



Association for Institutional Research

2010-2011

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Tuesday, May 24, 2011

2011 Annual Business Meeting

Tuesday, May 24, 2011
Sheraton Centre Toronto Hotel
Toronto, Ontario

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Section 1 - Officers

Secretary

Report by Daina Henry

I. Overview of Responsibilities

The Secretary to the Board of Directors is a member of the Board and responsible for the official records and minutes of Board decisions, motions and actions at Board meetings, special meetings, and conference calls regarding Board matters.

II. Highlights of Activities

- Attended the Forum, October and February Board Meetings, and the July 6, Aug 3, Oct 5, Nov 3, Jan 4, Feb 1, March 8, and April 12 Board Conference Calls.
- Attended the September 2010 Policy Governance Working Session.
- Presented to the Executive Office and President the draft of the Minutes which was subject to action by the full Board.
- As part of the Board of Directors agenda, presented meeting minutes as appropriate.
- Insured the posting of minutes to the Board of Directors Backroom area for review by the entire Board.
- Insured that the final minutes, upon approval and amendment, if necessary, were posted to the public folder on the AIR web site.

III. Summary of Accomplishments

- Insured the completion of required minutes for all Board of Directors official meetings.
- Requested a budget for the Secretary's expenses.
- Initiated a process of formalizing the format for the presentation of minutes.
- Continued the newly initiated procedure for electronically recording meetings, allowing the Secretary more opportunity to fully engage in Board discussions.

IV. Recommendations for the Future

- Continue the electronic recordings of meetings to allow full engagement by the Secretary in the Board meetings.
- Create a template for the format of the minutes – with enough detail to stand as the record of the meeting, including motion and action items.
- Encourage the creation of standardized agendas to allow more efficient recordings of motions and decisions.

Minutes

AIR Annual Business Meeting
Tuesday, June 1, 2010
Sheraton Chicago Hotel & Towers
Parlor C
Chicago, Illinois

The 2010 Annual Business meeting was held on Tuesday, June 1, 2010. President Robert Toutkoushian convened the meeting at 7:36 a.m. local time.

President Toutkoushian asked for a review and approval of the 2009 Annual Business Meeting Minutes, copies of which were available to attendees. One amendment was made to correct a spelling error. The motion to accept the minutes as amended was made and seconded. The 2009 minutes were approved through acclamation.

President Toutkoushian reported that he was pleased with the 50th Anniversary 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 in his second full year as ED reported that AIR had a very good year. He remarked on the Data and Decisions[®] Academy, the overlapping IPEDS contracts, and upgrades to a variety of AIR operations. Randy referred members to his Annual Report for more information.

Vice President James Trainer shared highlights of his activities in his Annual Report and referred members to it for more details. One of his many significant accomplishments was the convening of the Ad Hoc Committee on Governance, whose goal is to review the governance process and make recommendations. He is looking forward to the upcoming year as President and continuing the review of the governance process.

Immediate Past President William Knight thanked everyone involved in the nominating process and congratulated the newly elected slate of officers for the upcoming year: Vice President Jennifer Brown, Treasurer Paul Duby, Associate Forum Chair Glenn James, and Christine Keller, Higher Education Data Policy Committee. Bill referred members to his Annual Report for complete details. The members were asked to refer to the Annual Report for the certification of election results.

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

2010 Forum Committee Chair Julie Carpenter-Hubin received a round of applause for her and her committee's outstanding work on the 50th Anniversary Forum. She noted that there were a record number of registrations, with many newcomers and international visitors. Pre-Forum Workshops were equally well attended. She recognized the good work of her committee and referred members to her Annual Report for more details.

2011 Associate Forum Committee Chair Deborah Dailey congratulated Julie Carpenter-Hubin on an outstanding Forum with many innovative new programs such as the Targeted Affinity Groups. She then invited all members to attend the 2011 Annual Forum which will be taking place May 21-15, 2011, in Toronto, Ontario, Canada. Debbie reminded all in attendance of the importance of securing passports early. Debbie looks forward to working with the incoming Associate Forum Chair, Glenn James, responsible for the 2012 Forum in New Orleans, Louisiana. She referred members to her Annual Report for more details.

Higher Education Data Policy Committee 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. Her year was also spent preparing for transition to a new Chair. She referred members to her Annual Report for more details.

Membership Committee Chair Martin Fortner thanked his Committee for their excellent work. He stated that the Association had a good year and highlighted the Newcomers workshop, the continuing graduate student initiative, the addition of seven Emeritus Memberships and the award of the Outstanding Service Award, the Research and Graduate Study Fellowships, and the Julia Duckwall Memorial Scholarship. For further details concerning activities, Martin referred members to his Annual Report.

Professional Development Services Committee Chair Joseph Hoey recognized the outgoing, current, and incoming Committee members and AIR staff members for an exceptional year. He reported that the Pre-Forum Workshops, webinars, and summer institutes continue to be in high demand. Foundations I was held in Nashville Tennessee and Foundations II was held in Dearborn Michigan. The Assessment Institute was held in Annapolis Maryland. Joseph referred members to his Annual Report for more details.

Publications Committee Chair Stephen Desjardins reported that his Committee had a great year in terms of both the quantity and quality of publications. He highlighted some of his accomplishments which included the selection of a new Editor for *Research In Higher Education* (Robert Toutkoushian), the selection of the new Editor for *New Directions in Institutional Research* (Paul Umbach), the publication of Volume 4 of *Assessment in the Discipline*, the production of five *Professional Files* and five issues of *IR Applications*, and the ongoing publication of the Electronic AIR (e-AIR). In addition, *The Handbook for Institutional Research* is progressing and editors and authors are working together for a scheduled publication in 2012. Stephen then referred members to his Annual Report for more details.

Treasurer Heather Kelly referred members to her Annual Report for complete details. She then provided highlights of her report including that AIR continues to experience growth and is financially sound, and that Lanigan and Associates have been retained as the auditors for the organization. Heather wanted to thank Norm Gravelle for all his work on the budget and financial documents. Heather referred the members to her Annual Report and asked for questions regarding the 2011 proposed budget. Kelly made a motion to approve the 2011 budget. The motion was seconded, and the motion passed by voice acclamation.

President Toutkoushian thanked all those in attendance and highlighted some of the activities for the day. Rob thanked the outgoing members of the Board of Directors: William Knight, Valerie Martin Conley, Heather Kelly, and Julie Carpenter-Hubin. Rob also wished James Trainer the best of luck for next year. Upon no further discussion, Rob called for a motion to adjourn. The motion to adjourn was raised and seconded, then affirmed by voice acclamation. The meeting was adjourned at 8:35 a.m. local time.

President

Report by Jim Trainer

See Appendix A for Ad Hoc Governance Committee Members

I. Overview of Responsibilities

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 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. Highlights of Activities

- Convened three regularly scheduled meetings of the Board of Directors in June, October, and February, with Board conference calls occurring monthly during the remaining months.
- Convened a special two and one half day meeting/workshop with the Board of Directors, AIR Executive Director, and select members of the Ad Hoc Committee on Governance and Executive Office leadership team to discuss Policy Governance, and to meet with Miriam Carver, policy governance consultant.
- Oversaw the 2010-2011 election of the AIR Board of Directors.

III. Summary of Accomplishments

As President, much of my work centered on leading the efforts to develop a revised Constitution and Bylaws for AIR that would allow a transformation from the previous AIR governance structure to a policy governance model. I worked with the Board of Directors, Executive Director, and Miriam Carver in developing policies required for implementing policy governance. I actively participated in communicating to the AIR membership throughout this process, including sending letters and emails to members and providing input to the Executive Office as a governance web site was developed and updated to keep members informed and to encourage their engagement in the process. I eventually worked with the Executive Office to oversee the vote on the referendum presented to members on the revised Constitution and Bylaws, and helped the Board and Executive Office to think about what the ramifications would be for a change in governance in terms of how AIR is structured and operates.

IV. Recommendations for the Future

Recommendations include providing leadership and support to the new AIR President, the Nominating Committee, and the entire Board of Directors as AIR transitions to policy governance, as well as having the Immediate Past President provide guidance and oversight to the President during the election process for the 2011/2012 AIR Board of Directors.

Vice President

Report by Jennifer Brown

I. Overview of Responsibilities

For the past year, I have served as Vice President (President Elect) for AIR. In this capacity, I have served as a voting member of the AIR Board of Directors and have participated in all Board activities. In addition to the regular business of the Association, the focus of the Board has been on the AIR governance structure. Following the final recommendations of the Ad Hoc Governance Committee, the Board Secretary and I drafted the revised constitution that was shared with members for discussion and feedback. Following modifications based on that feedback and detailed Board discussions, the proposed constitutional revisions were overwhelmingly approved by the AIR membership.

II. Highlights of Activities

- Attended all Board Meetings and all Board Conference Calls.
- Served on Ad Hoc Governance Committee and attended FY 10/11 meetings.
- Participated in a Policy Governance Training session, September 2010.
- Worked on drafts of revised AIR Constitution.
- Assisted the President in leading Board work on drafting updated policies to reflect governance changes.
- Spent time with an amazing group of AIR colleagues who are dedicated to the Association and its best possible future.

III. Summary of Accomplishments

This has been an extraordinary year for the Association as we began by celebrating our 50 years of Forums. Fifty years of work and collegiality and of the development of a profession that has influenced the direction of many institutions of higher education – an integral part of national higher education policy discussions and activities – is a great achievement. The Chicago Forum was a wonderful celebration of our history and an opportunity to look to our future.

At the Forum, the Board continued the work begun by the Board and Presidents Fred Lillibridge and Mary Ann Coughlin in 2007/2008, to reconsider Association governance. President Rob Toutkoushian had set in action the Ad Hoc Governance Committee, an able group of AIR members, chaired by then AIR Vice President, Jim Trainer, to research best practices and to recommend changes. This was accomplished, and the Board voted unanimously to accept the recommendations.

As Vice President, I have worked with Jim Trainer and the Board as well as AIR Executive Director Randy Swing to learn, plan, prepare, lead, participate, listen, and debate! It has been an exhilarating experience as well as a demanding one.

IV. Recommendations for the Future

As I assume the Presidency, I will be leading the Board through the first year of the implementation of the new Constitution and the new governance system. It is critically important to the Association's future that the Board takes on its new roles with energy, and I have no doubt it will do so.

