



Enhancing knowledge. Expanding networks.

2001-2002 Annual Report

Professional Development, Informational Resources & Networking

2001-2002 Annual Report

Agenda and Background Materials

Annual Business Meeting

7:30-8:30 a.m.

Tuesday, June 5, 2002

Sheraton Centre

Dominion North, 2nd Floor

Toronto, Canada

1. Minutes of the 2001 Annual Business Meeting	2
2. Reports of Officers and Committees	
a. President (Dawn G. Terkla)	5
b. Executive Director/Executive Office (Terrence R. Russell)	6
c. Vice President (Richard A. Voorhees)	9
d. Immediate Past President/Nominating Committee (Michael F. Middaugh)	11
e. Certification of Election Results	12
f. Secretary/External Relations (Denise P. Sokol)	13
g. Forum Chair/2002 Forum Committee (Victor M.H. Borden)	15
h. Associate Forum Chair/2003 Forum Committee Chair (Sandra K. Johnson)	17
i. Higher Education Data Policy Committee (Margaret K. Cohen)	18
j. Membership Committee (Myrtes D. Green)	20
k. Professional Development Services Committee (Mary Ann Coughlin)	22
l. Publications Committee (Robert K. Toutkousian)	24
m. Treasurer (Frances L. Dyke)	27
3. Proposed 2003 Budget/Auditor Letter (Frances L. Dyke)	30
4. Old Business	
5. New Business	
6. Recognition of Outgoing Board Members	
Victor M.H. Borden	
Julia M. Duckwall*	
Michael F. Middaugh	
Denise P. Sokol	
7. Adjournment	

*Deceased

MINUTES
AIR Annual Business Meeting
June 5, 2001
Regency A, Hyatt Regency Long Beach
Long Beach, California

The 2001 Annual Business meeting was held on Tuesday, June 5th. President Michael Middaugh convened the meeting at 7:35 a.m. At 7:50 a.m. 53 people were in attendance. The minutes of the 2000 Annual Business meeting were presented. Adrian Harris moved and Julie Noble seconded approval of the minutes. **Approved Unanimously.**

President Michael Middaugh noted that he presented his report at the Monday Plenary session and referred members to the Annual Report.

Vice President Dawn Terkla referred members to her Annual Report and remarked briefly on the Marketing initiative.

Immediate Past President Marsha Krotseng referred members to her Annual Report and presented the Fall 2000 Elections results. Those elected were: Vice President Richard A. Voorhees, Treasurer Frances L. Dyke, Associate Forum Chair Sandra K. Johnson, and Higher Education Data Policy Committee Chair John H. Milam. Nominating Committee members elected were: Karen W. Bauer, Harriott D. Calhoun, Peggie K. Cohen, Tod R. Massa, and Timothy R. Sanford.

Secretary & External Relations Chair Denise Sokol thanked outgoing committee members Deborah Dailey, Vivienne Wood, and Marcel Herbst. She welcomed incoming members Anita Dubey, Kari Hypponen, and Diane Muntal. She then referred members to her Annual Report.

2001 Forum Chair John Porter stated that he hoped the Forum quality assessments were good. He noted the new vendor-sponsored coffee breaks and Showcase presentations and then referred members to his Annual Report.

2002 Forum Chair Victor Borden referred members to his Annual Report and then presented a table of the five new Forum tracks for the 2002 Forum. The five tracks are:

1. Student Life and Learning - Research and practice related to student development and satisfaction, including student academic, social, and emotional gains. Proposals may relate to institutional supports and policy issues that impact student life and learning (i.e., how college affects students), but the defining characteristic for this track is a focus on student outcomes. Topics Include: Student profiles, performance, satisfaction, expectations, and goals; student learning outcomes; participation in campus activities; the campus climate for students; serving students with special needs; and student diversity.
2. Academic Programs, Curriculum, and Faculty Issues - Issues related to the development and management of academic departments, programs, curriculum, and faculty activities. That is, the kind of information that a faculty member, department chair, dean, or chief academic officer would use in evaluating the status of academic programs. Topics Include: academic program review; pedagogical methods and programs; assessment of general education, the major, and the classroom; research and scholarly productivity; public service; tenure policies; faculty recruitment, development, and retention; collective bargaining; salary models; faculty evaluation; and decision making regarding faculty and academic programs.

3. Institutional Management and Planning - Campus-level planning, evaluation, and management are focuses of this track. Proposals focus on the types of information and analyses that would be of primary interest to senior campus-level administrators for campus-wide planning and improvement. Topics Include: enrollment management (including retention studies); quality improvement; strategic planning; fiscal, physical, and human resources (and their allocation); campus information systems; campus policy formulation; and organizational management and change.

4. Higher Education Collaborations, Policy Issues, and Accountability - This track emphasizes issues that go beyond the campus, including accountability of individual institutions to external publics, as well as multi-institutional collaborations (e.g., data exchanges, learning consortia, and articulation agreements), system-level issues, and public policy related to higher education. Topics Include: accreditation, data exchanges and national data resources; system, state and federal higher education policy; multi-institution cooperative projects and arrangements; and international projects and comparisons.

5. The Practice of Institutional Research: Theory, Techniques, Technologies, Tools, and Ethics - Research and presentations that focus on the practice of institutional research. This includes organizational, ethical, methodological, and technological aspects of the profession. Topics Include: organizing and evaluating IR offices and functions; ethical and political dimensions of IR practice; statistics, research, and reporting methods; computer and information technologies for IR work; and data administration and warehousing.

Higher Education Data Policy Chair Tony Broh thanked outgoing committee members Mark Chisholm and Eva Nance. He introduced John Milam as the new Chair and stated that Milam hoped to move forward on the communications programs. He then referred members to his Annual Report.

Membership Chair Myrtes Green referred members to her Annual Report and thanked outgoing committee members Kelli Armstrong, Susan Bach, and Robert Schwabe. She then welcomed new members Gesele Durham, Roseann Hogan, and Patricia Windham.

Professional Development Services Chair Julia Duckwall noted that members say the PDS Committee is the hardest working committee in the Association. She presented the re-appointment of committee members Kari Coburn, Harlaan Schweer and William Michael Wood and thanked resigning committee member Hansel Burley for his service. She then referred members to her Annual Report.

Publications Chair Robert Toutkoushian thanked outgoing committee members Jonathan Fife and Deborah Olson as well as resigning *Professional File* Editor Mardy Eimers for their service. He reported that the editorial searches for *Resources in Institutional Research* and the *Professional File* had been successful. Fred Volkwein was re-appointed as editor of *New Directions in Institutional Research*. He reported that the committee was working on a new Web site design for the Publications page as well as a long-term plan for the *Resources in Institutional Research* series. He then referred members to his Annual Report.

Treasurer Michael Valiga thanked the members for the privilege of serving on the Board. He referred members to the financial section of the Annual Report and presented the 2000 financial report. He then reported changes to the 2001 budget and presented the 2002 budget. Valiga stated that the 2001 AIR Operations were \$22,000 down due to one-time expenses in the Central Office, audit adjustments and overall variance. He then presented the Unrestricted Net Assets balance history and looked at three distributions for the 2000 fiscal year: designated funds, receivable

funds, and capital assets (non-liquid). Valiga then looked at the 2000 operating revenue distribution for the Grant, Forum, dues, PDS and other areas. There was a discussion of the 2000 operating expense distribution and the target balance for the Unrestricted Net Assets. For the 2001 budget, there were \$37,345 not originally budgeted which raised the overall budget by \$10,000. There was a discussion of these changes made to the 2001 budget. The 2002 budget highlights were presented showing operating costs over revenues at negative \$16,000; grant revenue was positive \$64,000 for a net of \$47,000 budgeted contribution to the Unrestricted Net Assets balance. It was noted that this figure includes a \$20 dues increase for the 2002-2003 membership year. Valiga discussed the history of dues increases, the increased AIR program and other advantages of AIR membership. Valiga then moved approval of the 2002 budget including the dues increase, Tod Massa seconded. **There was no discussion and the motion was approved unanimously by members present.**

There was no Old Business or New Business.

President Middaugh thanked outgoing Board members, Treasurer Michael Valiga and Higher Education Data Policy Chair Tony Broh and presented them each with a plaque. Middaugh then thanked Forum Chair John Porter and said that he would receive his token of appreciation at the Wednesday Awards luncheon. Middaugh then introduced the incoming Board members Frances Dyke, Sandra Johnson, John Milam, and Rick Voorhees.

At 8:45 a.m. Julie Noble moved for adjournment and the meeting was adjourned.

Dawn Geronimo Terkla, President

Upon assuming the AIR presidency at the 2001 Forum in Long Beach this past June, I focused on several initiatives: 1) implementation of the communication strategy/plan for the Association; 2) implementation of the strategic recommendations adopted by the Board of Directors in March 2000; 3) the creation of the Research Advisory Committee to *U.S. News and World Report*.

