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**Professional Development, Informational Resources & Networking**

**2004-2005**  
**Annual Report**

**222 Stone Building**  
**Florida State University**  
**Tallahassee, Florida 32306-4462**  
**Phone: 850-644-4470 Fax: 850-644-8824**  
**E-mail: [air@mailers.fsu.edu](mailto:air@mailers.fsu.edu)**  
**<http://airweb.org>**

**Tuesday, May 31, 2005**  
**Marriott Hall 2, North Tower, Lobby Level**  
**San Diego Marriott**  
**San Diego, California**

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## MINUTES

### AIR Annual Business Meeting

Tuesday, June 1, 2004

Boston Marriott Copley Place, Salon B

Boston, Massachusetts

The 2004 Annual Business meeting was held on Tuesday, June 1<sup>st</sup>, 2004. President Victor Borden convened the meeting at 7:35 a.m., with 40 people in attendance. The minutes of the 2003 Annual Business meeting were presented. Jeffery Seybert moved and Steve Chambers seconded approval of the minutes as presented. **Approved Unanimously.**

**Executive Director Terrence Russell** updated members on new procedure for Annual Reports available on AIR Web site in addition to paper copy.

**President Victor Borden** told the members that he thought it had been a great year for AIR and that he had enjoyed it. He referred members to the Annual Report to look at the new Mission, Vision, Values, and Core Objective statement, created as a result of member feedback and to help keep the Board focused and moving forward in the right direction.

**Executive Director Terrence Russell** communicated to the members that AIR resources are secured, there has been an increase in programs, and additional support has been implemented for regional and state groups. He noted there has been an increase in funding and staff, including an increase in staff activity and greatly improved financial reporting, in addition to marketing activities completed on an advanced schedule. Russell reported that the new RTI contract provides guaranteed funding through the end of 2007 with non-competitive rollover clause for an additional 4 years. He stated that the National Data Network has improved and that there has been expanded activity regarding international relations, including a joint institute with South African AIR and NSF and a China Symposium partially funded by the Ford Foundation.

**Vice President Denise Sokol** reported that she has had a great year and is looking forward to her “reign” as active President in 2004-2005.

**Immediate Past President Rick Voorhees** noted that nominations resulted in the highest vote count in AIR history and presented the Fall 2003 Elections results, congratulating those elected: Vice President Sandra Johnson, Treasurer Glenn James, Higher Education Data Policy Committee Chair Marsha Hirano-Nakanishi, and Associate Forum Chair Bill Knight. The 2004 Nominating Committee members elected were: David Cheng, Patricia Harvey, Joseph Hoey, Julie Noble, and Sarah Parrott.

**Secretary & External Relations Chair Denise Krallman** announced that a new Building Institutional Research Capacity (BIRC) Grant Program had been established; a four-year program in which Affiliated Groups can submit proposals for financial aid to

support private workshops. The 3 summer-quarter award recipients will be announce at the Forum Awards luncheon on Wednesday, June 2, 2004.

**2004 Forum Chair Fred Lillibridge** stated that the Forum attendance was a record number of 1454 attendees and thanked all those who helped make the Forum a huge success.

**2005 Forum Chair Steve Chambers** invited all members present to attend the 2005 Annual Forum in San Diego, announcing that the San Diego Marriott & Marina hotel is a great facility in a very convenient location.

**Higher Education Data Policy Chair Peggy Cohen** stated that it had been a very busy year and thanked her committee for their excellent support.

**Membership Chair Jim Trainer** announced that Marketing will be a new charge for his committee for the upcoming year. He reported the census date being June 30 and to date membership is at a record high, with 8 emeritus members and 2 Julia Duckwall scholarship recipients (out of 31 applicants) that will be announced at the awards luncheon on Wednesday, June 2, 2004.

**Professional Development Services Chair Mary Ann Coughlin** thanked the Committee members and AIR staff member Alicia Trexler for a very successful year as both attendance and evaluations have been excellent. Coughlin announced that the first Web Seminar had been held with very positive feedback and is hoping to offer more and have this be an ongoing service.

**Publications Chair Andreea Serban** highlighted two committee achievements: Gerry McLaughlin's new *IR Applications* publication and the development of a new process for submitting papers via the Web.

**Treasurer Frances Dyke** opened with the budget presentation covering the following: Growth in every area Membership and Forum greater than expected; rollback of increase in dues; grant to contract transition has been smooth; two Summer Institutes past break-even point; 2<sup>nd</sup> Board meeting restored; DC Agent hired to support HEDPC Committee; salary pool adjusted 3%. **Dyke** turned the floor over to **Cohen** to briefly discuss the role of the DC Agent: **Cohen** reported that the new position has been established to support HEDPC as related to federal consulting. The part-time consulting position pays \$500/month for 6 months, at which point there will be a review. **Dyke** the proceeded with the budget presentation and presented the following: Staff development has taken place including a marketing position added; PUBS budget increased as a new assessment series has been added; operating expenses reviewed noting that the 2005 proposed budget does not include final Forum and Membership numbers. Dyke then referred the members to the budget tables included in the Annual Report and asked were there any questions regarding the 2005 proposed budget of which there were none. **Dyke** then made a motion to approve the 2005 budget and Tod Massa seconded the motion. Laura Saunders suggested that the Board set up a reserve for the possibility of relocating the AIR office

from Tallahassee and commented that the budget report should include long-term projections, not just one-year out. **Borden** noted that the Board is charged to approve changes to the budget and that a Board discussion regarding capping increases/changes to the budget should ensue. The 2005 budget was then **unanimously approved**.

Gerry McLaughlin made a motion to recognize Charles Brown and “celebrate his professionalism and compliment those touched by him and carry on his memory.” Larry Jones seconded the motion and it was then **unanimously approved**.

**President Borden** thanked outgoing Higher Education Data Policy Committee Chair Peggye Cohen, Treasurer Frances Dyke, 2004 Forum Chair Fred Lillibridge, and Immediate Past President Rick Voorhees presenting them each with a plaque. He then asked if there were any questions, old business or other business. Hearing none, he called for a motion to adjourn. Tod Massa seconded the motion and **the meeting was adjourned at 8:25 a.m.**

# Association for Institutional Research

## ***2004-05 Annual Report***

Continuing the practice started last year, 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. 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 2004-05.

### **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 AIR 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 and Highlights of Accomplishments for 2004-05**

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

- Ten Train the trainer opportunities being made available to the membership for the 2005 San Diego Pre-Forum Workshops.
- Record attendance reached for the 2003 Forum in Boston (1458 headcount, 1255 FPE with another likely record in store for the 2005 Forum in San Diego
- A record number of proposals (500+) received for the 2005 Forum.
- Offered seven full-day workshops and 19 half-day workshops to 578 paid registrants at the Boston Forum.
- Ninth AIR-NCES-NSF Data Policy Institute (June 2004) hosted 52 Fellows, including representatives from SAAIR, Organization for Economic Cooperation and Development, SEEAIR, CIRPA, and the five IR certificate programs
- Six dissertation fellowships and nine research grants awarded totaling \$342,038.
- Eighty-eight participants attended the 11<sup>th</sup> Foundations Institute at the Seattle Pacific University.
- Seventy-two participants at the Technology Institute held at the University of Utah.
- Graduate Certificate programs funded for the fourth consecutive year at five U.S. universities (Penn State, Florida State, Indiana University (IU), U of Missouri, and Arizona State).
- Five AIR/First College Year Fellowships awarded covering the registration fee for the Summer Institute on First-Year Assessment held in Asheville, NC.
- Three Webinar series initiated: One session in collaboration with SPSS, two on IPEDS Data Feedback Reports; and the third was AIR/IU intermediate statistics series, which, because of high demand, was offered twice.

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

- International IR meeting convened at European AIR. Plans made to expand collaborative activities, such as the Joint EAIR/AIR Symposium.
- Second EAIR/AIR Joint Symposium held at the University of Miami, attracting about 40 delegates from 10 countries.
- International Gathering held at Boston Forum and planned for San Diego Forum
- International Support Grant program launched and awarded to SEAIR and AAIR
- Assessing Student Learning Outcomes track added for the 2005 Forum
- Two new publications series launched

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

- With the assistance of the Ford Foundation, eight AIR members conducted a series of seminars for the inauguration of the China AIR.
- Board members Borden and Hirano-Nakanashi represented the Association to the Republic of Korea's Presidential Commission on Education Innovation, presenting two keynote addresses to a seminar among South Korea University Presidents.
- Ethics Committee formally recognized as an advisory committee to the President. Terms of Reference drafted.
- The Building Institutional Research Capacity (BIRC) Grant program was initiated and 10 BIRC grants totaling more than \$18,000 awarded to U.S. affiliate groups
- The AIR traveling exhibit went to 23 affiliate group meetings.
- Sixty-five participants from 25 institutions took part in the 7 CIC/AIR Data and Decisions Workshops in Charlotte, NC.
- Nearly 100 applications received for the 25 slots available at the first Data and Decisions workshop for Community Colleges (in collaboration with AACC & NCCCRP).



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

- Continued work with NPEC, *U.S. News*, AAUP, CDS, and CDSX, and the HEDPC-sponsored Working Group to Align Graduate School Surveys continues to progress with a Graduate CDS template.
- 15 IPEDS Train the Trainer workshops offered including two at tribal colleges.
- The third NCES Senior Fellowship was awarded to Rocco Russo, President of RPR Consulting, for the project, “User Content and Use Requirements for College Opportunities Online (COOL)”

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

- Carol Fuller was contracted to provide HEDPC and the membership updates on relevant legislative and NCES activities.
- Monitored developments on a range of other federal issues and legislation, including the Reauthorization of the Higher Education Act, Racial/Ethnic Reporting regulations, and SEVIS system developments.
- A range of AIR members participated in a series of technical review panels to examine the feasibility of the proposal to replace the student-related sections of IPEDS with a unit record system.
- One *Alert* and two updates issued on the “unit-record” proposal
- Eleven other *Alerts* published on a range of data policy issues

## **Member Services and Association Stewardship**

- Charge finalized and members appointed for the Executive Director Transition Planning Task Force. First meeting scheduled at the San Diego Forum.
- AIR Committees’ Terms of Reference and Operating guidelines updated
- Web applications improved for the Forum proposal submission and review, Forum volunteer site, Forum Personalized Scheduler, Forum Web-Based Evaluation Survey, Grant proposal submission and review, EAIR/AIR Joint Symposium proposal submission and review, Nomination submission, Job submissions and search, *AIR Alerts* search, and Calendar of Events.
- AIR bid farewell to Assistant

Director Alicia Trexler and hired three new staff: Donna Veltkamp, Member Records Associate; Kimberly Steele, Manager for Meeting Planning and Coordination; and Anthony Bichel, Assistant Director for Continuing Education and Grant Activities.

- 2004 saw the planned completion of the first cycle of Web service development, with almost every AIR service offered primarily through the Web site.
- All AIR activities exceeded their budget expectations, resulting in exceeding the long-term fund balance goals, rescinding a membership dues increase in 2004, and foregoing an increase in 2005
- Overall membership grew by 7% to 3420.

## **President – Denise Sokol**

### **Overview of General Purpose Specific Goals**

The President chairs the Board of Directors, presides at the business meetings of the Association and represents the Association in relations with other professional and educational organizations, foundations, and governmental agencies. The AIR President also chairs the AIR Board of Directors Executive Committee, working with the Vice 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 President works with the Executive Committee and the Board to support AIR's mission and vision by pursuing initiatives which implement the Association's values and core objectives.

The 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.

Much of the last year as President 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. Other activities included work on transition planning and representing AIR at several conferences.