With that in mind, the Board has planned training opportunities for incoming Board and Nominating Committee members, including the new Vice President, Julie Carpenter-Hubin. While we have been drafting new Board policies, Randy Swing has been working with the AIR staff to draft operational plans that will meet the Board's expectation of enhanced member involvement in Association business and activities. As we transition from our previous structure of committees to Board membership 'at large', we will be ensuring that those important activities previously overseen by elected member committee chairs will continue.

As you know, these changes mean new roles for the Executive Director and AIR staff as well as the Board, and together we must develop strong mechanisms for hearing the voice of the members and translating it into clear ends to be accomplished by the Executive Office. The Board must also ensure that accountability mechanisms are in place and functioning properly so that we accomplish the ends members have articulated.

It is going to be another demanding and exhilarating year!

Immediate Past President

Report by Rob Toutkoushian

See Appendix A for Nominating Committee Members

I. Overview of Responsibilities

The AIR Immediate Past President assists the current leadership of the Board of Directors, helps to establish strategic plans for the Association, and serves as a representative of the Association to selected groups. The AIR Immediate Past President also serves as a member of the AIR Board of Directors Executive Committee, working with the Vice President, 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 Immediate Past President serves as a member of the Audit Committee, which reviews the annual audit report and works with the Executive Director to ensure compliance with findings requiring action. Finally, the Immediate Past President serves as the chair of the Nominations Committee, which is responsible for compiling the slate of candidates for the current election of officers.

II. Highlights of Activities

- Attended Board Meetings in Tallahassee and New Orleans, and participated in Board Conference Calls.
- Held meetings of the Nominations Committee at the Forum as well as via email and conference calls.
- Participated in AIR governance workshops.
- Assisted the AIR President as needed with responsibilities during the year.

III. Summary of Accomplishments

The main accomplishment during the past year has been to successfully guide the Nominations Committee in our work to produce a slate of candidates for the AIR election of officers. This work involved soliciting nominations, reviewing nominations, enticing potential candidates to run for office, evaluating nominations, and making decisions on the final slate of candidates. In addition to this work, I have actively participated in the activities and decisions of the Board. The primary focus this past year has been on examining and developing the proposed revision of the Association's governance structure. I have also worked with the current President to help ensure a smooth transition in leadership for the Association.

IV. Recommendations for the Future

Continue to review the role and responsibility of the Immediate Past President to ensure a smooth transition to the next President and take advantage of the knowledge that has been gained through serving as President.

Treasurer

Report by Paul Duby

See Appendix A for Board Audit Committee Members

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. The Treasurer is responsible for leading the Board Audit Committee which annually reviews the financial statements and the findings from an independent audit firm concerning the financial state of the Association. Finally, the Treasurer is responsible for the presentation of an annual review of the financial health of AIR at the Annual Meeting held during Forum.

The charge of the Board Audit Committee is to review the annual financial statements as well as the management letter produced by the independent firm charged with auditing the financial position and the related statement of activities, functional expenses, and cash flows for the past year. The AIR Audit Committee will review with the Executive Office those audit findings which cite any compliance issues or opportunities for ways to improve internal controls and operating efficiencies of the Association.

The charge of the Financial Advisory Task Force is to help coordinate the Association's advancement and development efforts and to contribute to a long-term strategy in the area of finances. Membership of the Financial Advisory Task Force is comprised of former AIR treasurers and active AIR members with particular interest in and knowledge of the finances and financial planning practices of AIR.

II. Highlights of Activities/Summary of Accomplishments

- (1) Reviewed documentation and approve all expenditure checks over \$10,000.
- (2) Reviewed monthly internal accounting reports; requested to see detail and supporting documentation for a random sample of checks. Also received copies of the monthly reconciliation reports and copies of all bank statements.
- (3) Worked with the Association's CFO to reduce the volume of monthly accounting reports being delivered to individual Board members, enabling them to concentrate on the detailed information regarding their particular area of responsibility. In addition, Board members continued to receive the monthly Profit and Loss Summary Statement and the annual Form 990 report (i.e., Return of Organization Exempt from Income Tax).
- (4) Participated in monthly teleconferences with other AIR Board members and Randy Swing of the Executive Office.
- (5) Participated in ongoing governance discussions throughout 2010-2011. This activity was highlighted through a dedicated face-to-face meeting on implementation of the proposed governance structure in Atlanta with governance consulting representative, Miriam Carver.
- (6) Developed a planning process and a planning cycle which would enable AIR to implement a strategic planning process whereby strategic planning would drive budgeting.
- (7) Completed funding of the Board's previously established Grant and Contract Contingency Fund of \$420,000.
- (8) Established and funded a Data and Decisions® Academy Contingency Fund of \$47,800.
- (9) Independent Auditor's Report: the firm of Lanigan & Associates, Certified Public Accountants of Tallahassee, Florida, audited the December 31, 2010 and 2009 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, 2010 and 2009, 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, 2010 and 2009 draft audit was completed on April 25, 2010. A copy of the auditor's report is available for review by contacting Mr. Jason Lewis, Director of Financial Operations, Executive Office, phone: 850-385-4155, x 125 or email: jlewis@airweb.org.

See Section 4 – Finance, for: *Financial Position of the Association, Proposed Budget, and Operating Revenue and Expenses.*

III. Recommendations for the Future

Assist the AIR Board in establishing a set of Treasurer-related Ends Policies and refocus the role of the Treasurer under a policy governance model.

Executive Director

Report by Randy Swing

See Appendix B for AIR Executive Office Employee List

I. Overview of Responsibilities

The Executive Director reports to the Board and Directors and serves as the Board's only employee. The Executive Director supervises all AIR staff and has broad management oversight for Association fiscal and strategic operations. In addition to supporting the Board and Board Committees, the Executive Director serves as the Principle Investigator for AIR's grants and contracts and is actively engaged in the Association's educational and outreach activities.

II. Highlights of Activities

A full reporting of all Executive Office activities is beyond the scope of this reporting format. Rather the following categories of activities will be used to summarize and organize highlights of accomplishments during the 2010-2011 membership year: Fiscal Management, Staff Management, Grant/Contract Management, and Meetings. A final section highlights selected activities of the Executive Director's educational activities.

Fiscal Management

- Continued to manage AIR finances and investments using conservative and safe practices
- Managed the largest annual net surplus in AIR history
- Received an unqualified audit
- Prepared for the retirement of CFO, Norm Gravelle, and transfer of responsibilities to Jason Lewis, Director of Finances
- Researched and prepared to overhaul the Association's financial infrastructure to meet the needs of a growing Association (new accounting system, chart of accounts, and the e-commerce site)

Staff Management

- Oversight of 19 employees (see Appendix B)
- All H.R. files and processes were reviewed by an external H.R. Auditor
- Developed a revised Employee Handbook
- Managed employee benefits

Grant /Contract Management

- AIR managed 4 major funded contracts and grants totaling \$3,462,723
- IPEDS training grant recruited, trained, and managed 51 IPEDS Trainers and provided 25 workshops serving more than 1,000 individuals were delivered via face-to-face mode
- Ten online tutorials were created and 9 previously developed tutorials were maintained and viewed 9,000 times
- National Science Foundation funded 10 dissertation and research grants for a total of \$296,817
- Data and Decision® Academy launched three additional courses for a total of 6 courses (with a 7th scheduled for pilot in May). In total, 140 students completed 248 courses with direct outreach to 1,085 community college presidents

Meetings

- Conducted the largest Forum in history with 1,754 participants
- Designed and built new Forum technologies to support the Call for Proposals, Personalized Scheduler, and session management tool
- Exhibit Hall generated \$134,477.50 in revenue

Selected Executive Director Activities

Presentations and Keynote Addresses:

Council of Regional Accrediting Commissions
Digital Now Conference

Southwest Georgia Technical College
Achieving the Dream Strategy Institute
Institutional Research Conference, Tokyo, Japan
Southern Education Foundation Student Learning Outcomes Institute
New England Association of Schools and Colleges (NEASC)
2010 American Society for Association Executives (ASAE) Technology Conference & Expo
Northeast Association for Institutional Research (NEAIR)
South Africa Association for Institutional Research (SAAIR)
Doshisha University, Hokkaido University, Konan University & Osaka Prefectural University,
Kyoto, Japan
CIC/CLA Consortium Summer Meeting
Podcast Interview with the *Chronicle of Higher Education*
Southeastern Association for Community College Research
Johnson County Community College National Benchmarking Conference
Technical College System of Georgia Quarter to Semester Conversion Leadership Summit

Publications:

- Kramer, G. & Swing, R.L. (Ed.) (2010). *Higher education assessments: Leadership matters*. The American Council on Education Series on Higher Education. Maryland: Rowman & Littlefield.
- Bers, T., & Swing, R.L. (2010). Championing the assessment of learning: The role of top leaders. In G. Kramer & R.L. Swing, (Eds.), *Higher education assessments: Leadership matters*. The American Council on Education Series on Higher Education.
- Swing, R.L., & Alexander-Hamilton, J.S. (2010). University colleges: Flexible structures for serving undergraduate students. In S.E. Evenbeck, B. Jackson, M. Smith, D. Ward & Associates, (Eds.) *Organizing for student success: The university college model*. Monograph No. 53, Columbia, SC: University of South Carolina, National Resource Center for The First-Year Experience and Students in Transition.
- Swing, R.L., & Coogan, C.S. (2010). *Valuing Assessment: Cost-Benefit Considerations*. National Institute for Learning Outcomes Assessment Occasional Paper #5.

Other Scholarly and Service Activities:

- Served on Editorial Board for three journals (*Innovative Higher Education, Journal of General Education & Journal of Assessment & Institutional Effectiveness*)
- Planning Partner – Association of College & Research Libraries IMLS Grant
- Member – National Center for Education Statistics' Common Education Data Standards Stakeholder Group, 2010
- Advisory Board Member – Cooperative Institutional Research Board (CIRP), 2010
- Certification Advisory Council Member – New Leadership Alliance 2009 –
- National Advisory Panel Member – National Institute for Learning Outcome Assessment (NILOA) 2009 –
- Board Member – Southern Education Foundation Board, 2009 – 2011
- Invited guest to IPEDS Technical Review Panel and NPEC meetings
- University of Georgia Dissertation Committee for Christine Miller, 2011

III. Summary of Accomplishments

It was another year of rapid growth and professionalization of the Executive Office. A major investment in technology infrastructure will provide new tools and resources that will allow the Executive Office to increase member services in 2011-12. Planning, deploying new technologies, and developing financial and membership databases appropriate for an organization of our size and scope are nearing completion. Members will begin to see the results of these enhancements in late summer and fall.

