



Association for  
Institutional Research

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**Enhancing knowledge. Expanding networks.**

Professional Development, Informational Resources & Networking

**2003-2004**  
**Annual Report**

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## **Agenda and Background Materials**

### **Annual Business Meeting**

**7:30-8:20 a.m.**

**Tuesday, June 1, 2004**

**Salon B, Fourth Floor**

**Boston Marriot Copley Place**

**Boston, Massachusetts**

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Margaret K. Cohen	
Frances L. Dyke	
Fred Lillibridge	
Richard A. Voorhees	
7. Adjournment	

**MINUTES**  
**AIR Annual Business Meeting**  
**Tuesday, May 20, 2003**  
**Tampa Marriott Waterside Hotel**  
**Tampa, Florida**

The 2003 Annual Business meeting was held on Tuesday, May 20<sup>th</sup>. President Richard Voorhees convened the meeting at 7:34 a.m., with 37 people in attendance. The minutes of the 2002 Annual Business meeting were presented. Richard Howard moved and Dawn Terkla seconded approval of the minutes as presented. **Approved Unanimously.**

**President Richard Voorhees** told the members that he thought it had been a good year for AIR and that he had enjoyed it. He referred members to his Annual Report.

**Executive Director Terrence Russell** updated members on new Web page developments and office practices. He referred members to his Annual Report for more details.

**Vice President Victor Borden** referred members to his Annual Report and remarked that “Rick and Vic” will continue to pursue the Association’s goals.

**Immediate Past President Dawn Terkla** referred members to her Annual Report and presented the Fall 2002 Elections results, congratulating those elected: Vice President Denise Sokol, Membership Chair James Trainer, Associate Forum Chair Stephen Chambers, and Publications Committee Chair Andreea Serban. The 2003 Nominating Committee members elected were: Jennifer A. Brown, Director of Institutional Research and Policy Studies, University of Massachusetts- Boston; Timothy K.C. Chow, Director of Institutional Research, Rose-Hulman Institute of Technology; Mardy T. Eimers, Director of Institutional Research and Planning, University of Missouri System; Ellen A. Kanarek, Vice- President, Applied Educational Research, Inc.; and Alice M. Simpkins, Director of Institutional Research, Paine College. Terkla closed by thanking the members and fellow Board members for a great three years.

**Secretary & External Relations Chair Denise Krallman** thanked her Committee for a great first year. She then referred members to her Annual Report and thanked everyone for a great term on the Board.

**2003 Forum Chair Sandy Johnson** stated that the Forum attendance was 1067 plus 40 exhibitors. She thanked Fred Lillibridge, the 2003 Forum Committee and the Local Host Co-Chairs. She then referred members to her Annual Report.

**2004 Forum Chair Fred Lillibridge** referred members to his Annual Report and then invited the membership to Boston, saying that Sandy Johnson will be hard to follow as Forum Chair.

**Membership Chair Myrtes Green** referred members to her Annual Report. She thanked the membership for the opportunity to serve. Dr. Green then announced that the winner of the first Julia Duckwall scholarship was Janice Adams of Albertson College.

**Professional Development Services Chair Mary Ann Coughlin** thanked the Committee members and AIR staff member Alicia Trexler for a great year. She then referred members to the Committee's Annual Report.

**Publications Chair Robert Toutkoushian** referred members to his Annual Report. He thanked Committee members for a good year and announced that analysis of the 2002-03 Publications survey was under way.

**Higher Education Data Policy Chair Peggye Cohen** announced that the Committee was sponsoring a Forum session on the opening of (and interest in) the new Common Data Set Exchange and a session on developing a "common data set" for graduate surveys. She thanked Jan Lyddon and Carol Fuller, who is retiring, for their service. Carol Fuller will receive a committee Service Award. She then referred members to her Annual Report and the Committee Open Hearing on Tuesday afternoon.

**Treasurer Frances Dyke** referred members to the Treasurer's Annual Report and noted that she was entering her third year as Treasurer. During the past two years, we have instituted full programmatic budgeting and better linking expenditures to revenue streams. Based on discussion at the budget briefing and this Annual Business Meeting, next year's report will contain more detail and more history. She discussed the 2002 financial report and the 2003 budget, describing the 2002 cost containment strategies. She then referred members to the 2004 proposed budget (see Annual Report), noting that it included a \$10 dues increase. Dyke then asked for questions concerning the 2004 budget. There were none, and she moved approval of the 2004 budget including the dues increase, Sandy Johnson seconded. **There was no discussion and the motion was approved unanimously by members present.** Laura Saunders suggested that the Board consider a constitutional or bylaw amendment to allow for an extended term for the treasurer.

**President Voorhees** thanked outgoing Membership Committee Chair Myrtes Green, outgoing Forum Chair Sandy Johnson, outgoing Publications Committee Chair Robert Toutkoushian and presented them each with a plaque. She then introduced incoming Board members Denise Sokol, James Trainer and Stephen Chambers. He then asked if there were any questions, old business or other business. Hearing none, he called for a motion to adjourn. Julie Noble so moved and William Fendley seconded. **The meeting was adjourned at 8:18 a.m.**

# **Association for Institutional Research**

## ***2003-04 Annual Report***

This year's Annual Report to the membership begins with a new articulation of the mission, vision, values and core objectives of the Association, developed by the Board of Directors this past year. Consistent with the statement of purposes in the AIR Constitution, the text was developed to serve four purposes:

1. Articulate to current and prospective members, and to those who support AIR professionals, a concise and meaningful statement about the Association's purposes;
2. Organize the Association's Annual Report according to how committee, staff, and Board activities promote progress in achieving the Association's core objectives;
3. Assess and assign priorities regarding current and prospective Board and Office activities and initiatives; and
4. Gauge the effectiveness of Board and Office efforts through the development of related performance measures and assessments.

In this first year of using the statement as a guiding framework for the Annual Report, we present the highlights of the year's activity in relation to pursuing the Association's core objectives. In future years, we will work toward integrating further the work of the Board Members and Standing Committees into this framework, including performance measures that are specifically related to each objective. As old habits die hard, the bulk of this report is comprised of the individual Board Member, Standing Committee, and Executive Director narratives that give further details on the activities and accomplishments of the Association for 2003-04.

## **Mission**

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

## **Vision**

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

## Values

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

## Core Objectives

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

## Highlights of Association Accomplishments for 2003-04

### Advance the Careers and Competencies of IR Professionals

- Foundations and Statistics Institutes delivered to 79 and 65 participants, respectively
- Graduate certificate programs supported at five universities

- Integrated Newcomer’s activity planning across the Membership and Forum committees
- First Julia Duckwall Memorial Scholarship awarded, supporting a member to attend to the Statistics Institute
- A record of almost 400 members attended Pre-Forum Workshops at the 2003 Forum
- AIR-NSF-NCES Summer Data Policy institution attended by 49 fellows
- Five First College Year fellowships awarded
- First presidential pre-Forum symposium planned for 2004 AIR Forum
- Forum tracks included diverse array of new and veteran reviewers

**Develop Networks of IR Practitioners and Communities of IR Practice**

- The first joint EAIR/AIR Symposium held in Amsterdam.
- Established the “Building Institutional Research Capacity grant program” for U.S. affiliate groups
- International program support grants offered.

**Promote the IR profession and the Practice of Institutional Research across all Levels and Functions of Higher Education**

- Board Members represented at all U.S. regional affiliate conferences, as well as many international and state affiliate meetings.
- Over 120 participants from 45 CIC institutions participated in two Data/Decision workshops

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

- AIR Board and members strongly represented on IPEDS Technical Review Panels
- New contract with National Center for Education Statistics ensures prominent role in federal data resource development
- A record number of proposals received (400+) for 2004 Forum
- Forum “Practitioner Paper” changed to “Research Presentation”
- Student assessment emphasis strengthened through creation of new Forum Track for 2005, and initial formulations for a new series of assessment publications
- Higher Education Data Policy Committee maintained a strong presence on advisory groups for US News, AAUP, and CDS.
- Six dissertation grants and nine research awards received a total of \$342,058 in funding
- IPEDS training workshops held at 33 state and regional meetings, including 10 coordinate in collaboration with AACRAO.

- New Publication, *IR Applications*, developed to disseminate electronically advanced and specialized methodologies.
- *Research in Higher Education* expanded from 6 to 8 annual issues.

### **Improve Postsecondary Policy Formulation and Institutional Effectiveness**

- Five *AIR Alerts* issued to apprise members of important national higher education policy developments.
- Continued close relationship with National Postsecondary Education Cooperative (NPEC)
- Maintained a close watch on a range of federal activities such as the Reauthorization of the Higher Education Act, the SEVIS system, FERPA, NRC Graduate Rankings, etc.
- NCES Senior Fellowship awarded to study the first professional degree classification within IPEDS

### **Member Services and Association Stewardship**

- Membership reached an all-time high of 3,195 for 2002-03 official census.
- Association net assets increased from \$160,526 to \$474,813.
- Reduced printing and distribution costs substantially by moving all pre-Forum program materials to Web.



## **President – Vic Borden**

As President of AIR a lot of my time was spent overseeing the agenda and activities of the Board of Directors and serving as liaison between the Board and AIR Executive Director Terry Russell. I also represented AIR at several other conferences and meetings, and worked on the initiatives I outlined as key priorities during my lunchtime remarks at the 2003 AIR Forum.

I was one of four current or past Board members that provided a strong presence for AIR at the first EAIR/AIR Joint Symposium in Amsterdam in June 2003. The event was a huge success and I am now leading the U.S. team in planning for the second such event, preliminarily scheduled for January 2005 in Miami, Florida. In July 2003, I presented one of the keynote addresses at the Florida Association for Institutional Research Meeting. At the beginning of August 2003, I participated as one of the faculty for the AIR Statistics Institute in Salt Lake City, Utah. Although not directly related to my role as President, the Institute presented an opportunity for me to engage new and continuing members into the life of the Association. In late August, 2003, I attended the EAIR Forum in Limerick Ireland, further promoting the collaborations between our affiliate Associations. In late October, Terry Russell and I represented AIR at the National Council for Continuous Improvement meeting in Washington, DC. At this meeting, members of an array of higher education institutions and associations conferred about the development of benchmarks of higher education effectiveness.