### **Highlights**

- Transition planning included finalizing the charge to the Transition Task Force, appointing the members of the Task Force, and preparing for the first Task Force meeting at the San Diego Forum
- Conducted a September Board meeting in Denver, Colorado, and a March Board meeting in Tallahassee, Florida
- Represented AIR at the Rocky Mountain Association of Institutional Research meeting in October
- Represented AIR at the Colorado Association of Planners and Institutional Researchers conference in February

### **Activities**

Transition planning was a major focus this year and consisted of working with the Vice President to finalize the charge to the Transition Task Force, draft a timeline for the work of the group, appoint the Task Force members, and prepare for the first meeting of the group at the Forum. The charge is as follows:

*The Board directs the Task Force to develop a transition plan that includes the following considerations, issues, and tasks:*

- *Solicit input from office staff, affiliated groups, and the membership concerning strengths and weaknesses of AIR.*
- *Review the functionality of the current office support model and the division of responsibilities between office staff and volunteers.*
- *Determine Executive Director duties and create a position description (Issues: Executive Director's role in office operations; governance; liaison activities to: institutions, government, other associations, international activities; contract management; increasing complexity of operations (delegation to staff) and staff professionalization.)*
- *Determine Executive Director qualifications: Ph.D. needed? IR or other research experience needed? Ability to travel extensively? Program development skills? Management and budgeting skills?*
- *Determine search process including consideration of engaging a search firm and estimating cost of the transition.*

The Transition Task Force members are Denise Sokol and Sandy Johnson (Co-chairs), Dawn Terkla, Joseph Hoey, Mike McGuire, Tony Broh, Frances Dyke, Fred Lillibridge, Sarah Carrigan, Lynn McCloskey, John Porter, and Rob Toutkoushian.

The Board reinstated the practice of meeting two times during the year outside the Forum. The first meeting was held in September in Denver, Colorado, and the second was held in Tallahassee in March. At the March meeting the Board undertook a planning activity related to identifying which initiatives will best serve the needs of the membership and investing wisely in these. That was the focus of the spring's planning exercise and this discussion will continue at the Forum Board meeting and the fall 2005 Board meeting.

### **Goals for the Coming Year**

My major goals for the coming year (2005-06) are to continue the transition planning through work with the Board, the Task Force and constituents in the Association and to chair the Nominating Committee to identify excellent candidates for Board and Nominating Committee positions.

### **Executive Office and 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

Anthony Bichel, Assistant Director for Continuing Education and Grant Activities

Gail Fishman, Manager for IPEDS training and External Affairs

Jennifer Morris, Marketing Manager

Kimberly Steele, Manager, Meeting Planning and Coordination

Bridgett Lowers, Grants Coordinator

Cathy Sexton, Accounts Payable Associate

Lisa Gober, Accounts Receivable Coordinator  
Donna Veltkamp, Member Records Associate  
Matthew De Marco, Web Technician  
Dana Keith, Consultant

The 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 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**

#### **Staff**

**New staff this year are:** Donna Veltkamp, Member Records Associate; Kimberly Steele, Manager for Meeting Planning and Coordination; and Anthony Bichel, Assistant Director for Continuing Education and Grant Activities.

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

2004 saw the planned completion of the first cycle of Web service development, with almost every AIR service offered primarily through the Web page. Norm Gravelle and Dana Keith have moved the member directory to the Web. This coming year, the member data base will be moved 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. At this time, all registrations and orders are Web-based (with online credit card capabilities), as are all proposal review processes, the interactive and PDF Forum programs. As a service offered to AIR Affiliated Groups, we now do the online processing for their annual meetings.

Chris Call manages the look and "feel" of the Web site and, with Matt De Marco's assistance, is responsible for the content of the Web site and coordinates the various sections of the site.

In other technology developments supporting member service delivery, Norm Gravelle led a reconfiguration of the Executive Office computing system, including:

- A new AIR Web Server in West Virginia (WVNet). This Web server is used as back-up to airweb.org and also for development and testing.

- A new Windows-2000 Server with RAID 5 hard drives for back-up was installed.
- All workstations were brought up to either Windows-2000 or Windows XP Pro and a common virus program installed on each.
- The AIR Offices and workstations were all re-cabled to isolate AIR operations from the FSU campus network and added a Bridge, Router and Wireless support, including providing single point of access to the AIR local network for additional security.
- The AIR Web-based Membership system was demonstrated to the AIR Membership Committee.
- Started conversion from using iMIS for A/R processing to using Peachtree Accounting including directly downloading AIRWEB Orders into Peachtree.

The growth of interactive “Webinars:” (live video and audio sessions that are fully interactive) has been explosive: over a dozen sessions since November, 2004. Mary Ann Coughlin and Vic Borden have been leading this development.

Under the IPEDS contract, the Web tutorial for IPEDS data entry will be released in May.

### **Stewardship of Resources: financial management**

#### **Grant and contract matters**

AIR holds a subcontract with RTI-International (funding by NCEs) to provide a variety of training and professional development services for IPEDS and institutional research generally. 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.

2005 concludes operations under our five-year grant from NSF. 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. A proposal for a continuation of the program is underway.

In February, 2005, with the National Academy of Engineering, AIR submitted a joint proposal to the NSF ROLE program for a study of pedagogical professional development of engineering faculty. AIR members in three U.S. institutions as well as in Switzerland, Korea, Taiwan, and Australia were involved in the proposal.

## **2004 Financial Performance**

2004 was another excellent year for AIR finances. All activities exceeded their budgeted expectations, allowing us to not only exceed our long-term fund balance goal, but to also rescind a membership dues increase in 2004 and forego an increase in 2005.

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

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

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

Alicia Trexler (who is now at the Florida Governor's legislative liaison office for higher education) managed the logistics for two PDS Institutes: the Foundations of IR Institute held at Seattle Pacific University and the Information Technology Institute held at the University of Utah. Both were very well attended. The 2004 Julia Duckwall Memorial Scholarships went to Dr. Viktor Brenner, Research Analyst, Waukesha County Technical College for the Information Technology Institute and Ms. Emily Brinkley, Coordinator of Institutional Research, Agnes Scott College for the Foundations Institute.

Alicia also managed the Pre-Forum Workshop program at the Boston Forum, including logistics for computer classrooms generously provided by the Northeastern University. Twenty-one workshops were offered attended by a total of 393 AIR members. In addition, Alicia provided liaison services to the PDS Committee. Anthony Bichel, the new PDS Assistant Director, holds a Ph.D. in Political Science and comes to AIR with a background in Instructional Technology.

Terry Russell planned and organized the NCES/NSF Summer Data Policy Institute in Leesburg, Virginia. 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. Bridgett has been planning the 2005 Institute, to be held June 12-19 in Potomac, Maryland.

Russell, Gail Fishman and Anthony Bichel are planning the 2005 IPEDS Train-the Trainer-program in June. The 40 people attending will receive hands-on training for a wide range of new tools based on 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 a CIC workshop in Charlotte, NC. This workshop involves 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, and was partially funded by NCES as part of our grant activity. The next CIC-AIR workshop is scheduled to be in the Northeast April 20-22, 2006.

In the fall of 2004 we extended 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 and funding from NCES, we offered a

workshop in Nashville, Tennessee, and will have a second workshop in December, 2005 in Phoenix, Arizona. In July, we collaborated with the American Indian College Fund to provide IPEDS workshops for Tribal College personnel and will also repeat that workshop in 2005.

### **Publications**

In addition to her web management duties, Chris Call managed the production of the 2004 *Resources in Institutional Research* volume and the Forum program book. Under Chris' management, a new series on assessment has begun. Edited by John Muffo, each volume will be co-sponsored by a professional accreditation organization. The inaugural issue is on assessment for schools and departments of business. 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 service at the Tampa Forum. The number of listings in the service increased four-fold over 2003.

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

Future Forum selections include Seattle and the Seattle Sheraton for the May, 2008 Forum, and Atlanta and the Marriott Marquis for 2009.

*The 2004 Forum in Boston was one of the largest Forums ever with 1,458 members registered, with 1,255 fully paid equivalents, up from 1,076 in Tampa, 1,178 in Toronto and close to the 1,263 in Long Beach. Exhibitor numbers increased to twenty-four at the Boston Forum, and event sponsorships to three. Registration for this year's Forum in San Diego is running considerably ahead of 2004, with an emphasis on assessment (over 120 assessment-related presentations and eight assessment workshops).*

### **Develop networks of IR practitioners and communities of IR practice**

In addition to activities discussed above, in the areas of professional development and grants and contracts, the following were completed:

In 2004 and 2005, we continue 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.

In January 2005, AIR and EAIR held a joint symposium on the issue of quality measurement on higher education. Forty people from around the world attended the meeting hosted by the University of Miami.



## **Promote the IR profession and the practice of institutional research across all levels and functions of higher education**

Between June, 2003 and June, 2004, membership had grown by 225 to 3,420, an increase of 7%. Further growth is expected in 2004-05 because of the increase in Forum attendance and other AIR programming innovations.

Progress has been made in international AIR group development. With the assistance of the Ford foundation, eight AIR members conducted a series of seminars for the inauguration of the China AIR. Other areas where new activity is being planned or is under discussion are China, Taiwan, Russia, Korea, Japan, and Argentina.

Because of the rapid growth of available services, Gail Fishman has been assigned to manage services to Affiliated Groups. AIR continues 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 has provided 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 pretty continuously on the road to Affiliated Group meetings.

The NCES-funded AIR Graduate Certificate program in institutional research has made the final awards under the five-year program. A new proposal competition will be held in January 2006. Institutions receiving 2005 awards are: 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. During a period when the financial fortunes of higher education were starting to rebound, AIR also managed to increase its 2003-04 membership modestly and is on track to increase again in 2004-05. Jennifer Morris is Marketing Manager and assists 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, Russell made presentation to meetings organized at Beijing Normal University and the Korean Educational Developmental Institute in Seoul to discuss the applicability of U.S. methods for quality assurance, performance evaluation and performance indicators.

**The 2004 Research Grant and Dissertation Fellowship program funded by NCES and NSF made nine research grant awards totaling \$252,038, and six dissertation fellowship awards totaling \$90,000. The 2004 recipients will present their projects at the AIR 2005 Forum in San Diego, California, May 28-June 1. This is a great opportunity for the awardees to share**

**their research and expand opportunities for advancing research on postsecondary education.**

In selecting the theme of the 2005 Forum, AIR began development of a series of activities to increase programming in the area of assessment and program evaluation. In early May, 2005, at the request of the Board of Directors, a group of AIR members active in the assessment community came together to develop recommendations for programs and activities. New activities will be implemented in late 2005 and in 2006.

### **Improve postsecondary policy formulation and institutional effectiveness**

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

There were other projects in this area. Staff worked with NCES-AIR Senior Fellows to improve IPEDS data collection and analysis: Edward Delaney is working to improve the collection of IPEDS data on first professional degrees, and Rocco Russo is working on improvements to the NCES COOL Web site. He also attends meetings with the One Dupont Circle Associations to update them on AIR's IPEDS training activities.

### **Vice President – Sandra Johnson**

#### **Overview**

This report highlights my activities during the 2004-05 year when I had the privilege of serving as the Vice President. The AIR Vice President serves as a member of the AIR Board of Directors Executive Committee, working with the President, Immediate Past-President, Treasurer, and Executive Director to set the Board agenda and its priorities, to advise the Executive Director regarding policy, planning and management issues, and to determine what issues need to be brought to the full Board's attention. In addition, the Vice President serves as a member of the Audit Committee which reviews the annual audit report and works with the Executive Director to ensure compliance with any findings requiring action.

The Vice President is designated as the lead on planning activities and directs the Board through a planning exercise during the spring Board meeting. This lays the groundwork and works to identify the planning initiatives that will be undertaken during the Presidential year which immediately follows the vice presidential year. In addition to these duties, the Vice President may be called on to lead the development of special initiatives at the request of the President, Executive Director, and the Board of Directors.