The IPEDS training services, funded through a contract from RTI, have been completely overhauled. The face-to-face workshops have greatly increased participation and outreach with outstanding evaluations from participants.

While online tutorials were greatly improved, recent conversations with NCES have resulted in a plan to reconsider the content and delivery to keep these services aligned with the ongoing upgrades initiated by IPEDS in recent years.

The Annual Forum continues to be a highlight of AIR's membership services. The record breaking attendance in Chicago occurred in spite of travel restrictions created by the downturn in the economy

IV. Recommendations for the Future

The challenge and opportunity for the Executive Office is to fully support the Board's vision for AIR as defined in policy documents under policy governance. The Executive Office will need to use, in the short term, some of the net reserves which have been built up over the past decade to increase membership services and revenues. AIR is positioned to grow services that provide the professional development and support needed to build capacity in institutional research, even if they do not immediately produce new revenues. The next few years will be a time to better understand what members want from the Association and to create member value by meeting those needs

Section 2 – Board Standing Committees

External Relations Committee

Report by Daina Henry

See Appendix A for External Relations Committee Members

I. Overview of Responsibilities

The External Relations Committee Chair provides leadership to the External Relations Committee, helping it to achieve its goals and tasks, and serves as the liaison between the Committee and the Board. The purpose of the External Relations Committee is to represent the membership in all its sectors, including under-represented groups, and to provide outreach to future members and groups not already involved in formal AIR relationships. The group serves as an advocate for the diversity of the constituents - past, present, and future.

II. Highlights of Activities

The Committee and its Chair have engaged in the following activities:

- Attended the Forum, October and February Board Meetings, and the July 6, Aug. 3, Oct. 5, Nov. 3, Jan. 4, Feb. 1, Mar. 8, and April 12 Board Conference Calls.
- Attended the September 2010 Policy Governance Working Session.
- Chaired the Forum External Relations Committee meeting at the Forum, as well as the International Gathering Reception, and the Affiliated Group reception.
- Represented AIR in the newly formed Philippines Association for Institutional Research affiliated group, offering seminars, workshops, and a keynote address at Our lady of Fatima University, Liceo de Cagayan University and PAIR in August 2010 in various locations in the Philippines.
- Authored a chapter for the upcoming *Handbook for Institutional Research* on international institutional research organizations and affiliated groups.
- Maintained contact and connection with various international and foreign groups involved in institutional research.
- Awarded the International Affiliate Forum Grant (IAFG); recipient to be announced at the Toronto Forum.

III. Summary of Accomplishments

The committee increased the budget to prior funding levels for the External Relations grants from \$350 to \$2000. Future committee work can involve planning for the distribution of the award – an increase of the IAFG or a combination of IAFG plus Pre-Forum Workshop grants (which were removed in 2009-2010 for financial reasons). Additionally, we represented AIR at an international AIR affiliated group, strengthening the bonds, and encouraging growth of institutional research in an under-represented area. We also ensured the inclusion of an international perspective in the forthcoming *Handbook for Institutional Research*. Finally, we hosted the International Gathering and the Affiliated Group Gathering at the 2010 Forum to collect feedback about services and to solicit volunteers for committees in the future.

IV. Recommendations for the Future

- Continue offering the International Affiliate Form Grant to help offset the cost of Forum attendance for our international members.
- Reestablish the Pre-Forum Workshop grants to provide financial aid to members for attending the workshops.
- Continue offering the International Reception and Affiliated Group gatherings at the Forum to allow networking and feedback from members, and to solicit volunteers for future committee work.
- Update the Affiliated group web site.
- Encourage members to attend and present at internationally-based AIR affiliated groups to encourage internationalization and collaboration of research efforts.
- Provide continued services to the Affiliated Groups in terms of web hosting and conference registration services.
- Advocate for Forum plenary and keynote speakers to be taped and made available on the AIR web site to allow international members access to Forum activities when traveling to the Forum is cost-prohibitive.

Forum Committee

Report by Debbie Dailey and Glenn James

See Appendix A for Forum Committee Members

I. Overview of Responsibilities

The Forum Committee Chair works in partnership with the Associate Forum Chair, the Forum Committee, other members of the Board, and the AIR Executive Office staff to plan, organize, implement, and coordinate the curriculum of the Annual Forum. The chair works with staff to ensure that all aspects of the Forum are designed and delivered, ensuring a quality professional development experience for all attendees. Responsibilities begin with enlisting outstanding AIR members to serve on the Forum Committee and continue through oversight and direction of the work of these individuals in reviewing proposal submissions, recruitment of volunteers for facilitation, providing technical assistance on-site, offering local area insight, and evaluating all aspects of the Forum. The Forum Chair also serves on the Board of Directors and participates in discussions and decision-making for the Association.

II. Highlights of Activities

- Participated in all monthly Board conference calls and attended the Board of Directors meetings at the Chicago Forum, the mid-year meeting in New Orleans, and the Board meeting at the Forum in Toronto.
- Met in Chicago and in Toronto with the Forum Committee. We also held monthly conference calls with the entire committee and individual conference calls with the Local Arrangements Chair, the Presenter Support Chair, and with the Evaluation Co-Chairs.
- With guidance from the 2011 Forum Committee, revised the Tracks for the Forum, using the IR Knowledge and Skills Matrix developed by the Professional Development Services Committee.
- Revised the guide for proposal reviewers relative to making comments about the proposal to the author/s. These are used to improve the quality of the presentation, if accepted, or the proposal itself for future submission.
- Held two proposal system training sessions via web-enabled conference calls for all individuals who served as reviewers for proposal submissions.
- Evaluation Committee held a number of conference calls to revise the evaluation process and incorporate new ideas into its activities. They implemented "Listening Posts" as a qualitative evaluation tool. They established August 1, 2011, for transmission of the final written evaluation report.
- Introduced a new learning/sharing option in the form of SeminAIRs; sessions focused on topics of particular interest to segments of our membership.
- Engaged Plenary speakers who bring focus on important topics in higher education, particularly institutional research.

III. Summary of Accomplishments

The ultimate accomplishment of the Forum Committee is the Forum itself. With over 1,400 registrants, more than 450 concurrent sessions, and record breaking exhibitor participation, the 2011 Forum is a testament to the hard work of hundreds of AIR members and staff. Given the challenges with the global economy and the concerns about international travel for U.S. members, the willingness of the membership to share their work and to attend the conference is commendable.

The Forum Committee took on major roles in updating the Proposal Submission process this year. The first was to revise the Session Tracks to reflect the excellent work on the IR Knowledge and Skills Matrix that was created by PDS. The Committee also developed a more comprehensive guide for reviewers to provide written comments about proposals, allowing better feedback to the authors. Both of these initiatives require continued refinement, but they were important for continued improvement of the proposal process to make it more relevant and meaningful for the Association.

Plenary speakers Richard Arum and Mark Milliron offered important insight into the challenges that face higher education and IR in particular. Their participation brings the opportunity to explore new areas of importance for our work.

The continuation of the Targeted Affinity Groups (TAGs) allowed the membership to focus on topics of specific interest to them and/or their institution or organization. The sheer volume of presentations that are offered at the Forum can be overwhelming. To offer the TAGs on topics that are of common interest to members is an excellent way to facilitate interaction within smaller settings. Introducing SeminAIRs provided a small group setting for members with unique challenges to come together and develop professional connections and also provided an opportunity for them to share with AIR how the Association can offer support for their needs. These opportunities are important when attending a large conference.

Nothing related to the Forum could be accomplished without the tremendous volunteer spirit of AIR members and outstanding professional staff at the Executive Office. Any success of the meeting is directly attributable to the excellent contributions of many individuals.

IV. Recommendations for the Future

The key recommendation for future Forums is the absolute necessity that the curriculum be designed and delivered by the practitioners who make up the membership of the Association. Continuing to involve large numbers of members to craft the content of the workshops, concurrent sessions, and plenary sessions is key to an engaged and productive Association.

Forum Committee (continued)

Report by Associate Forum Chair – Glenn James

I. Overview of Responsibilities

The major responsibilities of the Associate Forum Chair is to assist the Forum Chair in carrying out activities of the Forum program which meet professional development needs of the membership, begin curriculum development for the next Forum, develop a Forum theme, work with the Treasurer and the AIR staff in developing a Forum budget, and work with the AIR meeting planners to plan and carry out all details of the next Forum. In the past, the Associate Forum Chair also identified a Forum Committee for the subsequent year, whose membership was submitted for the approval of the Board of Directors. However, during 2010, the Board of Directors and Executive Director moved toward the adoption of a policy governance model for the Association. This new model will have immediate implications on the process of developing the 2012 Forum.

II. Highlights of Activities

- Worked with the Forum Chair, the Forum Committee, AIR meeting planners, AIR Executive Director (ED), and other AIR staff in developing and delivering the 2011 Forum while planning for an expected transition to a completely new process for developing and delivering the 2012 Forum (resulting from governance changes).
- Worked with Board of Directors, ED, Ad Hoc Committee on Governance, and governance consultant Miriam Carver to explore, study, discuss, affirm, and propose the policy governance model for the Association and plan for implementation after approval.
- Participated in monthly conference calls of the 2011 Forum Committee and extensive e-mail communication with the Forum Chair, Forum Committee, and AIR staff, in working on various aspects of Forum planning and execution of tasks.
- Assisted in reformulating the topic categories for the Track system to assist Forum attendees in effectively identifying sessions and managing their Forum experience.
- In August 2010, visited the 2011 Forum hotel in Toronto with Forum Chair, AIR Senior Meeting Manager, and Local Arrangements Chairperson, to learn more about the host hotel, surrounding area, and implications for planning the 2011 Forum.
- Reviewed 2011 Forum session proposals and assisted Forum Chair in decision-making about session planning and management.
- Developed ideas for the 2012 Forum theme, plenary speakers, and other Forum components and began developing the 2012 Forum Committee, but subsequently paused those efforts and transitioned the 2012 Forum development and management to the AIR ED.
- Generated, solicited, explored, and discussed new ideas about Forum management under the policy governance model.
- With AIR ED and Senior Meeting Manager, discussed a prospective multiple committee approach to developing the Forum in the future, under the proposed policy governance model.
- In February 2011, visited 2012 Forum hotel site in New Orleans with the Board of Directors, AIR ED, and other AIR staff, to learn more about the host hotel, surrounding area, and implications for planning the 2012 Forum.
- At the Forum in May 2011, led the 2011 Forum Committee in the examination and discussion of essential elements, meaning, importance, and value of the Forum, including what should or should not continue to be included in future iterations of the Forum. Results were conveyed to the Board of Directors and the AIR ED.

