and Presidents. Their purpose is to improve communications between AIR and the groups detailing the rights and responsibilities of affiliation. Given the variety of relationships between AIR and the groups, it is expected that individualized letters of understanding will be forthcoming in the next year.
- The External Relations Committee has spent much time reviewing and revising its Terms of Reference. The revisions were approved by the Committee and accepted by the Board of Directors.

III. Goals for the Coming Year

1. Engage Committee members in committee responsibilities and activities.
2. Effectively communicate the concerns and goals of External Relations and AIR services.
3. Revise and review criteria for the Pre-Forum Workshop grants
4. Review and assess the effectiveness of the mini-receptions for the Affiliate Liaisons and the International Attendees.
5. Promote outreach and services for the Affiliate Groups, Special Interest Groups, Association Standing Committees, and other constituents.
6. Continue to draft Affiliate Group letters of welcome and annual letters reviewing the rights and responsibilities of affiliation.
7. Expand communication and services with the Affiliate Groups outside of the Forum.

g. Forum Chair – Julie Carpenter-Hubin

I. Overview of Responsibilities

The major responsibilities of the Forum Chair are development and oversight of the Forum curriculum and special activities, chairing the Forum Committee, and providing advice to the AIR staff regarding logistical arrangements for the Forum. In addition, the Forum Chair is responsible for presenting a budget to the Board of Directors and for maintaining that budget.

II. Summary and Highlights of Activities

Together with AIR staff, the Forum Committee has implemented a number of changes and initiated several new types of sessions. Working with AIR staff has been a particular pleasure and I will miss working with them next year.

Some of the highlights of the year included:

- Working with a wonderful 2010 Chicago Forum Committee comprising Kristina Cragg, Cindy Dutschke, Cathy Lebo, Lu Phillips, George Rezendes, and Jessica Shedd as Track Chairs; Shirley Wong as Computing Technical Support Chair; Denise Krallman as Evaluation Committee Chair; Jonathan Keiser as Local Arrangements Chair; and Debbie Dailey as Associate Forum Chair. We held conference calls on at least a monthly basis.
- Working with terrific AIR staff supporting the Forum. Brandice and her team, Amanda and Danielle, as well as Kashif and Robbie have all gone beyond the call of duty as partners in creating a great Forum. The level of support that the Forum Committee has had this year represents a major increase over the previous year and is much appreciated.
- Development by AIR staff of the new proposal and submission review system. Having used the old system, I can report that the new one is a *huge* improvement. The improvements very much support and facilitate the work of the Forum Chair and Associate Forum Chair.
- A greater emphasis on the role of the Forum Chair in developing the curriculum for the Forum. First, Bill Knight and I developed the White Paper Discussion Groups. These discussions will be lead and facilitated by leaders of our field. Papers emanating from these discussions will be published on the AIR Web site and will be considered for inclusion in the *Handbook of Institutional Research* in a special section on the future of IR. In addition, they will be reviewed for possible expansion and publication in *Resources for Institutional Research*. Second, I created the Targeted Affinity Groups (TAGs), a set of topical mini-conferences within the Forum. Third, while historical data are not entirely clear on this topic, I believe that we were more selective with regard to the proposals accepted.
- Working with the Local Arrangements Committee to identify a Chicago school to which we could donate our conference backpacks post-Forum.

h. Associate Forum Chair – Deborah B. Dailey

I. Overview of Responsibilities

The major responsibilities of the Associate Forum Chair are to assist the Forum Chair in carrying out activities of the Forum program that meet professional development needs of the membership, to begin curriculum development for the Forum that he/she will chair, develop a Forum theme, work with the Treasurer and the AIR staff in developing a Forum budget, and to work closely with the AIR meeting planners to plan and carry out all details of the Forum for which he/she is Chair. In addition, the Associate Forum Chair identifies a Forum Committee whose membership is submitted for the approval of the Board of Directors.

II. Summary and Highlights of Activities

I have been very fortunate this year to work with Julie Carpenter-Hubin, 2010 Forum Chair. Julie has demonstrated incredible leadership as she implemented a number of new components of the Forum, provided direction for the overhaul of the Forum Proposal System, and offered excellent advice and counsel for me as I take on the Forum Chair responsibilities for 2011.

I have experienced first-hand the increased professionalism of the AIR staff. Working with the Senior Meeting Planner, Brandice Pittard, and her team has been very beneficial as we have begun preparations for the 51st Forum in Toronto. I am fortunate to have such a great group with which to work. I look forward to partnering with them during the next year.

Some of the highlights of the year included:

- Assisting Forum Chair Julie Carpenter-Hubin with the 50th Forum in Chicago. Activities included a site visit to Chicago to review facilities and plan the Forum in more detail, involvement in the re-making of the proposal review system, review of proposals and participation in conference calls with the Forum Chair, the 2010 Forum Committee, and the AIR Senior Meeting Planner and her staff.
- Participating in a conference call with Treasurer Heather Kelly, AIR CFO Norm Gravelle, and Forum Chair Julie Carpenter-Hubin to discuss the budget for the Forum as planning for the 2011 budget was underway.
- Making the following appointments to the 2011 Toronto Forum Committee:
 - Local Arrangements: Michelle Broderick, University of Toronto
 - Technical Support: Jan O'Brien, Okanagan College
 - Evaluation: Cornelia Wills, Middle Tennessee State University
 - Track 1: Timothy Chow, Rose-Hulman Institute of Technology
 - Track 2: Jonathan Gordon, Georgia Institute of Technology
 - Track 3: Kathleen Morley, Baylor University
 - Track 4: Eduardo Molina, Georgetown University
 - Track 5: Waddell Herron, California State University System
 - Track 6: Viktor Brenner, Waukesha County Technical College
 - Special Advisor: Cameron Tilson, president of CIRPA

Also, recently-elected Associate Forum Chair Glenn James, Tennessee Technological Institute has joined the Committee.

