



**Association for
Institutional Research**

**2008-2009
Annual Report**

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Tuesday, June 2, 2009**

2009 Annual Business Meeting

Tuesday, June 2, 2009
The Atlanta Marriott Marquis,
M301, Marquis Level
Atlanta, Georgia

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Minutes
AIR Annual Business Meeting
Tuesday, May 27, 2008
607, Level Six, Convention Center
Seattle, Washington

The 2008 Annual Business meeting was held on Tuesday, May 27, 2008. President Mary Ann Coughlin convened the meeting at 7:35 a.m. PDT, with 70 people in attendance. She brought to the attention of the meeting attendees the passing of our former Administrative Director, Jean Chulak. Coughlin acknowledged Chulak's significant contributions to our Association and requested a moment of silence in remembrance of Chulak.

President Coughlin reported an adjustment to the 2007 Annual Business Meeting minutes for recognizing AIR staff member Norm Gravelle for his involvement as a member of the Executive Director Search Committee and for his valuable service to the Committee and the Association. She acknowledged the work of the entire Committee for their assistance throughout the search process. Alan Sturtz moved and Bill Knight seconded the approval of the minutes as amended. The minutes were **approved unanimously**.

President Coughlin reported that she attended various meetings at the forum and mentioned that it had been a wonderful year. She referred members to her Annual Report for more details.

Executive Director Randy Swing reported that AIR had a very good year. He thanked Terry Russell for building a good foundation and his contribution to a shining audit. The financial management of the Association is in a good shape and many scholarships and awards were given out this year. He shared that our Association's reach is around the world. AIR staff members, Gail Fishman and Kim Halfhill, were recognized for their recent promotions to become Associate Directors of the Association. Swing then welcomed other new AIR staff members and referred members to his Annual Report for more information.

Vice President Bill Knight shared highlights of activities in his Annual Report ranging from his involvement with the Executive Director Search Committee to the AIR/SPSS webinars. He noted that the current focus of the strategic planning initiatives is on governance and referred members to his Annual Report for more details.

Immediate Past President Fred Lillibridge referred members to the 2007-08 election results page and recognized the following newly elected officials for the Association: Vice President Rob Toutkoushian, Secretary and External Relations Committee Chair Daina Henry, Associate Forum Chair Julia Carpenter-Hubin and Associate Professional Development Services

Committee Chair Joseph Hoey. He encouraged all to consider getting involved and nominating someone for the upcoming election and referred members to his Annual Report for complete details.

Secretary and External Relations Committee Chair Timothy Chow thanked all attendants for representing AIR in their respective areas. He thanked his Committee for their work on a variety of activities and recognized outgoing Committee members, Marcia Belcheir and Ross Griffith, for their outstanding service. He highlighted the two programs coordinated through his Committee: Travel and Program Support and Pre-Forum Workshop Grant Programs, and referred members to his Annual Report for more information.

2008 Forum Committee Chair Michelle Hall received rounds of applause from the meeting attendees. She thanked all who helped make the Forum a big success. She recognized the good work of her committee and referred members to her Annual Report for more details.

2009 Forum Committee Chair Jennifer Brown congratulated Michelle Hall and Jerry Finch on putting together a great forum. She then invited all members to attend the 2009 Annual Forum taking place May 30-June 3, 2009, in Atlanta, Georgia. The theme is “World Class Institutional Research.” She looked forward to working with the incoming Associate Forum Chair Julie Carpenter-Hubin and reported that Sandra Bramblett and her Local Arrangements Committee are very excited about bringing the forum to Atlanta in the following year. She referred members to her Annual Report for more details.

Higher Education Data Policy Committee Chair Valerie Martin Conley stated that it had been another busy year to monitor and share timely information on data policy issues with the membership and thanked her Committee for their hard work throughout the year. Martin Conley then expressed her appreciation to outgoing committee members and welcomed incoming members. She also thanked Carol Fuller for her assistance with the *AIR Alerts* and referred members to her Annual Report for more details.

Membership Committee Chair Alan Sturtz thanked his Committee for their excellent work. He stated that the Association had a good year and reported that graduate student members would soon be eligible to serve as members of the standing committees pending on the proposed changes to the Terms of Reference for the committees. Sturtz recognized outgoing Committee members, Lorne Kuffel, Lisa O’Leary and Wendy Miley, for their service, welcomed new members, Mary Beth Worley and Karen Demonte, to his Committee, and reported that long time member, Larry Litten, has been granted the emeritus membership status. He thanked the volunteers and staff members putting together the Morning AIR and referred members to his Annual Report for more details.

Professional Development Services Committee Chair Karen Webber recognized the outgoing, current and incoming Committee members and AIR staff members for an exceptional year. She reported that the webinars and summer Institutes are in high demand and 98 members

attended the inaugural Assessment Institute. She referred members to her Annual Report for more details.

Publications Committee Chair Gary Pike reported that his Committee had a great year in terms of both the quantity and quality of publications. He thanked outgoing members, Stephen Porter and Paul Umbach and welcomed Gloria Crisp, Jim Hearn and Paul Duby as incoming members. He then referred members to his Annual Report for more details.

Treasurer Heather Kelly referred members to her Annual Report for complete details. She then provided highlights of her report including the following headlines: AIR continues to experience growth and is financially sound; the 2007 Forum revenue was greater than expected; two PDS Institutes were more than over sold and highly successful; and the staff annual salary pool was increased by four percent. She expanded on comments made earlier by Executive Director Swing regarding AIR had received an unqualified opinion or a clean audit report of the 2007 financial statements from the independent accounting firm of Carroll and Company, Certified Public Accountants of Tallahassee, Florida. Other highlights included an introduction of a graphical presentation of the fiscal year 2007 revenues and expenses in Figure 1 and a reiteration of current process for adjusting membership dues and forum registration fees under Table 3. Upon responding to questions from the floor, Kelly then reviewed the projected operating revenues and expenses under Table 2, and commented that the 2009 proposed budget assumptions were made on estimates of, rather than the final, Forum, Membership and Professional Development revenue and expense. She referred the members to her Annual Report and asked for questions regarding the 2009 proposed budget. There were none. **Kelly** then made a motion to approve the 2009 budget. **Denise Sokol** seconded the motion. Seventy members were present for the budget vote. **The 2009 budget was approved unanimously.**

Vice President Knight reported that new members would be voted in to the Ethics Committee during the forum. In addition, two presidential ad-hoc committees would be discussing issues surrounding the structure of IR offices and the evaluation of IR operations at the forum. He recognized international members in attendance and welcomed all international guests to the forum. A member in the audience expressed appreciation to the Association for providing the web portal service, which enables members from overseas to connect with fellow researchers and friends in the US and around the world.

President Coughlin expressed appreciation to the 2008 Forum Committee Chair Michelle Hall, Immediate Past President Fred Lillibridge, and outgoing Secretary and External Relations Committee Chair Timothy Chow for their dedication and service. Upon no further discussion, she called for a motion to adjourn. **The meeting was adjourned at 8:35 a.m. PDT.**

2008-2009 Annual Report

The 2008-2009 Annual Report presents the highlights of the activities of AIR since our Seattle, Washington Forum. The bulk of this report is comprised of the individual Board Member and the Executive Director narratives that give further details on the activities and the accomplishments of the Association during this time period. As a preface to the Annual Report, the Mission, Vision, Values and Core Objectives Statement, of our Association are included. This document is referred to and used by the Board for all of its strategic planning activities.

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

Mission

The mission of the Association for Institutional Research is to support 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 profession of institutional research.

Vision

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

Values

- **Member Service:** As a service organization, AIR is committed to providing high quality products, programs, and services that meet the professional development needs of its members and their organizations and institutions.
- **Higher Education Improvement:** The work of AIR members, and the Association that serves them, is predicated on the improvement of the educational, research, and service capacities of postsecondary institutions, systems, and other organizations that support and monitor higher education.
- **Collaboration:** The Association recognizes the centrality of collaboration among its members, between its members and their organizational colleagues, among the local, regional, national and international IR affiliates, and between the Association and other associations and agencies in the development of institutional researchers, the IR profession, and postsecondary institutional effectiveness.

- **Ethical Conduct:** Principles of ethical conduct, as expressed in the AIR Code of Ethics are crucial to the development of institutional researchers as professionals, and to the advancement of the profession overall.
- **Stewardship of Resources:** As a member-governed and supported organization, the Association is committed to managing its resources effectively and efficiently.