III. Summary of Accomplishments

Serving in the role of Associate Forum Chair, I was very fortunate to work with Forum Chair Debbie Dailey, who did an outstanding job throughout the year in leading the development and delivery of Forum components and ultimately the Forum in Toronto. The large number of hours of work by many AIR members and AIR staff members, including conference telephone calls, extensive e-mailing, and other collaboration and communication, resulted in a strong delivery of this important Association conference. The consideration of the policy governance model and implications for Forum development and management were ultimately encouraging, as the entire Board of Directors anticipated the expected improvements in strength, efficiency, and effectiveness for development and delivery of the next iterations of

the Forum. Although the governance changes necessitated changes for my role and function, I was glad to serve and help the Association make this substantial shift to a new structure and process for Forum planning.

IV. Recommendations for the Future

The primary recommendation is that the Executive Director, AIR staff, and Association members seek each year to ensure strong and effective collaboration in planning, developing, and delivering an outstanding Forum, which is a primary product and service to AIR members.

HEDPC Committee

Report by Christine Keller

See Appendix A for HEDPC Committee Members

I. Overview of Responsibilities

The Higher Education Data Policy (HEDPC) Chair serves as a member of the AIR Board of Directors and contributes to the oversight and governance of the Association and its efforts to better serve the needs of its members. More specifically, the HEDPC Chair works with HEDPC Committee members to identify important issues of policy and practice related to the collection and application of data, and to communicate that information to AIR members. The HEDPC Chair also works to link AIR members with organizations and governmental agencies in the support and development of policies and practices to more effectively utilize data to inform higher education policy.

II. Highlights of Activities

- Attended two Board meetings, a special session on policy governance, and 11 Board conference calls.
- Convened or co-convened nine committee meetings, including three in-person meetings at the 2010 Forum (HEDPC, US News Advisory Committee, Graduate Education Committee) and six conference calls between May 2010 and May 2011.
- May 2010-May 2011: Created and published monthly column “IR in the Know” in Electronic AIR (e-AIR).
- May 2010-May 2011: Worked with AIR Executive Office to post key notifications concerning NCES data collection efforts and requests for comments on AIR web page.
- May 2010-October 2010: Revised HEDPC terms of reference.
- June 2010: Represented AIR/HEDPC at the Common Data Set Advisory Committee meeting in Washington D.C.
- June 2010: Represented AIR/HEDPC as part of invited panel at Higher Education Data Consortium (HEDS) meeting in Pasadena California.
- *September 2010*: Represented HEDPC at Southern Association for Institutional Research (SAIR) in New Orleans, Louisiana.
- January 2011-May 2011: In conjunction with AIR Executive Office, reviewed the 74 AIR Alerts and AIR FYI published since 1997 to assess the current accuracy of their information, devised format to clearly indicate those whose information was no longer current, and created new structure on AIR website to display both current and historical Alerts/FYI.
- April-May 2011: Began developing new AIR Alert/FYI on Common Education Data Standards (CEDS) project (in process).

III. Summary of Accomplishments

In 2010-11, HEDPC continued to actively seek ways to better connect AIR members with relevant data and policy issues at the national, state, and local levels. The most visible communication channel was the monthly *IR in the Know* column that began in November 2009. The committee continued to build relationships on behalf of AIR members with NCES and other organizations such as US News and World Report, College Board, and Peterson’s. The committee also conducted a comprehensive review of all AIR Alerts/FYIs since 1997 to better delineate current versus historical information. The redesigned web page will be available in summer 2011.

IV. Recommendations for the Future

- Develop more effective, targeted, and timely ways to communicate with a greater number of AIR members on data policy issues in addition to a monthly column and/or AIR Alerts/FYIs.
- Devise a more interactive and customized method of exchanging information among AIR members on data policy issues relevant to members’ specific sector, region, institution mission, etc.
- Build a stronger working relationship with NCES – in particular, seek more concrete and direct links with members to exchange ideas and feedback.
- Enhance the relationship with publishers and other key stakeholders not only to provide input for surveys but to educate members on methodology and best practices.

Membership Committee

Report by Martin Fortner

See Appendix A for Membership Committee Members

I. Overview of Responsibilities

The AIR Membership Committee provides oversight to a variety of membership services provided by the Association. In collaboration with the AIR 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 quality services which are responsive and relevant to institutional research professionals, affiliate organizations, and the higher education community.

II. Highlights of Activities:

- Attended three board meetings and participated in monthly conference calls.
- Convened five membership committee conference calls with follow-up subcommittee sessions as needed.
- Appointed Dr. Kathy Schmidtke Felts to the Membership Committee.
- Focused the 2010-11 Committee on the following initiatives:
 - Newcomers Annual Forum Workshop
 - Graduate Student Initiative
 - Granting Emeritus Membership Status
 - Meritorious Service Award Selections
 - Brown/Fincher Awards
 - Developing Membership Profiles

III. Summary of Accomplishments

Newcomers Workshop:

Committee members Crissie Grove, Jim Lenio, and Yves Gachette provided outstanding leadership in coordinating newcomer activities for the 2010 AIR Annual Forum. Participation rates for the newcomer workshop have continued to increase by an annual average of 10 percent since 2008.

Coupled with our Mentor/Mentee pairings, cited committee members were instrumental in improving quality interaction between first-time attendees and experienced IR practitioners. For the 2010 Forum, the subcommittee established an orientation platform which is expected to ensure continued retention and expanded knowledge of Association career development services for new professionals.

Graduate Student Initiative:

For the 2010 AIR Annual Forum, the Membership Committee revised the program format to reflect increased interaction between first-time graduate attendees and established IR practitioners. Similar to the methodology for the Newcomers Initiative, practitioner interaction provided first-time graduates with expanded insights regarding the professional IR field and related career enrichment opportunities. Alex Yin, the committee's original graduate student representative, along with George Gonzales and Peter Liu, provided leadership to the 2010 initiative.

Emeritus Members:

Since the 210 Forum, the following members were granted Emeritus status: Dr(s) Tim Walsh, Dana Rosenberg, Elizabeth Stanley, Marjorie Stanley, and Fred Volkwein. As of June 30, 2011 there are 126 Association members who have attained Emeritus status.

Membership Awards:

At the 2010 Forum in Chicago, meritorious recognition for both the John E. Stecklein Distinguished Membership and Outstanding Service Awards were presented to dual recipients. Recipients for Distinguished Membership were Dr(s)

John Smart and Terry Russell. For Outstanding Service, the recipients were Dr(s) Michael Middaugh and Richard Voorhees.

IV. Recommendations for the Future

1. Establish data profiles with emphasis on mission critical areas related to membership demographics, institutional type, and professional interests.
2. Develop plans to survey Association membership and the non-member customer base regarding quality of AIR professional services, marketing initiatives, and recruitment and retention programs.
3. Initiate efforts to develop an “annual snapshot” which depicts professional and demographic profiles, financial condition, and effectiveness of AIR service delivery initiatives.
4. Maintain momentum generated from the Newcomer and Graduate Student initiatives with particular emphasis on enhancing mentor/ mentee relationships as a means for continued retention and engaged professional involvement.
5. Reevaluate the paradigms supporting creation of the Brown/Fincher awards. This examination process should address the following areas: original intent, award significance in context to Dr(s) Brown and Fincher’s contributions to the IR profession, and related consistency with established Association core values.

Professional Development Services (PDS) Committee

Report by J. Joseph Hoey

See Appendix A for PDS Committee Members

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 this past year, the PDS Committee has provided many 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.

II. Highlights of Activities/Summary of Accomplishments

The following outline the highlights of activities sponsored through the PDS Committee during the 2010-2011 membership year.

2010 Pre-Forum Workshops

At the 2010 Forum in Chicago, the PDS Committee offered 26 workshops to 663 paid registrants. All workshops were held at the Forum hotels. As in previous years, evaluations of the workshops continued to be very strong overall, and particularly so for the workshops related to IR tools. The budget figures for the 2010 Pre-Forum Workshops had revenues of \$82,480 which exceeded expenditures of \$77,293 by \$5,187.

2011 Pre-Forum Workshops

Demand for Pre-Forum Workshops continues to be strong. As of this writing, 576 seats have been sold for the 2011 Pre-Forum Workshops in Toronto. This represents 77.3% of the total seats available. Four workshops are already sold out, and six workshops are within five seats of being sold out.

2010 Foundations I Institute

The AIR Foundations I Institute was held in Cleveland, Ohio at the Marriott Cleveland Downtown at Key Center from July 13-17, 2010. A total of 93 participants attended the Institute. The 2010 Foundations I Institute reported revenues of \$105,610, expenditures of \$80,113, and a net surplus of \$25,497.

Overall Impressions of the Foundations I Institute

The Institute went smoothly, and the AIR staff performed beyond expectations. Moving the Institute to a hotel helped considerably with morale of both the participants and the faculty. The faculty were well received and appreciated for the breadth of knowledge they brought to the Institute. The participants appeared to be actively engaged in the conference, the opportunity to meet new colleagues, and the opportunity to discuss in-depth IR issues. The facility was appropriate for the Institute, and the Cleveland area was a nice city for an event of this size. The Institute director recommended a return to Cleveland in the future if the opportunity presents itself.