The first several months of my presidency were dedicated to working with marketing consultant Carol Ann Clem, Michael Middaugh, Richard Voorhees, and Terry Russell in the development of new AIR communication-related documents. With consultation and approval by the Board, a new tagline and logo were adopted. In all, 24 new communication pieces were developed. At this writing all printed material has been updated with the new logo and standardized look. In addition, major updates to the Association's Web site is now underway. The first phase of the strategic recommendation to develop and implement a formal marketing plan has been completed.

I, in conjunction with the Board, Committees and Central Office; have worked toward the implementation of the remaining 11 strategic recommendations adopted by the Board on March 11, 2000. Individual board members will provide progress reports on the recommendations in their annual reports. External Relation Chair Denise Sokol and Professional Development Chair Julia Duckwall began preliminary discussions regarding more joint programming and closer communication between AIR and its affiliated groups. This is an initiative that will be carried over into the 2002-2003 membership year. Membership Chair Myrtes Green and her committee have begun an examination of current membership services and will be making recommendations in the future. Treasurer Frances Dykes has focused her attention on several recommendations that refer to fiscal policy within the Association. Publications Committee Chair Rob Toutkoushian and his committee are currently reviewing the range of publications that are currently being offered.

The AIR Board, guided by Vice President Richard Voorhees, has been systematically exploring strategic areas for the development of new programs and services to the membership.

The first meeting of the research advisory group to *US News and World Report* was held at the 2001 Forum in Long Beach. On-line discussions were held throughout the year. A second meeting has been scheduled at the 2002 Forum in Toronto.

I represented the Association at a meeting to discuss the National Rising Scholars Award. For the next three years, the Kellogg Forum on Higher Education for the Public Good, in conjunction with AIR, AAHE, AERA, ASHE, and ACPA, will sponsor up to five awards. The awards will go to junior faculty or advanced graduate students in U.S. higher education institutions engaged in research that explores higher education's role in serving the public good.

My year as AIR President has been marked with a series of unexpected events. This has been an unusually difficult year for many individuals. We were all deeply saddened by the untimely death of fellow Board member and Chair of the Professional Development Services Committee, Julia Duckwall. Julia was a valued member of the Board and the Association and will be sorely missed. Because of personal reasons, John Milam found it necessary to resign his position as Chair of the Higher Education Data Policy Committee. John has dedicated many hours to the Association and his contributions to the Board will be missed. I would like to extend my thanks and appreciation to Mary Ann Coughlin and Margaret (Peggye) Cohen for assuming the leadership of two committees this year.

Despite everything that has occurred, I have been very fortunate to lead the Association for the past 12 months with the assistance of a gifted and dedicated Board of Directors. It has been my pleasure to serve with these individuals who have spent endless hours working on Association business to provide programs and services to the membership. I thank them, and their committees for their contributions and dedication to the Association. These are truly individuals, described by Marge Piercy in *To Be of Use*, “. . .who submerge in the task and haul in their places. . . .Who are not parlor generals and field deserters but move in a common rhythm when the food must come in or the fire be put out.” I also thank the staff in the Executive Office for their support, hard work and dedication to the Association.

Terrence R. Russell, Executive Director, Executive Office

Charge: To implement the policies and programs of the Association.

Staff: Christine Call, Assistant Director for Marketing and Communications; Christopher Dueno, Membership Associate; Kyle Edwards, Membership and Accounts Receivable Coordinator; Gail Fishman, National Data Training Coordinator; Norman Gravelle, Associate Director for Administration; Dana Keith, Programmer; Laura Levings, Communications Assistant; Bridgett Marshall, Grants Assistant; Terrence Russell, Executive Director; Cathy Sexton, Accounts Payable Coordinator; Kim Thoma, Research Associate; Alicia Trexler, Assistant Director for Continuing Education and Grants Administration; and Jeannie West, Staff Assistant.

Activities - OPERATIONS, MEMBERSHIP SERVICE, AND GOVERNANCE SUPPORT:

Executive Office Operations - The primary activities in the Office this year centered on extensively revising financial handling practices, including rewriting the financial reporting system software, reconstructing the financial chart of accounts and developing and implementing a new financial reporting system. The bulk of this work fell on Norm Gravelle, Kyle Edwards, Cathy Sexton and our out-sourced accountant. Christine Call has spent a great deal of time on a total revision of the AIR Web page, which will be unveiled in 2002. In October, we moved to a new AIR server, hosted by the University of West Virginia Network. Dana Keith has rebuilt most of the applications, including the Forum program and registration, the nomination process and implemented a secure system for processing credit cards online.

As the list of staff above indicates we've had significant staff change in the past year. Youlanda Green and Jackie Barber left; and were replaced by Alicia Trexler, Jeannie West and Laura Levings. Bridgett Marshall replaces Teva Anderson. Kim Thoma and Dana Keith joined us part-time to support the increase in activity supported by NCES and Dana is also doing programming for other AIR activities, taking over from volunteers John Milam and Tod Massa.

Membership Services - After months of work with an outside consultant, a major member communications program was implemented in the late summer of 2001. The AIR logo was revised to include phrases more descriptive of what we do for members: enhance knowledge and expand networks through professional development, informational resources and networking. New brochures describing AIR activities have been prepared and distributed. We have made increasing use of directed e-mail to keep members aware of current AIR events and the new Web page (see above) will deliver more professional development content in a member-friendly way.

The on-line job listing through *Electronic AIR* and the Web page continues to grow both in listings and readers during the past year. Thanks to Editor Timothy Chow, Rose Hulman Institute of Technology, and Jobs Editor Patty McClintock, Indiana State University who turned the Editorship over to Gail Fishman of the Executive Office for their good work on this endeavor. The AIR Employment Clearinghouse was again held at the Long Beach Forum, and is planned for Toronto.

Working with the External Relations Committee, two table-top exhibits promoting AIR membership, services, and publications, were sent to eight regional and state AIR meetings where volunteers set up the exhibit and answered questions about AIR. Along with AIR staff, the exhibit was also sent to meetings of other higher education associations.

Governance Support - Listservs for various standing committees are maintained by the office to enhance Board communications. Staff also supports Board of Directors' activities by organizing meetings, preparing agenda books and gathering information for Board members during the course of the year. Staff provides similar support for standing committees, and works with the committees to carry out activities that are part of AIR's strategic initiatives. These activities are described below.

The Executive Office also provides support for the nominations, balloting and elections procedures. Working with the Nominations Committee, Norm Gravelle and Chris Call prepared the electronic call for nominations, processed responses, organized and sent materials to nominees and members of the Committee. Following selection of the slate, staff prepared the electronic election brochure and ballot, notified all voting members, and coordinated the meeting of the Tellers Committee, where the ballots were counted and the election certified. Special thanks to the Teller's Committee, all from Tallahassee, for their efforts in the elections process.

Activities - SUPPORTING STRATEGIC INITIATIVES AND COMMITTEES:

Develop and produce programming and publications for professional development - In 2001-02, Youlanda Green and her staff secured the sites, produced the materials and handled the registration for four national institutes on institutional research during the summer of 2001. Those Institutes included the Enrollment Management Institute, held in Charlotte, North Carolina; the grant-funded NCES/NSF Data Policy Institute held in Potomac, Maryland; the Statistics Institute held at Indiana University-Purdue University Indianapolis; and the Foundations Institute held at the University of California-Los Angeles. During the past year, volunteers and staff have prepared four similar institutes for 2002: in June a combined NSF and NCES Institute will be held in Potomac, MD; the Enrollment Management Institute will be held in Leesburg, VA; the Foundations Institute will be held at Catholic University; and the Technology Institute will be held at Indiana University-Purdue University Indianapolis. AIR will again be a joint sponsor of an institute on assessing the first year of college, organized and presented by the Center for Assessing the First Year of College with the support of the Atlantic Philanthropies and the Pew Charitable Trusts. In April, 2002, AIR and the Council for the Support of Education (CASE) co-sponsored a meeting on institutional research and public relations research. Organized by Trudy Bers of Oakland College and Cora Hedstrom of the CASE Advancement and Development Board, the meeting was held in New Orleans.

The AIR grant and fellowship program to support the use of national data bases in institutional research now includes, with generous support from NCES: an IPEDS training program to deal with the new Web-based IPEDS survey; and an AIR Senior Fellowship Program to support an AIR member working with NCES. The AIR grant and fellowship program also includes a Post-Master's Certificate in IR Program to support the development of such certificate programs at five institutions around the country. Those institutions are Arizona State University, Florida State University, Indiana University, the University of Missouri System and Pennsylvania State University. In 2002, we made five research grant awards of up to \$30,000, three \$15,000 dissertation fellowship awards, and funded 50 participants for the National Data Policy Institute (see above), held in June, 2002. The 2001 total grant award was \$1,243,500.

Engage in cooperative professional programming with regional and international IR groups and other higher education organizations - During the autumn of 2001, in cooperation with the state and regional AIR groups, we ran 36 workshops on using the new Web-based IPEDS data system, a model we intend to use for future workshop activities.

In October, I made two plenary presentations at the MIDAIR meeting in St. Louis and attended the SAIR meeting in Panama City Florida.

Increase the level of activity in higher education data policy circles - In addition to the activity above, with the Chair of the Higher Education Data Policy Committee, I serve as a member of a group of higher education association staff that is convened monthly by the American Council on Education to discuss recent activities at NCES and national data issues.