- Holding monthly conference calls with the 2011 Forum Committee since November. The Committee has been supporting the work of the 2010 Forum Committee in proposal reviews and volunteering to perform duties at the Chicago Forum. We have also identified two sub-committees which are looking at the Forum Tracks as they exist currently and a group exploring how best to provide helpful feedback to those who create proposals for the Forum.
- Spending May 10th in the Executive Office working with Brandice Pittard and her staff to go over all details of the Forum and determine our strategy for going forward, using both proven ideas and new approaches.
- Developing the 2011 Forum theme, “Passport to New Ideas, Better Decisions”, which plays on the fact that all U.S. attendees will be required to present a passport for admission to Canada, something we must ensure that attendees are aware of in advance in order to obtain a new passport or renew an existing one.

i. 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 an advisory group and liaison, and to provide advocacy in 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.

Committee Membership

The Higher Education Data Policy Committee recognizes the following outgoing Committee members: Kelli Armstrong, Valerie Martin Conley, Emily Dibble, and Phyllis Edamatsu for their dedicated service to our Committee and Association. We also recognize the contributions of two members completing one three-year term: Cathy Lebo and Bruce Szelest. Finally, congratulations to Christine Keller who has completed one three-year term and has been elected chair of the Committee.

Committee Members (Year Appointment Ends)

Valerie Martin Conley (Chair: 2010)

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

Kelli Armstrong (2010)

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

Jason Casey (2011)

Director
Higher Education Data Sharing Consortium

Melodie Christal (2011)

Director of Institutional Research
Washburn University

Emily Dibble (2010)

Executive Dean of Institutional Effectiveness
Bunker Hill Community College

Phyllis Y. Edamatsu (2010)

Director of Strategic Planning and Institutional Research
Delaware State University

Christine M. Keller (2010)

Director, Research & Policy Analysis

Executive Director, Voluntary System of Accountability
Association of Public and Land-grant Universities

Marsha Kelman (2011)

Associate Vice President
University of California, Office of the President

Cathy Lebo (2010)

Assistant Provost for Institutional Research
Johns Hopkins

Hans L'Orange (2011)

Vice President for Research and Information Resources
State Higher Education Executive Officers

Sue Ellen Michalek (2011)

Senior Institutional Planner
University of Wisconsin System

Lydia Snover (2011)

Director of Institutional Research
Massachusetts Institute of Technology

Bruce Szelest (2010)

Assistant Vice President Institutional Research, Planning, and Effectiveness
University at Albany - State University of New York

Tinsley Furry (Staff Liaison)

II. Summary and Highlights of Activities

HEDPC monitors issues related to the collection or use of higher education data and informs the Board of Directors and membership about these issues.

AIR Alerts and Updates: Since the last annual report, two *Updates* and one *Alert* were distributed to the membership:

- AIR Alert #38, Department of Education Issues Net Price Calculator Template
- AIR Alert #36, Effective Dates of Disclosure Requirements in the Higher Education Opportunity Act of 2008 - Update #2
- AIR Alert #36, New Disclosure Requirements in the Higher Education Opportunity Act of 2008 - Update #1

HEDPC recognizes the contributions of Mary Sapp, Assistant Vice President for Planning and Institutional Research, University of Miami; Carol Fuller, Consultant; Meihua Zhai, Director of Data Resources and Institutional Research, National Association of Schools of Public Affairs & Administration (NASPAA); Christine Keller, VSA Executive Director, Director of Research & Policy Analysis, Association of Public and Land-grant Universities (APLU); and Peggye Cohen, Assistant Vice President for Institutional Research Emerita, George Washington University for their contributions to the development of these documents. HEDPC members reviewed Alerts and Updates for: (1) implications for institutions; (2) adequate balance of viewpoints; (3) completeness and comprehensiveness; and (4) clarity.

In an effort to develop new 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, HEDPC launched *IR in the Know*.

The purpose of *IR in the Know* is to provide a brief summary of data and policy issues, including a concise list of important and timely items with a focus on topics of particular relevance to institutional researchers such as accountability, assessment, accreditation, NCES, federal legislation, and national databases. *IR in the Know* now appears regularly in the Electronic AIR (e-AIR) newsletter. HEDPC recognizes the contributions of Melodie Christal, Marsha Kelman, and Christine Keller for undertaking this initiative on behalf of HEDPC.

U.S. News Advisory Committee and Common Data Set (CDS) The U.S. News & World Report advisory group advises Bob Morse and Sam Flanigan regarding changes to the U.S. News data collection. Members also keep the IR community informed about changes to the surveys and publications. The AIR-HEDPC liaison is Bruce Szelest. Also, in an effort to develop new strategies of communication that inform members, a wiki page was established: <https://wiki.albany.edu/display/irpe/AIR-US+News+Advisory+Committee>.

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 U.S. News & 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. HEDPC Committee member, Lydia Snover, is leading this effort.

III. Goals for the Coming Year

HEDPC will:

- Continue to monitor issues related to the collection or use of higher education data and inform the Board of Directors and membership about these issues.
- Continue to focus on strategies of communication that inform members and coordinate efforts across AIR governance structures, associations, and other interested parties.
- Review, update, and/or redesign the HEDPC Web site to maximize its usefulness for the AIR membership.
- Look for new activities related to communicating and providing service to the membership on data policy issues, and will, in particular, work with PDS and other AIR committees as necessary to successfully implement these activities.

j. Membership Committee – Martin B. Fortner, Jr.

I. Overview of Responsibilities

The Association for Institutional Research (AIR) Membership Committee provides oversight responsibility for a variety of membership services provided by the Association. In collaboration with the Executive Office, this Committee oversees programs designed to retain and recruit membership. Annually, the Committee is responsible for selection of noteworthy recipients for the John E. Stecklein Distinguished Membership and AIR Outstanding Service Awards. In addition, the Committee is involved in the selection of NCES Postdoctoral Fellowships, Research Grants Awards, and Graduate Fellowships. Consistent with the Association's core values, the Membership Committee is committed to providing qualitative services which are responsive and relevant to institutional research professionals, affiliate organizations, and the higher education community.