Core Objectives

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

3. Reports of Officers and Committees

a. President – William Knight

I. Overview of Responsibilities

This report highlights my activities during the 2008-2009 year while serving as the President. The AIR President serves as a member of the AIR Board of Directors Executive Committee, working with the Vice President, Immediate Past-President, Treasurer, Secretary and External Relations and Executive Director to set the Board agenda and its priorities, to advise the Executive Director regarding policy, planning and management issues, and to determine what issues need to be brought to the full Board's attention. In addition, the President serves as 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 AIR President is also responsible for facilitating all Board of Directors meetings.

II. Summary and Highlights of Activities

- Worked with the new Executive Director, AIR staff members, and Board to ensure an effective transition in Association leadership.
- Served as a member of the ad hoc Committee on IR Evaluation.
- Represented the Association and made presentations at the 2008 International Conference on Quality Assurance in Higher Education and the China Association for Institutional Research in Guanzhou, China.
- Represented the Association at the Northeast Association for Institutional Research conference in Providence, RI.
- Represented the Association at the Ohio Association for Institutional Research and Planning conferences in Columbus and Toledo, Ohio.
- Carried out a research project along with Christina Leimer concerning effects upon voluntary IR job turnover for presentation at the 2009 Forum.

III. Goals for the Upcoming Year

1. Successfully lead the Nominating Committee.
2. Provide leadership and support to development of products and services for evaluation of the IR function as identified in 2008-2009 by the ad hoc Committee on IR Evaluation.
3. Continue to support the Board and its various committees to enhance the growth of our Association and the professional development of our members.

b. Executive Director – Randy Swing

I. Overview of Responsibilities

The premier work of the Executive Office was to support the AIR Board and Standing Committees. Since each of those document their accomplishments in this annual report, I will not repeat them as part of the Executive Office report. It should be acknowledged, however, that the AIR staff played significant roles in the meetings and activities reported under each committee report.

II. Summary and Highlights of Activities

The 2008-2009 year comprised the first full year with a Board under my term as Executive Director. It was a year of significant changes at AIR with rapid growth in staff, the addition of large, new grants and contracts, and managing the Association during a period of economic uncertainty.

- The Executive Office was particularly active in managing the AIR Forum in Seattle, which set a record breaking attendance of 1,738 participants and resulted in media coverage in *The Chronicle of Higher Education*, *Inside Higher Education* and other media outlets.
- To support AIR's total operations, the Executive Office undertook a series of steps to build the Association's computing capacity. New servers were purchased, a new server room was constructed to accommodate appropriate heating/cooling demands, and new software was purchased to increase our networking capacity and prepare for delivering more web-based events. In-house computing and web professionals were employed and our systems were stress tested by a security auditing firm.
- International outreach continued this year with the Executive Director delivering the keynote speech to a new IR organization in the United Kingdom, and the AIR Office hosting two teams of Japanese scholars at the Tallahassee office.
- During the year, AIR reconnected with other professional associations. The Executive Director attended the annual meeting of executive directors of the Council of Higher Education Management Associations (CHEMA). The incoming Vice President and the Chief Finance Officer attended the spring meeting for new association leaders.

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

Fiscal Management

- As banks became unstable during 2009, the AIR staff opened accounts in a diversified portfolio of strong regional banks to assure that AIR funds are protected by FDIC insurance.
- AIR followed good financial practices by changing audit firms after using the same auditor for more than five years. The resulting audit report by the new auditing firm provided a “clean” audit. Receiving clean audits from two audit firms over the past two years is evidence of excellent record keeping and fiscal management.

Staff Management

- 2008 – 2009 saw unprecedented growth in the AIR staff in response to new grants and contracts. In total, nine new staff members were hired (C. Coogan, L. Garcia, K. Imran, R. Estevez, N. Murray, T. Furry, H.A. Scott, L. Gwaltney, and S. Burgess).
- Nineteen staff and an intern are currently employed in the Executive Office, and two additional searches are in progress.
- Executive Office Staff:
 - Randy Swing, Executive Director
 - Scott Burgess, Project Manager
 - Donna Carlsen, Membership Coordinator
 - Christopher Coogan, Associate Director
 - Robbie Estevez, Web Coordinator
 - Gail Fishman, Associate Director
 - Tinsley Furry, Project Manager
 - Louis Garcia, Chief Operating Officer
 - Norman Gravelle, Chief Financial Officer
 - Lisa Gober, Finance Manager
 - Lisa Gwaltney, Print & Publications Manager
 - Kashif Imran, Computer Systems Engineer
 - Mikki Moore, Meeting Manager
 - Nancy Murray, Project Manager
 - Kelly Myer, Meeting Planner
 - Brandice Pittard, Senior Meeting Manager

- Cathy Sexton, Executive Office Manager
- H. A. Scott, Project Manager
- Missy Wiggins, Support Coordinator

Grant/Contract Management

- AIR received a grant from Lumina Foundation for Education totaling \$1,926,700 over three years. Along with approximately \$100,000 in equipment and software, the total grant's value exceeds 2 million dollars.
- AIR negotiated the terms for an extension/close out period for the IPEDS Training Contract (with RTI) for December 2009 through May 2010 for a total of \$785,229.
- AIR received an NSF Grant for September 2008 through August 2009 for \$361,493.
- AIR submitted a new bid for IPEDS training for the 2009-2010 IPEDS Collection cycle. Support for the collection cycle for 18 months from April 2009 through October 2010 totals \$1,575,752. Options to continue this work for up to three collection cycles is possible.
- A grant application was submitted to the National Science Foundation for "Improving Skills & Capabilities in the Conduct of Institutional Research in Postsecondary Education Institutions" for \$722,986. Selection has not yet been confirmed.

Outreach

- New connections were established with the United Negro College Fund (UNCF) and National Association for Equal Opportunity (NAFEO).
- Existing connections were reinforced with partnerships continuing with the American Association of Community Colleges and the Council of Independent Colleges through the AIR Data and Decisions™ Workshop.
- Plans were started for a Jossey-Bass Handbook on Institutional Research.
- AIR co-sponsored an assessment retreat with Educational Testing Services.

Presentations

- Keynote Address: Institutional Research in the UK
- Southern Association for Institutional Research (SAIR)
- Featured Speaker: College of Independent Colleges (CIC)

- Southeastern Association for Community College Research (SACCR) with Linda Hagedorn
- Association for Institutional Research Assessment Institute
- Featured Speaker: American College Personnel Association (ACPA)
- National Association for Equal Opportunity in Higher Education (NAFEO)
- Keynote Address: Middle States Commission on Higher Education
- Kentucky Association for Institutional Research Annual Conference
- Tennessee Association for Institutional Research Annual Conference
- Achieving the Dream Strategy Institute
- Achieving the Dream State Policy Meeting
- SHEEO/IPEDS Conference

Other Scholarly and Community Service Activities:

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

c. Vice President – Robert Toutkoushian

I. Overview of Responsibilities

This report summarizes my activities during the 2008-09 year in the capacity of Vice President for the Association for Institutional Research. The AIR Vice President serves as a voting member of the AIR Board of Directors and in this capacity participates in all Board activities including budget development and approval, the review of AIR programs and initiatives, providing oversight of standing committee operations and activities, and performing other miscellaneous duties as assigned. The Vice President further serves as a member of the Executive Council, which consists of the AIR Past President, current President, Vice President, Treasurer, Secretary/External Relations Chair, and Executive Director. The Executive

Committee is responsible for setting the agenda and priorities for the Board of Directors, addressing issues that need immediate attention or do not require full Board discussion, and providing advice to the Executive Director as needed. The Vice President also serves as a liaison to the Ethics Committee and represents the Association at selected functions and meetings as needed. The Vice President may also be asked to lead special initiatives at the request of the Executive Director, President, and/or Board of Directors.

The Vice President assumes responsibility for leading the strategic planning activities for the AIR Board of Directors, with the intention that the activities will lead to action items that would be carried out during that person's Presidential year. The strategic planning activities this year occurred at the fall and winter Board meetings. In the fall meeting, the Board engaged in a discussion of the environmental factors that were affecting the future health of the Association. This discussion was continued at the winter meeting in February, culminating in a revision of the Association's strategic goals.

II. Summary and Highlights of Activities

- Worked with the Board to identify substantial budget reductions to help address the downturn in the economy and anticipated impact on AIR's revenues.
- Helped develop an online module on Research Design for the Association's initiative to help provide IR training to community colleges.
- Created a panel discussion for the AIR Forum on the use of research in institutional research.
- Continued to serve as Editor-in-Chief of *New Directions for Institutional Research*.
- Developed materials and led the discussion on environmental scanning for the Board.
- Helped formalize the role and responsibilities of the Executive Council.
- Began discussions on how to redesign AIR's relationship with affiliated groups.