Increase assistance to emerging IR and higher education programs around the world - We continue to work with IR groups and interested people around the world. This year, we offered a place at the June, 2002 National Data Policy Institute to each of our international sister organizations.

Increase the AIR Forum program emphasis on professional development and continuing education - Site selection for future Forums is an on-going activity. In coming years, the Forum

will be held in Tampa, Florida (2003), Boston, Massachusetts (2004), and San Diego, California (2005). At this writing, contracts are being negotiated for New Orleans (2006) and Kansas City (2007).

Forum operations are also an ongoing, year 'round activity for the staff and for the Forum Committee. For staff, the preparation for a Forum begins more than a year out with the organization of future Forum publicity activities and materials used at the Forum preceding the one being publicized. Then, the day after the old Forum, the work on the new Forum begins with a half-day meeting of the new Forum Committee. Almost immediately upon return from the Forum, staff is at work getting out the Call for Proposals for the next Forum. Then in September and October, staff coordinates the proposal review process and, after the track committees make their selections, begin work on the program book. Final decisions are made the end of November, and staff are immersed in the program book until early February, if everything goes as planned. At that time, other Forum logistics work is in high gear, work begins on the final program book and Forum registration. Two weeks before the Forum, envelopes are stuffed, boxes are packed, overtime is at a maximum and we leave for a 10-day stint at the Forum, if not rested and relaxed, eager to see friends from last year and eager to see all the hard work pay off in a good meeting for everyone.

Forum attendance over the past few years continues to trend upward, always an encouraging sign. Earlier paid attendance: at the 1996 Forum in Albuquerque 1,250 members registered; the 1997 Forum at Walt Disney World, 1,289; the 1998 Forum in Minneapolis 1,089; the 1999 Forum in Seattle, 1,254; 1,099 at the 2000 Forum in Cincinnati; and 1,273 at the 2001 Long Beach Forum.

2002 Forum Chair Victor Borden and his committee have worked hard to build a new format for one of the premiere professional development events in higher education, the 42d Annual AIR Forum in Toronto, Ontario, with the theme "Exploring New Frontiers." Associate Forum Chair Sandy Johnson already has her committee working hard on the 2003 Tampa Forum and Associate Forum Chair-elect Fred Lillibridge is busy gathering his committee for the 2004 Forum in Boston.

Conclusion - During the past year, the Executive Office staff has risen to the challenge of dramatically increased programming and the implementation of a broad spectrum of new technology to get our jobs done. Thanks to Kyle Edwards, Jacki Barber, Christine Call, Christopher Dueno, Gail Fishman, Norm Gravelle, Youlanda Green, Laura Levings, Bridgett Marshall, Cathy Sexton, Kim Thoma and Jeannie West for a great job this year!

Richard A. Voorhees, Vice-President

The primary duties of the Vice President are to assist the Association's President and to prepare for his or her presidential year. President Dawn Terkla asked me to spearhead the Association's emerging marketing plan. Building on Dr. Terkla's leadership in this area, this project consumed many hours during the summer of 2001 in discussions with Michael Middaugh, Dawn Terkla, Terry Russell, and Carol Ann Clem, our communications consultant. This was time well spent because it presents the Association in a consistently favorable light to prospective members and the general public, not to mention our own existing members!

Communications Development - This effort developed key messages to be repeatedly integrated into ALL relevant AIR communications (e.g., Web site; membership communications; communications about AIR's various services (e.g., professional development and networking, publications, fellowships and grants, job search services); grant applications; and other mailings, e-mails, and faxes) to ensure that AIR is consistently communicating clear and compelling messages. This activity encompasses the following:

- Strategic positioning tagline (to help communicate the most important benefits of AIR)
- Identity phrase (to help communicate the breadth of AIR's services)
- Various-length overviews of AIR (phrase, sentence, paragraph, and page)
- One-page overview of AIR services
- Overview (list) of AIR membership benefits (organized into meaningful sections to make it easier for people to fully grasp the wide range of membership benefits)
- Descriptions of various lengths for EACH of AIR's programs, services, and publications
- New AIR membership brochure
- Membership application card with new pricing strategy (to be inserted in new membership brochure after new pricing strategy is finalized)
- Coordinated series of membership renewal communications (including two cover letters, three e-mails, and a fax) to market membership renewal to current members
- Coordinated series of communications to potential new members (including two cover letters, two e-mails, and a fax) to market membership
- E-mail to current members asking them to refer other potential new members to AIR
- Print ad promoting AIR membership to be included in each issue of *Research in Higher Education*
- Print ad promoting AIR publications to be included in each issue of *Research in Higher Education*
- New Publications Order Form

Strategic Planning for the Board - At the Spring 2002 Board meeting in Tallahassee, I led a series of discussions about the future of the Association, including the work of the Board and the involvement of the Central Office. The theme of this presentation was "Feeding the Network," which not coincidentally will also be the theme of my presidential year. It is too early to gauge the success of this effort, but the discussions led to the identification of short-, middle-, and long-term objectives. Board members were asked to share the resulting planning elements with their committee members and to incorporate them within their respective committee reports for 2001-2002. This activity will replace the production of the traditional planning matrix, an exercise that has become increasingly bureaucratic and non-responsive in nature. The advantage in having committee review is that the activities envisioned will need committee members' help to accomplish.

Below are the strategic questions raised during the Board's strategic planning discussion. I would be happy to respond to specific questions on any of these items at the Business Meeting and have asked that the PowerPoint used in this planning session be available via the AIR Web site. Although it cannot capture all the discussion by the Board and Executive Director, it does provide further insight into the context for the key questions the Association needs to ask itself.

- Who does AIR serve? Who depends on us? Who do we depend upon?
- What are our challenges?
 - Communications
 - Board Committee Structure
 - Office Elections and Tenure
 - Future of Technology
 - Management Information for the Board
 - Finances
 - Structure of the Central Office

- Location of AIR and Other Transitions
- Future of Publications
- Future of PDS
- Partnerships
- Scholarship in the Association

Michael F. Middaugh, Immediate Past President

The primary duty of the Immediate Past President is that of Chairing the Nominating Committee during the year in which he/she holds that office. I met with the 2001-02 Nominating Committee (Karen Bauer, University of Delaware; Peggye Cohen, George Washington University; Harriott Calhoun, Jefferson State Community College; Tod Massa, Virginia State Commission on Higher Education; Timothy Sanford, University of North Carolina – Chapel Hill) at the Forum in Long Beach, where we mapped out a timeline for the forthcoming election, including a late September Nominating Committee Meeting in Washington, DC. Sadly, the timeline was thrown into disarray by the events of September 11. The Committee decided to meet via telephone conference calls, and produced an excellent slate of candidates. The election was held in late autumn, and I am pleased to report that the following individuals were elected to their positions, effective at the Annual Business Meeting in June in Toronto:

- Vice President: Victor Borden, Indiana University-Purdue University Indianapolis
- Secretary/External Relations Chair.: Denise Krallman, Miami University
- Associate Forum Chair: Fred Lillibridge, Dona Ana Branch Community College
- Professional Development Services Committee Chair: Mary Ann Coughlin, Springfield College
- 2002 Nominating Committee: Trudy Bers, Oakton Community College; Fran Horvath, California State University – Northridge; Jeffrey Seybert, Johnson County Community College; Cornelia Wills, Middle Tennessee State University; Meihua Zhai, West Chester University

Congratulations to the newly elected Board members and Nominating Committee members.

The Immediate Past President also conducts other tasks, as assigned by the President. AIR President Dawn Terkla asked that I undertake a review of both the current AIR Bylaws and the Central Office Policies and Procedures Manual. At the March 2002 Board Meeting, it was recommended that the By-Laws be modified such that a currently seated Board Member cannot seek another Board Office while he/she is on the Board. The Policies and Procedures Manual needs significant updating to reflect current practice. This updating is beyond the scope of a Board member, and the Executive Director was directed to provide an updated manual to each Board member by the September Board Meeting.

Finally, I spent substantial time working with SCUP Immediate Past President Laura Saunders, in ensuring that collaborative initiatives between AIR and SCUP that were begun during our respective presidential years would be continued. Current plans for continued exchange of workshops/sessions at each other's annual meetings are in place, as are discussions for development of joint professional development opportunities.

It has been a pleasure serving the Association for Institutional Research for the past three years, and I wish my successors every best wish for continued success and prosperity.