One of the initiatives that I sought to advance during my tenure as President was to expand and strengthen advanced professional development opportunities for the membership. In particular, I wanted to help integrate ongoing developments of the graduate certificate programs with programming of the Professional Development Services (PDS) Committee and Association publications. Toward that end, I attended the September committee meetings of the PDS and Publications committees in Boston, MA. During the PDS meeting, Larry Jones advanced his idea for a senior professional development symposium, which I subsequently helped him develop as the Presidential Pre-Conference Symposium offered at the 2004 Forum. In addition, we discussed further the development of publication resources to support both PDS and the graduate certificate offerings. This development effort continued at the Graduate Certificate Advisory Group meeting in February 2004 and culminated with a pilot Web-based statistics seminar (Webinar) offered jointly by the IU Graduate Certificate Program and AIR Professional Development Services. The Webinar pilot was very successful.

The AIR Board of Directors met in late January 2004 in Tucson, AZ. This was the second year of having only one face-to-face Board meeting aside from those at the annual Forum. The other face-to-face Board Meeting was replaced by monthly phone conferences. The second face-to-face Board meeting was originally deferred primarily to save money. The Board decided that while the monthly phone conferences are extremely helpful, it is time to re-institute the second “off-Forum” face-to-face meeting to handle the increased activity of the Board related to the “booming” business of the Association (see the Treasurer’s Report).

In early February 2004, I was again one of a strong contingent of current and past Board members, as well as other senior IR professionals at the IPEDS Derived Variables Technical Review Panel. The strong presence of AIR at this meeting attests to our prominent role in

advising the National Center for Education Statistics on developments of national data systems for U.S. higher education. As President of AIR, I was also invited to give one of the keynote addresses to the SHEEO-NCES Network conference in Washington, DC in late March 2004.

In late April, I had the opportunity to represent the AIR perspective at a special invited advisory panel for the Carnegie Commission for the Advancement of Teaching to provide input on the 2005 Carnegie Classification revision. In early May, I took advantage of a contact with the principles involved in the “Achieving the Dream: Communities College Count” project, sponsored by the American Association of Community Colleges, the Lumina Foundation and several others, to begin discussions about ways in which the Association for Institutional Research can assist in the further development and expert support for this and related projects.

Finally, I put a lot of effort this year into the development of a “Mission, Vision, Values, and Core Objectives” statement that is used at the beginning of this report to state the Association’s overall objectives and to highlight the activities of all the Board members and standing committees in relation to advancing the mission and goals of the Association. Consistent with the Statement of Purposes in the AIR Constitution, this document was developed for four primary purposes:

1. Articulate to current and prospective members, and to those who support AIR professionals, a concise and meaningful statement about the Association’s purposes;
2. Organize the Association’s Annual Report according to how committee, staff, and Board activities promote progress in achieving the Association’s core objectives; and
3. Assess and assign priorities regarding current and prospective Board and Office activities and initiatives;
4. Gauge the effectiveness of Board and Office efforts through the development of related performance measures and assessments.

The first of these purposes have already been addressed in a limited way. After several discussion sessions among current Board Members, the document was circulated for comment and suggestion to all AIR Past Presidents. Its use in this report represents the first attempt to fulfill purpose number 2. The third and fourth purposes will represent the true test of the documents usefulness. Next year, as Immediate Past President, I will continue to pursue the further development of this framework to guide Board planning and help develop measures and benchmarks of Association effectiveness.

## **Executive Director – Terry Russell**

### Executive Office Staff

Terrence Russell, Executive Director  
Norman Gravelle, Associate Director for Administration  
Christine Call, Assistant Director for Web Communications and Publications  
Alicia Trexler, Assistant Director for Continuing Education and Grant Activities  
Gail Fishman, Manager for IPEDS training and External Affairs  
Jennifer Morris, Marketing Manager  
Bridgett Lowers, Grants Coordinator  
Cathy Sexton, Accounts Payable Associate  
Lisa Gober, Accounts Receivable Coordinator  
Mary Jane Johnson, Member Records Associate  
Matthew De Marco, Web Technician  
Dana Keith, Consultant

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

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

### Executive Office Operations Supporting the Objectives of the Association

#### ***Member Service Delivery***

##### **Web page and technology development**

Over the last five years, our primary means of communicating with members and delivering information services has shifted from primarily print media to the AIR Web page and related internet communications. This has been the result of strategic choices and the investment of money and staff time in Web-based services. 2004 will see the end of the first cycle of Web service development, with almost every AIR service offered primarily through the Web page. The current project, undertaken by Norm Gravelle and Dana Keith will move the member directory to the Web, allowing for real time updates of member information, direct, secure self-

posting of member information and the self-creation of member peer and special interest groups. This project will augment 2003 changes in the Web pages for nominations, the Forum proposal review process, the Forum program and online registration and ordering, with online credit card capability. In 2003, PDS institute registration went to the Web, as did the grant proposal submission process. In the fall of 2003, as a test of services to be offered to AIR Affiliated Groups, we offered PNIRP this online processing for their annual meeting. We have since extended the offer to all Affiliated Groups.

Chris Call manages the look and “feel” of the Web page and, with Matt De Marco’s assistance, is responsible for the content of the Web page and coordinates the various sections of the page.

In other technology developments supporting member service delivery, Norm Gravelle took the lead to create a wireless computer lab set-up, including a dedicated server for IPEDS training (Dana Keith downloads all IPEDS changes to the server to keep it current). This system makes computer labs much more affordable: the three wireless hubs and 50 wireless cards for use with bring-your-own laptops were purchased for under \$2,000. Previous computer lab rentals cost \$3-\$4,000 per week. We also have replaced and upgraded our expensive and out-dated Great Dynamics accounting systems with Peachtree Accounting, which allows a much more flexible reporting system.

We have secured an arrangement with an outside vendor to provide the platform for interactive “Webinars:” live video and audio sessions that are fully interactive and promise to be a low-cost delivery mechanism for a variety of professional development activities. Vic Borden and Mary Ann Coughlin produced a prototype session in April.

Under the IPEDS contract, Dana Keith is leading a group of AIR folks who are preparing a Web tutorial for IPEDS data entry.

## **Staff**

New staff and promotions this year are: Jennifer Morris, Marketing Manager, Bridgett Lowers, Grants Coordinator, Gail Fishman, IPEDS and External Relations Manager, Matt De Marco, Web Technician.

## ***Stewardship of Resources: Financial Management***

### **Grant and contract management and acquisition**

In 2003, AIR entered into a subcontract with RTI-International (funding by NCES) to provide a variety of training and professional development services for IPEDS and institutional research generally. This contract replaces a grant from NCES, routed through NSF. The contract is budgeted on 18-month cycles: June 1, 2003-November 30, 2004, is the first cycle. The total fixed-price contract is for approximately \$5.5 million for activities through November, 2007. Contract sub-tasks include IPEDS training; the AIR National Data Network, which supports activities of Affiliated Groups; the grant and dissertation fellowship program; the graduate certificate program; the summer national data institute; and team-based training programs using IPEDS for institutional management.

Also in 2003, the fourth award under our grant from NSF was made. Included for the first time in 2003 was a new award from the National Postsecondary Education Cooperative to support research and dissertations on a topic selected by the Cooperative. The topic for this first year was research on student success.

In April, 2004, AIR was awarded a \$20,000 supplemental grant by NSF's Office of International Science and Engineering to offer two institutes on institutional research in South Africa, jointly with the Southern African Association for Institutional Research. SAAIR also received a grant from the South African National Research Foundation to support the institutes.

### **2003 Financial Performance**

2003 was an excellent year for AIR finances. All activities exceeded their budgeted expectations, allowing us to reach our long-term fund balance goal.

### Executive Office Operations Addressing the Objectives of the Association

#### ***Advance the Careers and Competencies of IR Professionals***

##### **Professional Development Services**

Alicia Trexler managed the logistics for two PDS Institutes: the Foundations of IR Institute held at The Ohio State University and the Advanced Applied Statistics Institute held at the University of Utah. Both were very well attended. The first Julia Duckwall Memorial Scholarship went to Jann Adams of Albertson College for the Foundations Institute, and a new Foundations module was added: using national data sets in institutional research. Alicia also managed the pre-Forum workshop program at the Tampa Forum, including logistics for computer classrooms generously provided by the University of Tampa. In addition, Alicia provides liaison services to the PDS Committee.

Terry Russell planned and organized the NCES/NSF Summer Data Policy Institute in Potomac MD. Alicia Trexler handled the logistics. The 50 recipients of fully-paid fellowships to the Institute included IR professionals, faculty, graduate students, and six international IR professionals nominated by AIR affiliated groups. Bridgett Lowers handled the competitive fellowship proposal process.

Russell, Gail Fishman and Dana Keith organized and delivered the 2003 IPEDS Train-the Trainer-program in July. The 50 people attending received hands-on training for the IPEDS Peer Analysis System as well as instruction in presentation technique and classroom management.

Continuing our collaboration with the Council of Independent Colleges, we organized and produced two CIC workshops in 2003: Denver and St. Charles, Illinois. One CIC workshop is scheduled for fall, 2004 in Charlotte, NC. These workshops involve 25 three- or four-person teams from CIC's small college membership, and focus on using IPEDS and other comparative data to improve institutional management. These workshops were partially funded by NCES as part of our grant activity.

In the fall of 2004 we will extend the team workshop model to community colleges. In collaboration with the American Association of Community Colleges and the National Community College Council for Research and Planning, we will offer a workshop in Nashville, Tennessee. In August, we also will collaborate with the American Indian College Fund to provide IPEDS workshops for Tribal College personnel.

### **Publications**

In addition to her Web management duties, Chris Call managed the production of the 2003 Resources in Institutional Research volume, the Forum program book and we have reorganized the publications ordering function to integrate it into the new Web-based ordering system. Chris also provides liaison services to the Publications Committee.

### **Employment Services**

Gail Fishman manages the Web-based employment listing services and organized and operated the Employment Clearing House at the Tampa Forum. The number of listings in the service increased four-fold during 2003.

### **Forum operations and long-range planning**

Future Forum selection has taken more time than usual this year due to highly competitive and extended negotiations with the three cities considered for 2008. In the end, the Board selected Seattle and the Seattle Sheraton for the May, 2008 Forum.

The 2003 Forum in Tampa received the highest attendee satisfaction ratings ever. 1,076 members registered, down from 1,178 in Toronto and 1,263 in Long Beach. Exhibitor numbers increased to twenty-one at the Tampa Forum, and event sponsorships to three.