55 participants responded to the overall Institute evaluation. The overall evaluation responses revealed the following:

- 89.1% of respondents felt the Institute was a great value
- 85.4% of respondents felt that the duration of the Institute (number of days) was about right
- 89.1% of respondents felt that the number of hours per day was about right
- 89.1% of respondents felt that the time allowed for networking was about right
- 80.0% of respondents felt that the number of modules in which they participated was about right
- 90.9% of respondents would recommend the Institute to others in the field
- 87.3% of respondents felt that the instructional facilities were ideal
- 87.3% of respondents felt that the lodging accommodations were ideal
- 89.1% of respondents felt they gained knowledge from the Institute that will be useful in their work
- 85.5% of respondents felt that instructions were clear on how to use the AIR Participant Web site to access Institute materials

- 83.6% of respondents felt that it was helpful to receive materials electronically prior to the Institute
- 83.6% of respondents felt that the Institute met their expectations

Respondent Comments about Location

- One respondent felt that the Institute could be held in a better location next year.
- Three respondents liked the location of the Institute.

Respondent Comments about Cost and Duration

- Two respondents felt that the Institute was too expensive.
- Two respondents felt that the modules could be condensed to 3.5 to 4.0 hours thus reducing the total duration of the Institute if the number of modules attended remained the same.
- Three respondents felt that the Overview Module could have been condensed to half the time.
- One respondent felt that “five days was good for the amount of classes” and that the “choices were valid and relevant.”
- Two respondents commented that they would have preferred that the Institute run Monday through Friday rather than Tuesday through Saturday.

Respondent Comments about Networking Opportunities

- Eight respondents felt that networking was one of the greatest strengths of the Institute.
- One respondent commented that there was “too much networking time.”

Respondent Comments about Evening Events

- Six respondents expressed interest in attending organized evening events.
- One respondent felt that the participants were “put off” by the “social engineering” and specifically referenced the talent show.
- One respondent felt that the gala on Friday night was too long.

2011 Foundations I Institute

The 2011 Foundations I Institute will be held from July 12-16 in Atlanta, Georgia. Sandi Bramblett from Georgia Tech has agreed to be the opening speaker. As of this writing, 88 participants have registered for the upcoming Institute, which represents a highly favorable registration rate compared to registration by the same date in 2010.

Planning for the New AIR Institute

A key planning theme for PDS for the past two years has been to re-envision the PDS Institutes series that have served AIR members well over the years. The working goal of the group has been to be able to present a new paradigm for AIR Institutes effective 2012. With funding provided for this purpose by the AIR Board, PDS hosted a working advisory group of individuals to plan a new approach to face-to-face AIR professional development. The planning meeting took place in Atlanta on April 21-22, 2011 and was attended by the following individuals:

- Michelle Appel, PDS member
- Mary Ann Coughlin, Institute faculty member
- Gerry Dizinno, AIR member
- Denise Gardner, AIR member
- Joseph Hoey, PDS Chair and Institute faculty member
- Rich Howard, Institute faculty member
- Kathi Ketcheson, PDS Institute Subcommittee Chair
- Paula Krist, Institute faculty member
- Jan O’Brien, AIR member
- Joe Rives, Institute faculty member
- Sharron Ronco, Institute faculty member
- Jason Sullivan, PDS member
- Randy Swing, AIR Executive Director

A follow-up meeting of this advisory group has been scheduled for the AIR Forum in Toronto. As an advisory group to the AIR Board, the deliverable of this group will be a set of recommendations to the Board. As requested by the AIR Executive Director, the group will also deliver a non-binding set of advisory notes to the AIR Executive Director for use in further planning for the 2012 AIR Institute.

Webinars

In its broadest advance to ensure AIR members have access to professional development opportunities, regardless of location or institutional affiliation, PDS began offering an ever-broadening array of relevant professional development webinars in 2010, and has continued that effort into spring 2011. Keys to the popularity of these webinars include the excellence of the presenters, the design of the graphics and materials presented, and the modest cost structure.

Intermediate Statistics Webinars

Enrollment in the statistics webinar offerings continued to be strong in fall 2010. Correlation and Regression had 130 enrollments, the ANOVA webinar had 114, and the Advanced Regression webinar had 125 enrolled.

Survey Design

The new survey design webinars were offered for the first time in fall 2010. Dr. Linda Mallory, a current PDS member, served as presenter for both offerings. Writing Clear Survey Items had 74 enrolled, while Planning and Creating a Survey had 75 enrollees.

IR Conversations

The new topical series of webinars, IR Conversations, began its appearance in spring 2011. The webinar Trends in Accreditation and Assessment of Institutional Performance, presented by PDS Chair J. Joseph Hoey, Ed.D., resulted in 58 registrations. The webinar on IR Roles, Responsibilities, and Reporting Lines, presented by James Fredricks Volkwein, Ph.D., on March 24, 2011, resulted in 59 registrations.

IR Tools

An area of sustained interest for AIR members is in IR tools. The PDS webinar subcommittee proposed an IR tools series of webinars that has so far resulted in two offerings, both presented by Craig Abbey: Introduction to Dashboards in Excel 2007 achieved 145 enrolled seats, while Advanced Dashboards in Excel 2007 resulted in 137 registrations.

Coffee Break Webinars

Another new, focused series of short webinars rolled out this spring. Effectively Charting Enrollment Data, to be presented on May 12, 2011 by Rebecca Carr and Mary Harrington, has already hit 146 registrations. Using the Research Question to Guide Research Design, to be presented by Mary Ann Coughlin, D.P.E., on May 19, 2011, has resulted in 142 registrations thus far.

Publications Committee

Report by Mardy Eimers

See Appendix A for Publications Committee Members

I. Overview of Responsibilities

The primary goal of the Publications Committee is to maintain high-quality publications, while ensuring they address the varying needs of AIR members. AIR publications include both scholarly research on higher education issues and practitioner-oriented publications.

The purpose of the Publications Committee is to direct and supervise the publication activities of the Association through planning, soliciting, selecting, and reviewing publications to be produced and distributed/sold by the Association. The committee is also responsible for planning, overseeing, and evaluating promotional activities for publications. The committee is charged with recommending policies for Association publications (both electronic and print), and other information dissemination technologies. The Publications Committee recommends to the Board for its approval, production of publications, endorsements of publications, transfers of copyrights, annual budgets, publication agreements, and criteria for selecting recipients for the Sidney Suslow, Charles F. Elton Best Paper, and Best Visual Presentation awards. Additionally, the committee engages in cooperative publications programs with affiliate groups.

II. Highlights of Activities

- During the 2010-11 year, the Publications Committee met in Chicago (May, 2010) and in Toronto (May, 2011). We held two conference calls (October 29, 2010 and April 26, 2011) and communicated regularly by phone and through email.
- In August, 2010, the chair of the Publications Committee, Steve DesJardins, stepped down from his position as Chair. Mardy Eimers accepted the Board's invitation to complete Dr. DesJardins' term (2009-2012).

III. Summary of Accomplishments

- *Research in Higher Education (RHE)* welcomed new editor, Dr. Rob Toutkoushian, who quickly developed and implemented a new on-line manuscript submission process. There continues to be very high interest in RHE, averaging nearly a submission a day thus far. A manuscript accepted today would be published in approximately 11 months. On behalf of *RHE*, the Publications Committee acknowledges John Smart for his dedication to higher education research, the field of IR, and in particular his commitment to the superior quality of the publication during his years as editor.
- Dr. Paul Umbach began his term as Editor of *New Direction for Institutional Research* in May 2010. Since Dr. Umbach's appointment, four *NDIR* volumes have been published and four more are scheduled to be published by the end of the calendar year. During the fall of 2010, Dr. Tricia Seifert, Assistant Professor, University of Toronto, was appointed as Associate Editor.
- A draft of the *Handbook of Institutional Research*, edited by Rich Howard, Gerry McLaughlin, and Bill Knight, was completed in early 2011 and forwarded to Jossey-Bass for review. It includes nearly 60 chapters and involves 120 authors. The editors expect to hear back from Jossey-Bass in late spring/summer, 2011, with an anticipated publication date of May 2012.
- Gayle Fink was appointed Editor of the Electronic AIR (e-AIR) in June of 2010. The monthly e-publication has continued as a joint collaboration between the Editor and AIR staff.
- *The Association for Institutional Research: The First Fifty Years* is the next volume of *Resources in Institutional Research*. Dr. Gary Rice is serving as the project director for this volume, which is due to publish in the near future.
- There were four *Professional Files* and four *IR Applications* published in the past year. Dr. Gerry McLaughlin, editor for both publications, appointed Dr. Gita Pitter (Florida A&M) and Dr. James Posey (University of Washington, Seattle) as reviewers.
- *Assessment in the Disciplines* published *Assessment of Chemistry*, edited by John Ryan, Ted Clark, and Alexis Collier. In addition, John Ryan, University of Vermont, was appointed as Associate Editor for the series.

- Gary Pike (IUPUI), Michele Hansen (IUPUI), and Chinghui Lin (Indiana University) were awarded the Charles F. Elton Best Paper Award for their paper entitled *Using Instrumental Variables to Account for Selection Effects in Research on First-Year Programs*.

IV. Recommendations for the Future

During the Constitution and Bylaws transition, the Publications Committee hopes that the Board and the Executive Office continue to rely on the engagement and expert knowledge of our members. In particular, the Publications Committee members encourage the Board/Executive Office to seek the advice and input of the Publications Committee regarding: 1) the transition process; 2) the organizational structure of the publications function after the transition; and 3) the strategic direction of the publications function within the Association. In the end, the Publications Committee also encourages the Board/ Executive Office to try to maintain the high level of connectedness and common direction among publication responsibilities and activities.

Section 3 – Elections/Vote

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 30, 2010

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2010 (for officers whose terms commence May 25, 2011).

for **Vice President (1)**

511 Julie Carpenter-Hubin
345 Gerard A. Dizinno
1 Write-in

Elected: Carpenter-Hubin

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

343 Cherry Danielson
458 Elizabeth Stanley
2 Write-in

Elected: Stanley

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

377 Timothy K. C. Chow
471 Marne K. Einarson
2 Write-in

Elected: Einarson

for **Associate Forum Chair (1)**

362 James Antony
429 Alice M. Simpkins
1 Write-in

Elected: Simpkins

for **Nominating Committee Member (5)**

317 Karen DeMonte
355 Phyllis Y. Edamatsu
325 Crissie M. Grove
420 Michelle Hall
245 Andrew L. Luna
348 Qing Lin Mack
173 Barbara McNeice-Stallard
459 Gary R. Pike
411 Steve Porter
515 Karen Webber
7 Write-in

Elected:

- (1) Webber
- (2) Pike
- (3) Hall
- (4) Porter
- (5) Edamatsu

Online Ballots:	<u>3625</u>
Ballots mailed:	<u>5</u>
Ballots counted:	<u>912</u>
Ballots incomplete:	<u>168</u>

Patricia Windham
Dr. Patricia Windham, Chair

Dr. Terrence Russell
Dr. Terrence Russell, member

Constitutional Referendum

Association for Institutional Research Constitution and Bylaws (Amended by referendum on April 8, 2011)

Article I: Name

The name of this organization shall be the Association for Institutional Research.