II. Goal for the Upcoming Year

Provide leadership to the Board, its subcommittees, and its membership so that the Association can continue to flourish despite the challenging economic environment.

d. Immediate Past President – Mary Ann Coughlin

I. Overview of Responsibilities

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

It was my pleasure to work with the Nominating Committee this past year. Membership included:

Victor M. H. Borden

Associate Vice President, University Planning, Institutional Research, and Accountability
Indiana University

Hong Gao

Director of Institutional Research and Assessment
Loras College

Mary Harrington

Director of Institutional Research and Assessment
University of Mississippi

Cathy J. Lebo

Assistant Provost for Institutional Research
Johns Hopkins University, Baltimore

Sutee Sujitparapitaya

Associate Vice President, Institutional Research
San Jose State University

II. Summary and Highlights of Activities

- *Chaired the Nominating Committee.* With substantial support from the AIR professional staff, the Committee solicited a broad array of nominations from the field and then encouraged a diverse candidate pool to pursue candidacy for the four open positions as well as positions for next year's Nominating Committee. The Nominating Committee forwarded to the Board of Directors a slate that included two candidates for each of the four open positions (Vice President, Associate Forum Chair, Membership Committee

Chair, and Publications Committee Chair) as well as 10 candidates for the five Nominating Committee positions. The Board of Directors presented the following slate of candidates to the membership.

Vice President: Michelle Hall – Southeastern Louisiana University; and James Trainer – Villanova University

Membership Committee Chair: Linda Mallory – United States Military Academy; and Martin Fortner – Southern University at Shreveport

Publications Committee Chair: Stephen DesJardins – University of Michigan; and Vicki Rosser – University of Nevada, Las Vegas

Associate Forum Chair (2011 Forum Chair): Deborah Dailey – Washington and Lee University; and Christine Keller – National Association of State Universities and Land-Grant Colleges

2008 Nominating Committee: Lin Chang – Colorado State University – Pueblo; Kristina Cragg – Valdosta State University; Margaret Dalrymple – Purdue University; Gerry Dizinno – University of Texas at San Antonio; Paul Duby – Northern Michigan University; Dawn Kenney – Central New Mexico Community College; Marsha Krotseng – North Dakota University System; Gary Levy – Marquette University; John Pryor – Higher Education Research Institute; Catherine Watt –Clemson University

The membership voted and the following individuals were elected.

Vice President: James F. Trainer – Director of Planning and Assessment, Villanova University

Membership Committee Chair: Martin B. Fortner, Jr. – Director of Planning, Assessment and Research, Southern University at Shreveport

*Publications Committee Chair :*Stephen L. DesJardins – Associate Professor, University of Michigan

*2010 Associate Forum Chair :*Deborah B. Dailey – Assistant Provost for Institutional Effectiveness, Washington and Lee University

The following AIR members were elected to the 2008 Nominating Committee for a one-year term:

Lin Chang – Director of Institutional Research, Colorado State University – Pueblo

Margaret L. Dalrymple – Associate Director of Institutional Research, Purdue University

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

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

Catherine Watt – Director of the Alliance for Research on Higher Education, Clemson University

These individuals will take office at the end of the Annual Business Meeting, Tuesday June 2, 2009.

Other Activities Included:

- Attended the annual meeting of the European Association for Institutional Research in Copenhagen, Denmark in August 2008.
- Attended the annual meeting of the Northeast Association for Institutional Research and Planning in Providence, Rhode Island in November of 2008.
- Worked on the AIR Lumina Grant project, the AIR Data and Decisions Academy™, on a team that is developing the Foundational Statistics for Decision Support module.
- Worked on the curriculum redesign of the AIR IPEDS training.
- Named by Gary Rice to an AIR Task Force to complete an AIR history project for the AIR 50th anniversary.

III. Goals for the Upcoming Year

1. Continue my support of Gary Rice and the AIR History Taskforce.
2. Continue my work in support of AIR IPEDS Training.
3. Support the successful launch of the Data and Decisions™ Academy.

e. Certification of Election Results

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

CERTIFICATION OF ELECTION RESULTS

December 11, 2008

We, the undersigned, certify that the following is an accurate record of the votes cast in the election of officers in balloting conducted in 2008-2009 (for officers whose terms commence June 2, 2009).

for **Vice President (1)**

433 Michelle Hall
648 James F. Trainer
1 No Vote
2 Other

Elected: Dr. James F. Trainer

for **Membership Committee Chair (1)**

439 Linda Mallory
585 Martin B. Fortner, Jr.
1 No Vote
1 Other

Elected: Mr. Martin B. Fortner

for **Associate Forum Chair (1)**

562 Debbie Dailey
508 Christine M. Keller
1 No Vote
 Other

Elected: Ms. Debbie Dailey

for **Publications Committee Chair (1)**

577 Stephen L. Desjardins
460 Vivki J. Rosser
1 No Vote
1 Other

Elected: Dr. Stephen L. DesJardins

[Signature]
 Dr. Shouping Hu, member

[Signature]
 Jill Pierenboom, member

for **Nominating Committee Member (5)**

531 Lin Chang
466 Kristina Cragg
507 Margaret L. Dalrymple
442 Gerard A. Dizinno
418 Paul B. Duby
492 Dawn R. Kenney
541 Marsha V. Krotseng
383 Gary Levy
482 John Pryor
503 Catherine Watt

Elected:

- (1) Dr. Marsha V. Krotseng
- (2) Dr. Lin Chang
- (3) Dr. Margaret L. Dalrymple
- (4) Catherine Watt
- (5) Ms. Dawn R. Kenney

Online Ballots:	<u>3,468</u>
Ballots mailed:	<u>0</u>
Ballots counted:	<u>1105</u>
Ballots invalid:	<u>0</u>

[Signature]
 Dr. Gita W. Pitter, member

[Signature]
 Dr. Patricia Windham, chair

f. Secretary and External Relations Committee Chair – Daina P. Henry

I. Overview of Responsibilities

Secretary

The Secretary to the Board is responsible for minutes of all meetings and maintaining the Association's office records. This task is accomplished in conjunction with AIR staff who are able to take minutes for meetings where the Secretary cannot be present (with review by the Secretary and/or President), who can disseminate the minutes on the Web site for review, and who can post and maintain the official records in a central location. The Secretary would like to thank and recognize the AIR staff (Gail Fishman, Randy Swing, Missy Wiggins, Norm Gravelle and Louis Garcia) for their help in recording and posting the minutes.

- Recorded and/or reviewed the minutes for all AIR Board of Directors meetings.
- Participated in the AIR Board of Director's Executive Committee meetings as requested.
- Participated in two Board Meetings (one in Atlanta in September and one in Tallahassee in February), as well as monthly teleconference meetings from August through May.

External Relations Chair

The charge of the External Relations Committee is to give purpose and direction to the outreach and liaison activities of the Association through:

- Coordinating outreach and joint projects conducted by various Association standing committees.
- Working with the Executive Director on coordinating relations with other associations and agencies, including Reciprocal Agreements with International Groups.
- Receiving reports from liaisons of US, state, regional and sector institutional research associations, international affiliates, and other higher education associations.
- Developing, implementing and promoting programs that extend and support Association activities and disseminating them to other associations and agencies.
- Receiving and reviewing requests for affiliation, ensuring compliance with the AIR Constitution and By Laws for 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 members of the Association through Forum programs,

publications, professional development activities, outreach programs, visitations, exchange opportunities, communications, etc.

- Maintaining appropriate communication with Special Interest Groups.
- Providing input on the development of the Forum program, with special attention to general sessions and panel discussions, to insure that an international perspective is present.

External Relations Committee Membership

The External Relations committee would like to recognize outgoing Committee member Marty Fortner, who has resigned from the Committee in order to serve as Chair of the Membership Committee. The Committee would also like to thank Kent Grumbles and Hal Hartley for agreeing to serve a second term.