Registration for this year's Forum in Boston is running considerably ahead of 2003, which includes a new Forum brochure and an all-Web preliminary program, replacing last year's CD program. Northeastern University is graciously hosting an all-AIR reception on their campus Monday night.

### ***Develop Networks of IR Practitioners and Communities of IR Practice***

The CIC workshops are discussed above, in professional development activity. Also discussed above (grants and contracts) is the joint AIR-SAAIR Train the Trainer program in South Africa, supported by NSF (\$20,000) and the South African National Research Foundation (NRF) (R93,000). These funds will support two workshops with a train-the-trainer component. The AIR team of four people will work with four people from SAAIR.

In 2003, we continued our collaboration with the Center for the First Year Experience at the University of South Carolina by offering five fellowships to AIR members for attendance at their Summer Institute for First-Year Assessment.

Russell attended the SAIR meeting and made a presentation on AIR's programs.

## ***Promote the IR Profession and the Practice of Institutional Research Across All Levels and Functions of Higher Education***

Between June, 2002 and June, 2003, membership had grown by 30 to 3,195. Expected declines due to the general funding situation were offset by increased participation in summer institutes and the recruit-a-colleague program instituted at the Tampa Forum. Further growth is expected in 2003-04 due to the increase in Forum attendance.

Progress has been made in international AIR group development. Russell is in contact with the UNESCO Institute for Statistics, whose initiative to improve national statistics on human resources in science, engineering and technology is supported by AIR's activities to promote institutional research and hence, better national higher education data in this area. Areas where new activity is being planned or is under discussion are China, Taiwan, Russia, Korea, Japan, and Argentina. As part of this activity Russell visited Taiwan and made several presentations; a meeting is planned to inaugurate the China AIR in October, 2004, and the joint AIR/SAAIR workshop series (see above) will be held in South Africa in June.

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

The NCES-funded AIR Graduate Certificate program in institutional research has made progress this year with each of the five participating institutions having completed curriculum development and the institutional approval process and enrolled students. The five institutions are: Arizona State University, Florida State University, Indiana University/Indiana University-Purdue University – Indianapolis, the University of Missouri System, and Pennsylvania State University. These programs are developing pre-doctoral and in-service programs to complement AIR's in-service and continuing education programs.

Marketing of AIR membership and services and communication of the benefits of membership has seen increased activity. The recruit-a-colleague gathering at the Tampa Forum kicked off a year of increased emphasis on membership. During a period when the financial fortunes of higher education weren't wonderful, AIR managed to increase its 2002-03 membership modestly and is on track to increase in 2003-04. Jennifer Morris has been named Marketing Manager to assist the Board Standing Committees and the staff program officers in developing marketing materials and information.

***Improve data resources, methods, and techniques for assessing the effectiveness of higher education's academic, research, and service functions***

In November, AIR co-sponsored and Russell made a presentation at a meeting organized by the Taipei Cultural Attache. The meeting was held at Boston College to discuss the applicability in Taiwan of U.S. methods for accreditation, performance evaluation and performance indicators.

The 2003 Research Grant and Dissertation Fellowship program made eight awards totaling \$173,233. The 2003 recipients will present their projects at the AIR 2004 Forum in Boston, Massachusetts, May 29-June 2. The AIR Grant presentations will be held on Monday and Tuesday. This is a great opportunity for the awardees to share their research and expand opportunities for advancing research on postsecondary education.

Russell will present at the 2004 Assessing the First Year of College workshop in Ashville, NC (see above for the 2003 workshop). This is the fourth of these workshops that AIR has co-sponsored.

***Improve Postsecondary Policy Formulation and Institutional Effectiveness***

Important efforts include developing training for Tribal Colleges (see above) and furthering development of IPEDS training to cover the new analysis tools available from NCES.

Russell worked with Rick Voorhees on the EAIR/AIR symposium on higher education and workforce development held in Amsterdam in June 2003. The NSF grant supported official AIR representatives. He is working with Vic Borden on a similar joint symposium scheduled for January at the University of Miami.

There were other projects in this area. Staff worked with NCES- AIR Senior Fellows to improve IPEDS data collection and analysis. The 2003-04 Senior Fellow, Jeff Weber, the Indiana Commissioner of Proprietary Education, is working to improve the collection of IPEDS data on first professional degrees. Russell worked with the Association of Governing Boards as they developed an IPEDS-based institutional peer comparison system and with NPEC on their IPEDS-based presidential quick indicators program. He also attends bi-monthly meetings with the One Dupont Circle Associations to update them on AIR's IPEDS training activities.



## **Vice President – Denise Sokol**

### Overview of General Purpose Specific Goals

The AIR Vice President primarily serves as a member of the AIR Board of Directors Executive Committee, working with the President, Immediate Past President, Treasurer, 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. The Vice President works with the Executive Committee and the full Board to support AIR's mission and vision by pursuing initiatives which implement the values and core objectives of the Association.

The Vice President also serves as a member of the Audit Committee, which reviews the annual audit report and works with the Executive Director to ensure compliance with any findings requiring action.

In addition to these duties, the Vice President leads the Board through a planning exercise as a precursor to any broad initiatives to be undertaken during his or her Presidential Term. Finally the Vice President may be called upon to lead the development of special initiatives at the request of the President, Executive Director, and Board of Directors.

This year's planning activity was related to the transition which will take place when the current Executive Director retires in 2008. The President asked that the Vice President undertake an exercise to review issues related to the functioning of AIR to determine whether or not changes should be made in a variety of areas as part of the transition planning. This effort incorporated input from Past Presidents and discussions with the Board at the January Board Meeting. Next steps include committee chair discussions with their members in order to bring feedback to the Board meeting at the Forum where decisions will be made about next steps in transition planning.

### Highlights

- Transition planning including reviewing the work of the previous transition committee and input from Past Presidents as well as researching various models of association structures and leading the Board in a transition planning exercise at the January Board Meeting.
- Represented AIR at the Southern Association of Institutional Research meeting in October and with the Executive Director gave a presentation about AIR.
- Represented AIR at the Rocky Mountain Association of Institutional Research meeting in October.

### Activities

My major activity this year was the transition planning effort undertaken to prepare for the transition which will take place when the current Executive Director retires in 2008. The

President asked that the Vice President undertake an exercise to review issues related to the functioning of AIR to determine whether or not changes should be made in a variety of areas as part of the transition planning. This effort incorporated input from Past Presidents and discussions with the Board at the January Board Meeting. Next steps include committee chair discussions with their members in order to bring feedback to the Board meeting at the Forum where decisions will be made about next steps in transition planning.

As stated in the highlights, I represented AIR at both the Southern Association for Institutional Research (SAIR) meeting and the Rocky Mountain Association for Institutional Research meeting. At SAIR the Executive Director and I gave a presentation outlining AIR's services and particularly highlighting new initiatives and opportunities. Through these and other activities I worked to promote AIR and further the core objectives of the Association.

### Goals for the Coming Years

My major goal for the coming year (2004-05) is to continue the transition planning through work with the Board and constituents in the Association. As President I will represent the Association at several regional meetings and work with the Board to advance the mission, vision, values and core objectives of the Association.

## **Past President – Rick Voorhees**

My primary responsibility as Immediate Past President was to chair the Nominating Committee. This began by meeting with those elected to this year's committee at the Tampa Forum (Jennifer A. Brown, University of Massachusetts – Boston; Timothy K.C. Chow, Rose-Hulman Institute of Technology; Mardy T. Eimers, University of Missouri System; Ellen A. Kanarek, Applied Educational Research, Inc.; and Alice M. Simpkins, Paine College). That meeting produced agreement on target dates and subsequent telephone conference calls. Following recent practice, the Nominating Committee did not meet face-to-face after its initial meeting. The Nominating Committee also benefited from the Web-based tools initiated during past presidents Middaugh and Terkla's tenure. This technology is fully operational and has allowed the Committee to focus on its main task, preparing the best possible slate of candidates for the Association's consideration in the election process. This slate was prepared and referred to the membership. After what must have seemed like an interminable deluge of reminder emails to vote, the resulting election produced the highest vote total in AIR history. These individuals will assume office effective with the 2004 Annual Business Meeting in Boston:

- Vice President, Sandy Johnson, Princeton University
- Treasurer, Glenn James, Tennessee Technological University
- Higher Education Data Policy Chair, Marsha Hirano-Nakanishi, California State University System
- Associate Forum Chair: William Knight, Bowling Green State University
- 2004 Nominating Committee: David Cheng, Columbia University; Patricia Harvey, Richard Bland College; Joseph Hoey, Georgia Institute of Technology; Sarah Parrot, Brandeis University; Julie Noble, ACT, Inc.

Once again, I extend congratulations to those elected and to those who stood for office. The Association would have been well served by any of the candidates nominated for office which is a high compliment to everyone who ran especially to the emerging quality of leadership within our Association.

The Immediate Past President also carries out other tasks, as assigned by the President. AIR President Vic Borden asked that I serve as a member of the second joint AIR and EAIR Symposium. Based on the success of the first symposium held in June 2003 in Amsterdam, the second symposium promises to extend AIR's close working relationship with EAIR while contributing to transatlantic scholarship in institutional research.

It has been gratifying to serve on the AIR Board for a total of six years, including my tour of duty through the presidential slots. During this time, I have been associated with the quality individuals on many levels and have been truly impressed by how wide and deep our network has become. My presidential theme was "feed the network." Especially important is the need for all of us to develop new leaders. So, it is fitting that in extending my very best wishes to future Boards that I call on them to continue to feed, water, and care for our AIR network!