Committee Members

- Membership Committee Chair: Martin B. Fortner (2009-2012)
- Continuing through 2010:
 - George Gonzalez - San Jacinto College District (TX); Peter Liu -University of Miami (FL); and Cornelia Wills - Middle Tennessee State University;
 - Alexander Yin - The Pennsylvania State University (first time graduate student)
- Continuing through 2011, and serving a second term:
 - Amy Ballagh - Georgia Southern University and Mardy Eimers - University of Missouri-Columbia; Karen Demonte - University of Delaware and Mary Beth Worley - Dona Ana Community College (NM); and Mr. Yves M. Gachette (2011) State University of New York Buffalo State College
- Leaving the Committee after the 2009 Forum:
 - Cathy Alvord-Cornell University; Karma El-Hassan-American University in Beirut

The Association is appreciative of the services rendered by cited individuals during their tenure on the Membership Committee.

Membership Profile

Total AIR Membership on June 30, 2009 was 3,897, a decrease of 6.1 percent or 253 members from the previous 2008, census count. With the exception of fiscal year 2009, Association membership has increased by 13.9 percent, or 477 members, since baseline year 2003/04. During this period, the Association witnessed a significant increase in the number of organizational memberships. As of the 2009 fiscal year count, the Association recorded 612 organizational memberships. This was 49 percent higher than the previous census 2008 count. In particular, new and renewed organizational memberships have experienced annual increases since fiscal 2003/04. Although Membership renewal activity has remained stable, concern is directed to individual and graduate student counts.

Declining trends in cited membership categories suggest a re-examination of present market and retention programs offered by the Association. Such efforts have been initiated by the current Board of Directors and the

Executive Office. The following table, commencing 2003/04 thru 2008/09, depicts a six year analysis of census counts by Membership category.

Membership Count as of June 30, 2009
Membership Count by Type - 2003-2004 TO 2008-2009

Membership Types	<u>2003- 2004</u>	<u>2004- 2005</u>	<u>2005- 2006</u>	<u>2006- 2007</u>	<u>2007- 2008</u>	<u>2008- 2009</u>
Distinguished	15	14	18	18	20	19
Emeritus	103	103	103	110	116	114
Individual/Full	2,782	3,147	3,318	3,288	3,320	2,907
New	621	813	676	586	625	479
Renewed	2,161	2,334	2,642	2,702	2,695	2,428
Individual/Graduate	287	372	378	287	284	245
New	144	178	161	106	120	100
Renewed	143	194	217	181	164	145
Organizational Reps	233	238	298	382	410	612
New	39	51	83	86	106	137
Renewed	194	187	215	296	304	475
Total Persons	3,420	3,874	4115	4085	4150	3,897
%Change from previous year	7.0%	13.3%	6.2%	-0.7%	1.6%	-6.1%
Change from previous year	225	454	241	-30	65	-253
Nonrenewals (from previous year)	569	537	725	984	905	858
% Nonrenewals	17.8%	15.7%	18.7%	23.9%	22.2%	20.7%
Organizational Members (Institutions/Agencies)	151	150	184	229	240	450

II. 2009 Summary and Highlights

- **Newcomers Workshop:**

Similar to the 2008 forum, Karen Demonte provided outstanding leadership in coordinating newcomer activities for the 2009 Atlanta Forum. Participation rates for the 2009 newcomer workshop increased by 10 percent from the previous year. Karen's success is attributed to proactive expansion of subcommittee participation. As such, Karen was able to recruit Yves Gachette, Crissie Grove, and Jim Lenio.

Coupled with our Mentor/Mentee pairings, cited individuals were instrumental in improving quality interaction between first time attendees and experienced IR practitioners. For the last three years, the Newcomer/Mentor pairing workshop has evolved into a successful orientation platform for continued retention and professional development.

The Newcomer subcommittee plan to enlist this orientation methodology for the 2010 Chicago Forum. A list of the 2009 Newcomer Committee membership can be found in the Forum Program.

- **Graduate Student Initiative:**
 The third Graduate Student breakfast at the Atlanta Forum was attended by approximately 35 students. In an effort to improve content relevance, the Membership Committee has revised program format to reflect increased interaction between first-time graduate attendees and established IR practitioners. Such interaction is expected to ensure continued retention of first-time graduates. Mr. Alex Yin, the Committee's first graduate student representative has provided leadership to this initiative for the previous three Forums.
- **Emeritus Members:**
 Since the 2009 Forum, the following members have been granted Emeritus status: Charles L. Van Middlesworth, Lawrence M. Baldwin, Robert F. Daly, William F. Lasher, William P. Fenstemacher, Carol H. Fuller, and Laura E. Saunders. There are now 121 Emeritus members.
- **Membership Awards:**
 At the 2009 Forum in Atlanta, the Outstanding Service Award was awarded to Dr. Victor Vendal (Posthumously).
- **Research and Graduate Study Fellowships:**
 AIR, as part of its contract with NCES to improve the quality of institutional research in U.S. Postsecondary education systems, provides fellowships for original research using material by prospective doctoral students. The Cameron Fincher and Charles I. Brown Research and Graduate Fellowships are Study Awards for Outstanding Dissertation Grant Proposals submitted by prospective doctoral candidates. For 2009, the Fincher/Brown Study grants were awarded to Giljae Lee and Cecilia Speroni.
- **Julia M. Duckwall Memorial Scholarships:**
 The Julia M. Duckwall Memorial Scholarship is awarded to individuals selected to attend Association sponsored Professional Development Institutes. Scholarship recipients must provide professional evidence of their ability to make contributions to the institutional research field. Recipients for the 2009 Duckwall scholarships were Michael McFall, University of Tennessee Knoxville; Sherry Downing, Good Samaritan College of Nursing and Health Services; Pat Bryson, Alabama State College, and Onecia (Jennifer) M. Gibson, University of Kentucky, Lexington.

III. Goals for 2010

1. Analyze the Association data inventories to better understand membership demographics and professional profiles.
2. Develop plans to survey Association membership on such areas as AIR product and service delivery, marketing strategies, and recruitment and retention programs.
3. Initiate efforts to develop an AIR Fact Book depicting, but not limited to, professional and demographic profiles, financial condition, and service delivery effectiveness.
4. Collaborate with the Executive Office to review the Association's current membership fee structure.

k. Professional Development Services Committee –J. Joseph Hoey IV

I. Overview of Responsibilities

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 the past year, the Professional Development Services Committee has provided varied activities for members designed to advance the careers and competencies of IR professionals, and to develop networks of IR practitioners and communities of IR practice.