Article II: Purposes

Section 1. The Association for Institutional Research is a membership association that provides professional development and support for individuals who conduct institutional research and/or provide information support for planning, managing, and operating postsecondary institutions, organizations, and agencies. Accordingly, the Association will:

Advance research and analysis leading to the improved understanding, planning, management, and operation of postsecondary educational institutions and agencies.

Encourage the development and application of appropriate methodologies and techniques from many disciplines to further such research, analysis, and planning.

Encourage the collection, interpretation, exchange, and dissemination of information with respect to postsecondary education and its institutions.

Further the professional development and training of individuals engaged in institutional research and analysis or interested in its use in planning, management, and resource allocation and in the improvement of postsecondary education.

Article III: Membership

Section 1. Membership is available to all persons who are actively engaged in the field of institutional research and/or can benefit from the Association's purposes stated in Article II.

Section 2. Membership, including participation in all Association activities and governance, is not based on age, color, handicap or disability, ethnic or national origin, race, religion, religious creed, sex, gender identity, marital status, parental status, veteran status, or sexual orientation.

Section 3. Membership types with differing dues and access to Association services will be defined by the Board of Directors in consultation with the membership.

Article IV: Officers

Section 1. The elected officers of the Association shall consist of the President, the Vice President, and the Immediate Past President.

Section 2. President: The President shall chair the Board of Directors, preside at the business meetings of the Association, and perform the duties and obligations established by Board Policy or extended to the office by vote of the Board. The term of office of the President shall be one year. The President shall succeed to the office of Immediate Past President at the termination of the one-year term or when a successor takes office.

Section 3. Vice President: The Vice President shall serve as vice chairperson of the Board of Directors and shall represent the President when the latter is unable to perform the duties specified above. The Vice President shall succeed to the office of President at the termination of the one-year term as Vice President, or when a successor takes office.

Section 4. Immediate Past President: The Immediate Past President shall chair and convene the Nominations and Elections Committee. The term of office of the Immediate Past President shall be one year, or until a successor takes office.

Article V: Board of Directors

Section 1. The Board of Directors is the governing body of the Association and will set its expectations for organizational accomplishment and conduct, periodically assessing organizational compliance with these expectations.

Section 2. The Board of Directors shall consist of twelve individuals, including the officers and nine at-large members. Three at-large members will be elected annually to three-year terms and a Vice-President will be elected annually for a three year term including one year each as Vice President, President, and Immediate Past President.

Section 3. The Board of Directors shall represent the membership as a whole by ensuring that membership input is gathered and used in Board decision making. Individual Board members will not represent particular regions, sectors, or specific interest groups. Acting in concert, the Board has full authority to act for and on behalf of the Association, except as otherwise specified in this Constitution and Bylaws.

Section 4. The Board of Directors shall have responsibility and authority for the Association's fiscal controls and the conduct of an annual audit.

Section 5. The Board of Directors shall have the authority to establish an office for the conduct of the Association's affairs, to employ an administrator, and to delegate to that person such responsibilities as are not in conflict with the Constitution and Bylaws.

Section 6. The Board of Directors shall appoint a Board Secretary from its membership. The Board Secretary shall be responsible for all Board documents, such as the Constitution, Bylaws, Board Minutes, and Board established governance policies.

Section 7. The Board of Directors shall appoint a Board Treasurer from its membership. The Board Treasurer shall annually report the Association's financial condition to members, provide leadership for the annual audit, and serve as the Board's lead advisor on financial governance.

Article VI: Meetings

The annual business meeting of the Association shall be held in conjunction with the annual Forum. Special business meetings may be called by the Board of Directors.

Article VII: Nominations and Elections

Section 1. The Nominations and Elections Committee is a standing committee of the Board of Directors led by the Immediate Past President. The Committee will consist of six members plus the Immediate Past President. Three members will be elected annually for a two-year term or until a successor takes office.

Section 2. The Nominations and Elections Committee will establish a slate of officers and conduct a fair and impartial election in accordance with the Bylaws.

Article VIII: Vacancies

Vacancies in the Officers, Board of Directors, or Nominations and Elections Committee shall be filled by appointment by the Board of Directors for the unexpired term.

Article IX: Committees

The Board of Directors may establish and dissolve Board Committees as needed to assist the Board in its governance of the Association.

Article X: Affiliated Groups

Regional, provincial, state, or other interest groups whose purpose is to advance the practice of institutional research among their membership in ways consistent with the purposes of the Association may be recognized by the Board of Directors as affiliated groups.

Article XI: Amendments to the Constitution

Section 1. Amendments to the Constitution may be initiated by any of the following means:

- a. Through action originating in the Board of Directors and approved by a majority vote of the Board.
- b. Through a petition submitted by any voting member of the Association and approved by a majority of the Board of Directors.
- c. Through a petition signed by fifty (50) or more voting members of the Association, and filed with the Board Secretary.

Section 2. The Board of Directors shall be responsible for publishing, with at least 30 days notice, any proposed amendment, if duly and properly initiated.

Section 3. An affirmative vote by two-thirds of the members voting shall be required for the adoption of the amendment.

Section 4. Amendments to the Constitution shall go into effect immediately after approval.

Article XII: Bylaws

The Association shall, for the conduct of its affairs, adopt Bylaws not inconsistent with this Constitution.

Article XIII: Incorporation

The Association shall be incorporated as a non-profit corporation.

Article XIV: Dissolution

Although it is intended that the term for which it is to exist is perpetual, in the event of dissolution, all assets of the Association shall be distributed only to an organization or organizations with the same or similar purposes that qualify for exempt status under section 501(c)(3) of the Internal Revenue Code.

Article XV: Non-Discrimination

The Association for Institutional Research shall not adopt any practice, policy, activity, or procedure which would result in discrimination based upon age, color, handicap or disability, ethnic or national origin, race, religion, religious creed, sex, gender identity, marital status, parental status, veteran status, or sexual orientation.

Bylaws

Section 1. Notice of Meetings

The President shall be responsible for notifying all Association members of the date and place of the annual business meeting at least sixty (60) days prior. Special business meetings may be called by the Board of Directors upon sixty (60) days written notice to all Association members.

Section 2. Calendar

- a. The membership year shall be July 1-June 30.
- b. The term of office for each position filled by election shall begin at the end of the annual business meeting at the next Forum.

Section 3. Membership Fee

The membership fee structure shall be reviewed and set annually by the Board of Directors in accordance with their fiduciary responsibilities for the Association.

Section 4. Procedure

- a. The latest edition of Robert's Rules of Order shall govern all meetings of the Association insofar as they are applicable and not inconsistent with the Constitution and Bylaws of the Association.
- b. The Board of Directors will establish written policies that establish Executive Limitations, Global Ends, Governance Process, and Board-Management Delegation.
- c. The Board of Directors will monitor and evaluate each Board Policy at least annually.

Section 5. Membership Categories

- a. Membership categories will be individual membership, graduate student membership, emeritus membership, distinguished membership, and organizational membership. The Board of Directors may establish other membership categories to serve member needs.
- b. All Association members, with the exception of graduate student members, may vote and hold elective office.

Section 6. Nominations and Elections Procedures

- a. At least three months before the annual Forum, the Nominations and Elections Committee shall issue to the membership a call for nominations for the offices and positions for which the term is scheduled to expire.
- b. The Nominations and Elections Committee shall prepare and report to the Board of Directors for transmission to the membership, a slate of six candidates for the three positions on the Nominations and Elections Committee, six candidates for the three at-large Board positions, and two candidates for the position of Vice President. Sitting Board members and members of the Nominations and Elections Committee may not be named as candidates for any elected position.
- c. The Nominations and Elections Committee shall be responsible for ensuring the proper conduct of elections and for reporting the results to the membership.
- d. At least sixty (60) days before the annual Forum, the ballot shall be distributed to all voting members of the Association. The ballot shall contain the slate forwarded by the Nominations and Elections Committee and shall also make provision for writing in additional names for each position and provision for other ballot initiatives and referenda. To be counted, ballots must be received via a medium approved by the Board of Directors, no more than forty-five (45) days after the distribution date.
- e. In the case of electing members to the Nominating and Elections Committee and the Board of Directors, the three individual candidates on the ballot for each the Nominating and Elections Committee and Board of Directors receiving the highest number of votes shall be declared elected.

In the case of the Vice President's position the single individual candidate receiving the highest numbers of votes for the position shall be declared elected. In the event of a tie vote for a specific elective office, a majority vote of the Board of Directors shall resolve the tie.

Section 7. Indemnity

The Association, through appropriate action of its Board of Directors or as provided by law, is empowered to indemnify any director, officer, employee, or agent, and his/her heirs, executors, and administrators, or any former director, officer, employee, or agent, and his/her heirs, executors, and administrators, to the full extent permitted by law.

Section 8. Amendments to Bylaws

- a. Amendments to the Bylaws may be initiated by any of the following means:
 1. through action originating in the Board of Directors and approved by a majority vote of the Board,
 2. through a petition submitted by any voting member of the Association and approved by a majority of the Board of Directors, or
 3. through a petition signed by twenty-five (25) or more voting members of the Association, and filed with the Board Secretary.
- b. The Board of Directors shall be responsible for submitting proposed amendments to all members and conducting a vote of the membership either at an annual business meeting, provided that the proposed change has been filed with the Board Secretary thirty (30) days prior to the annual business meeting, or by a medium approved by the Board of Directors.
- c. A new bylaw or amendment must be approved by an affirmative vote of the majority of the members present and voting at an annual business meeting, or those members voting whose ballots have been received via a medium approved by the Board of Directors, no more than forty-five (45) days after the distribution date.
- d. Changes in the Bylaws shall become effective immediately after approval.