CERTIFICATION OF ELECTION RESULTS

January 9, 2004

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2003-04 ( for officers whose terms commence June 1, 2004).

for Vice President (1)

443 Sandra K. Johnson  
341 Michael J. Valiga  
No Vote  
2 Other

Elected: SANDRA K. JOHNSON

for Treasurer (1)

398 Kathy R. Chandler-Henry  
363 Glenn W. James  
No Vote  
1 Other

Elected: KATHY CHANDLER-HENRY

for Associate Forum Chair (1)

382 William E. Knight  
380 Meihua Zhai  
No Vote  
1 Other

Elected: WILLIAM E. KNIGHT

for HEDPC Chair (1)

339 James C. Ferguson  
436 Marsha Hirano-Nakanishi  
No Vote  
1 Other

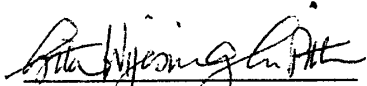
Elected: MARSHA HIRANO-NAKANISHI


for Nominating Committee Member (5)

233 Bernie Blackman  
413 David X. Cheng  
351 Charles F. Harrington  
372 Patricia A. Harvey  
389 J. Joseph Hoey  
196 Guihua Li  
162 Shaukat M. Malik  
546 Julie P. Noble  
436 Sarah A. Parrot  
263 Sutee Sujitparapitaya  
No Vote  
19 Other

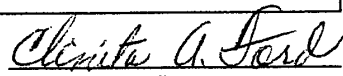
Elected:  
(1) JULIE P. NOBLE  
(2) SARAH PARROT  
(3) DAVID X. CHENG  
(4) JOSEPH HOEY  
(5) PATRICIA HARVEY

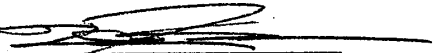
Online Ballots: 811  
Ballots mailed: 4  
Ballots counted: 815  
Ballots invalid: 0

  
Gitta Pitjeer, Chair

  
Kwadwo Owusu, Teller

  
Jean C. Chulak, Teller

  
Clinita A. Ford, Teller

  
F. Craig Johnson, Teller

## **Secretary and External Relations – Denise Krallman**

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 US, 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 2004-2005 –Dawit Teklu (2006), George Gabriel (2005), Mary Henning (2005),Serge Herzog (2006), Birute Mockiene (2005), and Karen Carey (2006).

The Committee expresses appreciation to Anita Dubey, Kari Hypponen, and Diane Muntal whose appointments to the Committee end in 2004.

New committee members whose terms begin after the 2004 AIR Annual Business Meeting will be named after the Executive Board Meeting on Saturday, May 29, 2004.

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

1. **The International Gathering**, scheduled for the 2004 Forum in Boston, Tuesday, 10:20 – 11:50, 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. **International Program Support Grants**. The letter inviting the International AIR-affiliated groups to apply for program grants was sent out in April. The proposals received will be reviewed at the External Relations Committee meeting at the Forum.
3. **Building Institutional Research Capacity Grant Program**. This is a newly developed grant program offered in conjunction with the Professional Development Services Committee that is funded from federal grant received from the Department of Education. The grant program provides grants to AIR affiliated groups, consortia of postsecondary institutions, and institutional research-related organizations. Grant funds may be used to support professional development workshops, conference speaker fees, institutional research consultant fees, and the development of new delivery methods of professional development materials. Funded projects must provide outreach to institutional research professionals; concentrate on a timely institutional research topic; and be useful for institutional research professional development and improvement.

## **Forum Chair – Fred Lillibridge**

### Overview of General Purpose Specific Goals

The purpose of the Forum Committee is to plan, organize, implement, and coordinate the program and ancillary events of the 2004 Boston Forum. As Forum Chair it was my responsibility to oversee the activities of the Forum Committee, work with the AIR Executive Director Terry Russell and other Executive Office staff and Marge Wiseman, Local Arrangements (Host) Chair on all issues and events associated with the Boston Forum. I followed the Forum Committee Terms of Reference and Associations policies. I presented the Forum budget to the Board of Directors for their approval and provided status reports at board meetings and conference calls about the Forum Committee's activities. I also worked with the Forum Evaluation Committee and Associate Forum Chair to foster ongoing evaluation of the Forum.

### Highlights

- Encouraged Forum Committee members to recruit younger AIR members as reviewers in the proposal review process. The resulted in large track committees a combination of veteran and newer reviewers.
- Changed the “Practitioner Paper” proposal category to “Research Presentation.”
- Received, reviewed, and determined the status of a record number (400+) of proposals using the proposal review Web tool.
- Decided not to print a Preliminary Forum Program or produce a CD Preliminary Program. Preliminary Forum Program was available via the Association's Web site.
- Produced a Forum brochure that was mailed to AIR members for general Forum registration and program information.

### Activities

- Routinely used email, telephone calls, and conference calls to discuss and resolve Forum Committee issues with AIR staff, Forum Committee members, and/or AIR members.
- Selected plenary speakers.
- Worked with Marge Wiseman (Local Arrangements Chair) and Terry Russell to develop plans for local arrangements for the Boston Forum.
- Facilitated training for Forum Committee chairs in how to use the proposal review Webtool.
- Wrote, edited, and approved content of Forum related publications and correspondence.

- Determined final status of reviewed proposals in concert with Steve Chambers, Associate Forum Chair and Terry Russell, AIR Executive Director.
- Developed Excel/SAS program to assist with initial slotting of accepted proposals.
- Traveled to Boston November 13-15 to evaluate the Boston Marriott Copley Place (conference hotel) and finalize the initial program slotting.
- Participated in AIR Board of Director's meeting in Tucson, AZ January 29-31, 2004.
- Participated in monthly AIR Board of Director's conference calls.

#### Goals for the Coming Year

- Term will expired – but plan to support Steve Chambers if asked to do so.
- Have some fun



## Associate Forum Chair – Steve Chambers

**CHARGE:** To assist the 2004 Forum Chair with the duties and responsibilities associated with undertaking the 2004 Forum in Boston, Massachusetts on May 30-June 1, 2004, and to initiate planning for the 2005 Forum program scheduled for May 29-June 2, 2005.

**COMMITTEE MEMBERS:** Stephen Chambers, the University of Colorado at Colorado Springs (chair), William E. Knight, Bowling Green State University (associate chair), Cel Johnson, University of San Diego (local arrangements chair), Phyllis Y. Edamatsu, Delaware State University (track 1 chair), J. Joseph Hoey, IV, Georgia Institute of Technology (track 2 chair), Eric L. Dey, University of Michigan (track 3 chair), Patricia A. Harvey, Richard Bland College (track 4 chair), Hans P. L'Orange, III, State Higher Education Executive Officers (track 5 chair), Wendy L. Miley, the University of Arizona (track 6 chair), David R. Majka, Robert Morris University (newcomers chair), and Jeffrey H. Chen, Cleveland State University (table topics and posters chair).

### ACTIVITIES:

<b>Objective</b>	<b>Current Status</b>
Forum proposal evaluation and slotting	Assisted Fred Lillibridge with summarizing track chair recommendations. Participated in November slotting meeting held in Boston with Fred and Terry Russell.
Forum theme and logo	Completed logos and theme. The theme for the 2005 Forum is MISSION: Improve Higher Education.
Forum committee chairs	Appointments completed per Forum chair requirements.
Local arrangements	Interaction with local arrangements is on-going.
New Forum track	Gained approval for creation of an additional Forum track: Student Learning and Outcomes
Forum Proposal Evaluations	Proposed improvements to the Web-based Forum proposal evaluation tool. Prepared a proposal norming guide with William Knight to assist track committees.
2005 Plans	The Forum Committee will address ways to strengthen the Table Topics and Poster delivery formats, determine the use of track plenary speakers, and propose Forum efforts to increase the visibility of student assessment topics. Forum Committee meeting set for Wednesday afternoon, June 2, 2004 in Boston.

## Higher Education Data Policy Committee – Peggye Cohen

### Membership for 2003-2004:

**Chair:** Peggye Cohen, George Washington University

#### **Membership:**

Jennifer Brown, University of Massachusetts, Boston

Valerie Conley, Ohio University

James Ferguson, Bates College

Marsha Hirano-Nakanishi, California State University

Tom Martin, Collin County Community College

Tod Massa, State Council for Higher Education for Virginia

Kent Phillippe, American Association of Community Colleges

Mary Sapp, University of Miami

Laura Schartman, Oakland University

Michael Tamada, Occidental College

### Mission

The Higher Education Data Policy Committee (HEDPC) serves as a liaison, advocacy, and advisory group linking the Association for Institutional Research with government and other agencies and the media which collect, analyze, disseminate, and use data on postsecondary institutions through:

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

The mission of HEDPC relates directly to the mission of AIR in informing the membership of pending changes in higher education policy and data collection requirements and acting as advocates for the institutional research community.

### Activities

During the 2003-04 year, the Higher Education Data Policy Committee members kept the Institutional Research community informed through:

- *AIR Alerts:*
  - Changes in IPEDS for Institutions with Multiple Campuses
  - Stepped up IPEDS Enforcement and 2003-04 Schedule and Changes
  - Proposed Inclusion of ‘Instructions Expenses per FTE Student’ on IPEDS COOL
  - The “Affordability in Higher Education Act of 2003”
  - Use of Perturbation in IPEDS Data
- Panel presentations:
  - AIR Forum in Tampa
  - NEAIR Forum in Newport, Rhode Island
  - SAIR Forum in San Antonio, Texas
  - HEDS meetings in Portland, Maine and Charleston, South Carolina

and collaborated with other associations to improve data resources and methods by

- Participating in National Center for Educational Statistics (NCES) Technical Review Panels (TRPs) covering:
  - IPEDS issues
  - Derived variables
  - National Study of Faculty and Students 2004 survey
- Participating in National Postsecondary Education Cooperative (NPEC):
  - Student Success Working Group
  - Data Feedback for Institutional Indicators Working Group
- Participating in Other Working Groups/Advisory Committees:
  - Development of the Peer Analysis System (PAS)
  - AIR/US News Advisory Committee
  - AIR/AAUP Advisory Committee
  - CDS Advisory Board
  - CDSX Steering Committee
  - Working Group to Align Graduate Student Surveys

#### Active Projects in 2003/04

**AIR/AAUP Advisory Committee:** A subcommittee of HEDPC was formed in 2002/03 at the request of John Curtis, Director of Research, American Association of University Professors (AAUP). It’s comprised of representatives from four-year colleges, universities, and community colleges from all parts of the country. The first face-to-face meeting was at the Forum in Tampa in May 2003. The Committee is working as advisors to John Curtis on updating the Faculty Salary Survey to make it more relevant and consistent with IPEDS. (Valerie Martin-Conley, Peggye Cohen)

**AIR/U.S. News Advisory Committee:** This group works as advisors to Bob Morse and Sam Flanigan at *US News and World Report*. Members advise and assist them on proposed changes

to the *US News* data collection, and they keep the IR community informed about changes to the surveys and publications. (Peggye Cohen)