This year's strategic thinking planning initiative identified opportunities for AIR to invest resources during the next several years. With the last two year's successful Forums, AIR has achieved the goal of regaining an appropriately sized "contingency reserve" as insurance in case of financial catastrophe. We are in the enviable position of identifying which initiatives will best serve the needs of the membership and investing wisely in these. That was the focus of the

spring's planning exercise and this discussion will continue at the Forum Board meeting and the fall 2005 Board meeting.

In addition, the planning initiative for the transition to a new Executive Director continues and I have worked with President Sokol so that there will be continuity to this initiative as we approach Terry's planned retirement date and the pace of activities to identify and hire a new Executive Director quickens.

### **Highlights**

1. Represented AIR at NEAIR meeting in Portsmouth, New Hampshire in November 2004.
2. Attended the Joint EAIR/AIR symposium held in Miami in January 2005.
3. Worked with the Standing Committee chairs to update the Terms of Reference in preparation for transition planning.
4. Worked with Sandra Price, the chair of the Ethics Committee to develop Terms of Reference for this Committee as an Advisory Committee to the President.
5. Assisted with transition planning as needed.

### **Activities**

I would point to two major activities that consumed my time during the 2004-05 year. This first has been working with the Standing Committee chairs to update the Terms of Reference. "Terms of Reference" refers to the set of guidelines which include (1) charge to the Standing Committee (2) number or range of numbers (i.e., minimum/maximum) of members, (3) criteria/method of selection and terms of office of members, and (4) any other substantive guidelines for the operation of the committee. The authority and responsibility for developing and modifying the Terms of Reference is vested in the Board of Directors. The Board will vote on the updated Terms of Reference at the Forum Board meeting.

For all but two committees, the "terms" had not been updated since 1993-94 when then AIR President Trudy Bers worked to update them as one of the elements in the transition from the executive secretary to executive director mode of operation for AIR. In addition to updating the terms, I have worked to expand the operating guidelines of each of the standing committees so that there is enough documentation to provide assistance as committee chairs change. We have expanded the operating guidelines to include a calendar of activities and to include more information on what the essential products are for each of the committees.

The second activity I would emphasize concerns my commitment to continuing AIR's international initiatives. I attended the joint EAIR/AIR Symposium in Miami, January 13 to 15, 2005, with the purpose of meeting and getting to know as many international AIR members as possible. I feel that this symposium series and more broadly, efforts to work with the international IR groups is essential to the future, vitality and health of AIR and I plan on supporting these initiatives in whatever way possible during my presidential year.

### **Goals for the Coming Year**

I have three goals for the year:

- to move transition planning and implementation forward;

- to identify and support initiatives that will maximally benefit the AIR Membership; and
- to facilitate the many, many good works of AIR members in advancing the AIR Mission, Vision, Values and Core Objectives.

## **Immediate Past President, Victor Borden**

### **Overview of General Purpose Specific Goals**

The primary role of the AIR Immediate Past President is to chair the Nominating Committee. In addition, the Immediate Past President ensures continuity of Board activities developed during her or his tenure, serves on the Board Executive and Audit committees, provides support and guidance as requested by the President, Vice President, and other Board members, and represents the AIR Board of Directors at an array of events and meetings among affiliate groups and with other organizations and associations with which AIR collaborates to develop and promote the institutional research profession.

### **Highlights**

During the past year, I fulfilled these purposes and obligations through an array of activities, including:

- Working with the Nominating Committee to present to the membership a capable and diverse slate of candidates for open Board positions and for next year's Nominating Committee
- Chairing an International Institutional Research meeting at the European AIR conference in Barcelona Spain
- Co-convening with EAIR Executive Committee colleagues the second EAIR/AIR Joint International Seminar on the topic of Costs, Quality, and Access in Higher Education (Held at the University of Miami, January 13-15, 2005)
- Delivering keynote addresses at state institutional research conferences in Tennessee, Kentucky, Illinois, and Texas
- As a representative of AIR, presenting a talk on quality assessment and accountability to the Republic of Korea's Presidential Committee on Education Innovation
- Reviewing and editing the Nominating Committee Terms of Reference and developing a set of Operating Guidelines for future Nominating committees
- Attending and contributing to all Board meetings, Executive Committee meetings, and Audit Committee meetings, as well as taking on "other duties as assigned," which included the further development of the AIR Mission, Vision, Values and Core Objectives document; initiating the development of a Board Policy on commercial collaborations (i.e., advertising and co-sponsoring activities and events of other organizations); AIR Web development activities; and helping to cultivate the AIR assessment initiative.

## Activities

**Nominating Committee** – The 2004-05 Nominating Committee met in person at the 2004 Forum and conducted the rest of its work through four phone conferences and continuous e-mail interchanges. With significant support from AIR Office staff, the Committee solicited a broad array of nominations from the field and then encouraged a diverse candidate pool to pursue candidacy for four open Board positions as well as next year's Nominating Committee. The Nominating Committee forwarded to the Board of Directors a slate that included two candidates for each of the four open Board positions (Vice President, Associate Forum Chair, External Relations Chair and Secretary, and Professional Development Services Chair), as well as 10 candidates for the five Nominating Committee positions. The Board of Directors presented the slate of candidates to the membership and, through an electronic ballot process, the membership voted. The results of the election are as follows:

Vice President, Fred Lillibridge, Campus Institutional Effectiveness and Planning Officer, Dona Ana Branch Community College;

Secretary and External Relations Chair, Timothy K.C. Chow, Director of Institutional Research, Rose-Hulman Institute of Technology;

2006 Associate Forum Chair, Mary Korfhage, Senior Associate for Institutional Research and Planning, University of Louisville;

Professional Development Services Committee Chair, Karen Webber Bauer, Director of the Office of Institutional Research, The University of Georgia;

The following AIR members were elected to the 2005 Nominating Committee for a one-year term:

Harriott D. Calhoun, Director of Institutional Research and Information Services, Jefferson State Community College;

Gayle M. Fink, Director of Planning, Research and Evaluation, The Community College of Baltimore County;

Heather Kelly Isaacs, Project Manager for the Office of Institutional Research and Planning, University of Delaware;

Lorne Kuffel, Associate Provost for Institutional Research, College of William & Mary; and

Cornelia Wills, Director of Institutional Research, Middle Tennessee State University.

These individuals will take office at the end of the Annual Business Meeting, Tuesday, May 31, 2005, in San Diego, California.

Upon completion of the Nominating Committee's work, I presented to the members draft updates to the Committee's Terms of Reference and drafted a set of Operating Guidelines for future Nominating Committees with current Committee members' input for the final product.

**The 2005 Joint EAIR/AIR Seminar.** I led a team of AIR and EAIR Board representatives that designed and implemented the second EAIR/AIR Joint International Seminar. The seminar attracted 40 delegates from 10 countries (albeit, 28 were from the United States) to the University of Miami (Florida) for a two-day seminar on "The Quality, Cost, and Access Dilemma: Strategies for Developing and Sustaining High Quality Programs that Meet Societal Needs in an Era of Diminishing Resources." The highly interactive format of the event was again identified by participants as the distinctive strength of this seminar series. The seminar did not draw as many international participants as did the first seminar in Amsterdam (June 2003). A notable number of prospective international attendees identified restrictions on travel to the U.S. as a reason for not attending. Despite the lower than desired turnout, the seminar was highly rated by delegates and both the AIR and EAIR boards believe this is an excellent collaborative project that should be continued, if not expanded to include other International IR affiliates.

**Board Initiatives.** I continued work on several initiatives that began during my Vice Presidential and Presidential terms, including the following:

- Processes for Monitoring and Improving AIR's Web Presence. Taking advantage of a Web module offered through the Indiana University Post-Master's Certificate for Institutional Research, I have had students in the program review the AIR Web site using a common "Web audit" methodology. I will provide to the Board at my final meeting in May 2005 a report on these reviews along with recommendations for a more systematic approach to continually improving AIR's Web presence
- AIR's Mission, Vision, Values and Core Objectives. Developed during my Presidential year, I am continuing to integrate this document into the Board's reporting and accountability structures. Currently, the framework is used to summarize the annual activities of the Board. I will work beyond my tenure on the Board to help develop performance measures to represent to the membership the ongoing efforts of the AIR Office, the standing committees, and the Board of Directors. I will also recommend integrating this document into the "About AIR" section of the Association Web site.
- Policy on Commercial Collaborations and Partnerships. I will provide at the Board's May 2005 meeting a draft policy that provides guidelines for advertising and co-sponsoring activities, products, and events that are associated with other non-profit and for-profit entities.
- AIR Assessment Initiatives. I helped plan a meeting for May 2005 among leading assessment professionals within the IR membership to develop strategies for further developing AIR's activities, products, and services to support our members' increasing roles in higher education outcomes assessment, and to promote the

increased use of institutional research capacities to serve higher education assessment and accreditation efforts.

**Representing AIR.** Following my Presidential Keynote address at the 2004 Forum, I was asked to, and delivered related keynote addresses at four state Institutional Research conferences (Tennessee, Kentucky, Illinois, and Texas). I was also asked to serve as an external reviewer for four institutional research offices located in Mississippi, Texas, Illinois, and Ohio. Along with the Chair of the Higher Education Data Policy Committee, Marsha Harano-Nakanishi and I represented the Association to the Republic of Korea's Presidential Commission on Education Innovation, presenting two keynote addresses to a seminar among South Korea University Presidents. While attending the 2004 European AIR conference in Barcelona, Spain, I convened a meeting of representatives of the International Affiliates who were in attendance. In addition to the U.S. and European organizations, this meeting included representation from the Canadian, Australasian, and Southeast Asian groups.

**Other.** In addition to these activities, I served as a faculty member for the 2004 AIR Information Technology Institute (University of Utah), presented two sessions at the first Black Issues in Higher Education Benchmarks and Barriers Conference, delivered a workshop on assessing retention initiatives at the Academic Impressions Data Driven Strategic Enrollment Management Conference, was a guest lecturer for the Florida State University Graduate Certificate in Institutional Research summer program, taught six one-credit Web modules for the Indiana University Post-Master's Certificate in Institutional Research, presented workshops on Assessing Diversity Initiatives at the American Association for Colleges and Universities (AAC&U) Diversity and Learning Conference and at the Assessment Institute in Indianapolis, served on three Advisory Boards (UCLA's Cooperative Institutional Research Program of the Higher Education Research Institute; Cisco Academy Evaluation Study; and EFM Company), presented a seminar on Using Institutional Research to Promote the Integration of P-16 at the Wisconsin Center for the Assessment of Postsecondary Education (WISCAPE), contributed chapters to a forthcoming *RIR* volume on statistics and an *NDIR* volume on Alumni Research, and published reports on degree conferrals to students of color for Black Issues in Higher Education, as well as on Community College growth and degree conferrals for Community College Week. Although these activities are not done as part of my role as Immediate Past President of AIR, I was recognized as the Immediate Past President and thereby promoted the Association and the profession throughout the year.

### **Goals for the Coming Year**

Although my term as an AIR Board member will expire in May 2005, I will continue to work on some ongoing tasks that will not be completed by then. I look forward to contributing as a Past President for many years to come.