Under AIR President Rob Toutkoushian's leadership, each of the AIR Standing Committees was asked to develop goals for the year 2009-2010. PDS goals included:

1. Develop a vision and multi-year plan for webinar offerings, to be integrated where feasible with Publications and HEDPC, and to include collaborations with other organizations where feasible and of clear benefit to the AIR membership.
2. Develop and offer a more extensive series of webinars, including a clear set of guidelines for webinar development from inception to recording and presentation.
3. Develop the next version of AIR Institute offerings – most probably to include a combined institute in 2011.

II. Summary and Highlights of Activities

The following contain the highlights of activities sponsored through the PDS Committee in the 2009-10 year.

1. **Pre-Forum Workshops** – At the 2009 Forum in Atlanta, the PDS Committee offered 22 workshops to 593 paid registrants. All workshops were held at the Forum hotel. The budget figures for the 2009 Pre-Forum Workshops had revenues of \$51,495 compared to expenditures of \$34,452, for a positive return of \$17,043. This low-cost program provides a continuing professional development resource to state and regional AIR groups, some of whose members may otherwise be unable to attend the Forum.
2. **Foundations I Institute** – The Foundations I Institute was held from July 28 to August 1 at the Sheraton Nashville downtown Hotel in Nashville, Tennessee. A total of 121 participants completed the Institute. Participants continue to report positive ratings of the curriculum, instruction, and facilities. The first year of “bring your own laptop” to the Institute worked very well. The two greatest strengths of the Institute, judging from evaluations, were the practical skills gained that could immediately be put to use and the networking opportunities. The 2009 Foundations I Institute reported revenues of \$134,650 and expenditures of \$80,722 for a positive return of \$53,928.
3. **Foundations II Institute** – The Foundations II Institute was held July 14-18, 2009, at the Doubletree Hotel in Dearborn, Michigan. A total of 40 participants completed the Institute, well below historic levels. The 2009 Foundations II Institute reported revenues of \$47,390 and expenditures of \$51,176, for a negative return of \$3,786. Participants reported positive ratings of the curriculum and instruction, but were less than upbeat about the isolated suburban Detroit location and facilities. In response, PDS and the Executive Office have worked diligently to ensure that airline access, amenities in the immediate vicinity, and overall cultural life of the city in general receive strong consideration in the selection of future AIR Institute sites.

4. **Assessment Institute** – The 2009 AIR Assessment Institute was held March 24-28, 2009, in Annapolis, MD. This Institute did not quite meet the attendance marks set during the 2008 offering, likely due to the worsening economic environment at that time. Linda Suskie and Linda Mallory served as co-directors of the 2009 Assessment Institute. Sixty-seven participants completed the Institute. Participants reported positive ratings of the curriculum, instruction, and facilities. The 2009 Assessment Institute reported revenues of \$77,986 and expenditures of \$54,247 for a positive return of \$23,739.
5. **Statistics Webinars** – This year, the PDS Statistics webinars offered in October and November 2009, proved to be highly popular among the membership, so much so that second sections of each of the three webinars were repeated one week after the first webcast to accommodate member demand. Headcount participation was 227 for the webinar series; many participants purchased the complete 3-webinar series, raising the seat count total to 513. The overall revenue from the statistics webinars in 2009 was \$60,550. Expenditures totaled \$5,701, for a positive return of \$54,849.
6. **Webinar Planning** – Webinars were a main thrust of PDS' planning work in 2009. In collaboration with the Executive Office, PDS piloted a "new program proposal protocol" for new professional development product development. In December 2009, PDS developed and submitted three major proposals for webinars to the AIR Board for further consideration. These included a series on survey research, an assessment webinar series, and a collaborative webinar series between ACPA and AIR. For 2010, PDS is working with the Executive Office to produce the first two webinars in the survey research series in the fall, to be followed by a further 2-3 webinars in that series for spring. A pilot collaborative webinar between ACPA and AIR will be offered in August, 2010 to the membership of both associations. Depending on the success of that webinar for both AIR and ACPA members, collaboration between the associations on the other webinars in the series may be continued. During 2009, staffing and resource limitations within the Executive Office precluded the more rapid development of PDS webinars; however, with the welcome arrival of Scott Balog, the situation has improved.

III. Goals for the Coming Year

The PDS Committee will continue to support professional development and networking needs of our members. In view of the uncertainty within the general economic environment and the general downturn in funding for most colleges and universities, PDS will offer only one institute in 2010: Foundations I. This year's Institute will take place in Cleveland, Ohio at the Marriott Cleveland Downtown-Key Center July 13-17, 2010. Kathi Ketcheson, Director of the Office of Institutional Research and Planning at Portland State University and Lance Kennedy-Phillips, Director of Student Life Research and Assessment at The Ohio State University will serve as co-directors. Registrations for the Foundations I Institute are currently running at a level comparable to that experienced in previous years.

Beyond our annual activities, the coming year will bring about several new activities for the PDS Committee. The Committee had originally hoped to develop a proposal for an integrated Institute to take place in 2011; however, funding realities within higher education convinced members to refocus efforts on exploring the possibility of a combined AIR Institute in summer 2012 to accommodate a mix of modules associated with AIR Institutes. PDS is currently preparing a proposal to this effect for submission to the AIR Board.

In the coming year, the PDS Committee will continue to expand its offerings of web seminars to provide online professional development opportunities for our members. With reduced budgets at most institutions, PDS Committee members will focus substantial energy on enhanced training and information delivered via the web in the year ahead. PDS Committee members also recognize the value of face-to-face interactions, and will work closely with other AIR committees to determine the best mix of deliverables to meet the training and information needs of members.

I. Publications Committee – Stephen L. DesJardins

I. Overview of Responsibilities

The primary goal of the Publications Committee is to maintain high-quality publications, while ensuring 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.

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.
- Recommending to the Board of Directors, for its approval, production of publications.
- Endorsing 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.