The Committee is as follows:

Daina Henry (chair 2011): College of William and Mary

Shu-ling Chen (2010): Harvard School of Graduate Education

Cherry Danielson (2010): Fordham University

Jeff Donnelly (2010): Northern Alberta Institute of Technology

Georgia Gudykunst (2010): Maricopa Community College District

Patricia Harvey (2010): Richard Bland College

Patrick Cashell (2011): University of Limerick

Willard Hom (2011): California Community College System

Ruth Salter (2011): Ruth Salter

Kent Grumbles (2012): Butler University

Hal Hartley (2012): Council of Independent Colleges

Michael Wood (2012): Delta College

II. Summary and Highlights of Activities

The External Relations Committee has accomplished many tasks this past year. The Chair would like to extend her deep appreciation and gratitude to Gail Fishman for insuring that there was a smooth transition as the Chair stepped into her new role. During this past year, we accomplished the following:

- One of the primary tasks of the External Relations Committee is to review applications for Affiliated Group status. In the 2008-2009 year, the committee reviewed and

approved two applications: Catholic Higher Education Research Council (CHERCH) and Middle East and North Africa AIR (MENA-AIR).

- In conjunction with the Professional Development Services Committee (PDS), we coordinated the 2009 Pre-Forum Workshop Grant Program. The workshop offerings were a collaborative effort between the AIR staff, PDS and External Relations. External Relations received applications from SAIR, PACAIR, and CAIR. They were reviewed and all three were accepted as meeting criteria. The Pre-Forum Workshop Grant program provides professional development opportunities to the Affiliated Groups by providing a fee waiver for the nominated individual.
- The Travel and Program Support Grant (TAPS) is an award offered to our international affiliates. The combined budgeted item is \$2000; one award of \$1000 for help with travel expenses; and two awards of \$500 each for program support for the international groups. A call for applications was made in the fall of 2008 for the 2008-2009 Award Year. There were no applications. A second call was not made.
- The Best Paper/Presentation Sessions are a regular and successful feature of the Forum. They serve to highlight the best papers/presentations from meetings of AIR's state, regional, sector, and international Affiliated Groups. These sessions have a track in the Forum program. The following Affiliated Groups submitted sessions for the 2009 Forum:
 - Southern Association for Community College Researchers (SACCR)
 - Southern Association for Institutional Research (SAIR)
 - Illinois AIR (IAIR)
 - California AIR (CAIR)
 - Kansas AIR (KAIR)
 - Maryland AIR (MdAIR)
 - AIR in the Upper Midwest (AIRUM)
 - Overseas Chinese AIR (OCAIR)
 - Pacific Northwest AIRP (PNAIRP)
 - Michigan AIR (MI/AIR)
 - Tennessee AIR (TennAIR)
 - Consortium for Student Retention Data Exchange – (CSRDE)
 - Indiana AIR (INAIR)
 - Rocky Mountain AIR (RMAIR)
 - National Community College Council for Research and Planning (NCCCRP)

- Mid America AIR (MIDAIR)
 - South African AIR (SAAIR)
 - Texas AIR (TAIR)
- The Affiliate Group Luncheon invites presidents and liaisons of AIR's Affiliated Groups to come and meet with members of the AIR Board of Directors, the External Relations Committee and other invited guests. Its purpose is to provide opportunities for networking and to share with each other the activities of the Affiliated Groups. The invitation to attend the 2009 AIR Luncheon was distributed in early spring, and approximately 70 individuals confirmed their plans to attend. This has always been an excellent venue to gather feedback and suggestions for improving the communications between AIR and the Affiliated Groups.
 - The International Gathering Reception is a feature of the Annual Forum. It offers the opportunity for Forum attendees from all nations to meet with the AIR Board of Directors and the External Relations Committee. This informal invitational reception allows our international attendees to connect with their fellow international colleagues. The invitation to attend is part of the Registration packet. There were approximately 60 international registrants for the Forum.
 - The External Relations Committee has worked on drafting standard letters to the Affiliated Group Liaisons and Presidents. Their purpose is to improve communications between AIR and the groups detailing the rights and responsibilities of Affiliation. In the past, only welcome letters were issued. The Committee has drafted four letters: two welcome letters and two annual letters. The benefits and responsibilities are different between international and domestic groups, and thus two types of letters were created. The drafts are still in progress, and it is understood that revisions may be made on an annual basis.
 - The AIR Exhibit and Travel Case is a frequently used benefit offered by the External Relations Group. During 2008, and thus far in 2009, the following groups have utilized the AIR Exhibit and Travel Case:
 - July 2, 2008 – ETS-AIR Symposium Princeton, NJ
 - July 30 – TENNAIR Nashville, TN
 - September 29 – Data & Decisions Workshop Farmington, CT
 - October 15-17, 2008 – RMAIR Missoula, Montana
 - October 18-21, 2008 – SAIR Nashville, TN
 - October 24, 2008 – Maryland AIR Rockville, MD

- November 1-4, 2008 – NEAIR Providence, Rhode Island
- November 6-7, 2008 – AIRUM Fargo, ND
- November 13-14, 2008 – KAIR Versailles, KY
- March 17, 2009 - Indiana AIR Terre Haute, IN
- March 24, 2009 – Alabama AIR Montgomery, Al

In addition to the above mentioned dates, the case also was displayed at FAIR, the three Data and Decisions™ Workshops, and the Assessment Institute.

III. Goals for the Upcoming Year

1. Engage the committee members in committee responsibilities and activities toward the service of the Association.
2. Continue to find ways to communicate more effectively concerning External Relations and AIR services and programs.
3. Identify and promote, in conjunction with the PDS Committee, the intended goals of the Pre-Forum Workshop Grant Program to benefit Affiliated Groups and AIR membership.
4. Explore and assess cost effective approaches, in collaboration with the Membership Committee and the AIR Office, that promote AIR products and services outside of the Forum (to include Web hosting, display cases etc.).
5. Advance External Relations outreach efforts by cultivating and sustaining closer relationships with our Affiliated Groups (both domestic and international), Special Interest Groups, Association Standing Committees, and other constituents (such as Newcomers, Graduate Students, and international visitors).
6. Explore opportunities to expand networks with both domestic and international groups.
7. Review and update the External Relations terms of reference.
8. Review and finalize for Board approval the Welcome and Annual Letters to the Affiliated Groups.

g. Forum Chair – Jennifer Brown

This has been a great year. The six track chairs, George Gonzalves, Tim Walsh, Jim Trainer, Cathy Fulkerson, Cherry Danielson, and Diane Cuneo, did a wonderful job recruiting track readers and reviewing proposals. This is the heart of the Forum; our curriculum. We owe them all a debt of thanks for their hard work on our behalf.

The Forum team also includes the best Associate Chair anyone could ask for, Julie Carpenter-Hubin. She has been terrific and will be even more terrific in bringing the Forum to fruition next year. Sandi Bramblett is even more wonderful than everyone told me she was – Local Arrangements, thank you!

I also thank Jim Castiola and the Technology committee, Lance Kennedy-Phillips and the Workshop Committee, Qing Ling Mack and the Evaluation Committee and Sharon Ronco and the Best Visual Presentation Committee.

The year has also been one of change in the AIR office – where all the work of the Forum really happens. The new team members and I have learned a lot as we have gone through the process this year. Brandice Pittard, Kelly Meyer, and Mikki Moore have been great. Brandice took all this on just three months before the Forum; an act of bravery for which I thank her!

I thank the members for this opportunity to serve the organization on the Board and as the Forum Chair during a time of significant transition within AIR. The organization is in good hands.

h. Associate Forum Chair – Julie Carpenter-Hubin

I. Overview of Responsibilities

The major responsibilities of the Associate Forum Chair are the preparation of a Forum theme, programmatic objectives, as well as a budget for the Forum they will chair which is approved by the Board of Directors. In addition, the Associate Forum Chair proposes Associate Track Chairs for the approval of the Board of Directors, and works with the Forum Chair under his or her direction. The Associate Forum Chair assists the Forum Chair with the activities of the Forum, as well as begins planning the subsequent Forum.

II. Summary and Highlights of Activities

This year has been a great opportunity to learn the ropes from Michelle Hall, Forum Chair for Seattle, as well as to participate as a member of the Board of Directors during this important time of transition within the Association with our new Executive Director, Randy Swing. Working with the AIR staff has been a pleasure and I look forward to more of that in the coming year.