### CERTIFICATION OF ELECTION RESULTS

January 18, 2005

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2004-05 ( for officers whose terms commence May 31, 2005).

for **Vice President (1)**

303 Charles F. Harrington  
482 Fred Lillibridge  
\_\_\_\_ No Vote  
2 Other

Elected: Fred Lillibridge

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

333 Jennifer A. Brown  
449 Timothy K.C. Chow  
\_\_\_\_ No Vote  
6 Other

Elected: Timothy Chow

for **Associate Forum Chair (1)**

397 Mary Korfhage  
351 Jing Luan  
\_\_\_\_ No Vote  
4 Other

Elected: Mary Korfhage

for **PDS Chair (1)**

448 Karen Webber Bauer  
319 Deborah B. Dailey  
\_\_\_\_ No Vote  
0 Other

Elected: Karen W. Bauer

for **Nominating Committee Member (5)**

377 Harriott D Calhoun  
359 Gayle M. Fink  
335 Roy D. Ikenberry  
383 Heather K. Isaacs  
328 Dawn R. Kenney  
350 Lorne Kuffel  
304 Mary Lejik  
266 Gita W. Pittler  
291 R. Daniel Walleri  
444 Cornelia Wills  
\_\_\_\_ No Vote  
4 Other

Elected:  
(1) Cornelia Wills  
(2) Heather Isaacs  
(3) Harriott Calhoun  
(4) Gayle Fink  
(5) Lorne Kuffel

Online Ballots:	<u>813</u>
Ballots mailed:	<u>3</u>
Ballots counted:	<u>816</u>
Ballots invalid:	_____

Donna C. Smith  
Donna C. Smith, Chair

Lora Cohen Vogel  
Lora Cohen-Vogel, Teller

Tara G. Goodman  
Tara G. Goodman, Teller

Gillian M. Kosiewski  
Gillian M. Kosiewski, Teller

Robert A. Schwartz  
Robert A. Schwartz, Teller



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

**Committee Members:** Continuing for 2005-2006 –Cherry Danielson (2007), Robert Schultz (2007), Mindy Wang (2007), Dawit Teklu (2006), Serge Herzog (2006), and Karen Carey (2006).

The Committee expresses appreciation to Denise Krallman, George Gabriel, Birute Mockiene and Mary Henning whose appointments to the Committee end in 2005.

New Committee members, whose terms begin after the 2005 AIR Annual Business Meeting, will be named after the Executive Board Meeting on Saturday, May 28, 2005.

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

**1. The International Gathering,** scheduled for the 2005 Forum in San Diego, 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 the end of the first year of a newly developed grant program offered in conjunction with the Professional Development Services Committee that is funded from a 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. This year's BIRC Grants were:

Spring 2004

SAIR - Beginner's How-to Guide to the Profession: A Skills-building Workshop for New Institutional Researchers - \$2000

NEAIR - NEAIR Summer Drive-In Workshop - \$2000

SACCR - Challenging Assumptions, Building Success: Using Institutional Research to Prove and Improve the First Year of College - \$922

Summer 2004

TennAIR - Expanding the Perspectives of Institutional Research in Tennessee - \$2000

Fall 2004

Iowa Community College Association for Institutional Research - Professional Development of Iowa Community College Institutional Researchers - \$2000

NCAIR - 2005 NCAIR Spring Conference Keynote Speaker: Dr. Randy Swing - \$2000

RP Group - Spinning an RP\_SLO Web: Using the Web for Research, Planning, and Student Learning Outcomes Workshops - \$2000

Winter 2004

IR Faculty - Teaching, Learning, and Practicing Institutional Research: An Integrating Symposium - \$2000

INAIR - Professional Development Roundtable - \$1500

RMAIR - Technical Training for Web-based IR Data Deliver using Visual Basic - \$2000

**4. The Best State/Regional/Sector Presentations** are a successful feature of the Forum that allows AIR's affiliated associations to showcase the best presentations from their various conferences. Best Paper sessions scheduled for the 2005 San Diego Forum can be found listed under the Best Paper Presentations.

**5. The Train-the-Trainer Program**, sponsored in collaboration with the Professional Development Services Committee, offers opportunities for representatives of state, regional and sector groups affiliated with AIR to attend selected Pre-Forum Workshops as trainees who will later present the workshops at other locations. The Train-the-Trainer Program provides an opportunity for professional development materials to be available to a wider audience than those able to attend the Forum. For the 2004 Forum, we had trainees from AIRUM and TAIR. For participants selected in accordance with the established guidelines, the workshop registration fee is paid by AIR. The nominating associations are encouraged to provide a matching grant or

other support to their trainees. There are 10 workshops available this year for the program: W03, W05, W06, W07, W14, W22, W28, W31, W32, W33. We have applications for participation in the program from OAIR, KAIR, TAIR, INAIR, and RMAIR. Participants were selected during the first week in May.

**6. The Affiliated Groups Luncheon**, held annually at the Forum, brings Presidents/Liaisons of AIR's affiliated associations together with members of the External Relations Committee and the AIR Board of Directors for discussion and exchange of information.

**7. AIR Exhibit:** The purpose of the exhibit is to increase awareness about AIR and to promote AIR membership and publications. The exhibit traveled to the following locations from June 2004 to April 2005:

Florida AIR	June 23-25
AIRPO	June 16-19
SACCR	August 1-4
TENNAIR	August 11-12
CONNAIR	October 8
Southern AIR	October 16-19
Canadian Institutional Research & Planning Assoc	October 24-26
Michigan AIR	October 27-29
RMAIR	October 27-29
Oklahoma AIRP	November 4-5
Illinois AIR	November 4-5
Mid-American AIR	November 10-12
AIRUM	November 11-12
Kentucky AIR	November 11-12
Northeast AIR	November 13-16
CAIR	November 17-19
Texas AIR	February 22-25
Indiana AIR	March 17-18
Louisiana AIR	March 21-22
Mississippi AIR	March 31-April 1
Alabama AIR	April 7-8
Arizona AIR	April 7-8
New Jersey AIR	April 22

**8. CIRPA Visit by the External Relations Chair:** As part of an effort to forge better relationships with the international associations, the External Relations Chair attended the 2003 Canadian Institutional Research and Planning Association conference in October in Halifax, Nova Scotia where she represented AIR and at the Annual Meeting invited the members of CIRPA to attend the AIR Forum in Boston. CIRPA colleagues were very happy that an AIR representative attended the conference and invited us to attend next year in Montreal.

**9. Programs and Projects with Other Associations and Agencies:**

IPEDS Training

EAIR-AIR Symposium (most recent one held at the University of Miami in January 2005)

### **Goals for the Coming Year**

These are preliminary until discussed and voted on by Committee at the San Diego Forum

- Continue to work on visibility of the BIRC Grant Program
- Discuss ways to bring more groups into Affiliated status
- Train-the-Trainer program will be reformatted and brought up-to-date in conjunction with the Professional Development Services Committee
- Develop framework for ensuring more AIR Board visibility at the Regional and State meetings
- Continue discussion on the status of SIGs and how they can be more prominently recognized at the national level and how to move some to an affiliated level
- International connections – strengthen the ties
- Increase Committee member participation in activities during the year

### **Forum Chair – Steve Chambers**

#### **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 2005 San Diego Forum. As Forum Chair it was my responsibility to oversee the activities of the Forum Committee, work with AIR Executive Director Terry Russell and other Executive Office staff, and Cel Johnson, Local Arrangements Chair on issues and events associated with the San Diego Forum. I followed the Forum Committee Terms of Reference and Association 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 the Associate Forum Chair to foster ongoing evaluation of the Forum.

#### **Proposal Review**

- Proposed improvements to and oversaw modifications to the proposal review Web tool.
- With William Knight, Associate Forum Chair, prepared a proposal norming guide to increase consistent ratings among reviewers.
- Worked with Track chairs to emphasize the role of reviewers in providing constructive comments to all proposals in order to place authors in a position to improve the quality of demonstrations, posters, papers and presentations.
- Received, reviewed, and determined the status of a record number (500+) of proposals using the proposal review web tool.

- Worked with William Knight, Associate Forum Chair, on creation of a proposal disposition report to provide Track chairs and reviewers with feedback concerning reviewer ratings and disposition of proposals.
- Responded to all proposal author inquiries received.

#### Program Development

- Developed Forum theme, Mission: Improve Higher Education, theme statement, and designed Forum logo.
- Proposed creation of an “Assessing Student Learning and Outcomes” program track for approval by the Board of Directors.
- Collaborated with Joseph Hoey, “Assessing Student Learning and Outcomes” Track Chair, and William Knight, Associate Forum Chair in preparation of a related assessment program Call for Proposals and an assessment program marketing brochure.
- Interacted with professional assessment organizations (American Association of Higher Education, American Educational Research Association – Division J, American Association of Colleges and Universities – General Education, American Evaluation Association, New Mexico Assessment Conference, North Carolina State University Undergraduate Assessment Symposium, Rose-Hulman Institute of Technology Best Assessment Processes, University of Colorado Cooperative Assessment Program, Virginia Assessment Group, Western Regional Assessment Conference) regarding acquisition of membership lists and promotion of the Forum assessment program at other conferences.
- Assisted with the recruitment and submission of Pre-Forum workshops on student assessment topics.
- Selected the general session plenary speaker – Patrick M. Callan.
- Proposed and organized invited panel sessions “Chief Executive Perspectives on IR's Role in Institutional Improvement and Increasing Effectiveness” and “Lessons Learned: Educating Three Generations of Institutional Researchers.”
- Invited sessions presented by officials at the Carnegie Foundation for the Advancement of Teaching and the National Postsecondary Education Cooperative.

#### Local Arrangements

- Traveled to San Diego, November 11-23, to evaluate the San Diego Marriott Hotel and Marina (conference hotel) and to coordinate program slotting.
- Worked with Cel Johnson, Local Arrangements Chair, and Terry Russell to develop plans for local arrangements for the San Diego Forum.

### Program Implementation

- Prepared revisions to the Forum Committee Terms of Reference for approval by the Board of Directors.
- Prepared a formal description of the role and responsibilities of session facilitators.
- Centralized the collection of Forum volunteer information and allocation of volunteer tasks to one AIR staff position.
- Collaborated with AIR staff on preparation of Forum related correspondence and publications.

### Evaluations

- Worked with Chip Byrd, Forum Evaluation Chair, and William Knight, Associate Forum Chair, on development of a hybrid process that combines submission paper evaluation responses at the Forum site along with collection of post-Forum evaluations through a survey on the AIR Web site.
- Worked with Jeffrey Chen, Table Topics/Posters Chair, on development of a “Best Posters” rating and recognition procedure.
- Used the 2004 Forum Evaluation Report to develop a checklist of issues to be addressed in planning the 2005 San Diego Forum.

### Goals for the Coming Year

- Term will expire, but will support William Knight if asked to do so.
- Plan to work on several articles that have been delayed during the past year and to submit a session proposal for the '06 New Orleans Forum.
- Have some fun.

## **Associate Forum Chair – Bill Knight**

### **Overview of General Purpose and Specific Goals**

The purpose of the Forum Committee is to plan, organize, implement, and coordinate the program and ancillary events of the 2005 San Diego Forum. The Forum serves to support AIR's mission of continuously improving the practice of institutional research and promoting the institutional research profession. My charge as Associate Forum Chair is to assist the 2005 Forum chair with the activities of the San Diego Forum and to initiate planning for the 2006 Forum, scheduled for June 10-14, 2006, in New Orleans.