CERTIFICATION OF ELECTION RESULTS

December 12, 2001

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2001 (for officers whose terms commence June 4, 2002).

for **Vice President (1)**

323 Victor M. H. Borden
323 Michael D. McGuire
31 No Vote
3 Other

Elected: _____

for **Secretary and External Relations Chair (1)**

330 Ronald Head
383 Denise A. Krallman
64 No Vote
3 Other

Elected: Denise Krallman

for **Associate Forum Chair (1)**

349 Fred Lillibridge
267 Steven P. Chatman
61 No Vote
3 Other

Elected: Fred Lillibridge

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

378 Mary Ann Coughlin
254 Scott J. Parke
75 No Vote
3 Other

Elected: Mary Ann Coughlin

for **Nominating Committee Member (5)**

448 Trudy H. Bers
236 Patricia A. Harvey
209 Ann E. Hollings
296 Fran Horvath
209 Lisa Muller
387 Jeffery A. Seybert
234 Jacquelyn Stirm
231 Charles Van Middlesworth
295 Cornelia Wills
275 Meihua Zhai
527 No Vote
0 Other

Elected:

- (1) Trudy Bers
- (2) Jeffery Seybert
- (3) Fran Horvath
- (4) Cornelia Wills
- (5) Meihua Zhai

Ballots mailed:	<u>2448</u>
Ballots counted:	<u>681</u>
Ballots invalid:	<u>1</u>

John Kalb
John Kalb, Chair

Patricia W. Windham
Patricia W. Windham, Teller
Gita Pitter
Gita Pitter, Teller

Denise P. Sokol, Secretary and External Relations Chair

Committee Charge: To give purpose and direction to the outreach and liaison activities of the Association through: Coordinating outreach and joint projects conducted by various Association standing committees;

- With the Executive Director, coordinate relations with other associations and agencies;
- Receiving reports from liaisons to U.S., state, regional, and sector institutional research associations, European AIR, Australasian AIR, Southern African AIR, and other higher education associations;
- Developing, implementing and promoting programs that extend and support Association activities for dissemination to other associations and agencies;
- Receiving and reviewing requests for affiliation, ensuring compliance with the AIR Constitution and Bylaws for affiliated groups, and recommending appropriate action by the Board of Directors;
- Promoting and sponsoring the mutual exchange of information on international issues, interests, and ideas among the associations through Forum programs, publications, professional development activities, outreach programs, exchange opportunities, communications, etc.;
- Maintaining appropriate communications with Special Interest Groups (SIGs);
- Providing input into the development of the Forum program with special attention to general sessions and panel discussions, to ensure that an international perspective is present.

Committee Members: Continuing for 2002-2003 – Mary Day (2003), Anita Dubey (2004), Joseph Hoey (2003), Kari Hypponen (2004), Diane Muntal (2004), and Jim Trainer (2003). The Committee expresses appreciation to John Bolt, Marcia Conston, and Kathy Chandler-Henry whose appointments to the Committee end in 2002. New committee members whose terms begin after the 2002 AIR Annual Business Meeting are: Denise A. Krallman (Chair), George Gabriel, Mary E. Henning, and Birute Mockiene.

Activities: This was the eighth year of operations for the External Relations Committee, and the following activities were initiated or continued.

1. **The International Gathering.** This is scheduled for the 2002 Forum in Toronto, Tuesday, June 4, 10:20 – 11:50 a.m. It is an opportunity for Forum attendees from all nations to meet with the External Relations Committee and colleagues from other nations for coffee and conversation.
2. **Program Support Grants.** A letter inviting affiliated groups to apply for program grants was sent out on April 10 with a deadline of May 3. The proposals received will be reviewed at the External Relations Committee meeting at the Forum.
3. **The Best State/Regional/Sector Presentations.** A successful feature of the Forum that allows AIR's affiliated associations to showcase the best presentations from their various conferences. Those scheduled for sessions at the 2002 Forum are:

Alabama AIR (ALAIR)	Overseas Chinese AIR (OCAIR)
AIR of the Upper Midwest (AIRUM)	Pacific Northwest AIR & Planning (PNAIRP)
Australasian AIR (AAIR)	Rocky Mountain AIR (RMAIR)
California AIR (CAIR)	South Carolina AIR (SCAIR)
Illinois AIR (IAIR)	Southeast Asian AIR (SEAAIR)
Indiana AIR (INAIR)	Southeastern Assoc. of Comm. Coll. Res. (SACCR)
Maryland AIR (MdAIR)	Southern AIR (SAIR)
Michigan AIR (MI/AIR)	Tennessee AIR (TENNAIR)

Mid-America AIR (Mid-AIR)
National Council of Research and Planning
(NCRP)
North East AIR (NEAIR)

Texas AIR (TAIR)
Virginia Association for Management Analysis and Planning
(VAMAP)

4. **The Train-the-Trainer Program** - sponsored in collaboration with the Professional Development Services Committee, offers opportunities for representatives of state, regional and sector groups affiliated with AIR to attend selected Pre-Forum Workshops as trainees who will later present the workshops at other locations. The Train-the-Trainer Program provides an opportunity for professional development materials to be available to a wider audience than those able to attend the Forum.
5. For participants selected in accordance with the established guidelines, the workshop registration fee is paid by AIR. The nominating associations are encouraged to provide a matching grant or other support to their trainees. The Call for Nominations was mailed April 10, 2002, to AIR affiliated group liaisons with instructions that proposals must be postmarked by May 3, 2002. The workshops being offered are:

W 07	Research Design Ideas for Institutional Researchers	Anne Marie Delaney
W23	Data Mining Persistence Clustering and Prediction	Jing Luan
W37	Overview, Review, Refresher on the Application of SPSS in IR	Mary Ann Coughlin
W03	Planning Today for Your Fiscal Tomorrow	Adrian Harris
W05	Strategies for the Practice of Institutional Research	Karen Bauer
W39	Intermediate Statistics for Institutional Research	Mary Ann Coughlin
W35	SAS New Features Applied in Institutional Research	Robert Zhang
W29	Using National Datasets	John Milam

6. **The Affiliated Groups Luncheon** - held annually at the Forum, brings presidents/liaisons of AIR's affiliated associations together with members of the External Relations Committee and the AIR Board of Directors for discussion and exchange of information.
7. **AIR Exhibit** - The purpose of the exhibit is to increase awareness about AIR and to promote AIR membership and publications. The exhibit traveled to the following locations in 2001-2002:

Mid-America AIR	October 3-5
Rocky Mountain AIR	October 10-12
Southern AIR	October 13-16
Pacific Northwest AIR and Planning	October 28-30
Illinois AIR	November 1-2
AIR of the Upper Midwest	November 8-9
California AIR	November 14-16
Northeast AIR	November 17-20
Alabama AIR	December
South Carolina AIR	February
Mississippi AIR	March 21-22
Indiana AIR	March 28-29
Alabama AIR	April 11-12
Virginia Association for Analysis and Planning	April 11
Arizona AIR	May 2-3
South African AIR	July 8-10
Florida AIR	July 18-19

8. EAIR Visit by the External Relations Chair - As part of an effort to forge better relationships with the international associations, the External Relations Chair attended the European AIR conference in September in Porto, Portugal where she represented AIR and at the Annual Meeting invited the members of EAIR to attend the AIR Forum in Toronto and also delivered the news that papers that had been accepted for EAIR would be automatically accepted for the Toronto Forum. EAIR colleagues were very happy that an AIR representative attended the conference and there was a good discussion of possible collaborations between the two organizations. EAIR colleagues were also very pleased at the proposal that AIR would automatically accept papers that had been accepted for EAIR.

9. Programs and projects with other associations and agencies: NCES Training Grant.

Victor M. H. Borden, 2002 Forum Chair

Committee Charge: To develop and manage the administration of the 2002 Forum program for delivery in Toronto on June 2-5, 2002.

Committee: Victor Borden, Indiana University-Purdue University Indianapolis (chair); Sandra Johnson, Princeton University (Associate Chair); Ann Hollings and Alex Harrington, University of Guelph, (Local Arrangements Co-Chairs); David X. Cheng, Columbia University (Track 1 Chair); Sandra Bramblett, Georgia Institute of Technology, (Track 2 Chair); Dawit Teklu, William Rainey Harper College, (Track 3 Chair); Kathi Ketcheson, Portland State University (Track 4 Chair); Jacki Stirn, Community College of Denver (Track 5 Chair); Jacquelyn Frost, Purdue University, (Newcomers Chair); Robert J. Ploutz-Snyder, SUNY Cortland (Table Topics Chair); Mark Figueroa, Claremont Graduate University, and Robert Gottesman, Auburn University (Computing/Technical Support Co-Chairs); Karen DeMonte, University of Delaware (Evaluation Chair).