Some of the highlights of the year included:

- Assisted Forum Chair Jennifer Brown with the Atlanta Forum. Activities included a site visit to Atlanta to review facilities and plan the Forum in more detail, review of proposals and participation in conference calls with the Forum Chair, the Local Arrangements Chair, and the AIR Senior Meeting Planner.
- Made the following appointments to the 2010 Chicago Forum Committee: Lu Phillips, Kristina Cragg, Cathy Lebo, George Rezendes, Jessica Shedd, and Cindy Dutschke as Track Chairs; Shirley Wong as Computing Technical Support Chair; Denise Krallman as Evaluation Committee Chair; Jonathan Keiser as Local Arrangements Chair; and Debbie Dailey as Associate Forum Chair. We have already had our first conference call, and I am looking forward to working with this terrific team to make the Chicago Forum truly outstanding.
- Spent two days in the AIR Office with AIR Executive Director and staff reviewing every aspect of the Forum organization and implementation, building on the new directions developed by Jennifer Brown, and adding some new ideas for implementation in Chicago.
- Developed 2010 Chicago Forum theme, Charting our Future in Higher Education, and with the AIR staff, developed the Forum logo. Invited Bill Bowen to serve as plenary speaker, and he accepted.

i. Higher Education Data Policy Committee – Valerie Martin Conley

I. Overview of Responsibilities

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

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

Committee Membership

The Higher Education Data Policy Committee would like to recognize the following outgoing Committee members: Susan Broyles, Carol Fuller, Serge Herzog, and Patrick Perry for their dedicated service to our committee and Association. We also recognize and welcome two new members: Jason Casey (Higher Education Data Sharing Consortium) and Lydia Snover (Massachusetts Institute of Technology). Other new members, whose terms begin after the 2009 AIR Annual Business Meeting, will be appointed and their names will be published in the 2009 Annual Report.

Valerie Martin Conley (Chair: 2010)
Associate Professor of Higher Education
Director, Center for Higher Education
Ohio University

Kelli Armstrong (2010)
Associate Vice President for Institutional Research, Planning and Assessment
Boston College

Susan G. Broyles (2009)
Retired

Jason Casey (2011)
Director
Higher Education Data Sharing Consortium

Melodie Christal (2011)

Director of Institutional Research
Washburn University

Emily Dibble (2010)
Executive Dean of Institutional Effectiveness
Bunker Hill Community College

Phyllis Y. Edamatsu (2010)
Director of Strategic Planning and Institutional Research
Delaware State University

Carol H. Fuller
Consultant

Serge B. Herzog (2009)
Director of Institutional Analysis
University of Nevada, Reno

Christine M. Keller (2010)
Director, Research & Policy Analysis
Executive Director, Voluntary System of Accountability
Association of Public and Land-grant Universities

Marsha Kelman (2011)
Associate Vice President
University of California, Office of the President

Cathy Lebo (2010)
Assistant Provost for Institutional Research
Johns Hopkins

Hans L'Orange (2011)
Vice President for Research and Information Resources
State Higher Education Executive Officers

Sue Ellen Michalek (2011)
Senior Institutional Planner
University of Wisconsin System

Patrick C. Perry (2009)
Vice Chancellor of Technology, Research and Information Services
California Community Colleges

Lydia Snover (2011)
Director of Institutional Research
Massachusetts Institute of Technology

Bruce Szelest (2010)

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

Tinsley Furry (AIR Staff Liaison)

II. Summary and Highlights of Activities

AIR Alerts: Carol Fuller continued to play an important role in the AIR Alerts Series, serving as the primary author and editor during the 2008 calendar year. In addition, Mary Sapp and Peggy Cohen also contributed substantially to the development of the Alerts/FYI published in 2008–09. HEDPC members reviewed Alerts and FYI communications for: (1) any other implications for institutions; (2) adequate balance of viewpoints; (3) completeness and comprehensiveness; and (4) clarity. Two Alerts, one Update, and one FYI were published and distributed to the membership:

- Alert #36, New Disclosure and IPEDS Reporting Requirements in the Higher Education Opportunity Act.
- Alert #37, Proposed Changes for 2009-10 IPEDS.
- FYI 2009-10: Proposed Net Price Calculator Template and Multiyear Tuition Calculator.
- Alert #36 Update 1, New Disclosure Requirements in the Higher Education Opportunity Act of 2008.

IPEDS Technical Review Panels (TRP): During 2008–09, several Technical Review Panel (TRP) meetings were held. AIR and AIR-HEDPC members participated in these meetings and offered suggestions in order to improve comparability and increase the utility of the data collected. HEDPC continues to monitor issues related to the collection or use of higher education data and inform the membership about these issues through AIR Alerts and FYI communications, particularly for the IPEDS surveys.

Race and Ethnicity Reporting: AIR-HEDPC members collaborated with the Race/Ethnicity Task Force and the Professional Development Service (PDS) Committee to produce a Webinar on “Implementing New IPEDS Race/Ethnicity Standards in Postsecondary Institutions”. Pilot Webinars were held for IPEDS Trainers and HEDPC members on August 12 and September 10, 2008. The Webinar was advertised in the E–AIR newsletter, and was made available to the AIR membership on September 12, 2008.

Reauthorization of the Higher Education Act (HEA): The Higher Education Opportunity Act (HEOA) was signed into law in August 2008. HEDPC continues to monitor the legislative process, paying particular attention to data issues. Committee members Christine Keller and

Valerie Martin Conley, along with AIR Executive Director Randy Swing, participated in an invited panel session on HEOA at the Southern Association for Institutional Research (SAIR). In addition to informing the membership on legislated reporting and disclosure requirements through the AIR Alerts/FYI series, HEDPC is working with PDS to develop a webinar summarizing key provisions.

U.S. News Advisory Committee and Common Data Set (CDS): The US NEWS & World Report Advisory Group advises Bob Morse and Sam Flanigan regarding changes to the US News data collection. Members also keep the IR community informed about changes to the surveys and publications. The AIR-HEDPC liaison is Bruce Szelest. 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 US 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 also has representation on the Board (Cathy Lebo).

Since 2003, HEDPC has sponsored a dialogue where both surveyors and respondents discussed the pros and cons of a CDS for graduate surveys. A working group was formed, composed of representatives from both the IR community and the survey sponsors. A draft template was presented and discussed at the 2004 Forum, and volunteers have been working on the template. At the 2007 Forum, a working meeting was held on the afternoon following the HEDPC and US News Advisory Committee meeting. It was decided that attention should be paid to identifying definitional issues. New HEDPC committee member, Lydia Snover, has assumed responsibility for this initiative from Laura Schartman, whose term ended last year.

III. Goals for the Upcoming Year

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

j. Membership Committee – Alan J. Sturtz

I. Overview of Responsibilities

The charge to the Membership Committee is to initiate and oversee programs and procedures designed to retain and recruit membership; to ensure that current membership receive the basic membership services; to select recipients of the Julia Duckwall Memorial Scholarship to attend AIR Institutes; to participate in the review and selection of NCES Postdoctoral Fellowships, Research Grant Awards and Graduate Fellowships; and to screen/recommend nominees for the John E. Stecklein Distinguished Membership Award and the AIR Outstanding Service Award.

Committee Members

- Membership Committee Chair: Alan Sturtz (2006-2009)
- Continuing through 2009:
 - Catherine Alvord, Cornell University and Karma El-Hassan - American University in Beirut
- Continuing through 2010:
 - George Gonzalez - San Jacinto College District (TX); Peter Liu - University of Miami (FL); and Cornelia Wills - Middle Tennessee State University
 - Alexander Yin - The Pennsylvania State University (first graduate student committee member)
- Continuing through 2011, and serving a second term:
 - Amy Ballagh - Georgia Southern University and Mardy Eimers - University of Missouri-Columbia
- Joining the Committee at the 2008 Forum and serving until 2011:
 - Karen Demonte - University of Delaware and Mary Beth Worley - Dona Ana Community College (NM)
- Leaving the Committee during 2007-08 or after the 2008 Forum:
 - Candace Bennett - Clark College (WA); Lorne Kuffel - University of Alabama; Lisa O’Leary - Massachusetts Institute of Technology; and Wendy Miley - University of Arizona.

The Membership Committee and the Association are indebted to these individuals for their service to the Committee and to AIR during their tenure on the Committee.

Membership Count

Total AIR Membership on June 30, 2008, was 4,150, an increase of 65 (1.6%) members from the June 30, 2007, count. The table that follows details membership counts across various membership types over the last five years. Membership trends continue to be generally positive, with steady increases over the five-year period. From 2007 to 2008, Individual membership is up by 32 members, graduate student membership is virtually unchanged and organizational representation continues to show growth. New memberships in 2008 in each category were higher than the previous year; renewals only increased in the organizational membership category.