Section 9: Quorum

- a. Twenty (20) members attending a business meeting of the Association shall constitute a quorum.
- b. A quorum at any meeting of the Board of Directors shall consist of eight (8) members.

Section 10: Additional Methods of Conducting Association Business

To the fullest extent permitted or not specifically prohibited by applicable law, the business of the Association, including voting, may be conducted through means of conference telephone or other means of remote communication and by electronic transmission, pursuant to reasonable and secure standards established by the Board of Directors.

Section 4 – Finance

Financial Position of the Association

Table 1 presents the financial position of the Association as of December 31, 2010, and December 31, 2009. The most notable change from 2009 to 2010 was the increase in both cash/cash equivalent and investment accounts. The Association’s cash and cash equivalent position increased more than 21% year over year.

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 \$38,680 and \$34,444 for 2010 and 2009 respectively.

Table 1 also presents the Liabilities and Net Assets of the Association as of December 31, 2010, and December 31, 2009. Excluding grant and contract activities, current liabilities totaled \$564,756, with 27% in accounts payable (compared to 19% in 2009), 11% in accrued compensated absences (compared to 14% in 2009), and 62% in deferred membership revenue (compared to 66% in 2009). Because the membership year begins in July and the Association’s accounting year begins in January, membership revenue is prorated over the membership period.

Table 1
Statement of Financial Position
December 31, 2010 and 2009

Assets	Year 2010	Year 2009	
Cash and Cash Equivalents	\$ 1,902,213	\$ 1,561,137	
Certificates of Deposit	\$ 274,303	\$ 269,971	
Investments	\$ 913,030	\$ 759,747	
Accounts Receivable – AIR	\$ 70,630	\$ 58,797	
Grants Receivable	\$ 454,834	\$ 361,493	
Contract Receivable – Lumina	\$ -	\$ 226,000	
Contract Receivable – RTI	\$ 813,071	\$ 1,513,396	
Interest Receivable	\$ 3,883	\$ 6,625	
Prepaid Expenses	\$ 23,106	\$ 39,804	
Inventory – Publications	\$ 32,897	\$ 44,796	
Property and Equipment, Net	<u>\$ 722,142</u>	<u>\$ 682,028</u>	
Total Assets		\$ 5,210,109	\$ 5,523,794
Liabilities			
Accounts Payable	\$ 155,485	\$ 89,459	
Accrued Compensated Absences	\$ 63,624	\$ 66,397	
Deferred Membership Dues and Other	\$ 345,647	\$ 306,999	
Deferred Contract and Grant Revenue, Current	\$ 2,164,817	\$ 3,079,167	
Deferred Contract and Grant Revenue, Long-Term	<u>\$ -</u>	<u>\$ 364,181</u>	
Total Liabilities		\$ 2,729,573	\$ 3,904,803
Net Assets		<u>\$ 2,480,536</u>	<u>\$ 1,617,591</u>
Total Liabilities and Net Assets		<u>\$ 5,210,109</u>	<u>\$ 5,523,394</u>

Proposed Budget

Table 2 presents the impact of operations on Net Assets for the years that ended December 31, 2007, 2008, 2009, and 2010, as well as for the 2011 budget and the 2012 proposed budget. In 2010, revenues exceeded expenditures by \$862,949, compared to revenues exceeding expenditures by \$428,760 in 2009. This is the largest annual net reserve in the history of the Association.

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

- Cost containment in all operations
- Conservative revenue plan
- Decision to spend down a portion of the net reserve generated in 2010 to upgrade technology and management tools required to better serve the Association
- A three percent increase in the salary and benefits pool for AIR employees
- Offering one PDS Institute - Foundations I and assuming that institutes and workshops will at least break even, using conservative estimates of participants
- Complete redesign of the Association's membership database, accounting system, and member portal to increase value to membership
- Additional expenses incurred with the training of new Board members in policy governance

Table 2
Financial History and Proposed 2012 Budget

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2012</u> <u>Proposed</u>
<u>Operating Revenues</u>						
Membership	424,682	470,588	461,945	481,030	442,000	442,000
Forum	461,522	588,186	513,060	619,523	474,000	558,000
PDS	349,083	457,941	372,071	251,365	252,500	252,500
Publications	169,124	163,006	81,710	79,226	66,000	66,000
Other Revenues	133,405	125,955	78,053	105,951	95,000	95,000
NSF Grant	299,720	377,749	345,537	361,493	361,493	433,341
RTI Contract	1,341,368	1,675,595	1,888,759	2,424,564	2,107,018	1,747,715
Lumina Contract	0	154,919	511,712	676,666	415,336	-
Total Operating Revenues	3,178,905	4,013,939	4,252,547	4,999,818	4,213,347	3,594,556
<u>Operating Expenses</u>						
Membership	175,758	135,990	159,478	175,688	147,667	151,032
Forum	340,843	388,241	404,103	540,313	463,986	482,663
PDS	324,092	391,105	256,401	243,312	277,670	270,420
Publications	168,383	188,258	116,899	105,711	104,215	105,775
Governance	267,205	141,818	123,137	172,580	154,525	162,302
Executive Office	337,635	434,042	258,059	299,394	450,211	536,763
Grant Program	299,720	377,749	345,237	361,493	361,493	433,341
RTI Contract	1,293,455	1,485,123	1,648,761	1,561,712	1,731,521	1,608,012
Lumina Contract	-	154,919	511,712	676,666	415,336	257,045
Total Operating Expenses	3,207,092	3,697,244	3,823,787	4,136,869	4,106,624	4,007,353
Contribution to Net Assets	(28,188)	316,695	428,760	862,949	106,723	(412,797)
Total Net Assets at Yr. End	872,134	1,188,829	1,617,587	2,480,536	2,587,259	2,174,462

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

Operating Revenue and Expenses

Table 3, below, displays Membership Dues and Forum Fees for the years 2007 through 2011, as well as the proposed 2012 increase in Forum fees.

Table 4, below, shows the application of indirect cost recovery and assignment of contract revenue to Executive Office expenditures on grant- and contract-related activity.

Figure 1, on the following page, shows how the Association's revenue and expenses are allocated by functional category. For Fiscal Year 2010, total operating revenues were \$5 million and total operating expenses were \$4 million.

Figure 2, on page 35, shows how the Association's net assets have grown from 2007 – 2010. It is important to note that the graph also shows the projected effect for the budget 2011 and proposed 2012 years.

Table 3
History of Membership Dues and Forum Registration Fees

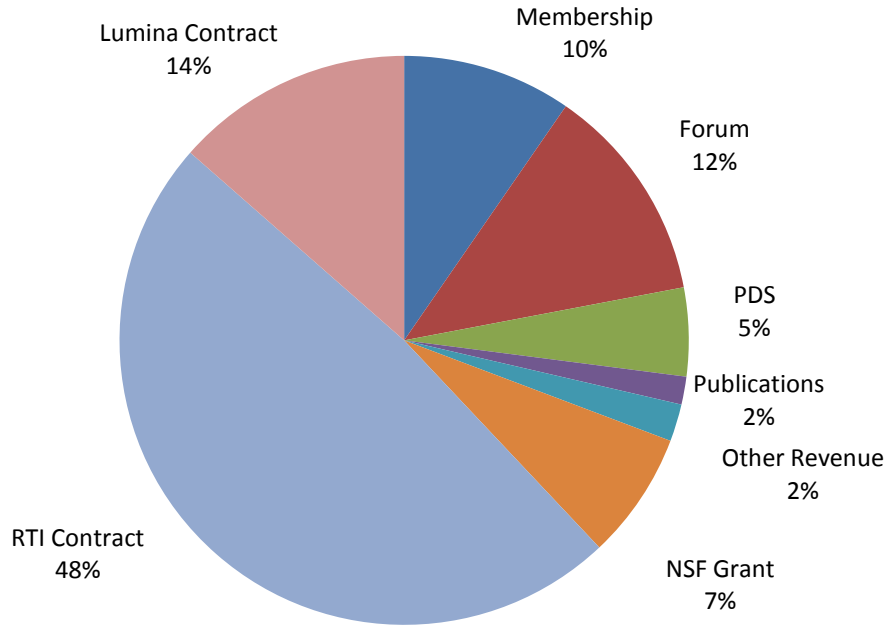
	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u>
Membership Dues	\$115	\$125	\$125	\$125	\$125	\$125	0%
Forum Registration Fees	\$300	\$300	\$310	\$310	\$310	\$320	3%

Table 4
Application of Indirect Cost Recovery to Operating Expenditures

	<u>2007</u> <u>Actual</u>	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Actual</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Budget</u>	<u>2012</u> <u>Proposed</u>
Executive Office Expenses	\$448,098	\$565,799	\$503,895	\$604,637	\$641,730	\$647,632
RTI Indirect Cost Reimbursement	(\$99,023)	(\$99,023)	(\$175,179)	(\$226,846)	(\$139,394)	(\$86,841)
NSF Indirect Cost Reimbursement	(\$11,440)	(\$21,414)	(\$12,795)	(\$14,595)	(\$20,213)	(\$24,028)
Lumina Indirect Cost Reimbursement	-	(\$11,321)	(\$57,862)	(\$63,801)	(\$31,912)	-
Net Executive Office Expenses	\$337,635	\$434,041	\$258,059	\$299,395	\$450,211	\$536,763
Percent Offset to Expense	25%	23%	49%	50%	30%	30%

Figure 1
Operating Revenue and Expenses
Fiscal Year 2010

Revenue (5.0 million)



Expense (4.1 million)