Objective	Result/Status
Fill committees with sufficient number of members to expedite the proposal review process, local arrangements planning, technology support, evaluation and newcomers activities.	All Track and Committee chairs submitted lists of committee members that were posted to the AIR and Forum Chair Web sites. Lists were updated as appropriate throughout the year.
Solicit a sufficient number of high quality proposals to generate a full, high quality program.	The Call for Proposals was distributed in late June. The proposal deadline was extended twice because of 9/11, with the final due date set at October 1. Ultimately, a record number of proposals were received (359), eclipsing recent year totals by about 40%.
Increase international participation in the Toronto Forum.	The presidents and chairs of the national affiliates were contacted and asked to convey to their members an offer to automatically slot any paper in Toronto that was accepted for presentation at their affiliate conference. The response was positive. A total of 21 papers were received, including 10 from AAIR, 5 from SEAIR, 3 from EAIR, 2 from SAAIR, and 1 from CIRPA.
Review the proposals in sufficient time for their ultimate disposition at the	Despite the record number of proposals being reviewed through fewer tracks, and with the usual amount of reviewer attrition,

November slotting meeting.	all proposals were reviewed in time by a sufficient number of reviewers—at least three each, and usually four or five. Track Chairs were sent a tin of popcorn in recognition of their efforts.
Migrate and enhance as possible the automated Web-based systems for proposals, scheduling, and registration.	All systems were successfully migrated with virtually no discontinuity or lapses of service (just short of a miracle). Enhancements include: <ul style="list-style-type: none"> • Addition of Web-based credit card billing capability. • Major enhancements, including increased speed of personal scheduler. • Expanded reporting on scheduling system. • Transition to the new infrastructure, including Dana Keith's role in converting and integrating the system, has been a great success.
Determine the final disposition of each proposal and slot them into the time and room grid in a way that balances the program by content area.	This was all accomplished at the slotting meeting—November 15-17, 2001. Table 1 below shows the final disposition of the proposals submitted. After an initial slotting, papers were moved around to achieve a greater balance of sessions by track across time periods.
Select and invite plenary speakers with the following specific objectives: <ol style="list-style-type: none"> 1. Canadian representation. 2. Other international representation. 3. Strong linkages with the day-to-day work of IR professionals. 	General plenary sessions arranged with: <ul style="list-style-type: none"> • Stephen Lewis, former Canadian Ambassador to the U.N. and Executive Director of UNICEF. • Stan Ikenberry, who started as an institutional researcher and went on to become a university president and President of ACE. • Carol Ann Clem, focusing on marketing and communications techniques for making IR work more visible within the organization. • Track plenaries including notable leaders in the field of IR and Higher Ed Research, as well as one international representative.
Expand Newcomer's activities.	Red dots reinstated. In addition to the Saturday evening reception, new events include Sunday afternoon ice cream social; a newcomer's booth near the registration desk; Web-based information resources for newcomers; Monday morning meeting for Newcomer's questions. E-mail messages will be sent to Newcomer's and an article placed in <i>AIR Currents</i> and <i>Electronic AIR</i> newsletters announcing all events.
Maintain the collaborative link with SCUP through cross-offerings.	An AIR Panel is planned for SCUP, but we were unsuccessful in slotting a SCUP workshop or panel for Toronto. Ray Haas was unavailable to again offer his planning workshop. This collaboration should be reinforced next year.
Provide Showcase presenters with enhanced guidelines for putting together quality poster session.	Table Topics Committee member Michael Dillon developed a Web resource with links and instructions for developing poster sessions.
Make computer-based workshops available again, but ensure that the costs are recuperated.	Two computer labs arranged to accommodate 4 half-day and 2 full-day computer-based workshops. Differential workshop charges instituted to recuperate costs.
Ensure that technology costs do not continue to increase, while providing	Having the Forum in one hotel and in Canada (favorable exchange) helped hold costs down, avoiding a repeat of last

the same level of support.	year's serious overruns. AIR also received a great deal from the hotel for high speed Internet access for the office, vendors, and kiosk.
Expand vendor participation.	As of April 11, 2002, 16 vendors are registered, compared to a total of 15 last year. Three additional vendors are in serious consideration, which would bring the total to just under 19. Five vendors did not renew from last year (including one that went out of business). Thus, we will have solicited at least 6 and possibly as many as 9 new vendors for the 2002 Forum.
Make available local events of interest.	Tours, including one to Niagara Falls, will be handled through the hotel's concierge services. Monday Night Event planned for Casa Loma. Participants offered opportunities to attend Tuesday night performance of Mama Mia and Blue Jays Baseball game.
Ensure there are a sufficient number of facilitators for all paper and demonstration sessions.	A massive solicitation in March 2002 produced 100 additional facilitators to fill the remaining slots. A final push will be made at the end of April to cover slots that become open during the month because of cancellations and schedule conflicts.

Table 1. Proposals Submitted, Accepted, and Rejected for the 2002 AIR Forum

Track	Submitted		Accepted		Alt. Accept		Rejected	
	N	Col %	N	Row %	N	Row %	N	Row %
1. Student Life and Learning	91	25%	83	91%	5	5%	3	3%
2. Academic Programs, Curriculum, and Faculty Issues	55	15%	52	95%		0%	3	5%
3. Institutional Management and Planning	95	26%	93	98%		0%	2	2%
4. Higher Education Collaborations, Policy Issues, and Accountability	45	12%	45	100%		0%		0%
5. The Practice of Institutional Research: Theory, Techniques, Technologies, Tools, and Ethics	84	23%	82	98%	2	2%		0%
Grand Total	370	100%	355	96%	7	2%	8	2%

Sandra K. Johnson, Associate Forum Chair

Committee Charge: To assist the 2002 Forum Chair with the duties and responsibilities associated with planning the 2002 Forum in Toronto, Canada on June 2-5, 2002, and to begin developing the 2003 Forum program for delivery in Tampa, Florida on May 18-21, 2003.

Committee Members; Sandra Johnson, Princeton University (Forum Chair); Fred Lillibridge, Dona Ana Branch Community College, New Mexico State University (Associate Forum Chair); John Kalb, Florida State University (Co-Chair, Local Arrangements Committee); Sharron Ronco, Florida Atlantic University (Co-Chair, Local Arrangements Committee); Ellen Kanarek, Applied Educational Research Incorporated, (Track 1 Chair); Anne Marie Delaney, Babson College (Track

2 Chair); Roddy Begg, University of Aberdeen (Track 3 Chair); Archie George, University of Idaho (Track 4 Chair); Lisa Muller, University of Wyoming (Track 5 Chair); Alan Sturtz, Connecticut State University System (Newcomers Committee); Jennifer Brown, University of Massachusetts, Boston (Table Topics and Poster Sessions); Mark Figueroa, Claremont Graduate University (Computing/Technical Support); Yves Gachette, State University of New York at Buffalo (Forum Evaluation Committee); Forum Publications, Anne Marie Delaney, Babson College (Forum Publications).

Activities:

Objective	Current Status
Assist with the 2002 Forum Slotting.	Met with Vic Borden (2002 Forum Chair) and Terry Russell in Toronto November 15-17, 2001, to slot Toronto Forum proposal submissions. The meeting went well. Goal was to slot recommended proposal submissions to maximize Forum participation.
Appoint Forum committee chairs.	Completed in November per Forum Chair Requirements. In the meantime, the Track 5 Chair Fred Lillibridge was elected Associate Forum Chair. Lisa Muller replaces him.
Program book redesign.	Worked with Forum Chair and AIR staff member Chris Call to partially re-design the Toronto Forum Preliminary Program Book.
Forum Theme and Logo.	Expected completion of logo and color selection by April 18, 2002. The theme of the 43 rd Annual AIR Forum in Tampa is: Changing our Attitudes – Expanding our Latitudes.
Local Arrangements.	Met with Local arrangement co-chairs John Kalb and Sharron Ronco on March 13, 2002, in Tallahassee. Worked on Forum theme, logo, publicity of Tampa Forum in Toronto and the Monday Night Event. Made excellent progress. The Local Arrangement Committee's main focus up until the Toronto Forum will be on publicizing Tampa.
2003 Plans.	Plan to maintain track structure instituted for the Toronto Forum. The 2002-03 Forum Committee meets Thursday June 6, 2002, with a full agenda including evaluating the track plenary sessions and continued work on newcomers issues.

Margaret (Peggye) K. Cohen, Higher Education Data Policy Committee

In the middle of the 2001-02 year, John Milam found it necessary to resign as chair of the Higher Education and Data Policy Committee (HEDPC), and I was appointed to the position. Because of

the strength of the membership and the infrastructure put in place by the prior chair, the change in leadership caused only a minor blip in the activities of the committee.

Last summer, the HEDPC Web site was revamped into a database-driven Web site containing a wealth of information. The HEDPC mission, latest annual report, list of members (with hotlinks to their E-mail), relevant communications media, and other key links are available at <http://airweb.org/datapolicy.htm>.

Part of the HEDPC mission is “identifying important issues related to the collection or use of higher education data and informing the Board of Directors and members about these.” A “projects list” was created to fulfill this objective and committee members serve as coordinators for specific activities. The HEDPC Web site provides a complete list of these projects and provides options to view complete descriptions and updates or to view projects by member. It is intended as a resource for AIR members to find the current status of specific higher education data policy issues, and to identify the HEDPC member(s) who have responsibility for tracking them as well. A goal for the coming year is to publicize the Web site more extensively.

The first meeting of the Research Advisory Committee to *U.S. News and World Report* was at the Long Beach Forum. It was an introductory session to give members an opportunity to meet and share concerns about the various *U.S. News and World Report* guides. A detailed report is available in the Projects list.

An *AIR Alert* #12 was produced last summer to inform the membership about the 2001-02 IPEDS collection year. This Alert contained information about Web-based reporting in general as well as specific information about faculty and staff surveys. It included information about the new Employees by Assigned Position (EAP) Survey.

Various members of HEDPC are part of the National Postsecondary Education Consortium (NPEC) Instructional Activity Working Group, which met a couple times this year, to develop a survey for inclusion in the Integrated Postsecondary Education Data Systems (IPEDS) Web-based system. A pilot survey was distributed to a sample of institutions to test the feasibility of collecting information on instructional activity as part of IPEDS.