MEMBERSHIP COUNT AS OF June 30, 2008

MEMBERSHIP COUNT BY TYPE --- 2002-2003 TO 2007-2008

<u>Membership Types</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Distinguished	16	15	14	18	18	20
Emeritus	107	103	103	103	110	116
Individual/Full	2,578	2,782	3,147	3,318	3,288	3,320
New	578	621	813	676	586	625
Renewed	2,000	2,161	2,334	2,642	2,702	2,695
Individual/Graduate	230	287	372	378	287	284
New	140	144	178	161	106	120
Renewed	90	143	194	217	181	164
Organizational Reps	264	233	238	298	382	410
New	54	39	51	83	86	106
Renewed	210	194	187	215	296	304
Total Persons	3,195	3,420	3874	4115	4085	4,150
% Change from previous year	1.0%	7.0%	13.3%	6.2%	-0.7%	1.6%
Change from previous year	32	225	454	241	-30	65
Nonrenewals (from previous year)	714	569	537	725	984	905
% Nonrenewals	22.6%	17.8%	15.7%	18.7%	23.9%	22.2%
Organizational** Members (Institutions/Agencies)	157	151	150	184	229	240

II. Summary and Highlights of Activities

- **Newcomers:** Under the leadership of Karen Demonte, the Membership Committee coordinated the newcomers' activities with the Forum Committee for the Seattle Forum. Karen will continue to coordinate activities for the 2009 Forum in Atlanta. In an effort to expand participation, Committee members for the 2008 Forum did not come from the Membership Committee. Following the success of the first combined Newcomers Social and the Mentor/Mentee meeting in Kansas City, this event was reprised in Seattle. A list of 2008 and 2009 Newcomers Committee members can be found in the Forum program. For 2008, the Committee added a Brown-bag Lunch to the schedule.
- **Graduate Student Initiative:** The second Graduate Student breakfast at the Seattle Forum was attended by more than two dozen students. This event is scheduled for the 2009 Forum.
- **Mentor/Mentee Pairings:** Under the leadership of Cathy Alvord, the Mentor Committee conducted a successful program, including a meeting that coincided with the Newcomers reception. One hundred twenty-three individuals requested a mentor for the AIR Forum; 80 AIR members volunteered to be a mentor. Of those requesting a mentor, 90 were first AIR Forum and/or new to the IR field and 32 attended two to five AIR Forums. Thirty-eight states, Puerto Rico, and six other countries (Canada, China, Germany, Japan, Qatar, and West Indies) were represented.
- **Emeritus Members:** Since the 2008 Forum, the following members were granted Emeritus status: Sarah Lindquist, Patricia Windham, and Hannalore Delbridge. There are now 121 Emeritus members.
- **Membership Awards:** At the 2008 Forum in Seattle, the Outstanding Service Award was awarded to Edward Delaney.
- **Research and Graduate Study Fellowships:** AIR, as part of its contract with NCES to improve the quality of institutional research in US postsecondary education systems supports fellowships for research using national databases and graduate study advancing or leading to careers in institutional research.
 - Eight research fellowships and five dissertation fellowships were awarded to conduct research on postsecondary education using the IES-NCES and NSF national databases. Among the dissertation finalists, the 2008 Cameron Fincher Award was presented to Alan Medwick and the 2008 Charles I. Brown Outstanding Dissertation Award went to Ryan Wills.
 - There were 55 Fellowships awarded to attend the national Summer Data Policy Institute.

- There were 26 Fellowships awarded for full and part-time graduate study.
- **Julia M. Duckwall Memorial Scholarships:** The Julia M. Duckwall Memorial Scholarship is awarded annually for up to two individuals attending each of the Professional Development Services Institutes. In 2008, the sixth annual award of scholarships were granted to Junelyn Peebles from University of California -Riverside and Randall Lennox from Kent State University (Assessment); Elizabeth Carroll from York College (PA) (Foundations I); and Matthew Fuller from Illinois State University (Statistics).

III. Goals for 2009

1. Analyze the membership database to create a profile of AIR and generate data that can help us better understand our current membership patterns and trends.
2. Revise the evaluation criteria for the selection of Julia Duckwall Scholarship recipients for the AIR Institutes.
3. Work with other AIR standing committees to develop, administer, and analyze focused surveys to help inform decision making and programming.
4. With the election of a new committee chair, additional goals may be added after the 2009 Forum

k. Professional Development Services Committee – Karen L. Webber/Joseph Hoey

I. Overview of Responsibilities

The Professional Development Services (PDS) committee is charged with providing direction and supervision in meeting the professional development and continuing education needs of members of the Association. As a result, the activities of this committee are central to many of the core values and objectives of the association. Throughout this past year, the Professional Development Services 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.

II. Summary and Highlights of Activities

The following contains the highlights of activities sponsored through the PDS Committee in the 2007-08 year.

- **Pre-Forum Workshops:** At the 2007 Forum in Kansas City, the PDS Committee offered six full-day workshops and 22 half-day workshops to 745 paid registrants. All workshops here held at the Forum hotels. The budget figures for the 2007 Pre-Forum Workshops had expenditures of \$66,830.88 which exceeded revenues of \$66,465.00. On-site software installation complications resulted in AV labor charges that far exceeded the budgeted

amount. In order to prevent this from happening in the future, AIR has reached an agreement with the AV supplier that all software will be pre-loaded before the computers arrive on site. Five representatives from regional associations took part in the Pre-Forum Workshop Grant at the 2007 Forum. 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 Forum.

- **Foundations I Institute:** The Foundations I Institute was held July 15 - 19, 2008 at DePaul University in Chicago. Co-directors were Lance Kennedy-Phillips and John Mohammadi. A total of 130 participants attended, including four international attendees from Guam, Canada, and Puerto Rico. Participants continue to report positive ratings of the curriculum, instruction, and the facilities. The 2008 Foundations I Institute reported revenues of \$124,408 and expenditures of \$98,768. Nearly 50 individuals were waitlisted to attend this Institute.
- **Statistics Institute:** The Statistics Institute was held July 29 – August 2, 2008 at the Marriott Kingsgate Hotel in Cincinnati, receiving accolades from participants. Jan O'Brien served as the director. A total of 85 participants attended, including eight international participants from Canada and Qatar. The 2008 Statistics Institute reported revenues of \$145,310 and expenditures of \$112,984. Nearly 50 individuals were waitlisted to attend this Institute.
- **Assessment Institute 2008:** The inaugural Assessment Institute was held March 30-April 4, 2008 in Atlanta, Georgia. Evaluations indicated it was a positive experience for the participants. Co-directors were Joseph Hoey and Linda Suskie. A total of 95 participants completed the Institute, including five international students from Egypt, France, Belize, Canada, and Qatar. Participants continue to report positive ratings for the curriculum, instruction, and facilities. The 2008 Assessment Institute reported revenues of \$124,408 and expenditures of \$98,768. Nearly 50 individuals were waitlisted to attend this Institute.
- **Assessment Institute 2009:** The Assessment Institute was held March 24-28, 2009 in Annapolis, Maryland, and again was a very positive experience for the participants. Co-directors were Linda Suskie and Linda Mallory. All total of 64 participants, including 3 international from Qatar and Canada registered. Final budget figures are not available at this time.
- **CIC/AIR Data and Decisions™ Workshop:** The CIC/AIR Data and Decisions™ Workshop was held October 2-4 in Hartford, CT. With support from NCES, this workshop focuses on the use of data for strategic decision-making. Twenty-four institutional teams (78 participants) attended in 2008. This collaborative team approach continues to be a successful event.

- **AIR/AACC/NCCCRP Data and Decisions Workshop:** The AIR/AACC/NCCCRP Data and Decisions Workshop was held December 4-6 in Clearwater, FL. Eighteen institutional teams (61 participants) attended in 2008.
- **Webinars:** The 2008 Webinars included collaboration between HEDPC and PDS to produce an IPEDS race/ethnicity reporting requirements webinar, along with other IPEDS and AIR Connections Webinars. The 2008 PDS Webinars had \$9,163 in expenses and \$12,825 in revenues.

III. Goals for the Upcoming Year

1. 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 will explore the possibility of one AIR Institute in summer 2010 that could accommodate a mix of modules associated with the AIR Institutes.
2. Under Joseph Hoey's leadership, the PDS Committee will explore offering Web seminars to provide online professional development opportunities for our members. With reduced budgets at most member institutions, PDS Committee members believe it is important to focus substantial energy on enhanced training and information delivered via the Web, and thus will work toward this goal in the year ahead. PDS Committee members also recognize the value of face-to-face interactions, and thus will work closely with other AIR committees to determine the best mix of deliverables to meet the training and information needs of its members.