Committee Members (Year Appointment Ends)

Stephen L. DesJardins (Chair: 2012)

Professor & Director

University of Michigan

Peter Riley Bahr (2011)

Assistant Professor

University of Michigan at Ann Arbor

Gloria Crisp (2011)*

Assistant Professor

University of Texas at San Antonio

Paul Duby (2011)*

Associate Vice President of Institutional Research

Northern Michigan University

James Hearn (2011)*

Professor

University of Georgia

Terry T. Ishitani (2010)

Assistant Professor

University of Memphis

John R. Ryan (2010)

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

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 Directions in Institutional Research

Robert K. Toutkoushian, Editor (2010)

Professor

Institute of Higher Education

University of Georgia

AIR Electronic Newsletter

Marne K. Einarson, Editor (2010)

Senior Research and Planning Associate

Cornell University

AIR Professional File/IR Applications

Gerald W. McLaughlin, Editor (2010)

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

Lisa Gwaltney (Staff Liaison)

* *Term began at the 2009 Forum in Atlanta, GA.*

II. Summary and Highlights of Activities

- During the 2009-2010 year, the Publications Committee held a meeting at the Annual Forum in Atlanta. Throughout the year, the Committee conducted business through teleconferences and e-mail messages. The next meeting of the Publications Committee will be during the 2010 Forum in Chicago.
- In November 2008, a search committee chaired by Dr. Patrick Terenzini and supported by some of the best researchers in the field was charged with conducting a search for the next editor of *Research in Higher Education* given John Smart's pending retirement. The committee prepared a position description and interview protocols for both candidates and their references. Reaching a wide audience via the AIR Web site and numerous listservs, the posting drew nominations from 28 individuals who were encouraged to apply for the editorship. Six of those nominated subsequently submitted complete applications, one of which later withdrew from consideration after taking on new responsibilities on campus. For each of the remaining five candidates, the search committee reviewed portfolios, conducted personal interviews, and checked numerous references. Four of the five candidates were deemed excellent, highly-qualified choices. Following further discussion, two individuals were deemed to have risen above the others, primarily as a result of their thoughtful written and oral analyses of the journal's needs and its readership, their firm commitment to maintaining the journal's exemplary scholarly rigor and high quality, and their creative ideas for methods to bring the scholarly and practical goals of the journal into balance. A different search committee member interviewed each of the references listed by the two top candidates. These interviews were guided by a set of nine questions developed and unanimously approved by all search committee members. After reference interviews, all search committee members participated in interviews with the top two candidates, reconvening after the interviews to discuss tentative rank-ordering. On June 1st at the AIR Forum, the committee met to reach its final recommendation. The search committee provided their recommendation, accompanied by a detailed report of the selection process to the Publications Committee in July 2009 where it met unanimous approval. The full Board of Directors was presented the selection in August 2009 where it also received unanimous approval. The editor selection process was both thorough and extensive. As a result of the combined efforts of the search committee, the Publications Committee, and the full Board of Directors, Robert K. Toutkoushian, Professor at University of Georgia, was selected as the new editor of *Research in Higher Education*.
- In January 2010, the Publications Committee developed and posted a description for the next Editor-in-Chief of *New Directions for Institutional Research (NDIR)*. The Committee accepted applications for the position over the following months. Dr. Paul D. Umbach, an Associate Professor at North Carolina State University, was selected to be recommended to the Board of Directors as the next Editor-in-Chief. This item was taken up at the May 10, 2010 meeting of the Board of Directors. He was unanimously voted in by the Publications Committee and the Board as the next NDIR Editor. Dr. Umbach's term will run for five years beginning with the 2010 Forum, at which time Robert K. Toutkoushian will conclude his term.
- As previously discussed, the Publications Committee is entrusted with the administration of the Sidney Suslow Award. Though not granted every year, the award is designed to recognize cumulative and on-going scholarly efforts to keep institutional research on the cutting edge of research, practice, policies, and procedures in higher education. Nominations are received throughout the year and materials are reviewed and voted on by the entire Publications Committee. A minimum of a three-quarter majority vote of the Publications Committee is required for selection. After individual review of each nomination, the Committee electronically submitted their votes to the Chair via an online survey.

As a result of this rigorous review process, Gary R. Pike, Executive Director of Information Management and Institutional Research at Indiana University-Purdue University Indianapolis, was chosen as the recipient of the 2010 Sidney Suslow Award.