A HEDPC sub-committee, chaired by Mary Sapp and consisting of the Common Data Set (CDS) publishers and HEDPC members, was appointed last June to look at the feasibility of an online CDS. They met for a full day at NEAIR and concluded that the creation of a single Web-based CDS repository was not feasible. It was agreed that means of providing peer data should be explored. At the Higher Education Data Sharing Consortium (HEDS) meeting in January, Mary and I made a presentation about the CDS to elicit Consortium interest. Members reacted positively to the option of E-mailing a spreadsheet version of the CDS to all publishers (the spreadsheet, new this year, accomplishes the goal of reducing burden for institutions by eliminating the step of copying information onto a paper survey from the publishers or onto a publisher's Web site). On the other hand, the HEDS Board did not approve a proposal that HEDS pilot a national peer analysis system.

The CDS Advisory Board met in March. Again, there was some discussion of the online CDS, but the emphasis was on finding a way to use CDS data for peer analysis. Some organizational members of the Board (e.g., NACAC, NASFA, etc.) indicated an interest in peer data, but the publishers were concerned that some institutions would be upset if their data were provided to other institutions without their explicit permission. It was pointed out that *U.S. News and World Report* already does that, (both on its Web site and through spreadsheets E-mailed to institutions last fall). There followed a suggestion that *U.S. News and World Report* investigate expanding the

data in its spreadsheet as a first step in providing peer data. It is unclear whether any steps will be taken by the publishers to facilitate the availability and accessibility of peer data.

Meetings such as the CDS Advisory Board meeting and the DC Higher Education Association Data Group provide a means for keeping updated on many of the HEDPC projects. Please visit the Web site, <http://airweb.org/datapolicy.htm>, for complete information on the projects.

A goal for the last two years was wider use of the HOTAIR listserv. I've been assured that it's still alive with 174 subscribers, but hasn't had much traffic recently. There has been some concern with the use of the HOTAIR name, because some thought it was already taken. When this issue is resolved we will formally announce the listserv, whether it's HOTAIR or something else (AIR Waves?). Increased use of HOTAIR will again be a goal for the coming year.

In conclusion, I want to thank John Milam for his contributions, particularly in enhancing the Web site. A special thanks to Tony Broh for the infrastructure he built, that kept momentum going this year. And finally, I thank the members of HEDPC, the AIR Board, and the AIR staff for all the offers of help and support they've provided in my first months. I look forward to working with all of you.

Myrtes D. Green, Membership Committee Chair

Committee Charge: To initiate and oversee programs and procedures designed to retain and recruit membership; to ensure that current members receive the basic membership services; and to screen and recommend nominees for the Distinguished Membership and Outstanding Service Awards.

Committee Members: Myrtes Dunn Green (chair, 2003), Lawrence Baldwin (2003), Roddy Begg (2003), Gesele Durham (2004), Ron Head (2002), Roseann Hogan (2004), Mimi McDaniel Johnson (2003), Nelle Moore (2002), Prudence Widlak (2002) and Patricia Windham (2004).

The AIR Board of Directors approved one member (Donald Quirk, McHenry County College) to a three-year appointment to the committee. His term will begin at the close of the Toronto Forum. Two additional appointments will be recommended.

A hearty thank you is extended to outgoing members Ron Head, Kelli Nelle Moore, and Prudence Widlak for their contributions to the organization and to the committee during their tenure.

Activities:

- 1. Membership Count** - Total AIR membership in 2000-2001 was 3,097, an increase of 17.8 percent from the previous year. The following table details counts by membership type for the last five years.
- 2. MEMBERSHIP COUNT AS OF June 30, 2001**

MEMBERSHIP COUNT BY TYPE --- 1996-1997 TO 2000-2001

<u>Membership Types</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>
Distinguished	10	12	14	13	13
Emeritus	92	99	99	100	101
Individual/Full	2,366	2,331	2,108	2,193	2,503
New	568	581	526	679	637
Renewed	1,798	1,750	1,582	1,514	1,866
Individual/Graduate	100	82	61	68	141
New	54	49	36	33	90
Renewed	46	33	25	35	51
Organizational Reps	304	288	267	254	339
New	53	75	70	34	82
Renewed	251	213	197	220	257
Total Persons	2,872	2,812	2,549	2,628	3,097
%Change from previous year	9.2%	-.02%	-11.49%	3.1%	17.8%
Change from previous year	243	-60	-263	79	469
Nonrenewals (from previous year)	443	578	525	809	674
% Nonrenewals	16.9%	20%	18.6%	30.78%	25.64%
Organizational** Members (Institutions/Agencies)	172	162	152	154	170

3. **Promotion** - The Committee continued the AIRstore at the Long Beach Forum. Total sales for the store were \$5,748.00. AIR logo products were the biggest sale items followed by promotional items for the Toronto Forum. The AIRstore will continue at the Toronto Forum with AIR logo products and AIR publications as the primary sale items.
4. **Retention/recruitment** - Promotional brochures were developed for distribution to the membership. The following brochures were developed/revised: the *Code of Ethics for Institutional Research*, and a *Why Belong?* During the Long Beach Forum, the Membership Committee presented a table topic that focused on how to get involved in the organization.
5. **Leadership Identification** - The volunteer identification process for members who would like to be involved in the organization continued to be successful. More than 80 individuals submitted Volunteer forms during and after the Long Beach Forum. A list of submissions was given to the Board of Directors. The Volunteer form can be accessed via the Web.
6. **Award Nominations** - During the 2001 AIR Forum in Long Beach, the Outstanding Service Award for extraordinary and sustained contributions to AIR was presented to Mary M. Sapp, University of Miami. The Distinguished Membership Award for significant and substantial

contributions to the field of institutional research was awarded to Larry G. Jones, University of Georgia.

Mary Ann Coughlin, Professional Development Services Committee

Committee Charge: To provide direction and supervision in meeting the professional development and continuing education needs of members of the Association.

Committee Members: Mary Ann Coughlin (chair), Julia Duckwall (chair through January 2002), William Michael Wood (2004), Kari Coburn (2004), Laura Schartman (2002)-resigned, Hansel E. Burley (2003)-resigned, Douglas N. Easterling (2003), Charles F. Harrington (2003), Larry G. Jones (2003), and David L Preston, Sr. (2003).

Activities:

- 1. Pre-Forum Workshops** – At the 2001 Forum in Long Beach, the PDS Committee offered four full-day workshops and 18 half-day workshops to 574 paid registrants. The financial data for the Long Beach workshops indicate that revenues of \$38,330 exceeded expenditures of \$33,648. The committee is considering a revised workshop for newcomers.
- 2. Train-the-Trainer Program** – Representatives from six different regional associations took part in the Train-the-Trainer Program in Long Beach. This low-cost but highly effective program provides continuing professional development to state and regional AIR groups, some of whose member may be unable to attend the national Forum. The PDS and External Relations committees have collaborated to introduce evaluations of the program at those sites where the trainers offer workshops. Some feeling exists that the depth and breadth of this program should be expanded significantly to better meet the needs of the regional associations.
- 3. NCES/NSF Databases Institutes** – The sixth set of national database institutes was held in Potomac, Maryland. The Institute hosted 45 participants and ran from June 18-29, 2001. The opportunity for participation has been extended to international affiliates.
- 4. Research and Dissertation Fellowships** – Jointly funded by the National Science Foundation and the National Center for Education Statistics, this grant is in its sixth year. Four dissertation grants were awarded at \$15,000 and 4 research awards were granted at \$30,000. Previous year's recipients will be presenting their papers at the Toronto Forum.
- 5. Enrollment Management Institute** – The second Enrollment Management Institute was held at the Charlotte Hilton in Charlotte, North Carolina from July 28-31, 2001. The site was selected in direct response to comments in the evaluations indicating that a hotel was a more appropriate site for the participants attending this Institute. A total of 72 participants attended representing a 24% increase over the first Institute held at the University of California, Santa Barbara. In response to the previous year's evaluations, the curriculum was revised with a focus on increased integration of the modules, including a capstone module. AACRO members were sent information on the Institute and a well-known AACRO presenter was used to introduce the overall Institute concepts. Participants were generally quite satisfied with the Institute with more than 82% of the respondents to the evaluation indicating they would recommend the Institute to others, and a similar proportion indicating that the Institute lived

up to their expectations. The financial data for this Institute indicate that revenues of \$ 38,704 failed to support the expenditures of \$55,011.