I. Publications Committee – Gary R. Pike

I. Overview of Responsibilities

The primary goal of the Publications Committee is to maintain high-quality publications, while making sure that they address the many different needs of AIR members. AIR publications include both scholarly research on higher education issues, and practitioner-oriented publications that inform the day-to-day work of institutional researchers.

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

- Planning, soliciting, selecting and reviewing publications to be produced and distributed or sold directly by the Association.
- Planning, overseeing and evaluating promotional activities for publications.
- Engaging in cooperative publications programs with international, state and regional, and sector associations.

- Recommending policies for Association publications, including electronic and print newsletters, and other information dissemination technologies.
- Recommending to the Board of Directors, for its approval, production of publications, endorsements of publications, transfers of copyrights, annual budgets, publication agreements, and criteria for awarding the Sidney Suslow Award, the Forum Best Paper Award and the Best Visual Presentation Award.

Committee Members

Gary R. Pike (Chair: 2009)†

Executive Director, Information Management & Institutional Research
Indiana University Purdue University Indianapolis

Stephen L. DesJardins (Incoming Chair: 2012)‡

Associate Professor
University of Michigan

Peter Riley Bahr (2012) ‡

Assistant Professor
Wayne State University

*Gloria Crisp (2012)**

Assistant Professor
University of Texas at San Antonio

Paul Duby (2011)

Associate Vice President of Institutional Research
Northern Michigan University

James Hearn (2011)

Professor
University of Georgia

Terry T. Ishitani (2010)

Assistant Professor
University of Memphis

John R. Ryan (2010)

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

Jan W. Lyddon (2009)†

Director of Institutional Effectiveness
Franklin University

Ex-Officio Members

AIR Professional File/IR Applications

Gerald W. McLaughlin, Editor (2013)

Associate Vice President

DePaul University

Forum Publications Committee

Richard J. Kroc II, Chair (2012)

Associate Vice Provost, Institutional Research & Planning Support

University of Arizona

Best Visual Presentation Committee

Sharron L. Ronco, Chair (2012)

Associate Provost

Florida Atlantic University

Assessment in the Disciplines

John Muffo, Editor (2012)

Consultant

John A. Muffo and Associates, Inc.

Research in Higher Education

John C. Smart, Editor (2010)

Professor

University of Memphis

New Directors in Institutional Research

Robert K. Toutkoushian, Editor (2010)

Associate Professor

Indiana University Bloomington

AIR Electronic Newsletter (E-AIR)

Marne K. Einarson, Editor (2010)

Senior Research and Planning Associate

Cornell University

Resources in Institutional Research

Richard D. Howard, Editor (2009)†

Director, Office of Institutional Research

University of Minnesota

Mary Ann Coughlin (Interim through 2010)‡

Assistant Vice-President for Academic Affairs

Springfield College

†Appointment ends with the 2009 Atlanta Forum

‡Appointment begins with the 2009 Atlanta Forum

*Reappointed for a second term

II. Summary and Highlights of Activities

- During the 2008-2009 year, the Publications Committee held a meeting at the annual Forum in Seattle and a fall meeting in Atlanta. During the 2008-2009 year, the Committee conducted business through teleconferences and email messages. The next meeting of the Publications Committee will be during the 2009 Forum in Atlanta. The Committee will not hold a fall meeting in 2009.
- This has been a very successful year for AIR publications. *Research in Higher Education* received a total of 242 manuscript submissions this year, as compared to 227 in 2007-2008. Publication decisions have been made for 234 of the 242 manuscripts, with the remaining eight (8) currently being reviewed. The 234 manuscripts for which publication decisions have been made were used to calculate the percent of manuscripts that were rejected, accepted, or for which revisions were requested. The 9% acceptance rate this year is comparable to the 10% rate last year and the 7% rate in 2006-2007, and all three are considerably lower than the acceptance rates reported in earlier annual reports for the journal. The editor contends, however, that such rates are essentially meaningless since *Research in Higher Education* has yet to reject a manuscript the editors desired to publish; the journal does not reject high quality manuscript submissions.
- The past year was a very busy and productive one for the editors at *New Directions for Institutional Research*. Generally, the volumes have been well received and continue to sell, and in our discussions with Jossey-Bass the publisher is very pleased with the quality of the volumes produced in the series. We have strived to produce a wide range of volumes that encompass the many different facets of institutional research and higher education research. As reported previously, in 2007 the series began to publish a fifth volume each year that focused specifically on assessment. Due to a scheduling conflict, *New Directions for Institutional Research* published the first assessment supplement volume in 2008 along with four traditional volumes and the 2008 supplement. NDIR is also pleased to announce that Paul Umbach, Associate Professor of Higher Education at North Carolina State University, has been added to the editorial team as an Associate Editor.
- This past year, Liz Sanders and Joseph Filkins (both from DePaul University) completed an updated edition of *Effective Reporting*. The draft is currently being reviewed by a copy editor working through Lisa Gwaltney. Our expectation is that it will be published sometime in July. Working with Bill Knight and Gerry McLaughlin, I have responded to a series of questions asked by Jossey-Bass related to the development of an IR Handbook.

At this year's Publication Committee meeting at the Forum, Mary Ann Coughlin will become Interim Editor of the series for the next year.

- Volume 3 of the Assessment in the Disciplines Series was published in 2008. Titled *Engineering Programs: Evolving Best Practices* and edited by William E. Kelly of the Catholic University of America, it consists of 212 pages and 11 chapters and is co-sponsored by the American Society of Engineering Education as well as the Association for Institutional Research. Volume 4 of the series is on schedule to be published in 2009. Tentatively titled *Assessment of Writing*, it will consist of 11 chapters and is to be edited by Marie Paretti and Katrina Powell of Virginia Tech.
- This has been a very good year for both the *Professional File* and *IR Applications*. Five issues of *IR Applications* were published: IR Apps #16 Deriving Enrollment Management Scores from ACT Data; Saupe & Curs; IR Apps #17 Student Self-Reported Gains Attributed to College Attendance: Comparing Two-Year and Four-Year Students, Knight; IR Apps #18 Using a Data Mining Approach to Develop a Student Engagement Based Institutional Typology: Jing Luan, Chun-Mei Zhao; IR Apps # 19 Reported Progress under the Student Right-to-Know Act: How Reliable is It?, Leslie S. Stratton and James N. Wetzel; IR Apps # 20 Identifying Common High School Coursework Profiles with Multidimensional Scaling, Steven Culpepper and Ernest Davenport. Four issues of the *Professional File* were published: PF #108 How Institutional Research Can Create and Synthesize Retention and Attrition: Williford & Schaller; PF #109 Improving Institutional Effectiveness through Programmatic Assessment: Brown; PF #110 Using the IPEDS Peer Analysis System in Peer Group Selection: Xu; PF #111 Improving the Reporting of Student Satisfaction Surveys Through Factor Analysis: Goho.
- Since the May 2008 meeting of the Publications Committee, the Electronic AIR [e-AIR] has continued to be published on a monthly basis. We have retained regular features from the previous few years but have been more active in soliciting and receiving contributions for them from readers – as reviewers for the “Editors’ Publication of the Month,” and as contributors of “Technical Tips”, and “Parting Thoughts.” In August 2008, e-AIR added a new monthly feature called “AIR Survey Fact.” This feature is written by Fred Volkwein and his research colleagues and presents results from the spring 2008 AIR survey on institutional research offices. Electronic AIR tried out a new format for the monthly e-mail that contains the newsletter links and table of contents. Readers’ reactions to these changes have been quite consistently positive.
- After reviewing papers presented at the annual Forum in Seattle, the Publications Committee, in consultation with the Forum Publications Editorial Advisory Committee, has awarded the Charles F. Elton Best Paper Award for the Seattle Forum to Daniel Jones-White, Peter Radcliffe, Ron Huesman, and John Kellogg (all from the University of Minnesota) for *Redefining student success: assessing different multinomial regression techniques for the study of student retention and graduation across institutions of higher*

education. The Publications Committee agreed with the Best Visual Presentation (BVP) Committee to suspend the award for Best Visual Presentation while concentrating on educating the AIR membership on what makes for a good visual presentation. The BVP Committee will work on redefining the award criteria and categories that will be considered for future awards.

- The success of the AIR Publications Committee is due, in large part, to the hard work of the AIR staff. In particular, the committee wishes to express its appreciation to Randy Swing, Norm Gravelle, and Lisa Gwaltney for their continuing support.