**CIP-2000:** The Classification of Instructional Programs went live for reporting with IPEDS Fall 2003 Completions. To facilitate the transition, HEDPC member Tod Massa developed a crosswalk between CIP1990 and CIP2000. (Tod Massa)

**Common Data Set (CDS):** Originally four publishers that regularly request data from colleges and universities agreed on standard formats for most of their questions. In 2003/03 *Wintergreen/Orchard House* dropped out of the guidebook business leaving *U.S. News and World Report*, *College Board*, and *Peterson's Guides* still vested in the effort. The CDS is updated as determined by their Board (HEDPC has representation on the Board). (Mary Sapp, Peggye Cohen)

**Common Data Set Exchange (CDSX):** The CDSX is the result of an effort to make the CDS available on the Web in a format that works for data exchange and peer analysis. John Milam and HigherEd.org, Inc., established and now host the Common Data Set Exchange (CDSX) for CDS data sharing among colleges and universities. The Carnegie Foundation for the Advancement of Teaching is partnering with HigherEd.org so that Carnegie can use some of the CDSX data, along with data from the College Board, to classify institutions. (Mary Sapp, Tod Massa, Peggye Cohen)

**Graduate CDS (Aligning Graduate School Surveys):** At the 2003 Forum, HEDPC sponsored a panel where both surveyors and respondents discussed the pros and cons of a CDS for graduate surveys and formed a working group composed of representatives from both the IR community and the survey sponsors. During the current year, the working group analyzed the elements of a number of surveys and began looking at ways to streamline the process of responding to them. (Laura Schartman)

**National Postsecondary Education Cooperative (NPEC):** HEDPC member co-chaired the Student Success Working Group and serves on the planning committee for the fall 2006 conference that will result from the Working Group's activities. HEDPC also has representation on the NPEC Data Feedback for Institutional Indicators Working Group. (Mary Sapp)

**National Study of Faculty and Students (NSoFaS):** In fall 2003, members of HEDPC participated in a TRP in preparation for the 2004 NSoFaS. This study combines two major NCES studies, the National Study of Postsecondary Faculty (NSOPF) and the National Postsecondary Student Aid Study (NPSAS). (Valerie Martin-Conley, Peggye Cohen)

**Peer Analysis System (PAS):** Although the advisory group is now disbanded, HEDPC continues to monitor changes to PAS which is the primary vehicle for dissemination of IPEDS data. (Michael Tamada)

**Princeton Review:** During the year, HEDPC attempted to engage in conversation with Princeton Review about the "Student Survey" it uses in the "Best Regional Colleges" publication. Although there was no direct response to our letter, perhaps it was one of the factors driving the recent Princeton Review survey of its survey process. (Jennifer Brown)

**Race/Ethnic Data Classification:** Federal agencies have not yet announced the reporting formats using the new categories, and institutions are still advised to *make no changes*. Because NCES recently said that an announcement is imminent, members of HEDPC have drafted an Alert so that we can inform the IR community as soon as decisions are reached. (Mary Sapp, Peggye Cohen)

**Reauthorization of the Higher Education Act:** During the course of the year, Congress proposed several bills as part of Reauthorization. NCES also set forth proposals for inclusion in the new bill. HEDPC followed the issues, and distributed Alerts to inform the AIR community about the proposed inclusion of 'Instruction Expenses per FTE Student' on the COOL Web site and Rep. McKeon's proposed bill "Affordability in Higher Education Act of 2003."

**Student and Exchange Visitor Information System (SEVIS):** HEDPC continued to monitor changes to and effects of SEVIS. (Jim Ferguson)

### HEDPC WATCH LIST

HEDPC is watching activity on the following (details can be found on the AIR Web site):

- Teacher Preparation Report Cards-Laura Schartman
- FERPA and Issues of Confidentiality and Privacy - Jim Ferguson
- Human Subject Research-Mary Sapp, Tom Martin
- NRC Study of Research Doctoral Programs - Mary Sapp, Peggye Cohen
- Paperwork Reduction Act Estimates - Marsha Hirano-Nakanishi
- State Report Cards - Tod Massa
- Surveys of Individuals - Laura Schartman, Michael Tamada
- Trends in State Level Analysis - Marsha Hirano-Nakanishi, Tod Massa

### Closed Project

**IPEDS Instructional Activity:** The Working Group finished this year by recommending: (1) at this time it would be too burdensome to add the questions to IPEDS and (2) to expand the Pilot test into a PEQIS survey. (Valerie Martin-Conley, Carol Fuller, Peggye Cohen)

### Goals For 2004/05

**Communication:** The Committee needs to continue discussion on the various vehicles for communication available to it and figure out how to use them most effectively.

The presentations at the regional AIR meetings have been effective and appreciated as an opportunity to inform members who can't go to the Forum. Thus far the panel presentations

have been only at NEAIR and SAIR. A suggestion for the new chair is that she expands the HEDPC presentations to additional regional conferences.

### Conclusion

As my two and one-half years as Chair of HEDPC comes to an end, I would like to thank the members of this Committee for their dedication and hard work. When Dawn Terkla convinced me to take this position, I was extremely apprehensive about taking on this responsibility. With this Committee, I needn't have worried--I owe thanks the members for their help and support. It's been a real learning experience and a pleasure being associated with them.

## **Membership and Marketing – Jim Trainer**

**Committee Charge:** Initiate and oversee programs and procedures designed to retain and recruit membership; to ensure that current membership receive the basic membership services; and to screen/recommend nominees for the Distinguished Member and Outstanding Service Awards.

**Committee Members:** James Trainer (chair, 2006), Lawrence Baldwin (2006), Gesele Durham (2004), Karma A. El Hassan (2006), Roseann Hogan (2004), Thokozani Kadzamira (2006), Donald Quirk (2005), Jacki Stirn (2005), Alan Sturtz (2005) and Patricia Windham (2004).

The AIR Board of Directors reappointed Lawrence Baldwin from Wellesley College in Massachusetts to a second three-year term expiring in 2006 and appointed two new committee members to three-year terms also expiring in 2006. The newly appointed members were Dr. Karma A. El Hassan, Director of the Office of Institutional Research and Assessment at the American University of Beirut in Beirut, Lebanon and Ms. Thokozani Kadzamira, Research Associate at Howard University in Washington, D.C.

Rotating off the committee after three years of service are Gesele Durham, Roseann Hogan and Patricia Windham. Both the Membership Committee and AIR, as a whole, are indebted to these individuals for their service to the committee and the association during their tenure.

### Activities

1. Under the leadership of Membership Committee members Jacki Stirn and Alan Sturtz, the Committee continues to work with the Forum Committee in coordinating Newcomers' activities at the Forum. Following the completion of the 2004 Forum in Boston, responsibility for Newcomers' activities at the Forums in San Diego and henceforth will transition from being a function of the Forum Committee to that of the Membership Committee. Newcomers' activities at future Forums will be viewed within a broader context of services provided to all new members of AIR regardless of whether they attend the Forum or not. Efforts will be pursued to reach out to all new members of the Association welcoming them to our organization and assisting them in maximizing the value of their membership. Stirn and Sturtz will continue to lead these efforts. Working with 2005 San Diego Forum Chair, Steve Chambers, David Majka of Robert Morris University in Pennsylvania was identified to assist with these efforts in both Boston and San Diego as well as thereafter.
2. Membership Count – Total AIR Membership in 2002-2003 stood at 3,195, as of June 30, 2003, a 1.0% increase from the prior year. The following table details membership counts across various membership types over the last five years.

**MEMBERSHIP COUNT AS OF June 30, 2003**

**MEMBERSHIP COUNT BY TYPE --- 1998-1999 TO 2002-2003**

<u>Membership Types</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Distinguished	14	13	13	15	16
Emeritus	99	100	101	100	107
Individual/Full	2,108	2,193	2,503	2,589	2,578
New	526	679	637	649	578
Renewed	1,582	1,514	1,866	1,940	2,000
Individual/Graduate	61	68	141	164	230
New	36	33	90	102	140
Renewed	25	35	51	62	90
Organizational Reps	267	254	339	295	264
New	70	34	82	81	54
Renewed	197	220	257	214	210
Total Persons	2,549	2,628	3,097	3,163	3,195
% Change from previous year	-11.49%	3.1%	17.8%	2.1%	1.01%
Change from previous year	-263	79	469	66	32
Non-renewals (from previous year)	525	809	674	595	714
% Non-renewals					



<u>Membership Types</u>	<u>1998-99</u>	<u>1999-2000</u>	<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>
Organizational** Members (Institutions/Agencies)	18.6%	30.78%	25.64%	19.2%	22.6%
	152	154	170	172	157

3. Fearing a drop in membership numbers, when early registrations numbers for the 2003 Tampa Forum were falling below projected targets, the Committee worked with the AIR staff to follow through on a suggestion from staff to host an event at the Tampa Forum to encourage Forum attendees to promote AIR membership among colleagues not attending the Forum. Two-hundred-and-fifty Forum attendees joined the Recruit-A-Colleague (RAC) program. RAC volunteers were invited to a special event in Tampa and were given a small desk clock to serve as a reminder of their commitment to AIR and promoting the value of membership in the Association. While no direct measures were taken of the impact of this program, it is notable that membership numbers remained strong through June 30, 2003. Early registration numbers for the 2004 Boston Forum suggest that membership counts should remain high through June 30, 2004. Please note that in order for an individual to attend the Forum they must be a current member of AIR. That is, their dues for the period ending June 30 of the year in which the Forum they are attending is held must be paid in full. In addition, current Forum registration fees include the attendees' membership fees for the period commencing July 1 following the Forum through June 30 of the following year. Thus, the strong relationship between Forum attendance and membership counts. In any given year, approximately one third of the Forum attendees are new AIR members.
4. Five recently retired long-standing members of AIR were granted Emeritus status during the 2003-2004 membership year. Two other requests are currently under review.
5. Following through on a recommendation from a number of past AIR Presidents, coordinated by Past President Jim Firnberg, the Committee recommended to the AIR Board that the AIR Distinguished Membership Award be named in honor of John E. Stecklein, AIR's first president. With the unanimous approval of the Board the award will now be known as the Association for Institutional Research John E. Stecklein Distinguished Member Award. We owe a debt of gratitude to Jim Firnberg for spearheading this effort.
6. The AIR Store generated \$2,472 in sales at the Tampa Forum.
7. The first Julia M. Duckwall Memorial Scholarship was awarded in May 2003 to Dr. Jann F. Adams, Director of Institutional Research at Albertson College of Idaho. Dr. Adams

used the scholarship to attend the Applied Statistics for Institutional Research Institute held at the University of Utah in Salt Lake City this past summer. The scholarship covered the recipient's registration, housing and meals at the institute. Dr. Adams hoped to apply knowledge gained at the Institute to analyze and address faculty workload issues at her institution. Applicants may apply to use the scholarship to attend any one of the AIR Professional Development Institutes offered during the summer. Applications for 2004 scholarships are presently in the process of being screened.