6. **AIR Foundations Institute** – An eighth Foundation Institute was offered to the membership from July 7-11, 2001, at the University of California, Los Angeles. There were 67 participants from 27 states and Canada. In general, participants were satisfied with the various measures of the size and scope of the Foundations Institute. However, a number of participants expressed concern that the amount of class time per day was excessive and that too little time was available for networking. Participants this year had a much more favorable impression of the location for the Foundations Institute than was the case last year. However, it should be noted that location does not appear to equate to facilities. This year's participants appear to have liked the location, but still had reservations about both classroom facilities and accommodations. The financial data for this Institute indicate that revenues of \$ 63,755 failed to support the of \$72,912.
7. **Applied Statistics Institute** – The revised Statistics Institute was held August 11-15, 2001, at Indiana University-Purdue University Indianapolis. The very positive responses of participants to the Applied Statistics Institute and the individual modules suggest that the 2001 Applied Statistics Institute was a success. Most participants felt they learned useful information in the modules and through discussions with other students. Participants also reported they would recommend the Institute to other IR professionals. The final enrollment total of 69 participants shows that the Applied Statistics Institute is of interest to a considerable number of professionals in our field. Demand does not appear to be waning although attendance in 2001 was significantly less than the 96 participants of the previous year. The financial data for this Institute indicate that revenues of \$60,574 failed to support expenditures of \$67,258.
8. **AIR/SCUP Workshop Exchange** – Workshops with SCUP continue to be considered. A SCUP workshop titled *Introduction to Planning and Planning Processes in Higher Education for the Institutional Research Professional*, was offered by Raymond Haas in June, 2001 at the Long Beach Forum. Jeffrey Seybert offered an AIR workshop on Effective Reporting at the SCUP conference in July of 2001.
9. **Theme Institute** – Planning continues on the development of an additional Theme Institute, a higher education management institute, to be offered in summer 2003. The issue at hand is the final curriculum and selection of appropriately prepared faculty. The possibility exists that the leadership of SCUP will be approached to discuss faculty collaboration on this Institute.
10. **Institute History** – Using the history of Institute offerings, a five-year plan was developed to determine how frequently institutes should be offered. This past year, sites were explored with the intention of using them each year. Workshops that have been developed from institute modules are being investigated as possible workshops for the Forum, for regional group meetings, or drive-in workshops. In light of the budget deficits for this year's institutes, a review of our budgeting practices was made and revisions were made to ensure that we are properly budgeting for operating expense differences across the various sites.
11. **Presenter's Bureau** – By the end of 2002, the Committee plans to have a draft of a *Presentation Resource Book*, in lieu of a Speakers Bureau. Concerns about the latter include problems with certifying and soliciting speakers. Speakers and presenters providing services to AIR during the past two to three years will be included. 2002-03 will serve as the pilot for the resource.

12. **Post-Masters Certification (PMC)** – In the second year of this grant funded by NCES, AIR made its second round of awards. Five institutions integrating the post-masters certificate program will form a “sharing” consortium. Continued discussion with institutions and institutional faculty on the development and implementation of distributed learning courses for the PMC and to also offer these opportunities to the membership as PDS offerings. The five institutions receiving funding are Florida State University, Arizona State University, Penn State University, Indiana University and The Missouri State System.
13. **IPEDS Workshops** – AIR and PDS partnered to provide IPEDS training again this past year. The training included Fall and Spring data collection schedules. Proprietary schools were not included in this training. Workshops were held at two regional AACRO meetings in December and February, with a total of 44 participants. Workshop evaluations were excellent for both sessions, and two additional workshops are planned for AACRO meetings in May and July of 2002.
14. **AIR/Center for Assessing the First Year of College Grants** – Fifteen awards were made in June 2001. Fellowships covered the \$535.00 registration fee for the Center’s conference held in Asheville, North Carolina.
15. **NCES Senior Research Fellowships**—No awards were made in 2001.
16. **Distance Learning and Web-Based Modules and Courses** – Vic Borden is overseeing the development of six to eight Web and multi-media-based PDS modules. PDS is considering developing a number of basic technology Web-based modules, such as SQL, Cold Fusion, Visual Basic, Access, and other technology software tools.
17. **Committee Changes** -- Laura Schartman rotated off the Committee in 2001, Hansel E. Burley resigned and Harlan Schweer moved to Institutes from Forum Workshops in 2001. In addition, the Board appointed three new committee members. New members include: Deborah Dailey, Georgetown University; Heather Isaacs, University of Delaware; Mary Lelik, Saint Mary’s College.

Robert K. Toutkoushian, Publications Committee Chair

Committee Members: Rob Toutkoushian, Chair (2003); Elected by the Board: Trudy Bers (2004); Eric Dey (2002); Anne Marie Delaney (2004); Stephen DesJardins (2004); Jeff Seybert (2004). Ex-Officio: Timothy Chow, Editor, *Electronic AIR* (2002); Andreea Serban, Editor, *Professional File* (2006); Rich Howard, Editor, *Resources in Institutional Research* (2003); John Smart, Editor, *Research in Higher Education* (2005); J. Fred Volkwein, Editor, *New Directions in Institutional Research* (2005); Dolores Vura, Editor, Forum Publications (2002). By Invitation: Cameron Fincher, Associate Editor, *Research in Higher Education*; James Hearn, Associate Editor, *Research in Higher Education*; William Knight, Associate Editor, *Resources in Institutional Research*; (Vacant), Associate Editor, *New Directions in Institutional Research*; (Vacant), Associate Editor, *Professional File*.

Committee Charge: To provide direction to and supervise the publication activities of the Association (Terms of Reference)

Overview - The Publications Committee made significant progress in a number of important areas to better serve the AIR membership. As always, the main goal of the Committee is to maintain the

high level of scholarly quality of our various publications, while making sure they address the different needs of our members. The work of the Publications Committee is aligned with the Association's direction that our publications should include both scholarly research on important higher education issues, and more practitioner-oriented publications that inform the day-to-day work of institutional researchers.

Review of Long Beach and Publications Committee Meetings, June & November 2001.

During 2001, the Publications Committee held one face-to-face meeting for all of its members at the AIR Forum. In an effort to reduce Committee expenses and in response to the events of 9/11, the Committee canceled its second face-to-face meeting in September and replaced it with a teleconference meeting in November. The Committee also conducted other business through e-mail discussions. Among the highlights of activities and accomplishments during the past year include:

- The successful development and implementation of a new Web page for AIR Publications. The Web page provides much more detail on AIR's publications;
- The successful selection of three new at-large members for the Publications Committee (Anne Marie Delaney, Steve DesJardins, Jeff Seybert);
- The continued production of a wide range of AIR publications;
- Preliminary discussion of a new award for Best Presentations at the Fourm;
- Revisions of the process used to evaluate manuscripts submitted for the Charles F. Elton Best Paper Award at the AIR Forum;
- Review of publishing contracts with Jossey-Bass and Kluwer;
- The assistance in the creation of marketing materials for AIR publications;
- Refinement of the pricing sheet for AIR publications;
- The initiation of searches for Associate Editors for *New Directions in Institutional Research* and the *Professional File*;
- The selection of a new chairperson (Anne Marie Delaney) for the Forum Publications Editorial Advisory Committee.

Research in Higher Education (RHE)

John Smart reported that the number and quality of submissions to *RHE* continued to be strong. A total of 156 manuscripts were received for publication consideration during the past year. Of those submitted, 78% were rejected, 18% requested revisions, and 4% were accepted. The Publications Committee's recommendation to the AIR Board of Directors that it should incorporate *RHE* into the membership dues structure was not approved by the Board because of budgetary concerns. The Committee worked with AIR's marketing consultant to develop two one-page advertisements that will be included in future issues of *RHE*. These advertisements will help promote the *Resources in Institutional Research* series and the Association.

New Directions for Institutional Research (NDIR)

NDIR enjoyed another very successful year, with the following four titles being published in 2001:

#109 – Student Ratings: Are They Valid? How Can we Best Use them? Michael Theall, Phil Abrami, & Lisa A. Mets
#110 – Measuring What Matters: Competency Based Models in Higher Education. Richard A. Voorhees
#111 -- Higher Education as Competitive Enterprise: When Markets Matter. Robert Zemsky & Susan Shaman
#112 – Balancing Qualitative & Quantitative Information for Effective Institutional Research. Richard Howard & Ken Borland

and other titles are in various stages of development. A search committee consisting of Fred Volkwein, John Smart, and Trudy Bers, has been formed to find a new Associate Editor for *NDIR*.

AIR Professional File

Under the direction of Editor Andreea Serban, the *Professional File* continued to provide Association members with practitioner-oriented articles on a wide range of topics of interest to institutional researchers. The *Professional File* reports that submissions to the journal are increasing, and that there is still a significant backlog of accepted manuscripts. While the Publications Committee has recommended that the Association should publish six issues in the next calendar year rather than the customary four issues per year to alleviate the backlog, the necessary funding has not been allocated. The *Professional File* has implemented a new system where reviewers can examine each other's comments on-line after editorial decisions have been made. A search is currently underway for a new Associate Editor.

Forum Publications (FPEAC)

The Forum Best Paper Award was officially renamed the Charles F. Elton Best Paper Award, to recognize the scholarly contributions of Charles F. Elton to the field of institutional research. Upon recommendation of the Forum Publications Editorial Advisory Committee and the Publications Committee, the 2001 Charles F. Elton Best Paper Award was given to two different papers. Julie M. Byers Gonzalez and Stephen L. DesJardins received the award for their paper "Artificial Neural Networks: A New Approach for Predicting Application Behavior." Leslie S. Stratton, Dennis M. O'Toole, and James N. Wetzel, also received the award for their paper "Factors Affecting Part-Time College Enrollment within The First Year." As in past years, both papers will be re-presented at this year's Forum. The FPEAC noted that submissions for the Charles F. Elton Best Paper Award remained strong, with 46 papers submitted for review this year. Changes were also made to the Association's Terms of Reference to help clarify the roles played by the FPEAC and editors of *RHE* and the *Professional File* in reviewing papers. Dolores Vura has decided to step down as FPEAC Chair at the conclusion of her term, and by the approval of the Publications Committee, will be succeeded by Anne Marie Delaney.