### **Highlights and Activities**

- Forum proposal evaluation and slotting

- assisted Steve Chambers in summarizing 2005 Track Chair recommendations
  - developed slotting tool along with Jason Bumgarner
  - participated in the Sept. 2004 slotting meeting
  - 2006 Forum theme and logo
    - developed the theme (“Effectiveness Through Diversity”)
    - developed the logo along with Matt DeMarco
- Track Chairs
- all appointments completed
  - 2006 Forum local arrangements
    - promotional video for New Orleans is in place

### **Goals for the Coming Year**

- Develop the 2006 Forum as AIR’s premier opportunity to demonstrate its core values of member service, higher education improvement, collaboration, ethical conduct, and stewardship of resources.
- Extend a new outreach to student affairs research professionals
- Work on special sessions to emphasize the theme
- Continue to professionalize the Forum in partnership with Kim Steele

## **Higher Education Data Policy Committee – Marsha Hirano-Nakanishi**

### **Overview of General Purpose Specific Goals**

The purpose of the Higher Education Data Policy Committee is to serve as a liaison, advocacy, and advisory group linking the Association with governmental and other agencies and the media which collect, analyze, disseminate, and use data on postsecondary institutions through:

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

### **Highlights**

- The overwhelming topic of interest and concern during 2004-2005 has been NCES’ proposal to replace most of the student-related IPEDS summary surveys with a

student unit record data collection system that would be more responsive to federal information needs and requests. HigherEd.org was contracted to hold a series of technical review panels (TRP) to examine the feasibility of the proposal to replace the student-related sections of IPEDS with a unit record system. HigherEd.org was advised to invite participants that it feels would provide the range of input necessary to guide its report to NCES on the feasibility of the student unit records proposal. HEDPC members were invited and were in attendance at each of three technical review panels (states/systems, institutions, and associations and other stakeholders).

- HEDPC prepared an initial *Alert* and two subsequent updates on the student unit record proposal to inform AIR membership on the evolving status of the proposal.
- HEDPC has been preparing a survey to provide AIR membership with a structured opportunity for responding to the student unit record proposal and the federal need for more information.
- The HEDPC members tend to be institutional researchers who are interested and involved deeply in issues related to higher education data collection and use. As individuals, some have participated in “webinar” presentations and prepared newsletters to express concerns (their own and/or those of other organizations) about the federal student unit record proposal. Other HEDPC members have communicated their support and/or solutions with regard to the student unit record proposal to Higher.Ed.org and NCES.
- The NCES uses face-to-face TRPs to discuss and provide feedback on issues of data collection and use. The NCES invites participants that it believes will provide the range of input necessary to resolve problem areas and to strengthen data collection and data use. The HEDPC members were invited and attended TRPs on derived and calculated variables, human resources issues, and IPEDS data feedback.
- The HEDPC continued to work with NPEC, *U.S. News*, AAUP, CDS, and CDSX, and the HEDPC-sponsored Working Group to Align Graduate School Surveys continues to progress with a Graduate CDS template. Efforts to work with Princeton Review have not been successful. See below for more on these activities.
- The *AIR Alert* is the main vehicle for communicating time-sensitive information about data collection and use to the AIR membership. Having a person who is experienced with higher education organizations and NCES working for AIR has been *the* reason that HEDPC was able prepare and disseminate 12 alerts in a timely fashion this year. In addition AIR staff redesigned the AIR Alert website for more functionality. See below for more on these activities.
- HEDPC members have made presentations about HEDPC at CAIR, NEAIR, and Higher Education Data Sharing Consortium meetings in Santa Fe and Boise.



## Activities and Active Projects

- **AIR Alerts:** Carol Fuller is *the* reason that 12 thoughtful and timely Alerts were prepared and disseminated during 2004-2005. Peggy Cohen, Jim Ferguson, Marsha Hirano-Nakanishi, and Mary Sapp provided editorial comment and assistance.
  - ☑ *Alert #22 – NCAA Division III Financial Aid Annual Electronic Reporting Requirement*
  - ☑ *Alert #23 – NPEC IPEDS Data Feedback Project*
  - ☑ *Alert #24 – OMB Reporting Standards for IPEDS Student and Employee Racial and Ethnic Data Will Not Be Implemented in 2004-05*
  - ☑ *Alert #25 – 2005 Revision of the Carnegie Classification of Institutions of Higher Education*
  - ☑ *Alert #26 – IPEDS Student Unit Record Data Feasibility Study*
  - ☑ *Alert #21, Update #1 – Proposals and Plans for IPEDS Changes*
  - ☑ *Alert #27 – NCES Seeks Comments on Proposal for Derived and Calculated Variables*
  - ☑ *Alert #26, Update #1 – IPEDS Student Unit Record Data Feasibility Study*
  - ☑ *Alert #28 – NCES Seeks Comments on IPEDS Human Resources Surveys*
  - ☑ *Alert #29 – NCES Technical Review Panel to Discuss Expansion of Report Templates in IPEDS Peer Analysis System*
  - ☑ *Alert #23, Update #1 – NCES Seeks Comments on NPEC IPEDS Data Feedback Report and Executive Peer Tool*
  - ☑ *Alert #26, Update #2 -- IPEDS Student Unit Record Data Feasibility Study*
- **AIR/AAUP Advisory Committee:** A subcommittee of HEDPC was formed in 2002-2003 at the request of John Curtis, Director of Research, American Association of University Professors (AAUP). It is comprised of representatives from four-year colleges and 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 with John Curtis on updating the Faculty Salary survey to make it more relevant and consistent with IPEDS. The committee met at the 2004 Forum and will meet at the 2005 Forum (Valerie Martin-Conley with Peggy Cohen)
- **AIR/U.S. News Advisory Committee:** This group works as advisors to Bob Morse and Sam Flanigan at *U.S. News and World Report*. Members advise changes to the *U.S. News and World Report* data collection. Members also keep the IR community informed about changes to the surveys and publications (Peggy Cohen).
- **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 2003-2004 *Wintergreen/Orchard House* dropped out of the guideline 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, and HEDPC has representation on the Board (Mary Sapp with Peggys 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 Milan of HigherEd.org, Inc., established and now hosts 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, Peggys Cohen).
- **Graduate CDS (aka 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. A working group was formed, composed of representatives from both the IR community and the survey sponsors. A draft template was presented and discussed at the 2004 Forum. Volunteers have been working to take the template to next level and also to review the issue of multiple taxonomies. A follow-up panel will present results of work-to-date at the 45<sup>th</sup> Forum in San Diego (2005 Forum) (Laura Schartman with Mary Sapp).
- **National Postsecondary Education Cooperative (NPEC):** HEDPC has had representation and leadership roles in NPEC activities, including the NPEC Student Success Symposium scheduled for November 2006 (Mary Sapp).
- **Peer Analysis System (PAS):** The advisory group has disbanded. HEDPC continues to monitor changes to PAS (Michael Tamada).
- **Princeton Review:** HEDPC is concerned with the changes that Princeton Review continues to make. There has been no response to HEDPC inquiries. (Jennifer Brown)
- **Race/Ethnic Data Classification Reporting:** While reporting conventions were drafted by NCES, release has been delayed indefinitely. The NCES, however, believes that the two-question racial/ethnic data collection already should be implemented at institutions that provide unit record information containing fields for race and ethnicity to any federal agency [see the federal student unit record proposal material] (Mary Sapp with Peggys Cohen and Marsha Hirano-Nakanishi).
- **Reauthorization of the Higher Education Act:** Because of its import, Terry Russell personally is tracking information regarding reauthorization of the Higher Education Act and is keeping HEDPC and the AIR Board informed.
- **Student and Exchange Visitor Information System (SEVIS):** The HEDPC continues to monitor changes to and the effects of SEVIS (Jim Ferguson).
- **Watchlists**
  - ☑ FERPA and Issues of Confidentiality and Privacy (Jim Ferguson)
  - ☑ Human Subject Research (Mary Sapp, Tom Martin)

- ☑ National Research Council Study of Research Doctoral Programs (Mary Sapp, Peggye Cohen)
- ☑ State Report Cards (Tod Massa)
- ☑ Trends in State Level Analysis (Tod Massa, Marsha Hirano-Nakanishi)
- ☑ National Survey of Student Engagement (NSSE) and College Results Index (aka Critical Review Indicators – CRI) (Laura Schartman, Michael Tamada).
- ☑ NCAA Division III Reporting (Jim Fergerson – AIR Alert #22 and NEAIR presentation on implications)
- ☑ WIA Legislative Issues (Kent Philippe)
- ☑ TANF Legislative Issues (Kent Philippe)

### Goals for the Coming Year

- **AIR Alerts:** Carol Fuller, aka the DC Agent, has done an excellent job of coordinating the *AIR Alerts* in ways that ensure accuracy and timeliness. However, more HEDPC members need to volunteer to assist, so there is continuity beyond the terms of current HEDPC editorial supporters.
- **HEDPC Projects URL Redesign and Update:** The HEDPC Projects list and descriptions on the web are outdated and lack functionality. The Web site needs to be updated and redesigned for increased functionality. The Web site should provide AIR members with a ready-reference on Data Collection and Use. For topics like the Classification of Instructional Programs (CIP), it makes sense to provide a brief historical context and information that would be useful to institutional researchers trying to get their arms around CIP-2000 and crosswalking CIP-2000 with past instructional program information. Likewise, the entry on Human Subject Research and Institutional Review Boards (IRB) – which ought to keyword on both topics – might simply need a dated review and update. But instead of a separate entry for the Peer Analysis System (PAS), it probably make sense to have a general entry about the NCES Family of Tools and Reports associated with IPEDS – PAS, Executive Peer Tool, COOL, and the IPEDS Data Feedback Report – with keywords on each of these components of the NCES family. In addition, it may be useful to have reference entries on full-time equivalent student (FTES) discussing the Halsted convention and other conventions in use and other “derived” variables. Redesign and Update will be a major topic at the HEDPC meeting, and it is anticipated that HEDPC members will be responsible for developing one or more references for the redesigned and updated Web site.
- **Issues Regarding “Third Party” Web Sites and Reports-Based IPEDS Data –** The Education Trust’s [www.CollegeResults.org](http://www.CollegeResults.org) Web site, Nate Johnson’s [www.InstitutionData.com](http://www.InstitutionData.com) Web site, AGB’s benchmarking service, and the National Center for Public Policy and Higher Education’s Measuring Up – A National Report Card on Higher Education are recent examples of third parties using IPEDS data to inform various audiences. Minimally, AIR members should know that these Web

sites and reports exist. As with the NPEC Data Feedback Report, information about reporting conventions and methodology, especially “calculated variables,” would be useful to share with the membership. Beyond that, it is anticipated that at the 2005 Forum meeting, HEDPC members will discuss ways that HEDPC can be helpful to AIR members as they use or respond to questions arising from these information sources.

- **The Federal Student Unit Record Data Collection System Proposal and Federal Information Needs** – HEDPC anticipates that much of its time will be spent on the federal student unit record data collection system proposal and/or the federal information needs from which the proposal arose. If the federal student unit record data system is approved and funds are appropriated, technical review panels will be developed by NCES. If the proposal does not proceed, it is anticipated that NCES will need to develop TRPs to adjust and expand its current IPEDS surveys. At the request of the AIR Executive Director, the HEDPC Chair has contacted NCES to support the development of TRPs.
- **HEDPC Presentations and at Regional AIR Conferences:** All HEDPC members will be encouraged to make HEDPC presentations at regional AIR conferences.

## **Membership Committee – James F. 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), Karma A. El Hassan (2006), Thokozani Kadzamira (2006), Donald Quirk (2005), Jacki Stirn (2005), and Alan Sturtz (2005).