8. Awards – At the 2003 Forum in Tampa, Sam Peng, long-time AIR member and recently retired from NCES at the USDE, received the AIR Distinguished Membership Award in recognition of significant, substantial and sustained contributions to the field of institutional research. Nominees for the 2004 Distinguished Membership and Outstanding Service Awards are currently being screened by the Membership Committee for consideration by the AIR Board of Directors.

### Goals for 2004-2005

1. Continue to promote the benefits of AIR membership to as many individuals and organizations as possible
2. Continue to work to ensure that all members have the opportunity to take full advantage of the all of the benefits of membership
3. Working with the AIR staff, continue the development of the membership database in order that it may help generate data which can help us better understand our current membership and membership patterns and trends.
4. Working with the AIR Board and staff, develop, administer, analyze and report the results of a membership survey which addresses issues critical to the future of our organization. Build the survey around the recently developed mission, core objectives and goals statement. Use the survey to understand our membership and their needs from AIR
5. Successfully transfer the responsibility for Forum newcomers' events under the aegis of the Membership Committee and continue to develop newcomers' functions and services for all new members including those who are unable to attend the Forum.
6. Work with AIR Staff to develop items (e.g., lapel pins, ties, certificates, etc.) to recognize individuals with sustained long time membership in AIR as well as those who make noteworthy contributions to the Association via committee membership and Forum volunteering, etc.
7. Work with AIR staff to develop new products for the AIR store.

## **Professional Development Services – Mary Ann Coughlin**

### Overview of General Purpose Specific Goals

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

### Highlights –

The following contain the highlights of activities sponsored through the PDS Committee.

1. Pre-Forum Workshops – At the 2003 Forum in Tampa, the PDS Committee offered 5 full-day workshops and 16 half-day workshops to 392 paid registrants. Computer workshops were hosted by the University of Tampa. The budget figures for the Tampa workshops indicate that revenues of \$37,798.00 exceeded expenditures of \$21,594.00.
2. Train the Trainer Program – Representatives from seven regional associations took part in the Train the Trainer Program in Tampa. Participating groups included RMAIR, PNAIRP, SEAAIR, ALAIR, OCAIR, IAIR, and MAIR. This low-cost but highly effective program provides a continuing professional development resource to state and regional AIR groups, some of whose members 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. Evaluations of the program are underway.
3. AIR-NCES-NSF Data Policy Institute – The eighth national database institute was held in June 2003, at the Bolger Center in Potomac, MD. The Institute hosted 49 Fellows and ran from June 16-23, 2003. Representatives from SAAIR, OECD, SEAIR, CIRPA, and the five IR certificate programs attended the Institute. International fellows hailed from France, South Africa, Canada, Guam, Argentina, Nigeria, Puerto Rico, and Australia.
4. Research and Dissertation Fellowships – Jointly funded by the National Science Foundation and the National Center for Education Statistics, this grant is in its eighth year. This year was the first year of grants specifically focused on NPEC selected topics. Six dissertation grants were awarded and 9 research awards were granted. Total funding was \$342,058. Previous year's recipients will be presenting their papers at the Boston Forum.
5. AIR Foundations Institute – A tenth Foundations Institute was offered to the membership in July 25-29, 2003 at The Ohio State University in Columbus, OH. A total of 79 participants completed the institute. Participants continue to report positive ratings of the curriculum and instruction. Some logistical issues were encountered with this site. The

budget figures for the Foundations Institute indicate that revenues of \$71,422.00 exceeded expenditures of \$51,211.00.

6. Statistics Institute – The Statistics Institute was held August 2-6, 2003, at University of Utah in Salt Lake City, Utah. A total of 65 participants completed the Institute. Participant rating of the modules suggest that the Institute was a success. The site for this institute was found to be successful and will be pursued for future institutes. The budget figures for the Statistics Institute indicate that revenues of \$103,644 exceeded expenditures of \$61,706.00.
7. CIC/AIR Data and Decisions Workshop. Two workshops were held. The first, September 25-27 in Denver, CO and the second October 9-11, 2003, in St. Charles, IL. Last year's successful undertaking of this workshop marked the first PDS event directed at a specific sample of our members (small private institutions). In addition, it was the first event that featured a team approach where an institution sent either a 2- or a 3-person team to the event. This year's workshops were equally as well received. In total 121 participants from 45 institutions took part in these workshops.
8. Resource Bureau – The Committee finalized a recommendation for the development of a Resource Bureau. The policy document was forwarded to the Executive Board for final approval.
9. Graduate Certificates In Institutional Research Program – In the fourth year of this grant funded by NCES, AIR made its fourth round of awards. Discussions and reports were shared with the five programs receiving funding and the Post Master's Advisory Panel at the annual meeting held February 20-21 in Fort Lauderdale, FL. Discussions focused on curriculum development, institutional program approval, student recruitment efforts, and future directions. The five institutions receiving funding are Florida State University, Arizona State University, Penn State University, Indiana University, and The Missouri State System. This program's title was changed to the "Graduate Certificates in Institutional Research" program.
10. IPEDS Workshops – AIR has provided IPEDS training again this past year. Workshops were held at 33 state and regional meetings, including 10 workshops coordinated by AACRAO. Workshop attendance continues to be strong and evaluations are generally positive. A Train-the-Trainer Workshop covering the updated Peer Analysis System was held July 8-11, 2003, at the Bolger Center in Potomac, MD. A total of 32 trainers participated.
11. AIR/First College Year Fellowships–Five awards were made in June 2003. Fellowships covered the registration fee for the Summer Institute on First-Year Assessment held in Asheville, NC.
12. NCES Senior Research Fellowship - The second NCES Senior Fellowship was awarded to Jeff Weber, Commissioner, Indiana Commission on Proprietary Education. The Fellowship project titled First Professional Degree Classification in IPEDS will end in December of 2004.

## Activities

In addition to the successful completion of the above-mentioned events, the PDS Committee also held its annual Fall meeting in Boston. At this meeting the Committee was able to finalize recommendations for the Resource bureau and Improving Institutional Research Grants policies and procedures. All members of the Committee viewed the reinstatement of the annual fall meeting to be an asset.

## Goals for the Coming Year

The PDS Committee will continue to support the professional development and networking needs of our members. Beyond our annual activities, this coming year will bring about several new activities for the PDS Committee. The PDS Committee intends to explore offering Web seminars to provide on-line professional development opportunities for our members. In addition, we plan to expand our sector-based professional development series by offering a Community College version of the Data and Decisions workshop.

## **Publications – Andreea Serban**

**Committee Members:** Andreea Serban, Chair (2006). Elected by the Board: Trudy Bers (2007); Eric Dey (2005); Stephen DesJardins (2007); Jeff Seybert (2007); Laura Perna (2005); Stephen Porter (2005). Ex-Officio: Timothy Chow, Editor, *Electronic AIR* (2004); Gerald McLaughlin, Editor, *Professional File/IR Applications* (2006); Richard Howard, Editor, *Resources in Institutional Research* (2006); John Smart, Editor, *Research in Higher Education* (2005); J. Fredericks Volkwein, Editor, *New Directions for Institutional Research* (2005); Anne Marie Delaney, Editor, Forum Publications (2007). By invitation: Cameron Fincher, Associate Editor, *Research in Higher Education*; James Hearn, Associate Editor, *Research in Higher Education*; William Knight, Associate Editor, *Resources in Institutional Research*; Robert Toutkoushian, Associate Editor, *New Directions for Institutional Research*; Jessica Korn, Associate Editor, *Professional File*.

### Overview of General Purpose and Specific Goals

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

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

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

### Highlights

Highlights of activities and accomplishments during the past year include:

- The launch of a new electronic publication, *IR Applications*, under the direction of the Editor of the *Professional File*, Gerald McLaughlin. This publication is an AIR refereed publication that publishes articles focused on advanced and specialized methodological concerns. The first article for IR Applications was recently accepted and will be available on the AIR Web site's Members Only section shortly.
- The development of a new Assessment monograph series edited by John Muffo. This series will consist of two publications per year focusing on assessment strategies and methodologies at the level of specific academic disciplines.
- The development of a new Web site for submitting 2004 AIR Forum papers for consideration as the AIR Best Paper Award and inclusion in the ERIC collection. This replaces the paper driven process that existed in the past.
- The expansion of *Research in Higher Education* from 6 to 8 issues starting in 2004 based on the new Kluwer contract.
- The exploration of publishing an institutional research textbook with Jossey-Bass.
- The first selection for the award for the Best Visual Presentations at the 2003 AIR Forum. The winning entry, by Martin Carroll of the Australian Universities Quality Agency, is on the AIR Web site. The winner will be acknowledged at the 2004 AIR Forum in Boston.
- The strengthening of the collaboration with the Professional Development Services Committee.
- The successful re-appointment of three at large members for the Publications Committee: Trudy Bers, Stephen DesJardins and Jeff Seybert through 2007.
- The recruitment of a new editor for the *Electronic AIR* to replace Timothy Chow at the end of his term in June 2004.
- The publication in the Winter 2004 AIR Currents of the results of a Publications survey regarding AIR-sponsored publications conducted in February-March 2003.
- The revision of the Terms of Reference pertaining to the Publications Committee.
- The continued production of a wide range of AIR Publications.
- The continued development of a Web-based version of the *Electronic AIR*.
- Continued discussions with Kluwer and Jossey Bass regarding publishing contracts.

### Activities

During 2003, the Publications Committee held two face-to-face meetings for all of its members, one in June 2003 at the AIR Forum in Tampa and one in September 2003 in Boston. The

Committee had a conference call in March 2004. In between meetings, either face-to-face or through conference calls, the Committee conducts its business through e-mail discussions. The next two face-to-face meetings are scheduled for May 2004 during the AIR Forum and in September 2004 in Denver, CO.