Suslow Award

One nomination was received for the Sidney C. Suslow Award. The Publications Committee selected George Kuh as the 2002 recipient.

Electronic AIR (E-AIR)

Tim Chow reports that there are about 2,822 subscribers to the *Electronic AIR*. During the past year, the *E-AIR* staff have worked on developing a new jobs posting system and a prototype for an on-line newsletter.

Resources in Institutional Research (RIR)

The latest *Resources in Institutional Research* volume (*Institutional Research: Decision Support in Higher Education*) was published in 2001, with the next volume (Primer for the Conduct of Institutional Research) scheduled to appear in 2002. The editors are currently working with authors on several potential volumes for future years, as well as volumes that may be published in electronic-only format.

Budget

The Publications Committee's expenses in 2001 were lower than budgeted because of the cancellation of the September Committee meeting. While the Publications Committee expenses continue to exceed revenues, the chairman of the Committee has stressed to the AIR Board of

Directors that publications should be viewed as a benefit to the membership and that these publications help to attract and retain members.

Special Initiatives for 2002

In 2002, the Publications Committee plans to work on the following initiatives in addition to the standard activities of the Committee:

- Conduct a survey of the membership to help assess the major publications of the Association;
- Fill the two openings for associate editors for *NDIR* and the *Professional File*
- Review the procedures and criteria for the Charles F. Elton Best Paper Award
- Begin the process of selecting new editors for *NDIR* and *RHE*
- Examine the long-term direction of the *Professional File*

Frances L. Dyke, Treasurer

Committee Charge: Responsible for oversight of the receipt and disbursement of all funds of the Association, for the establishment and maintenance of appropriate records of fiscal transactions, and for ensuring that all expenditures are within the approved budget.

Committee Members: none. An advisory group of past treasurers is consulted as needed.

Goals:

- Sustain sound financial management policies
- Advise on application of appropriate accounting procedures and practices
- Review audited financial statement for presentation at March Board meeting
- Review and endorse updated chart of accounts
- Guide Board of Directors to achieve unrestricted net assets balance at least equal to the sum of the annual direct expenses for the Executive Office and the total allocated expenses excluding the personnel costs for grant activities.

Activities:

1. **2001 INDEPENDENT AUDITOR'S REPORT:** The firm of Sanders, Sanders & Holloway, P.A., Certified Public Accountants of Tallahassee, Florida audited December 31, 2001, financial statements of the association and issued the following report:

"In our opinion, the financial statements...present fairly, in all material respects, the financial position of the Association for Institutional Research, Inc. as of December 31, 2001, and the results of its operations and cash flows for the year then ended in conformity with generally accepted accounting principles."

The December 31, 2001, audit was completed on January 18, 2002. A copy of the auditor's report is available for review by contacting Mr. Norm Gravelle at the AIR Executive Office (850-644-4470).

2. **Table 1** - presents the Association's Financial Position as of December 31, 2001. Assets totaled \$1,515,370; approximately 23% percent were held in cash or near liquid investments and 68% was receivable from the Federal Government for NSF and NCES grant activities. This amount will be allocated to support designated research projects and seminars in 2002 and to defray the costs of administering the grant activities.

3. Table 1 - also presents the Association's Liabilities and Net Assets as of December 31, 2001. Excluding grant activities, current liabilities totaled \$200,988, with 25% in accounts payable and 57% in deferred membership revenue (the membership year begins in July and the Association's accounting year begins in January).

4. Table 2 - presents the impact of operations on Net Assets for the years that ended December 31, 2000, and 2001, the 2002 budget and proposed budget for 2003. In 2001 expenditures exceeded revenues by \$78,361. The deficit in operations was primarily attributable to cost overruns for professional development Institutes and Forum activities. The adjusted budget and proposed budgets for 2002 and 2003 respectively are balanced.

5. Table 2 – also presents the 2003 financial proposal based on the following assumptions:

- Cost containment in all operations
- Improved progress toward achieving the Association's goal for Unrestricted Net Assets
- A \$35 increase in Forum registration fees and estimated attendance at 1,080
- No increase in annual dues and an estimated membership at 2,890
- 3% increase in employee compensation
- Three PDS Institutes priced to break even at 60 participants each.

6. Table 3 - displays membership and Forum fees for the years 2000 through 2003.

7. Table 4 – shows the application of indirect cost recovery to Executive Office expenditures on grant related activity.

Table 1
Statement of Financial Position
December 31, 2001

Current Assets

Cash and Cash Equivalents	\$ 197,867	
Certificates of Deposit	139,788	
Accounts Receivable AIR	40,350	
Account receivable Grant	1,030,530	
Due from NSF	35,232	
Prepaid Expenses	22,452	
Other Assets	8,834	1,475,053

Fixed Assets

Furniture and Equipment	92,143	
Accumulated Depreciation	(51,826)	\$ 40,317

Total Assets

\$ 1,515,370

Current Liabilities

Accounts Payable	\$ 50,834	
Accrued Compensated Absences	23,082	
Deferred Revenue	1,232,375	
Subscriptions Payable	13,321	
Due to AIR	35,232	\$ 1,354,844

Net Assets

\$ 160,526

Total Liabilities and Net Assets

\$ 1,515,370

Table 2
Financial History and Proposed 2003 Budget

	2000 Actual	2001 Actual	2002 Budget	2003 Proposed Budget
Operating Revenues				
Membership Revenues	268,757	292,490	300,000	324,890
Forum Revenues	301,241	350,705	318,900	356,700
Professional Development Services	126,513	203,862	264,650	264,650
Publications	21,101	19,730	18,600	18,500
Other Revenues	20,161	17,956	8,250	11,750
Grant Administration Revenues	702,065	710,633	1,200,285	1,328,178
Total Revenues	1,439,838	1,595,376	2,110,685	2,304,668
Operating Expenses				
Executive Office	165,577	135,083	86,633	89,937
Governance	115,253	89,639	62,704	87,526
Forum	235,356	323,052	268,295	277,658
Publications	65,896	69,393	67,145	70,490
Membership	51,028	73,984	64,486	66,632
Professional Development	126,916	271,953	275,652	274,094
Grant Administration	702,065	710,633	1,200,285	1,328,178
Total Operating Expenses	1,462,091	1,673,737	2,025,200	2,194,515
Contribution to Net Assets	(22,253)	(78,361)	85,485	110,153
Total Net Assets at Year End	238,887	160,526	246,011	356,164

Table 3 History of Membership Dues and Forum Fees					
	2000 Actual	2001 Actual	2002 Budget	2003 Proposed	% Change
Membership Dues	\$90 / \$95	\$95	\$95 / \$115	\$115	28%
Registration Fee	\$235	\$255	\$255	\$290	23%

Table 4 Application of Indirect Cost Recovery to Operating Expenditures				
	2000 Actual	2001 Actual	2002 Budget	2003 Proposed
Executive Office Expenses	\$204,391	\$184,763	\$170,320	\$175,583
Application of Indirect Cost	<u>(\$38,814)</u>	<u>(\$49,680)</u>	<u>(\$83,687)</u>	<u>(\$85,646)</u>
Net Executive Office Expenses	\$165,577	\$135,083	\$86,633	\$89,937

SANDERS, SANDERS & HOLLOWAY, P.A.

Certified Public Accountants
250 EAST SIXTH AVENUE
POST OFFICE BOX 4144
TALLAHASSEE, FLORIDA 32315

VERNON E. SANDERS, C.P.A.
T. E. "JOE" SANDERS, C.P.A.
DAN W. HOLLOWAY, C.P.A.

MARK J. RYAN, C.P.A.

TELEPHONE (850) 222-1608
FACSIMILE (850) 222-2982
E-MAIL: CPA@SSandHcpa.com

MEMBERS
AMERICAN INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS
FLORIDA INSTITUTE OF
CERTIFIED PUBLIC ACCOUNTANTS

Independent Auditors' Report

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

We have audited the accompanying statement of financial position of the Association for Institutional Research, Inc. (a nonprofit organization) as of December 31, 2001, and the related statements of activities and changes in net assets, and cash flows for the year then ended. These financial statements are the responsibility of the Association for Institutional Research, Inc.'s management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Association for Institutional Research, Inc. as of December 31, 2001, and the results of its operations and cash flows for the year then ended in conformity with generally accepted accounting principles.

In accordance with Government Auditing Standards, we have also issued a report dated January 18, 2002 on our consideration of the Association of Institutional Research, Inc.'s internal control and tests of its compliance with laws and regulations.

Sanders, Sanders & Holloway, P.A.

SANDERS, SANDERS & HOLLOWAY,
Certified Public Accountants

January 18, 2002