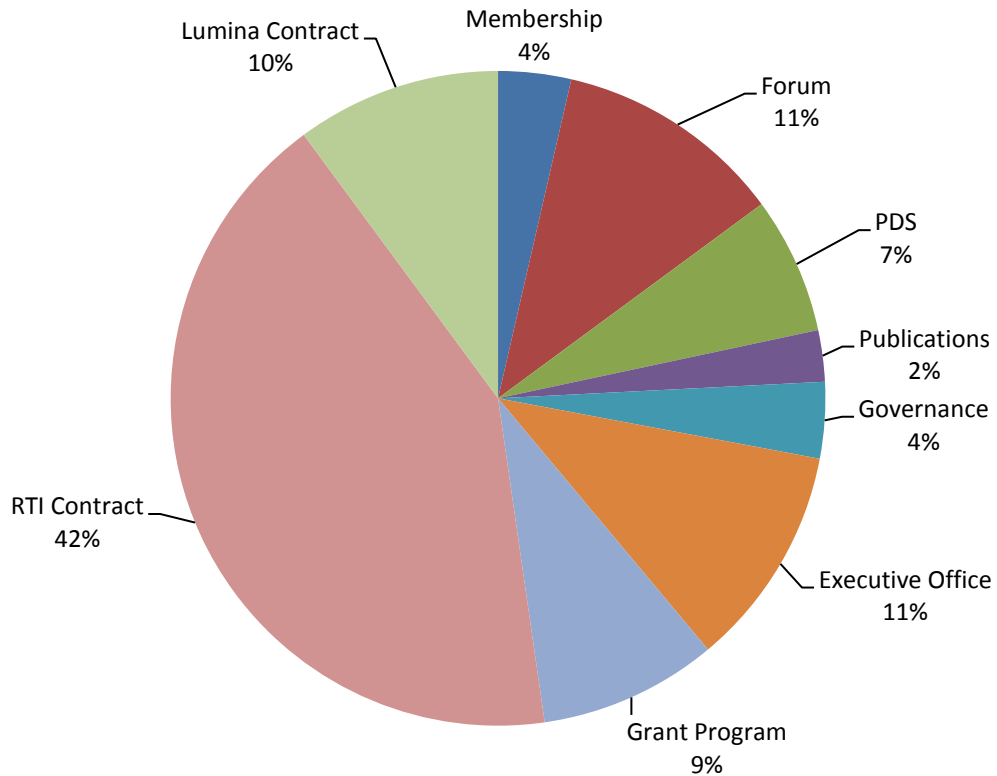
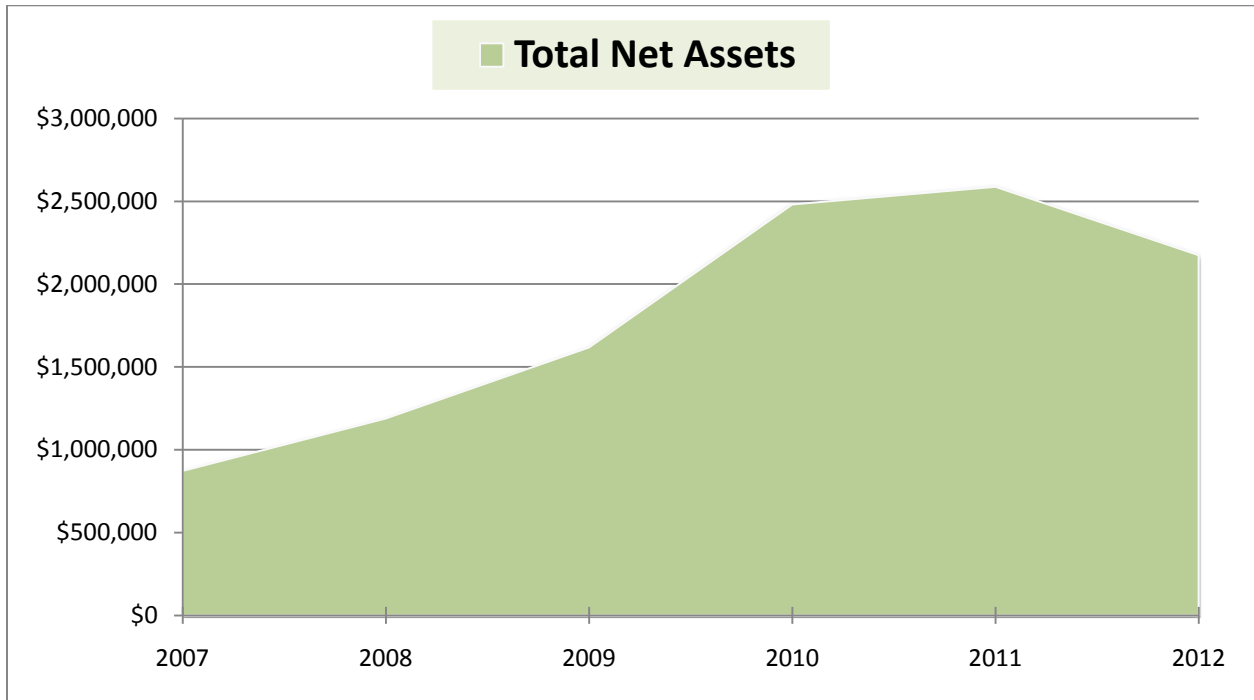


Figure 2
Total Net Assets
Fiscal Year 2007 - 2012



Appendix A – Board Standing Committees

Ad-Hoc Governance Committee

James Trainer, Villanova University – Chair
Trudy Bers, Oakton Community College
Victor Borden, Indiana University
C. Anthony Broh, Broh Consulting Services
Jennifer Brown, University of Massachusetts-Boston
Gerard Dizinno, University of Texas at San Antonio
Gayle Fink, Bowie State University
Crissie Grove, Walden University
Alvin, Heard, Salt Lake Community College
Sandra Johnson, Princeton University
Diby Kouadio, Tennessee Higher Education Commission
Christina Leimer, California State University-Fresno
Laura Saunders, Bellevue Community College
Alice Simpkins, Paine College

Board Audit Committee

Paul Duby , Northern Michigan University – Chair
Jennifer Brown, University of Massachusetts-Boston
Daina Henry, College of William and Mary
Robert Toutkoushian, University of Georgia
James Trainer, Villanova University

External Relations Committee

Daina Henry, College of William and Mary – Chair
Patrick Cashell, University of Limerick
Jeff Donnelly, Northern Alberta Institute of Technology
William Wood, Delta College
Kent Grumble, Butler University
Georgia Gudykunst, Maricopa Community College District
Hal Hartley, Council of Independent Colleges
Patricia Harvey, Richard Bland College
Serge Herzog, University of Nevada-Reno
Willard Hom, California Community College System Office
Ruth Salter, Albany State University
Alan Sturtz, Goodwin College

Forum Committee

Debbie Dailey, Washington and Lee University – Chair
Glenn James, Tennessee Technological University – Associate Chair
Michele Broderick, University of Toronto - Local Arrangements Chair
Timothy Chow, Rose-Hulman Institute of Technology – Students Track Chair
Jonathan Gordon, Georgia Institute of Technology – Assessment Track Chair
Kathleen Morley, Baylor University – Resources Track Chair
Eduardo Molina, Georgetown University – Analysis Track Chair
Waddell Herron, California State University System – Collaboration Track Chair
Viktor Brenner, Waukesha County Technical College – Technology Track Chair
Jan O'Brien, Okanagan College – Computing Technical Support Chair
Helen Carlon, Ohio State University – Forum Evaluation Committee Chair
Jay Johnson, Ohio State University – Forum Evaluation Committee Co-Chair
Cameron Tilson, Concordia University – Special Consultant and CIRPA Representative

HEDPC Committee

Christine Keller, Association of Public and Land-Grant Universities – Chair
Jason Casey, Fashion Institute of Technology
Melodie Christal, Washburn University
Marsha Kelman, University of California
Cathy Lebo, Johns Hopkins University
Sue Ellen Michalek, University of Wisconsin System
Alice van Ommeren, California Community Colleges
Hans L'Orange, State Higher Education Executive Officers
C. Ellen Peters, Bates College
Lydia Snover, Massachusetts Institute of Technology
Bruce Szelest, University at Albany - State University of New York

Membership Committee

Marty Fortner, Southern University – Chair
Amy Ballagh, Georgia Southern University
Crissie Grove, Walden University
Yves Gachette, State University of New York Buffalo State College
George Gonzalez, San Jacinto Community College District
Jim Lenio, Walden University
Kathy Schmidtke Felts, University of Missouri - Columbia
Peter Liu, University of Miami
Mary Beth Worley, Dona Ana Community College
Alexander Yin, Pennsylvania State University

Nominating Committee

Robert Toutkoushian, University of Georgia – Chair

Dawn Geronimo Terkla, Tufts University

Julie Noble, ACT, Inc.

Mimi Johnson, Trenholm State Technical College

John Pryor, Higher Education Research Institute

Sutee Sujitparapitaya, San Jose State University

PDS Committee

Joseph Hoey, Bridgepoint Education – Chair

Michelle Appel, University of Maryland

Marisol, Aredondo, Chapman University

Hansel Burley, Texas Tech University

Kristina Cragg, Valdosta State University

Michael Crowe, Savannah State University

Kathi Ketcheson, Postland State University

Linda Mallory, United States Military Academy

Thomas Martin, Collin County Community College

Jason Sullivan, The Ohio State University

Publications Committee

Mardy Eimers, University of Missouri–Columbia – Chair

Peter Riley Bahr, University of Michigan-Ann Arbor

Gloria Crisp, The University of Texas at San Antonio

James Hearn, University of Georgia

Terry Ishitani, University of Memphis

John Ryan, University of Vermont

Ex-Officio Members

John Muffo, John A. Muffo and Associates, Inc.

Robert Toutkoushian, University of Georgia

Richard Howard, University of Minnesota - Retired

Paul Umbach, North Carolina State University at Raleigh

Gayle Fink, Bowie State University

Gerald McLaughlin, DePaul University

Richard Kroc, University of Arizona

Sharron Ronco, Florida Atlantic University

Appendix B – AIR Executive Office Employee List

Meg Andraza	Project Coordinator
Donna Carlsen	Membership Coordinator
Christopher Coogan	Chief of Staff/Director for the Data & Decisions® Academy
Tinsley Furry	Assistant Director of Contracts & Grants
Lisa Gober	Finance Manager
Eric Godin	Assistant Director of Contracts & Grants
Lisa Gwaltney	Membership & Publications Support Coordinator
Danielle Harris	Meeting Coordinator
Kashif Imran	Computer Systems Engineer
Tamaria Jackson-Williams	Graduate Assistant
Jason Lewis	Director of Financial Operations
Amanda Morrison	Meeting Planner
Brandice Pittard	Senior Meeting Manager
Sarah Rebhun	Project Manager
Tricia Roe	Administrative Assistant
Helena Scott	Associate Director for the Data and Decisions® Academy
Cathy Sexton	Finance Manager
Randy Swing	Executive Director
Missy Wiggins	Executive Assistant