Rotating off the Committee after three years of service are Donald Quirk, Jacki Stirn, and Alan Sturtz. 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 member Alan Sturtz, the Committee has responsibility for the newcomers’ activities at the San Diego Forum. As we move forward, all newcomers’ activities at the Forums and elsewhere will be viewed within a broader context of overall membership recruitment and retention efforts. In addition to the regular newcomers’ activities that the Committee offers at the Forum, Alan Sturtz, Gayle Fink and Jim Trainer will be conducting a half-day workshop at the San Diego Forum for newcomers/first time Forum attendees.
2. In an effort both to recognize members who have maintained their membership in AIR over a significant period of time and to help identify for newcomers at the Forum

individuals in the organization who have considerable experience and should be able to address questions newcomers/first time attendees may have about the Forum, AIR as a whole, and IR in general, the Membership Committee, with the support of the AIR Board and assistance of the AIR staff, has implemented a membership pin recognition program. Commencing with the San Diego Forum, members who achieve specific milestones in terms of their length of membership in AIR will be awarded pins acknowledging such. Pins will be awarded to members with 10-19 years experience in the Association, 20-29 years of experience, and 30 or more years of experience. In addition to recognizing members of long-standing in the Association and helping newcomers/first time attendees identify colleagues to whom they may want to address questions, this program will eliminate the need to identify newcomers, so that others know who they are. Instead, newcomers can self-identify by choosing to ask an experienced member a question and letting that person know that indeed they are relatively new to AIR or are, at least, a first-time Forum attendee. This will eliminate the use of “red dots” on newcomers’ badges at the Forum, a practice that has long been a bane of newcomers and criticized via Forum evaluation surveys. The Newcomers’ Committee, however, will still have “fun” stickers available that newcomers can voluntarily choose to place on their badges at the Forum if they so desire.

**3. Membership Count** – Total AIR Membership in 2003-2004 stood at 3,420, as of June 30, 2004, a 7.0% increase from the prior year. The following table details membership counts across various membership types during the last five years.

**MEMBERSHIP COUNT AS OF June 30, 2004**  
**MEMBERSHIP COUNT BY TYPE --- 1999-2000 TO 2003-2004**

<u>Membership Types</u>	<u>1999- 2000</u>	<u>2000- 2001</u>	<u>2001- 2002</u>	<u>2002- 2003</u>	<u>2003- 2004</u>
Distinguished Emeritus	13	13	15		
Individual/Full	100	101	100	16	15
New	2,193	2,503	2,589	107	103
Renewed	679	637	649	2,578	2,782
Individual/Graduate	1,514	1,866	1,940	578	621
New	68	141	164	2,000	2,161
Renewed	33	90	102	230	287
Organizational Reps	35	51	62	140	144
New	254	339	295	90	143
Renewed	34	82	81	264	233
Total Persons	220	257	214	54	39
	2,628	3,097	3,163	210	194
				3,195	3,420
%Change from previous year	3.1%	17.8%	2.1%	1.0%	7.0%
Change from previous year	79	469	66	32	225
Non-renewals (from previous year)	809	674	595	714	569
% Non-renewals	30.78%	25.64%	19.2%	22.6%	17.81%
Organizational** Members (Institutions/Agencies)	154	170	172	157	151

Membership trends continue to be positive. The total membership as of June 30, 2004, stood at 3,420, a 7.0% increase from the membership total at the close of June 30, 2003. Since the close of 2000, on June 30, 2000, the total membership has increased 31.14% from 2,628 to 3,420. In addition, in 2004, the non-renewal rate of the pervious year's

members fell to 17.81, a five-year low. The relationship between Forum attendance and membership counts remains strong with approximately one third of Forum attendees each year registering as new AIR members.

4. Four recently retired long-standing members of AIR were granted emeritus status during the 2004-2005 membership year.
5. The AIR Store generated \$3,037 in sales at the Boston Forum.
6. Julia M. Duckwall Memorial Scholarships were awarded for the second time in May 2004. Emily C. Brinkley, Coordinator of Institutional Research at Agnes Scott College in Decatur, Georgia, received a scholarship to attend the Foundations Institute, and Viktor Brenner, a research Analyst at Waukesha County Technical College in Pewaukee, Wisconsin, received a scholarship to attend the Technology Institute. The scholarships covered the recipients' registration, housing and meals at the institutes they attended. More than 40 applications were received for the 2004 scholarships, a marked increase over the single digit number of applications received in the first year scholarship program. Given the success of the scholarship program, the AIR Board approved awarding two scholarships to each of the institutes beginning in 2005. The AIR staff has developed an online application process for those applying for the scholarships as well as a Web enabled application review process for those selecting the scholarship winners for 2006. Applications for 2005 scholarships are presently in the process of being screened.
7. **Awards** – At the 2004 Forum in Boston, Adrian H. Harris, Vice Chancellor-Planning, Emeritus, at the University of California Los Angeles, and a long-time AIR member, received the John E. Stecklein AIR Distinguished Member Award in recognition of significant, substantial and sustained contributions to the field of institutional research. Timothy K. C. Chow, Director of Institutional Research, Rose-Hulman Institute of Technology received the 2004 Outstanding Service Award for his many AIR activities and work in support of the Association. 2004 represented the first time that the Distinguished Member Award was granted in honor of John E. Stecklein, AIR's first President. The 2005 John E. Stecklein AIR Distinguished Member Award will be granted to Rich Howard and Susan Broyles will receive the Outstanding Service Award.
8. Along with all AIR Standing Committees, the Membership Committee updated its Terms of Reference and Operating Guidelines in the spring of 2005.

### **Goals for the Coming Year**

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. Recruit and retain actively engaged members for the Membership Committee.
6. Work with the AIR staff to develop a multi-pronged marketing strategy for AIR.
7. Work with the AIR staff to develop new products for the AIR Store.
8. Work with the AIR staff to develop an organization/SIG within AIR to serve the needs of graduate student members of the Association through programming, workshops, communications, and networking, etc.

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

### **Overview of General Purpose Specific Goals**

The Professional Development Services Committee is charged with providing direction and supervision in meeting the professional development and continuing education needs of members of the Association. As a result, the activities of this Committee are central to many of the core values and objectives of the Association. Throughout this past year, the Committee has 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 2004 Forum in Boston, the PDS Committee offered seven full-day workshops and 19 half-day workshops to 578 paid registrants. Computer workshops were hosted by Northeastern University. The budget figures for the Boston workshops indicate that revenues of \$41,690.00 exceeded expenditures of \$28,773.62.
2. Train the Trainer Program – Representatives from regional associations took part in the Train the Trainer Program in Boston. This low-cost program provides a continuing professional development resource to state and regional AIR groups, some of whose members may be unable to attend the national Forum. The PDS and



External Relations committees are in the process of collaborating on how we can expand this program to allow for more mentoring opportunities.

3. AIR-NCES-NSF Data Policy Institute – The ninth national database institute was held in June 2004, at the Bolger Center in Potomac, MD. The Institute hosted 52 Fellows and ran from June 20 through June 30, 2004. Representatives from SAAIR, OECD, SEAAIR, 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 ninth year. This year was the second year of grants specifically focused on NPEC selected topics. Six dissertation fellowships and nine research grants were awarded. Total funding was \$342,038. The 2004 recipients will be presenting their papers at the San Diego Forum.
5. AIR Foundations Institute – An eleventh Foundations Institute was offered to the membership in July 23 – 27, 2004, at the Seattle Pacific University in Seattle, WA. A total of 88 participants completed the Institute. Participants continue to report positive ratings of the curriculum and instruction. Evaluations from the Institute and discussions with Institute faculty precipitated the need to revise and revamp the Effective Reporting module. The module was redesigned and is now titled, Reporting Results: Issues of Content, Format, and Visual Design. Following new policies for the recruitment of Institute faculty, a call for faculty was distributed to all members and a national search was conducted. Deborah Furlong, Director of Institutional Research, University of Wisconsin-Green Bay was selected to serve as the new faculty member for the 2005 Foundations Institute. The budget figures for the Foundations Institute indicate that revenues of \$85,999.00 exceeded expenditures of \$70,340.41.
6. Technology Institute – The Technology Institute was held July 16 through July 20, 2004 at the University of Utah in Salt Lake City, Utah. A total of 72 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 Technology Institute indicate that revenues of \$103,560.00 exceeded expenditures of \$73,228.80.
7. CIC/AIR Data and Decisions Workshop. This year one workshop was held from September 15-18, 2004, in Charlotte, North Carolina. This collaborative team approach continues to be a successful event. This workshop features a professional development opportunity that is directed at a specific sample of our members (small private institutions). In addition, the program features a team approach where an institution sends either a two- or a three-person team to the event. This year's workshop was well received. In total 65 participants from 25 institutions took part in these workshops.

8. AIR/AACC/MCCCRP – Data & Decisions -- Drawing on the success of the AIR-CIC workshops, the workshop offered similar training to teams of community college personnel. AIR collaboratively sponsored the first Data and Decisions Workshop for community colleges with the American Association of Community Colleges and the National Community College Council for Research and Planning. The workshop was held December 9-11, 2004, in Nashville, TN. Nearly 100 institutions submitted applications for teams to attend the workshop. Twenty-five institutional teams were selected to attend.
9. Graduate Certificates In Institutional Research Program – Is in the fifth year of this grant that is funded by NCES. This year AIR made its fifth 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 25-27, 2004 in Clearwater, FL. Discussions focused on curriculum development, institutional program approval, student recruitment efforts, and future directions. The five institutions that received funding during the 2004-2005 grant cycle were Florida State University, Arizona State University, Penn State University, Indiana University, and The Missouri State System.
10. IPEDS Workshops – AIR has provided IPEDS training again this past year. Fifteen workshops were held at state and regional meetings, including two at Tribal colleges. Workshop attendance continues to be strong and evaluations are generally positive. Additionally, two Train-the-Trainer workshops covering changes in the IPEDS on-line tools were held at the SAIR and NEAIR meetings. A total of 30 trainers participated.
11. AIR/First College Year Fellowships – five awards were made in June 2004. Fellowships covered the registration fee for the Summer Institute on First-Year Assessment held in Asheville, NC.
12. NCES Senior Research Fellowships - The third NCES Senior Fellowship was awarded to Rocco Russo, President of RPR Consulting. The fellowship project *User Content and Use Requirements for College Opportunities Online (COOL)* will end in December of 2005.
13. Web Seminars. This year the PDS Committee attempted to expand professional development opportunities to members through the use of Web seminars. The PDS Committee co-sponsored one Web seminar with SPSS this past fall which was presented by Mary Ann Coughlin on the applications of AMOS in Institutional Research. In November and December AIR presented two Web seminars on the IPEDS Data Feedback Reports and the use of the IPEDS Executive Peer Tool. Finally, this spring AIR co-sponsored a series of Web seminars with the IU Graduate Certificate Program on Intermediate Statistical Applications in Institutional Research. The demand for this Web series was so popular that we offered the series twice. In general this platform seems to be an ideal match for many of our members offering

professional development to our members without them ever having to leave their offices.

14. **Other Activities.** In addition to the successful completion of the above-mentioned events, the PDS Committee also held its annual Fall meeting in Denver on September 23-24, 2004. At this meeting the Committee was able to finalize recommendations for the creation of a new Institute, Foundations II. This Institute is designed to meet the articulated needs of professionals with moderate levels of experience within the profession who are looking to advance from a supportive role in an institutional research office (e.g., Analyst position) to a leadership role in an institutional research office. Potential Modules include: Student Learning Assessment, Program Evaluation / Institutional Effectiveness – Accreditation, Office Management (Large vs Small Office Management), Strategic Planning – Decision Support, Advanced Statistics Overview, Technology Management. In addition, the Committee spent time discussing the opportunities for expanding the offerings of PDS through Web seminars. All members of the Committee viewed 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 continue to explore offering Web seminars to provide on-line professional development opportunities for our members. In addition, we plan to continue to expand our sector-based professional development series by offering another Community College version of the Data and Decisions workshop. A major objective of the PDS Committee will be to develop the curriculum for the new Foundations II Institute.

Note: On a personal note as Chair of the Professional Development Services Committee for the last three years, I would like to thank the members of this Committee for their hard work and service to our organization. It has been my pleasure to serve this organization.