***Research in Higher Education (RHE)***

Under the direction of Editor John Smart, *RHE* continued to provide Association members with high quality, scholarly articles. *RHE* expanded from six to eight issues starting in 2004 with an equivalent expansion in the annual page allocation.

Submissions to *RHE* increased from 157 in 2002-03 to 189 in 2003-04, a 20 percent increase. The editorial disposition of the 189 manuscripts was as follows:

Rejected	159 (80%)
Revision requested	11 ( 5%)
Accepted	29 (15%)

The increase from six to eight issues a year had already contributed in reducing the publication backlog of accepted manuscripts by two to three months.

***New Directions for Institutional Research (NDIR)***

Under the direction of Editor Fredericks Volkwein and new Associate Editor Robert Toutkoushian, *NDIR* enjoyed another very successful year, with the following issues being published in 2003:

<b>2003 Series</b>			
	To Jossey- Bass	Month Out	Superv. Editor
#117 – Unresolved Issues in Conducting Salary-Equity Studies. Rob Toutkoushian.	Jan. 2003	May 2003	JFV
#118 – Studying Diverse Students and Institutions. M. Chris Brown & Jason Lane.	Feb 2003	June 2003	JFV
#119 – Maximizing Revenue in Higher Education. King Alexander & Ron Ehrenberg	Mar. 2003	Sept. 2003	JFV
#120 – Using GIS Systems in Institutional Research, Daniel Teodorescu	Aug 2003	Dec. 2003	JFV



The titles planned for 2004 and beyond include:

<b>2004 Series and Beyond</b> (Titles and order are tentative)			
#121 -- Emerging issues in Survey Research, Steve Porter & Paul Umbach.	Dec. 2003	Mar. 2004	JFV
#122 -- Strategic Planning in Higher Education, Michael Dooris, James Trainer, John Kelley	May 2004	Aug. 2004	JFV
#123 -- Examining Unique Campus Settings, Jason Lane & M. Chris Brown	June 2004	Oct. 2004	JFV
#124 -- Using IR to Address Critical Policy Questions, Fran Stage	July 2004	Dec. 2004	JFV
-- Assessing Values and Values Programs, Dalton and Russell	2004		RKT
-- Achieving Success in Minority Retention: What Works? Gerald Gaither	2004		JFV
-- The Benefits of Alumni Research: Lessons from the United States and Europe (Weerts and Vidal)	2004		RKT
-- Conducting Survey Research, Part Two, Paul Umbach & Steve Porter.	2004		RKT
-- Studying Higher Ed & Workforce Linkages (Voorhees & Harvey)	2005		RKT
-- Promoting Student Success through Academic Intervention, (Edward St. John)	2005		RKT

After 10 years of excellent leadership, Fredericks Volkwein will step down as Editor of *NDIR* in 2005 and be replaced by Robert Toutkoushian. The Publications Committee will conduct a search for the new Associate Editor in 2004-05.

### ***Professional File (PF) and New Electronic Publication: IR Applications***

Gerald McLaughlin became the new Editor of *PF* in June 2003. Under his direction, the *Professional File* continued to produce high-quality, practitioner-oriented articles on a wide range of topics of interest to institutional researchers. During the past year, the PF Editorial Board reviewed 39 papers, most of them from the 2003 AIR Forum. The editorial disposition was as follows:

Accepted	4 (10%)
Encouraged to revise and resubmit, most for reconsideration	8 (21%)
Encouraged to revise and include in <i>IR Applications</i> .	14 (36%)
Rejected	13 (33%)

Initiated by Gerry McLaughlin, *IR Applications* is an AIR refereed publication that publishes articles focused on advanced and specialized methodological concerns. It includes articles that address applied methodologies and processes used to support higher education management. These articles will be provided to AIR members on the AIR Members Only Web site in a thematic structure similar to the functional areas of the AIR Forum. Announcements regarding the launch of this new publication were sent through direct e-mail and *Electronic AIR*. In addition, a flyer about the new publication was included with the one of the regular mailings to AIR members. The first article for *IR Applications* was recently accepted.

### *Resources in Institutional Research (RIR)*

Richard Howard, the Editor of *RIR*, in collaboration with Mary Ann Coughlin, Chair of PDS, are working on the upcoming volume of *RIR* which is an intermediate – advanced statistics monograph that revolves around the five modules from the Statistics Institute. Rich has also coordinated with John Muffo the new Assessment Monograph Series, discussed later in this report.

The *RIR* continues to be a highly successful series, remaining volumes after distribution of free copies to the membership, being sold and in many cases re-printed because of demand from both members and non-members of AIR.

### *Electronic AIR (E-AIR)*

Timothy Chow reports that *E-AIR*, the monthly electronic newsletter of the Association, continues to be popular among members, with 3,145 subscribers (up from 2,935 last year). The focus of *E-AIR* continues to be serving the institutional research community (including non-AIR members) by sharing IR-related tidbits, newspaper-style headline, job postings, new publication announcements, conference, workshop and related professional development services news, and other special announcements pertaining to our community. Along with the regular, monthly issues, 14 *AIR Alerts* and special bulletins were posted between June 2003 and May 2004.

The prototype of the Web-version of *E-AIR* has been running since August 2003 – <http://dev.rose-hulman.edu/ElectronicAIR>. The main advantage of the Web version is providing readers with access to online resources or shared documents directly from the newsletter. Reference links can be found on the newsletter Web site.

After more than five years of dedicated and exemplary service to the Association and the Publications Committee, Timothy Chow steps down as Editor of *E-AIR* in June 2004. His service will be recognized at the 2004 Forum luncheon with an Outstanding Service Award.

A sub-committee chaired by Timothy Chow and including Anne Marie Delaney and myself conducted the recruitment for finding a replacement for Tim as well as for filling the new position of Associate Editor for *E-AIR*. The sub-committee will make its recommendation for the two positions to the Publications Committee prior to the 2004 Forum and will confirm the appointments.

On behalf of the Publications Committee, I would like to extend our thanks to Tim for his great work as Editor of the *E-AIR*, for his positive and can do attitude, and for his responsiveness to the demands of the position in which he has served so well.

### Forum Publications Editorial Advisory Committee (FPEAC)

Forty-five papers were submitted for publications review at the 2003 AIR Forum in Tampa. Each paper was reviewed by four reviewers. Five papers were nominated for the Best Paper award. The Final Selection Committee chose one paper as the winner of the 2003 Charles F. Elton Best Paper Award: Student Experiences with Diversity at Liberal Arts Colleges: Another Claim for Distinctiveness by Paul D. Umbach and George D. Kuh.

Forty-three papers were recommended for the ERIC collection. Several of the Forum keynote addresses were summarized for the 2003 Summer AIR Currents issue: Ellen Kanarek (James Anderson), Anne Marie Delaney (Susan Frost), Archie George (Norman Jackson), and Lisa Muller (Elizabeth Stanley).

A special thank you is extended to all Committee members for their time and thoughtful reviews of the 2003 AIR Forum papers.

Anne Marie Delaney, Chair of FPEAC, developed a Web site hosted at Babson College, for the electronic submission of 2004 AIR Forum papers to be considered for the AIR Best Paper Award and inclusion in the ERIC collection. This Web site will enhance the ease and efficiency of both the submission and review processes. A direct e-mail to the membership and announcements through the Electronic AIR were posted about this procedure.

### Assessment Monographs

Edited by John Muffo, this series will consist of two publications per year of approximately 120 pages each focusing on assessment strategies and methodologies at the level of specific academic disciplines. The first year involves two volumes, one on assessment in a professional discipline (engineering) and another on a core academic discipline (mathematics) and its contribution to general studies programs. Both volumes emphasize the first two years of study in these fields and their interface with general education/service courses. In the second year of the series, the focus would be again on a professional discipline and the assessment of English. The volumes would be focused on the techniques of assessing the programs as a discipline and their interaction with general education on the campus. This is also an opportunity of working with other associations. The first monograph is expected to be published by December 2004.

### Possible Institutional Research Textbook to be Published with Jossey-Bass

Andrew Pasternack, Senior Editor with Jossey-Bass for books in the area of evaluation, research, and assessment, has approached me to explore the possibility of a publication under AIR's editorship and direction that could serve as a textbook for institutional research. A conference call, including editors of AIR Publications, Vic Borden, Terry Russell and myself, was conducted in early May 2004 in which a preliminary discussion regarding possible content, target audience(s) and approach was conducted. A preliminary prospectus developed by Andrew

Pasternack will be provided to the Publications Committee for feedback. The next steps in the approach to this publication will be discussed at the May 2004 meeting of the Publications Committee. The goal is to finalize and proceed with the development of this textbook in 2004-05.

### Sidney C. Suslow Award

Two nominations were received for the Sidney C. Suslow award. The Publications Committee selected Paul Brinkman as the 2004 recipient.

### Best Visual Presentation Award

Initiated and led by Trudy Bers, the first round of the Best Visual Presentation Award took place at the 2003 Forum in Tampa. The winner of the 2003 award was announced to the membership through direct e-mail and through the *Electronic AIR*. The review and selection of visual presentation to be considered for this award will continue at the 2004 Forum in Boston. Several announcements regarding this award were sent to members. In addition, Trudy Bers will lead a panel at the 2004 Forum on enhancing presentation techniques and techniques for effective reporting.

### Update of Terms of Reference for the Publications Committee

As a result of the creation of the new publication *IR Applications* as well as the need to reflect changes in the Publications Committee membership and publications since 1996, when the last revision occurred, the Terms of Reference were revised and submitted for review to the Publications Committee. Upon feedback from the members of the Publications Committee, the revised version will be submitted for approval to the Board of Directors.

### Summary of Membership Publication Survey

A summary of the results of a Publication survey related to AIR publications was published in the Winter 2004 *AIR Currents* and posted to the AIR Web site. The survey was administered in February - March 2003 by contacting all AIR members with an email containing a link to the survey Web site. The results of the survey were extremely positive, re-confirming the importance and utility of AIR publications to our membership. Taking into consideration the survey responses, the Publication Committee launched a new publication in Fall 2003 – *IR Applications*. In addition, the editors of each publication reviewed the responses and will use them to try to further enhance aspects of each publication. Special thanks to Stephen Porter, Eric Dey and Laura Perna for their work on the design, administration and analysis of the survey results.

### Members of the Publications Committee

The Board of Directors approved the re-appointment for another three-year term through 2007 of the following at large members: Trudy Bers, Stephen DesJardins and Jeff Seybert.