- In terms of publications at *Research in Higher Education*, our flagship publication, this has been an especially good year in terms of the number of submitted manuscripts and the editorial disposition of those submissions. The journal received a total of 262 manuscript submissions this year, as compared to 242 in 2008-2009. Publication decisions have been made for 251 of the 262 manuscripts, with the remaining 11 currently being reviewed. The 251 manuscripts for which publication decisions have been made were used to calculate the percent of manuscripts that were rejected, accepted, or for which revisions were requested. The eight percent acceptance rate this year is comparable to the nine percent, ten percent and seven percent rates in 2008-2009, 2007-2008, and 2006-2007, respectively. Recent acceptance rates are considerably lower than the acceptance rates reported in earlier annual reports for the journal. The editor contends, however, that such rates are essentially meaningless since *Research in Higher Education* has yet to reject a manuscript the editors desired to publish, and the journal does not reject high-quality manuscript submissions. The publication backlog for accepted manuscripts remains approximately 12 months, with manuscripts accepted today scheduled to appear in the May 2011 issue.
- Volume 4 of the Assessment in the Disciplines series was published in the last year. *Assessment of Writing*, edited by Marie C. Paretti and Katrina M. Powell, contains 11 chapters. The next volume in the series on Assessment in Chemistry, edited by Ted Clark, Alexis Collier, and John Ryan is currently in production, with nine of the ten chapters in hand for a first round of copy editing. The following volume in the series, to be edited in part by Joseph Hoey, will focus on assessment of art and design.
- This has been an excellent year for both the *Professional File* and *IR Applications*. Five issues of the *Professional File* were published: PF #112 Perceptions of Graduate Student Learning via a Program Exit Survey, Germaine & Kornuta; PF #113 A Ten-Step Process for Creating Outcomes Assessment Measures for an Undergraduate Management program: A Faculty-Driven Process, Carter, PF #114 Institutional Versus Academic Discipline Measures of Student Experience: A Matter of Relative Validity, Chatman, PF #115 In Their Own Words: Effectiveness in Institutional Research, Knight, and PF #116 Alienation and First-Year Student Retention, Liu. Five issues of *IR Applications* were published: #21 Identifying Students at Risk: Utilizing Survival Analysis to Study Student Athlete Attrition, Radcliffe, Huesman, Kellogg, & Jones-White; #22 Modeling Potential Implications of a Change in Tenure Policy: A System Dynamics Approach, Yobaccio & Saraoglu; #23 Using a Markov Chain to Look at Academic Performance at the University Level, Mora & Escardibul; #24 Using Regression Analysis in Departmental Budget Allocations, Luna; #25 The Big Payoff: Use of Incentives to Enhance Participation in Web Surveys, Wren & Showers. The publication wait on the *Professional File* is about 18 months after acceptance. The Committee is currently seeking inclusion for both publications in Cabell's Directory of Publishing Opportunities.
- Since the May 2009 meeting of the Publications Committee, the Electronic AIR (e-AIR) has continued to be published on a monthly basis. We have continued to actively solicit reader contributions for various features – in particular, as reviewers for the “Editors’ Publication of the Month,” and as contributors of “Technical Tips”, and “Parting Thoughts.” In November 2009, we added a new monthly feature called “IR in the Know” This feature, written by Melodie Christal, Marsha Kelman, and Christine Keller of HEDPC, provides brief summaries and links for more detailed information on data and policy issues of relevance to IR professionals. Since the inception of the newsletter in 1986, its production and distribution have been largely the hands-on responsibility of its volunteer editors. Over the winter and spring of 2009, we

engaged in a series of conversations with Randy Swing, Lisa Gwaltney and the web folks at AIR (Christopher Coogan and Robbie Estevez, chiefly) about moving the responsibility for laying out, publishing, and distributing the newsletter from Editor Marne Einarson's home computer to the AIR staff. In February 2009, e-AIR introduced a new format for the monthly e-mail that contains the newsletter links and table of contents. Since May 2009, AIR staff members have taken on increased responsibility for compiling and editing newsletter content, and complete responsibility for creating Web and PDF versions of the newsletter. We have continued to think about how the content of the newsletter might expand, both in the range of features offered and archived, and member/reader involvement as contributors. Ultimately, the future plan is for the Executive Office to take over responsibility for the newsletter. The office is writing a master proposal which details proposed features and production logistics.

- Transition issues for the newsletter loom large. Marne Einarson's term as Editor concludes at the Publications meeting at the Annual Forum and, as of now, Gayle Fink is slated to begin her 3-year term as Editor at that meeting. Shifting the leadership/responsibility of the newsletter from appointed editor/associate editor will require a change to the Terms of Reference for the Publications Committee. The discussion concerning the Executive Office's proposed future plan for the newsletter is underway as of the writing of this report. For example, the Executive Office staff has identified 17 standard features that would appear courtesy of the in-house editor, a standing group of professionals, and volunteer committees. Features include book reviews, visual displays of data, and an "IR in the Know" section. Technical work has also been undertaken to provide users easier access to e-AIR material via the Web site. We will keep the Board informed of new developments related to the publication of e-AIR as this process unfolds.
- This past fall, the Association for Institutional Research, through the Publications Committee, agreed to produce a *Handbook for Institutional Research* to be published by Jossey-Bass. Rich Howard, Bill Knight, and Gerry McLaughlin were named editors of the volume. In October, the editors developed an initial topical outline for the book. This outline was sent to a number of topic experts and sector representatives for review and suggestions. Through this process, the outline was revised and a call was sent to all AIR members seeking volunteers to author chapters. This effort resulted in almost 200 responses. From these volunteers, the editors selected authors. At this time, we have approximately 125 people involved in the development of the Handbook. During the months of April and May of 2010 authors are submitting initial drafts of their chapters to the editors. The authors are being asked to respond to comments and suggestions from the editors and to submit a revised draft by the first of July. During July and August, the editors will finish reviewing content and writing chapters, and clearing up any unresolved issues with authors. This process will be completed by the middle of August. During the last two weeks of August, the volume will be put together with an introduction and table of contents. On or before September 1, 2010 the "draft" volume will be submitted by the editors to the Executive Office. From there it will go to Jossey-Bass and the copy editing process will begin, with an end date of June 1, 2011. The Handbook is scheduled to be published by May 2012.
- After reviewing papers presented at the annual Forum in Atlanta, the Publications Committee, in consultation with the Forum Publications Editorial Advisory Committee headed by Rick Kroc, has awarded the Charles F. Elton Best Paper Award for 2009 to Iryna Johnson from Auburn University for her paper entitled "Class Size and Student Performance at a Public Research University: A Cross-Classified Model." Iryna will receive her award at the upcoming Forum and will also present her award-winning

paper. The Committee has also decided that the Best Visual Presentation Award will not be given in the current year. The Best Visual Presentation (BVP) Committee has spent the year developing guidelines for visual presenters, award criteria and categories that will be considered for future awards, and a plan for collecting nominations going forward. The next annual award is expected to be given out at the 2010 Forum in Chicago. The Committee continues to work to increase the number and quality of submissions for these awards and believes that more important than giving awards is educating the membership on how to effectively convey information visually, whether it is of quantitative data or to accompany oral presentations. The BVP Committee continues to work on suggestions about ways to do this and will present their findings in due course.

- The success of the AIR Publications Committee is due, in large part, to the hard work of the AIR staff. In particular, the Committee wishes to express its appreciation to Randy Swing, Norm Gravelle, and Lisa Gwaltney for their continuing support and the many other members of the Executive Office staff who assist us throughout the year.