### **Publications Committee - 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 (2008). Ex-Officio: Meihua Zhai, Editor, *Electronic AIR* (2007); Gerald McLaughlin, Editor, *Professional File/IR Applications* (2006); Richard Howard, Editor, *Resources in Institutional Research* (2006); John Smart, Editor, *Research in Higher Education* (2010); 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*; Deborah B. Dailey, Associate Editor, *Professional File*.

New elected members whose term begins at the end of the 2005 Forum: Mary Ann Coughlin (June 2005-June 2008) and Paul Umbach (June 2005-June 2008).

### **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, the Forum Best Paper Award and the Best Visual Presentation 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:

- Launched in May 2004, the new electronic publication, *IR Applications*, under the direction of the Editor of the *Professional File*, Gerald McLaughlin, has been very successful. This publication is an AIR refereed publication that publishes articles focused on advanced and specialized methodological concerns. The *IR Applications* articles are on the AIR Web site's Members Only section. The three articles published to date received over 3,000 combined Web hits through the end of February 2005.
- The first volume of a new Assessment monograph series edited by John Muffo was completed. This series will consist of two publications per year focusing on assessment strategies and methodologies at the level of specific academic disciplines. This first volume, published in collaboration with AACSB-International (the Association to Advance Collegiate Schools of Business), is titled "Assessment of Student Learning in Business Schools: Best Practices Each Step of the Way."

- The Web site for submitting AIR Forum papers for consideration as the AIR Best Paper Award and inclusion in the ERIC collection, launched in April 2004, has been expanded to also allow the submission of papers to be considered for publication in the *Professional File/IR Applications*. This replaces the paper driven process that existed in the past.
- The official launch of a Web version of the Electronic AIR in May 2005.
- The work on a first institutional research textbook, in collaboration with Jossey-Bass, continues.
- The Best Visual Presentations Award increased in popularity as suggested by the larger number of entries in 2004. The winners of the second round in May 2004 are Nick Roberts, Kennesaw State University and Soham Bhatt, George Mason University, with their entry “A Systems Approach to Constructing a Fact Book Information System.”
- The successful re-appointment of one at large member – Steve Porter – and appointment of two new at large members – Mary Ann Coughlin and Paul Umbach.
- The strengthening of the collaboration with the Professional Development Services Committee.
- The revision of the Terms of Reference pertaining to the Publications Committee.
- The continued production of a wide range of AIR Publications.
- Continued discussions with Kluwer and Jossey Bass regarding publishing contracts.

## Activities

During 2004-05, the Publications Committee held two face-to-face meetings for all of its members, one in May 2004 at the AIR Forum in Boston and one in September 2004 in Denver, Colorado. The Committee had a conference call in April 2005. 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 2005 during the AIR Forum and in September 2005 in New Orleans.

## *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.

The increase in the number of submissions during the past three years (from **157** in 2001-2002 to **189** in 2002-2003, to **200** in 2003-04) did not continue. In 2004-05, a total of **152** submissions were received, a number comparable to the 2001-2002 level. This reduction is largely attributable to the decrease in the number of submissions from the 2004 Forum in Boston (n = 30). In past years, RHE received an average of approximately 50 submissions from Forum presentations. While only a few can be included in the annual Forum issue of the journal, others can be revised and presented in subsequent issues. Forum submissions are important to the health and vitality of the journal and the Committee will need to find ways to attract more submissions from authors of Forum papers.

The editorial disposition of the 152 manuscripts was as follows:

Rejected	107 (70 %)
Revisions Requested/Pending	11 (7 %)
Decision Pending	6 (4 %)
Accepted (almost all after revision)	<u>28 (18 %)</u>
Total Submissions	152

We are pleased that John Smart agreed to continue as editor for another term (2005-2010).

*New Directions for Institutional Research (NDIR)*

Under the direction of Editor Fredericks Volkwein and Associate Editor Robert Toutkoushian, NDIR enjoyed another very successful year, with the following issues being published in 2004:

<b>2004 Series</b>			
	To Jossey-Bass	Month Out	Superv. Editor
#121 -- Emerging issues in Survey Research. Steve Porter & Paul Umbach.	Dec. 2003	Mar. 2004	JFV
#122 -- Assessing Student Character Development. Jon Dalton & Terry Russell	June 2004	Sept. 2004	RTK
#123 -- Successful Strategic Planning. Michael Dooris, James Trainer, John Kelley	July 2004	Dec. 2004	JFV
#124 -- Examining Unique Campus Contexts: Insights for Research and Assessment. Jason Lane & M. Chris Brown	Aug. 2004	Jan. 2005	JFV

<b>The titles planned for 2005 and beyond include:</b>			
<b>2005 Series and Beyond</b> (Titles and order are tentative)			
	To Jossey-Bass	Month Out	Superv. Editor
#125-- Minority Retention: What Works? Gerald Gaither	Sept. 2004	Mar. 2005	JFV
-- Benefits of Alumni Research: Lessons from USA & Europe. (Weerts & Vidal)	Feb 2005	2005	RKT
-- Studying Higher Ed & Workforce Linkages. (Voorhees & Harvey)	Mar 2005	2005	RKT
-- Using IR to Address Campus Policy Questions. Fran Stage	Apr 2005	2005	JFV
---Emerging Issues in Survey Research. Paul Umbach	May 2005	2005	RKT

-- Data Mining in Institutional Research. (Jing Luan)	Oct 2005	2006	JFV
-- Analyzing Academic Work and Rewards through Boyer's Perspective on Scholarship (John Braxton)	Nov 2005	2006	JFV
-- Promoting Stu Success thru Academic Intervention. (Edward St. John)	Dec 2005	2006	RKT
--Economic contributions to education and connections to IR. (Paulsen & Toutkoushian )	2006	2007	RKT
--Non-Campus IR settings	2006	2007	RKT
-- Legal Issues in Institutional Research. (Jones)	2006	2007	JFV
-- Preparing for Assessment Based Accreditation (Volkwein)			JFV
-- Cost Benefit Studies in Higher Education			RKT
-- Bench-marking Administrative and Academic Operations			

After 10 years of excellent leadership, Fredericks Volkwein will step down as Editor of *NDIR* in June 2005 and be replaced by Robert Toutkoushian. Fred will continue to serve as Associate Editor. On behalf of the Publications Committee, I would like to extend our heartfelt thanks for Fred's outstanding and diverse contributions to the AIR publications, in general, and, to *NDIR*, in particular. Jossey-Bass reported that *NDIR* is one of the most successful higher education series they publish. The Publications Committee will also conduct a search for a new Associate Editor in 2005-06.

### ***Professional File (PF) and 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 21 papers, most of them from the 2004 AIR Forum. As in the case of *RHE*, the number of papers reviewed is also lower compared to 39 reviewed in 2003-04. Six of these were accepted, with revisions, for the *Professional File* and eight were accepted, with revisions, for the *IR Applications*. The 2004-05 publication schedule includes:

- #94 Winter 2004 Tracking Community College Transfers Using National Student Clearinghouse Data (Romano and Wisniewski)
- #95 Spring 2005 Assessing Students' Perceptions of Community College: A Focus Group Approach. (Cheng)
- #96 Summer 2005 Expanding Students' Voice in Assessment through Senior Survey Research (Delaney)
- #97 Spring 2005 Making Measurement Meaningful (Carpenter-Hubin and Hornsby)
- #98 Winter 2005 Strategies and Tools Used to Collect and Report Strategic Plan Data (Blankert, Frost, and Lucas).

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. The articles published to date include:

- 05-26-2004 Using Ordinal Regression Model to Analyze Student Satisfaction Questionnaires (Chen and Hughes) – received 2,121 Web hits through end of February 2005
- 09-08-2004 Time to Bachelor's Degree Attainment: An Application of Descriptive, Bivariate, and Multiple Regression Techniques (Knight) – received 2,699 Web hits through the end of February 2005
- 01-21-2005 Development of Student WSWRVICE-Learning Course Survey to Measure Service-Learning Course Outcomes (Wang, Ye, Jackson, Rodgers, and Jones) – received 1,717 Web hits through the end of February 2005.

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

Richard Howard, the Editor of *RIR*, has worked this past year to expand the series. The *RIR* now includes several initiatives in addition to the annual publication that is currently the expectation of the Association. These new initiatives are intended to expand both the content of applied information made available to members of the Association and beyond, and to explore additional venues for publishing.

#### **RIR volumes**

*People, Processes, and Managing Data*, 2nd edition, was published in late December 2004 and distributed to the membership. This volume supports the Data Administration module of the Foundations Institute.

*Intermediate/Advanced Statistical Methods in Institutional Research* (tentative title), edited by Mary Ann Coughlin, will be published later in 2005. This volume will support the Statistics Institute.

#### **E-books**

Meihua Zhai and her colleagues are in the process of completing three e-books that will address introductory issues in data analysis, administration, and reporting. The intent is to post these three volumes on the AIR Web site, making them available to all AIR members. Addressed in the three electronic volumes are SAS applications, SPSS applications, and ACCESS applications. These projects are currently underway and should be ready for publication in late summer 2005. The three volumes (under construction) can be found at:

<http://ocair.org/files> (SAS)

[http://ocair.org/files/ebook\\_spss](http://ocair.org/files/ebook_spss) (SPSS)

<http://ocair.org/files/ebookacc> (ACCESS)



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)***

From July 2003 – March 2004, *E-AIR* published seven newsletters, 10 *Alerts*, and five special bulletins.

The *E-AIR* continued the traditional format and contents of the newsletter. The first Web-based issue will be launched in May 2005. New features included in the *E-AIR* since July 2003 include the Editor's Book of the Month and Technical Tips in order to facilitate members' exchanges of useful information to improve our working efficiency. Readers' feedback about the two new features has been very positive. One reader said: "You made an outstanding publication even more terrific." With the March edition, *E-AIR* introduced the Practitioner Profile feature. The purpose is to use the profile to promote membership communication. The profiles will appear on a quarterly base.

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.

### **Forum Publications Editorial Advisory Committee (FPEAC)**

Thirty-four papers were submitted for publications review at the 2004 Forum in Boston (down from 45 in 2003). Each paper was reviewed by three reviewers. Five papers were nominated for the Best Paper award. The Final Selection Committee chose one paper as the winner of the 2004 Charles F. Elton Best Paper Award: Understanding why students participate in multiple surveys: who are the hard-core responders? by Stephen R. Porter, Ph.D. and Michael E. Whitcomb.

Thirty-two papers were recommended for the ERIC collection. These papers will be submitted when the system for submission of papers is available. Several of the Forum keynote addresses were summarized for the 2004 Summer *AIR Currents* issue: Bill Knight (Victor Borden), Fred Lillibridge (Richard Light) and Andreea Serban (Donald Dillman).

A special thank you is extended to all Committee members for their time and thoughtful reviews of the 2004 AIR Forum papers.

The new Web site, created in 2004, for submitting and reviewing papers for the Best Paper award significantly enhanced the ease and efficiency of administering the review process. In addition, several AIR members and members of the review Committee offered positive comments regarding their experience with the site. This year, the Web site has been enhanced to accommodate submissions for the *Professional File and IR Applications*.

### **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. Four assessment topics (disciplines) were identified as a trial to see if this type of publication would be attractive to AIR members as well as higher education faculty and administrators from the specific disciplines addressed in the volumes. The disciplines chosen were: Business, Mathematics, English, and Engineering. At this time, drafts of two volumes from the disciplines in Business are going through the editing process at the AIR office. It is expected that these volumes will be ready for publication mid-summer 2005. John Muffo has contacted faculty from each of the other disciplines and the initial writing has started in the Mathematics volume. Engineering and English related volumes will follow. 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.

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

Fred Volkwein was appointed to be the editor for this first of its kind textbook in institutional research to be published by Jossey Bass. Fred is working on content development. The goal is to publish this volume in 2005-06.