## Collaboration with the Professional Development Services Committee (PDS)

Mary Ann Coughlin, Chair of PDS, joined the September 2003 meeting of the Publications Committee. It was decided that I will join the PDS Committee meeting at the 2004 Forum and Mary Ann will join the Publications Committee meeting in an effort to better coordinate between the two committees and to produce publications that directly support the institutes. In addition, there will be a joint meeting of the two committees from 11:30 to 1:00 on Sunday, May 30, at the 2004 Forum.

## Goals for the Coming Year

The overarching goal of the Publications Committee for 2004-05 will continue to be the maintenance of the high level of scholarly quality of our various publications, while making sure that they address the different needs of our members. More specific goals include:

- Publication of high quality and interest volumes and articles in relevant topics for all our publications
- Publication of two Assessment Monograph volumes
- Finalization of content and approach to the development of an institutional research textbook with Jossey-Bass
- Selection or re-appointment of two members of large
- Selection of a new Associate Editor for *New Directions for Institutional Research*
- Selection of re-appointment of the Editor of *Research in Higher Education*
- Exploration of new publications and collaboration opportunities
- More aggressive marketing of existing publications
- Enhanced collaboration with the Professional Development Services Committee
- Review of policy related to royalties for editors and contributing authors to *NDIR* and *RIR*
- Review of process for selecting editors and contributing authors for AIR monographs
- Move of institution-based Web sites which serve various functions for the Publications Committee on the AIR server
- Exploration of feasibility of electronic submission of papers to be considered for publication in the *PF* and *RHE* (in lieu of or along with the current paper form submissions)

## **Treasurer – Frances Dyke**

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

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

### Goals

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

### Activities

13. 2003 Independent Auditor's Report: The firm of Carroll and Company, Certified Public Accounts of Tallahassee, Florida audited the December 31, 2003, financial statements of the association and issued the following report:
14. "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, 2003, and 2002, 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."
15. The December 31, 2003, audit was completed on January 29, 2004. A copy of the auditor's report is available for review by contacting Mr. Norm Gravelle at the AIR Executive Office (850-644-4470).
16. Table 1 – presents the Association's Financial Position as of December 31, 2003, and 2002. Assets totaled \$987,577 at the end of 2003, and \$1,749,231 at the end of 2002. The primary difference in net assets results from a decrease of \$920,377 in the amount of grants receivable. During 2003 the Association received a contract to provide sub-

contract services to Research Triangle Institute for the period June 1, 2003, through November 30, 2007. Previously these same services were supported through a National Science Foundation Grant, and the balance of the grant was included in net assets. Under the contract there are four contract cycles, each contingent on primary contract funding and the anticipated revenue is not properly includable in net assets at year-end. Please see Notes D and E in the Financial Statements for additional detail.

17. Table 1 – also present the Association’s Liabilities and Net Assets as of December 31, 2003, and 2002. Excluding grant and contract activities, current liabilities totaled \$226,209, with 3% in accounts payable (compared to 24% in 2002), and 30% in deferred membership revenue (compared to 53%) in 2002. Because the membership year begins in July and the Association’s account year begins in January the accrual of prepaid 2004 membership revenue is required. Total liabilities are \$1,009,478 lower than last year, primarily because of the change in reporting requirements resulting from the transition from the grant to the contract, as described above and in Notes D and E in the Financial Statements.
18. Table 2 – presents the impact of operations on Net Assets for the years that ended December 31, 2002, and 2003, the 2004 budget, and the proposed budget for 2005. In 2003 revenues exceeded expenditures by \$202,824 compared to \$106,968 in 2002. These positive operating results in a time of fiscal uncertainty are attributable to strong management oversight and controls and tight budgeting practices on the part of the executive director, the Board of Directors and the Association’s staff.
19. Table 2 – also presents the 2005 financial proposal based on the following assumptions:
  - Cost containment in all operations
  - Continued commitment to maintaining the Association’s goal for Unrestricted Net Assets
  - No increase in membership dues or in Forum fees.
  - 3% increase in salary pool covering employees.
  - PDS Institutes and workshops to break-even using conservative estimates of participant numbers.
20. Table 3 – displays membership and Forum fees for the years 2001 through 2005 as proposed.
21. Table 4- shows the application of indirect cost recovery and assignment of contract revenue to Executive Office expenditures on grant and contract related activity.

## Items of Note

During its winter meeting the Board of Directors cancelled the dues increase scheduled for implementation for the membership year beginning Jul 1, 2004. This action was based on the assumption that even without the dues increases the contribution to fund balance for CY 2004 is budgeted for \$68,000.

The Board also voted to reinstate the budget for a third Board meeting. Two years ago a decision was made to eliminate the funding for the third Board meeting in order to control costs and restore fund balance. The result of these efforts and the continuing strong membership and Forum participation rates has resulted in a healthy financial picture. At the same time, even with the addition of monthly Board meetings via phone and monthly Executive Committee meetings, the Board discovered that it did not have sufficient time for the in-depth conversations needed to achieve success in the ever-expanding AIR portfolio in this dynamic higher education environment. To address this issue and continue to maintain our service to members and actively participate in the national agenda, the decision was made to restore the funding for the additional meeting.

## Tables

**Table 1**  
**Statement of Financial Position**  
**December 31, 2003 and 2002**

<b>Assets</b>	<b>Year 2003</b>	<b>Year 2002</b>
Cash and Cash Equivalents	\$ 399,025	\$ 295,765
Certificates of Deposit	\$ 226,497	\$ 218,457
Accounts Receivable AIR	\$ 9,540	\$ 14,427
Grants Receivable	\$ 291,113	\$ 1,211,490
Due from NSF	\$ 21,856	\$ 13,445
Prepaid Expenses	\$ 13,398	\$ 17,421
Furniture and Equipment, net	\$ 26,148	\$ 23,226
<b>Total Assets</b>	<b>\$ 987,577</b>	<b>\$ 1,794,231</b>
<b>Liabilities</b>		
Accounts Payable	\$ 8,885	\$ 66,106
Accrued Compensated Absences	\$ 33,909	\$ 33,909
Deferred membership dues	\$ 151,322	\$ 144,462
Deferred grant revenue	\$ 286,555	\$ 1,247,986
Subscriptions Payable	\$ 10,237	\$ 16,334
Due to AIR	\$ 21,856	\$ 13,445
<b>Total Liabilities</b>	<b>\$ 512,764</b>	<b>\$ 1,522,242</b>



<b>Net Assets</b>	\$ 474,813	\$ 271,989
<b>Total Liabilities and Net Assets</b>	\$ 987,577	\$ 1,794,231

**Table 2****Financial History and Proposed 2005 Budget**

	2001 Actual	2002 Actual	2003 Actual	2004 Budget	2005 Proposed
<b><u>Operating Revenues</u></b>					
Membership Revenues	292,490	302,223	341,371	345,000	345,000
Forum Revenues	350,705	320,400	333,984	319,540	319,540
Professional Development Services	203,862	196,262	213,863	186,780	186,780
Publications	19,730	19,542	33,976	18,500	18,500
Other Revenues	17,956	15,201	8,315	7,250	7,250
Scholarship Fund Contribution		4,495			
Grant Administration Revenues	710,633	1,141,598	1,253,809	1,833,923	1,554,024
<b><u>Total Revenues</u></b>	<b>1,595,376</b>	<b>1,999,721</b>	<b>2,185,318</b>	<b>2,710,993</b>	<b>2,431,094</b>
<b><u>Operating Expenses</u></b>					
Executive Office	135,083	155,501	115,292	122,474	122,473
Governance	89,639	57,587	75,477	106,502	106,503
Forum	323,052	257,200	238,660	242,977	227,777
Publications	69,393	55,571	65,769	57,110	57,110
Membership	73,984	57,537	68,199	106,609	106,609
Professional Development	271,953	163,264	165,288	173,283	173,283
Grant Administration	710,633	1,141,598	1,253,809	1,833,923	1,728,973
<b><u>Total Operating Expenses</u></b>	<b>1,673,737</b>	<b>1,888,258</b>	<b>1,982,494</b>	<b>2,642,878</b>	<b>2,522,728</b>
<b>Contribution to Net Assets</b>	<b>(78,361)</b>	<b>111,463</b>	<b>202,824</b>	<b>68,115</b>	<b>(91,634)</b>
<b><u>Total Net Assets at Year End</u></b>	<b>160,526</b>	<b>271,989</b>	<b>474,813</b>	<b>542,928</b>	<b>451,294</b>

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

	<b>2001 Actual</b>	<b>2002 Actual</b>	<b>2003 Actual</b>	<b>2004 Budget</b>	<b>2005 Proposed</b>	<b>% Change</b>
<b>Membership Dues</b>	\$95	\$105 (\$95 / \$115)	\$115	\$115	\$115	0%
<b>Registration Fee</b>	\$255	\$255	\$290	\$290	\$290	0%

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

	<b>2001 Actual</b>	<b>2002 Actual</b>	<b>2003 Actual</b>	<b>2004 Budget</b>	<b>2005 Proposed</b>
<b>Executive Office Expenses</b>	\$184,763	\$229,389	\$187,426	\$234,090	\$236,701
<b>RTI Indirect Cost Reimbursement</b>	NA	NA	NA	(\$94,768)	(\$94,768)
<b>Application of Indirect Cost</b>	<u>(\$49,680)</u>	<u>(\$73,888)</u>	<u>(\$72,134)</u>	<u>(\$16,848)</u>	<u>(\$16,848)</u>
<b>Net Executive Office Expenses</b>	\$135,083	\$155,501	\$115,292	\$122,474	\$125,085
Percent Off set to Expense	27%	32%	38%	48%	47%
Grant revenue as % Total	45%	57%	57%	68%	64%
Increase in grant revenue		61%	10%	46%	-15%
Increase in Offset		49%	-2%	55%	0%

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**INDEPENDENT AUDITOR'S REPORT**

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

We have audited the accompanying statements of financial position of the Association for Institutional Research, Inc. (a non-profit organization) as of December 31 2003 and 2002, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of Association for Institutional Research, Inc.'s management. Our responsibility is to express an opinion on these financial statements based on our audits.

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

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association for Institutional Research, Inc. as of December 31, 2003 and 2002, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued a report dated January 29, 2004, on our consideration of the Association for Institutional Research, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audits.



January 29, 2004