Progress on Goals for 2009-2010

1. Successful conclusion of the search for new editor for *Research in Higher Education* and new editor for *New Directions for Institutional Research*. The RHE search is complete and the NDIR search is about to conclude.
2. Find new editor for and redesign Electronic AIR (e-AIR). This function will be moved to the Executive Office. Planning is mostly in place but some details are yet to be worked out.
3. Make progress toward completion of new IR Handbook. The Handbook project is well underway with a solid plan in place and specific deadlines in terms of publishing this book.
4. Improve collaboration with other committees regarding publication issues. Not accomplished. This will be a goal for the 2011-2012 year.
5. Work with Heather Kelly and Norm Gravelle to develop a realistic budget for the Publications Committee. Mostly accomplished, but more could be done on this issue.
6. Creation of a searchable database of AIR publications. Not accomplished. This will remain a goal for the upcoming year.

III. Goals for the Coming Year

1. Continue to serve AIR members by providing high quality publications through *Electronic AIR (e-AIR)*, *Research in Higher Education*, *New Directions for Institutional Research*, *Professional File*, *IR Applications*, *Resources for Institutional Research*, and *Assessment in the Disciplines*.
2. Identify additional ways the Publications Committee and AIR publications can add value to AIR members through new publications and additional benefits.
3. Work with the new editors for *Research in Higher Education* and *New Directions for Institutional Research* to ensure smooth transitions.
4. Find a new editor for *Resources in Institutional Research* and replace outgoing Publications Committee members.
5. Revise Terms of Reference to reflect changes in Publications procedures and functions.
6. Assist the Executive Office in the change in planning and production of Electronic AIR (e-AIR).
7. Improve collaboration with other committees regarding publication issues.
8. Create a searchable database of AIR publications.

m. Treasurer – Heather A. Kelly

I. Overview of Responsibilities

The Treasurer's responsibilities include 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 Membership – Financial Advisory Task Force

Heather A. Kelly (Chair), James W. Firnberg, Norman E. Gravelle, Heather J. Haberaecker, Adrian H. Harris, Glenn W. James, William E. Knight, John D. Porter, Robert A. Schwabe, Randy L. Swing, Robert K. Toutkoushian, James Trainer, 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.

II. Summary and Highlights of Activities

Ongoing:

- 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. Also receive copies of the monthly reconciliation reports and copies of all bank statements.

Other:

- **2009 Independent Auditor's Report:** The firm of Lanigan and Associates, Certified Public Accountants of Tallahassee, Florida, audited the December 31, 2009 and 2008 financial statements 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, 2009 and 2008, 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, 2009 and 2008 audit was completed on April 14, 2010. A copy of the auditor's report is available for review by contacting Mr. Norm Gravelle, Chief Financial Officer, Executive Office, phone: 850-385-4155, email: ngravelle@airweb.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, 2009, and December 31, 2008. The most notable change from 2008 to 2009 was a change in investments from certificate of deposits to money market accounts, as well as additional funds in the security accounts. The Fixed Price Contract with RTI to continue to provide support for the National Center for Education Statistics (NCES) IPEDS training programs included \$1,485,500 for December 2008 through 2009 and \$785,229 for December 2009 through May 2010. A new

multiple year Fixed Price Contract with RTI to provide support for the National Center for Education Statistics (NCES) IPEDS training programs was signed in mid-2009, which included \$679,924 for 2009.

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. The building, but not the land, is depreciated over a 39.5 year period and is reflected as an Executive Office expense of \$15,231.

Table 1 also presents the Liabilities and Net Assets of the Association as of December 31, 2009, and December 31, 2008. Excluding grant and contract activities, current liabilities totaled \$462,855, with 19% in accounts payable (compared to 19% in 2008), and 66% in deferred membership revenue (compared to 72% in 2008). Because the membership year begins in July and the Association account year begins in January, the accrual of prepaid 2010 membership revenue is required.

- Table 2 presents the impact of operations on Net Assets for the years that ended December 31, 2006, 2007, 2008, and 2009, as well as for the 2010 budget and the 2011 proposed budget. In 2009, revenues exceeded expenditures by \$428,760, compared to revenues exceeding expenditures by \$316,695 in 2008.

Table 2 also presents the 2011 financial proposal based on the following assumptions:

- Cost containment in all operations
- Conservative revenue plan
- Continued commitment to maintaining the Association goal for Unrestricted Net Assets
- A three percent increase in salary pool and benefits for AIR employees
- Offering one PDS Institute - Foundations I and assuming institutes and workshops break even at a minimum using conservative estimates of participants
- IT/Web site Development
- Ad Hoc Governance Review Committee
- Table 3 displays Membership Dues and Forum Fees for the years 2007 through 2011, 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 2009, Total Operating Revenues were \$4.0 million and Total Operating Expenses were \$4.0 million.

Table 1
Statement of Financial Position
December 31, 2009 and 2008

Assets	Year 2009	Year 2008
Cash and Cash Equivalents	\$ 623,139	\$ 628,716
Certificates of Deposit	\$ 269,971	\$ 798,337
Investments	\$ 1,697,745	\$ 690,777
Accounts Receivable – AIR	\$ 58,797	\$ 63,865
Grants Receivable	\$ 361,493	\$ 361,493
Contract Receivable – Lumina	\$ 226,000	\$ 726,000
Contract Receivable – RTI	\$ 1,513,396	\$ 2,342,777
Interest Receivable	\$ 6,625	\$ 3,906
Prepaid Expenses	\$ 39,804	\$ 41,078
Inventory – Publications	\$ 44,796	\$ 36,536
Property and Equipment, Net	\$ 682,028	\$ 680,381
Total Assets	\$ 5,523,794	\$ 6,373,867
Liabilities		
Accounts Payable	\$ 89,459	\$ 90,608
Accrued Compensated Absences	\$ 66,397	\$ 43,861
Deferred Membership Dues and Other	\$ 306,999	\$ 341,078
Deferred Contract and Grant Revenue, Current	\$ 3,079,167	\$ 3,385,285
Deferred Contract and Grant Revenue, Long-Term	\$ 364,181	\$ 1,324,205
Total Liabilities	\$ 3,906,203	\$ 5,185,037
Net Assets	\$ 1,617,591	\$ 1,188,830
Total Liabilities and Net Assets	\$ 5,523,794	\$ 6,373,867