### **Sidney C. Suslow Award**

Clifford Adelman was nominated and unanimously voted to receive the 2004 Sidney C. Suslow award.

### **Best Visual Presentation Award**

Initiated and led by Trudy Bers, the first round of the Best Visual Presentation Awards took place at the 2003 Forum in Tampa. The second round conducted at the 2004 Forum in Boston brought a higher number of entries (13 in 2004 compared to 9 in 2003). The Award competition was announced in Forum information and on the AIR Web site. Award criteria and processes were initially adapted from the Best Paper award and refined in 2004 based on our 2003 experience. Eleven of the 2004 submissions were PowerPoints with accompanying handouts; two were paper only. All entrants received a letter from me, on behalf of the Publications Committee, shortly after the Forum telling them whether or not they had won/were recognized. The winning entry, by Nick Roberts, Kennesaw State University and Soham Bhatt, George Mason University, is on the AIR Web site.

As in 2004, Trudy Bers is leading a session at the 2005 Forum on best visual presentations. Martin Carroll, the first winner of this award, is a panelist in this session, along with Soham Bhatt, one of the 2004 winners, and Eric Dey, member of the Publications Committee and of the Best Visual Award Review Committee.

## **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.

## **Members of the Publications Committee**

The Board of Directors approved the re-appointment for another three-year term through 2008 for Stephen Porter and the appointment of two new members: Mary Ann Coughlin (June 2005-June 2008) and Paul Umbach (June 2005-June 2008).

### Forum Sessions Targeted to Help Prospective Authors

In an attempt to assist members in a more proactive and direct way to prepare publications suitable for submission to one of the AIR publications, at the 2005 Forum there will be two new types of sessions: a Pre-Forum Workshop on how to write and publish a research paper in a scholarly journal, conducted by Stephen Porter, and a session on AIR publications, the emphasis and desired submission format for each publication, the review and selection processes used by each and share suggestions for preparing papers to be submitted for consideration. The latter session is conducted by all AIR editors and the Publications Committee Chair.

### Exploring Feasibility of New Publications

Jossey Bass has approached AIR with an interest in exploring the feasibility of a new journal in assessment. Two Jossey Bass editors will join the Publications Committee meeting at the 2005 Forum to discuss options.

## **Goals for the Coming Year**

The overarching goal of the Publications Committee for 2005-06 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 publication of the institutional research textbook with Jossey-Bass
- Selection or re-appointment of the Editor for *Professional File/IR Applications*
- Selection or re-appointment of the Editor for *Resources in Institutional Research*
- Selection of a new Associate Editor for *New Directions for Institutional Research*
- Selection of a new Associate Editor for *Resources in Institutional Research*
- Exploration of new publications and collaboration opportunities

- More aggressive marketing of existing publications and development of a marketing plan
- Enhanced collaboration with the Professional Development Services Committee
- Exploration of the development of a possible curriculum for sessions to be included into AIR institutes on various modes and types of writing, from scholarly to applied to reports/presentations
- Review of process for selecting editors and contributing authors for AIR monographs

## **Treasurer – Glenn James**

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 policies;
- 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 the selection of auditor and terms and conditions of audit contract;
- Review audited financial statement and ensure 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**

1. 2004 Independent Auditor's Report: The firm of Carroll and Company, Certified Public Accountants of Tallahassee, Florida, audited the December 31, 2004, financial statement of the Association and issued the following report:

“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, 2004 and 2003, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.”

The December 31, 2004, audit was completed on February 5, 2005. A copy of the auditor's report is available for review by contacting Mr. Norm Gravelle at the AIR Executive Office (telephone 850-644-4470).

2. Table 1 presents the Financial Position of the Association as of December 31, 2004, and December 31, 2003. Assets totaled \$1,681,809 at the end of 2004, and \$987,577 at the end of 2003. The primary difference in net assets resulted from a net increase of \$185,678 in grant and contract revenues. Contract revenue of \$1,129,498 for the contract with Research Triangle Institute was offset by a net decrease of \$943,820 in grant administration revenues. During 2004, the Association continued a contract to provide subcontract services to Research Triangle Institute for the period of June 11, 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. See Notes D and E in the Financial Statements for additional information.
3. Table 1 also presents the Liabilities and Net Assets of the Association as of December 31, 2004, and December 31, 2003. Excluding grant and contract activities, current liabilities totaled \$254,663, with 16% in accounts payable (compared to 4% in 2003), and 66% in deferred membership revenue (compared to 67% in 2003). Because the membership year begins in July and the Association account year begins in January, the accrual of prepaid 2005 membership revenue is required. Total liabilities are \$485,645 larger 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.
4. Table 2 presents the impact of operations on Net Assets for the years that ended December 31, 2003, December 31, 2004, the 2005 budget, and the proposed budget for 2006. In 2004, revenues exceeded expenditures by \$208,587, compared to \$202,824 in 2003. 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 staff.
5. Table 2 also presents the 2006 financial proposal based on the following assumptions:
  - Cost containment in all operations
  - Continued commitment to maintaining the Association 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
6. Table 3 displays membership and Forum fees for the years 2002 through 2006, as proposed.
7. Table 4 shows the application of indirect cost recovery and assignment of contract revenue to Executive Office expenditures on grant and contract related activity.

## Item of Note

During the early spring meeting, the Board of Directors cancelled the Forum fee increase that was scheduled for implementation for 2006. This action was based on the assumption that even without the fee increase, the contribution to the fund balance for CY2005 is budgeted for \$50,000.

## Tables

**Table 1**  
**Statement of Financial Position**  
**December 31, 2004 and 2003**

<b>Assets</b>	<b>Year 2004</b>	<b>Year 2003</b>
Cash and Cash Equivalents	\$ 803,612	\$ 399,025
Certificates of Deposit	\$ 532,345	\$ 226,497
Accounts Receivable AIR	\$ 8,296	\$ 9,540
Grants Receivable	\$ 237,573	\$ 291,113
Due from NSF	\$ 31,759	\$ 21,856
Prepaid Expenses	\$ 27,553	\$ 13,398
Furniture and Equipment, net	\$ 40,671	\$ 26,148
<b>Total Assets</b>	<b>\$ 1,681,809</b>	<b>\$ 987,577</b>
<b>Liabilities</b>		
Accounts Payable	\$ 41,240	\$ 8,885
Accrued Compensated Absences	\$ 35,209	\$ 33,909
Deferred membership dues	\$ 168,589	\$ 151,322
Deferred grant revenue	\$ 743,746	\$ 286,555
Subscriptions Payable	\$ 9,625	\$ 10,237
Due to AIR	\$ -0-	\$ 21,856
<b>Total Liabilities</b>	<b>\$ 998,409</b>	<b>\$ 512,764</b>
<b>Net Assets</b>	<b>\$ 683,400</b>	<b>\$ 474,813</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 1,681,809</b>	<b>\$ 987,577</b>

**Table 2**

**Financial History and Proposed 2006 Budget**

	2002 Actual	2003 Actual	2004 Actual	2005 Budget	2006 Proposed
<b><u>Operating Revenues</u></b>					
Membership Revenues	302,223	341,371	372,979	370,500	371,000
Forum Revenues	320,400	333,984	407,454	378,000	354,800
Professional Development Services	196,262	213,863	232,250	204,020	271,520
Publications	19,542	33,976	24,689	18,500	18,500
Other Revenues	15,201	8,315	11,292	25,250	15,250
Scholarship Fund Contribution	4,495				
Grant Administration Revenues	1,141,598	1,253,809	309,989	291,460	290,000
RTI Contract Revenue			1,129,498	1,368,792	1,336,533
Other Deferred Revenue				446,000	
<b><u>Total Revenues</u></b>	<b>1,999,721</b>	<b>2,185,318</b>	<b>2,488,151</b>	<b>3,102,522</b>	<b>2,657,603</b>
<b><u>Operating Expenses</u></b>					
Executive Office	155,501	115,292	156,302	200,884	190,884
Governance	57,587	75,477	131,776	131,966	123,966
Forum	257,200	238,660	280,556	262,528	269,528
Publications	55,571	65,769	61,499	77,700	77,700
Membership	57,537	68,199	75,754	83,500	81,500
Professional Development	163,264	165,288	195,876	189,204	246,704
Grant Administration	1,141,598	1,253,809	309,989	291,460	290,000
RTI Contract Expense			1,067,812	1,814,792	1,336,533
<b><u>Total Operating Expenses</u></b>	<b>1,888,258</b>	<b>1,982,494</b>	<b>2,279,564</b>	<b>3,052,034</b>	<b>2,616,815</b>
<b>Contribution to Net Assets</b>	<b>111,463</b>	<b>202,824</b>	<b>208,587</b>	<b>50,488</b>	<b>40,788</b>
<b><u>Total Net Assets at Year End</u></b>	<b>271,989</b>	<b>474,813</b>	<b>683,400</b>	<b>733,896</b>	<b>774,684</b>

**Table 3**

**History of Membership Dues and Forum Fees**

	<b>2002 Actual</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Budget</b>	<b>2006 Proposed</b>	<b>% Change</b>
<b>Membership Dues</b>	\$105 (\$95 / \$115)	\$115	\$115	\$115	\$115	0%
<b>Registration Fee</b>	\$255	\$290	\$290	\$290	\$290	0%

**Table 4**

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

	<b>2002 Actual</b>	<b>2003 Actual</b>	<b>2004 Actual</b>	<b>2005 Budget</b>	<b>2006 Proposed</b>	
<b>Executive Office Expenses</b>	\$229,389	\$187,426	\$266,546	\$312,500	\$302,500	
<b>RTI Indirect Cost Reimbursement</b>	NA	NA	(\$94,768)	(\$94,768)	(\$94,768)	
<b>Application of Indirect Cost</b>	(\$73,888)	(\$72,134)	(\$15,483)	(\$16,848)	(\$16,848)	
<b>Net Executive Office Expenses</b>	\$155,501	\$115,292	\$156,295	\$200,884	\$190,884	
Percent Off set to Expense		32%	38%	41%	36%	37%



**CARROLL and COMPANY**  
**CERTIFIED PUBLIC ACCOUNTANTS**  
2640-A Mitcham Drive  
Tallahassee, FL 32308-5400

FREDERICK CARROLL III, CPA  
ABBY F. DUPREE, CPA  
KATHLEEN E. BROTHERS, CPA  
STEPHANIE G. ZOTTOLI, CPA  
KRISTIE E. DEBOER, CPA

(850) 877-1099  
Fax (850) 878-7000  
E-Mail: [cpas@ccrpa.com](mailto:cpas@ccrpa.com)  
Website address: [www.ccrpa.com](http://www.ccrpa.com)

MEMBERS  
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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, 2004 and 2003, 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, 2004 and 2003, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated February 3, 2005 on our consideration of Association for Institutional Research, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

## **Article V: Board of Directors**

**Section 2.** The Board of Directors shall, acting in concert, have full authority to act for and on behalf of the Association, except as otherwise specified in this Constitution, any amendments, and in the Bylaws. The Board of Directors shall be responsible for[:]  
~~recommending~~ [developing and presenting] a budget ~~for approval by~~ [to] the membership at the annual business meeting; [monitoring revenues and expenditures;] assuring an annual independent audit of the financial records; such other duties as are specified in the Constitution and in the Bylaws; and such other duties as are required for the management of the Association's affairs.

**No changes proposed for the following section on dues increases.**

### **Section 3. Membership Fee.**

a. The membership fee structure shall be reviewed periodically by the Board of Directors, and any proposed change shall be submitted to the voting members for consideration at the annual business meeting or by mail ballot.

b. A two-thirds vote of the members attending and voting at the annual business meeting or a two-thirds vote of those members voting, in accordance with the provisions of Article VIII, Section 5, shall be required for change in the membership fee structure.