4. Proposed Budget

Table 2

Financial History and Proposed 2011 Budget

	2006	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Actual	Budget	Proposed
<u>Operating Revenues</u>						
Membership	437,042	424,682	470,588	461,945	417,000	442,000
Forum	493,880	461,522	588,186	513,060	474,000	474,000
PDS	390,048	349,083	457,941	372,071	322,500	252,500
Publications	156,996	169,124	163,006	81,710	66,000	66,000
Other Revenues	129,683	133,405	125,955	78,053	102,200	95,000
Grant Program	284,714	299,720	377,749	345,237	362,000	361,493
RTI Contract	1,517,966	1,341,368	1,675,595	1,888,759	1,485,500	1,848,799
Lumina Contract	0	0	154,919	511,712	669,763	325,336
<u>Total Operating Revenues</u>	3,410,329	3,178,905	4,013,939	4,252,547	3,898,963	3,865,128
<u>Operating Expenses</u>						
Membership	159,805	175,758	135,990	159,478	157,400	147,667
Forum	404,127	340,843	388,241	404,103	494,150	463,986
PDS	407,170	324,092	391,105	256,401	282,000	257,670
Publications	119,188	168,383	188,258	116,899	110,400	104,215
Governance	196,518	267,205	141,818	123,137	99,410	154,525
Executive Office	318,190	337,635	434,042	258,059	311,500	450,211
Grant Program	284,714	299,720	377,749	345,237	362,000	361,493
RTI Contract	1,464,844	1,293,455	1,485,123	1,648,761	1,463,000	1,260,868
Lumina Contract	0	0	154,919	511,712	669,763	325,336
<u>Total Operating Expenses</u>	3,354,556	3,207,092	3,697,244	3,823,787	3,949,623	3,525,971
<u>Contribution to Net Assets</u>	55,774	(28,188)	316,695	428,760	(50,660)	339,157
<u>Total Net Assets at Year End</u>	900,322	872,134	1,188,829	1,617,587	1,566,927	2,480,879

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

Table 3
History of Membership Dues and Forum Registration Fees

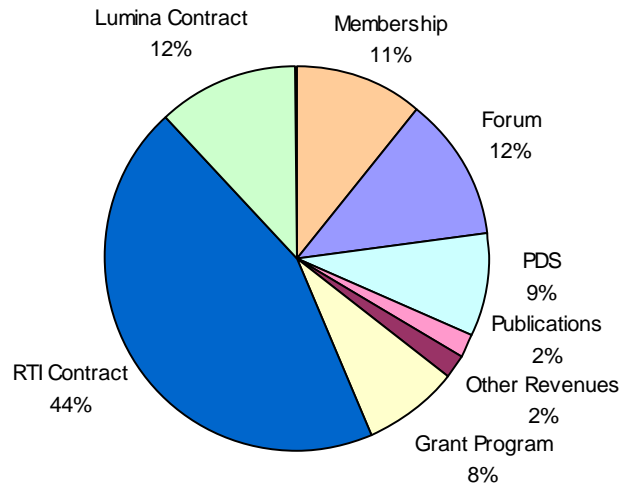
	2007	2008	2009	2010	2011	% Change
	Actual	Actual	Actual	Budget	Proposed	
Membership Dues	\$115	\$125	\$125	\$125	\$125	0%
Forum Registration Fees	\$300	\$300	\$310	\$310	\$310	0%

Table 4
Application of Indirect Cost Recovery to Operating Expenditures

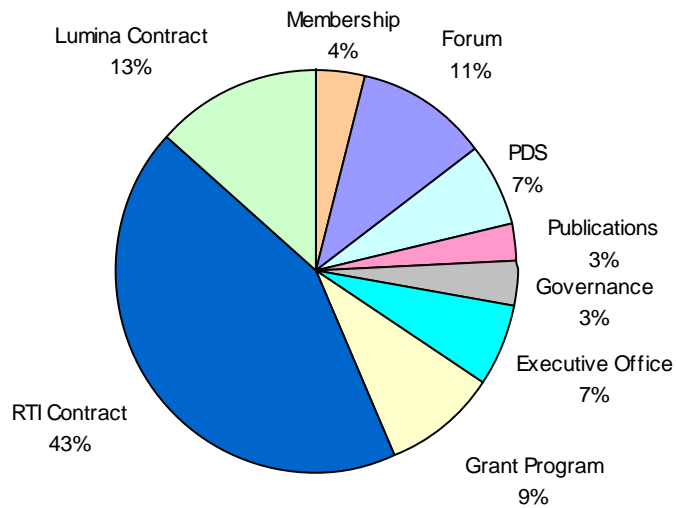
	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Budget	Proposed
Executive Office Expenses	\$448,098	\$565,799	\$503,895	\$511,500	\$641,730
RTI Indirect Cost Reimbursement	(\$99,023)	(\$99,023)	(\$175,179)	(\$109,911)	(\$139,394)
NSF Indirect Cost Reimbursement	(\$11,440)	(\$21,414)	(\$12,795)	(\$19,013)	(\$20,213)
Lumina Indirect Cost Reimbursement		(\$11,321)	(\$57,862)	(\$71,076)	(\$31,912)
Net Executive Office Expenses	\$337,635	\$434,041	\$258,059	\$311,500	\$450,211
Percent Offset to Expense	25%	23%	49%	39%	30%

Figure 1
Operating Revenue and Expenses
Fiscal Year 2009

REVENUE (\$4.0 million)



EXPENSES (\$4.0 million)



Goals for the Coming Year

- Establish Terms of Reference for the treasurer
- Facilitate the transition to the new treasurer, Paul Duby

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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying statements of financial position of Association for Institutional Research, Inc. (a nonprofit organization) as of December 31, 2009 and 2008, and the related statements of activities, functional expenses, and cash flows for the years then ended. These financial statements are the responsibility of the Association'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 the 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 audit 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 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, 2009 and 2008, 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 14, 2010, on our consideration of the Association for Institutional Research's internal control over financial reporting and 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 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 audit.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of Association for Institutional Research, Inc. taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the 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. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

Lamigan & Associate, P.C.

Tallahassee, Florida
April 14, 2010