III. Goals for the Upcoming Year

The goals for the Publication Committee for the upcoming (2008-2009) year are as follows:

1. Continuing to serve AIR members by providing high quality publications through *Electronic AIR*, *Research in Higher Education*, *New Directions for Institutional Research*, the *AIR Professional File*, *IR Applications*, *Resources for Institutional Research*, and *Assessment in the Disciplines*.
2. Identifying additional ways that the Publication Committee and AIR publications can add value to AIR members through new publications and additional benefits for AIR members.
3. Recognizing exemplary contributions to AIR through the Sidney Suslow Award, the Forum Best Paper Award, and the Best Visual Presentation Award. At the same time, the Publication Committee will consider ways to increase the number and quality of submissions for the Best Paper and Best Visual Presentation awards.
4. Complete the process of nominating a new editor for *Research in Higher Education*.

m. Treasurer – Heather Kelly

I. Overview of Responsibilities

The Treasurer’s responsibilities include Oversight of the receipt and disbursement of all funds of the Association, the establishment and maintenance of appropriate records of financial transactions, and the assurance that all expenditures are within the approved budget.

Committee Membership – Financial Advisory Task Force

- Heather A. Kelly (Chair)
- Mary Ann Coughlin
- James W. Firnberg
- Norman E. Gravelle
- Heather J. Haberaecker
- Adrian H. Harris
- Glenn W. James
- William E. Knight
- John D. Porter
- Robert A. Schwabe
- Randy L. Swing
- Michael J. Valiga

The charge of the Financial Advisory Task Force is to coordinate the Association’s advancement and development efforts, and for long-term strategy in the area of finances.

II. Summary and Highlights of Activities

- Review documentation and approve all expenditure checks over \$10,000.
- Review monthly Internal Accounting Reports; request to see detail and supporting documentation for a random sample of checks. Also receive copies of the monthly reconciliation reports and copies of all bank statements.
- **2008 Independent Auditor’s Report:** The firm of Lanigan and Associates, Certified Public Accountants of Tallahassee, Florida, audited the December 31, 2008 financial statement of the Association and issued the following statement:

“In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association for Institutional Research, Inc. as of December 31, 2008, and the changes in its net assets and its cash flows for the years

then ended in conformity with accounting principles generally accepted in the United States of America.”

The December 31, 2008 audit was completed on April 22, 2009. A copy of the auditor’s report is available for review by contacting Mr. Norm Gravelle, Chief Financial Officer, AIR Executive Office by phone at 850-385-4155 or by e-mail: ngravelle@airweb.org. The cover letter for the Independent Auditor’s Report is included at the end of the Treasurer’s section of the Annual Report.

- Table 1 presents the Financial Position of the Association as of December 31, 2008, and December 31, 2007. The most notable change from 2007 to 2008 is a substantial change in assets associated with Grants Receivable and Contract Receivable – Lumina Foundation and RTI. AIR received a three year grant for \$1,926,700 from Lumina Foundation for Education Project to develop a training program for community college institutional researchers (AIR’s Data and Decisions™ Academy). AIR signed a Fixed Price Contract with RTI to continue to provide support for the National Center for Education Statistics (NCES) IPEDS training programs. The contract includes \$1,485,500 for December 2008 through 2009 and \$785,229 for December 2009 through May 2010.
- Property and Equipment are recorded at cost and depreciation is computed using the straight-line method over the estimated useful lives of the respective assets. The building, but not the land, is depreciated over a 39.5 year period and is reflected as an Executive Office expense of \$13,050.
- Table 1 also presents the Liabilities and Net Assets of the Association as of December 31, 2008, and December 31, 2007. Excluding grant and contract activities, current liabilities totaled \$475,547, with 19% in accounts payable (compared to 33% in 2007), and 72% in deferred membership revenue (compared to 58% in 2007). Since the membership year begins in July and the Association account year begins in January, the accrual of prepaid 2009 membership revenue is required.
- Table 2 presents the impact of operations on Net Assets for the years that ended December 31, 2005, 2006, 2007, and 2008, as well as for the 2009 budget and the 2010 proposed budget. In 2008, revenues exceeded expenditures by \$316,695, compared to expenditures exceeding revenues by \$28,188 in 2007.
- Table 2 also presents the 2010 financial proposal based on the following assumptions:
 - Cost containment in all operations

- Conservative revenue plan
 - Continued commitment to maintaining the Association goal for Unrestricted Net Assets
 - 4% increase in salary pool and benefits for AIR employees
 - Offering one PDS Institute – Foundations I – and assuming institutes and workshops break even at a minimum using conservative estimates of participants
- Table 3 displays Membership Dues and Forum Fees for the years 2006 through 2010, as proposed.
 - Table 4 shows the application of indirect cost recovery and assignment of contract revenue to Executive Office expenditures on grant- and contract-related activity.
 - Figure 1 shows how the Association’s Revenue and Expenses are allocated by overall budget categories. For Fiscal Year 2008, Total Operating Revenues were \$4.0 million and Total Operating Expenses were \$4.0 million.

Table 1
Statement of Financial Position
December 31, 2008 and 2007

Assets	Year 2008	Year 2007
Cash and Cash Equivalents	\$ 628,716	\$ 313,437
Certificates of Deposit	\$ 798,337	\$ 363,623
Investments	\$ 690,777	\$ 356,188
Accounts Receivable – AIR	\$ 63,865	\$ 58,329
Grants Receivable	\$ 361,493	\$ 361,493
Contract Receivable – Lumina	\$ 726,000	\$ 0
Contract Receivable – RTI	\$2,342,777	\$ 75,318
Interest Receivable	\$ 3,906	\$ 5,307
Prepaid Expenses	\$ 41,078	\$ 53,974
Inventory – Publications	\$ 36,536	\$ 43,938
Property and Equipment, Net	\$ 680,381	\$ 660,031
Total Assets	\$ 6,373,867	\$ 2,291,638
Liabilities		
Accounts Payable	\$ 90,608	\$ 108,658
Accrued Compensated Absences	\$ 43,861	\$ 28,325
Deferred Membership Dues and Other	\$ 341,078	\$ 307,532
Deferred Contract and Grant Revenue, Current	\$ 3,385,285	\$ 974,989
Deferred Contract and Grant Revenue, Long-Term	\$ 1,324,205	\$ 0
Total Liabilities	\$ 5,185,037	\$ 1,419,504
Net Assets	\$ 1,188,830	\$ 872,134
Total Liabilities and Net Assets	\$ 6,373,867	\$ 2,291,638

4. Proposed Budget

Table 2
Financial History and Proposed 2010 Budget

	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Proposed
<u>Operating Revenues</u>						
Membership	424,083	437,042	424,682	470,588	464,750	417,000
Forum	491,032	493,880	461,522	588,186	523,500	474,000
PDS	274,967	390,048	349,083	457,941	359,000	322,500
Publications	114,714	156,996	169,124	163,006	163,500	66,000
Other Revenues	53,393	129,683	133,405	125,955	121,000	102,200
Grant Program	288,125	284,714	299,720	377,749	362,000	362,000
RTI Contract	1,144,325	1,517,966	1,341,368	1,675,595	1,503,000	1,485,500
Lumina Contract	0	0	0	154,919	0	669,763
<u>Total Operating Revenues</u>	2,790,639	3,410,329	3,178,905	4,013,939	3,496,750	3,898,963
<u>Operating Expenses</u>						
RTI Contract	1,099,443	1,464,844	1,293,455	1,485,123	1,463,000	1,463,000
Lumina Contract	0	0	0	154,919	0	669,763
Executive Office	238,515	318,190	337,635	434,042	345,700	311,500
Governance	145,050	196,518	267,205	141,818	179,000	99,410
Forum	386,947	404,127	340,843	388,241	390,500	494,150
Publications	154,370	119,188	168,383	188,258	195,500	110,400
Membership	96,527	159,805	175,758	135,990	188,500	157,400
PDS	220,513	407,170	324,092	391,105	372,100	282,000
Grant Program	288,125	284,714	299,720	377,749	362,000	362,000
<u>Total Operating Expenses</u>	2,629,490	3,354,556	3,207,092	3,697,244	3,496,300	3,949,623
<u>Contribution to Net Assets</u>	161,149	55,774	(28,188)	316,695	450	(50,660)
<u>Total Net Assets at Year End</u>	844,549	900,322	872,134	1,188,829	1,189,279	1,138,619

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

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

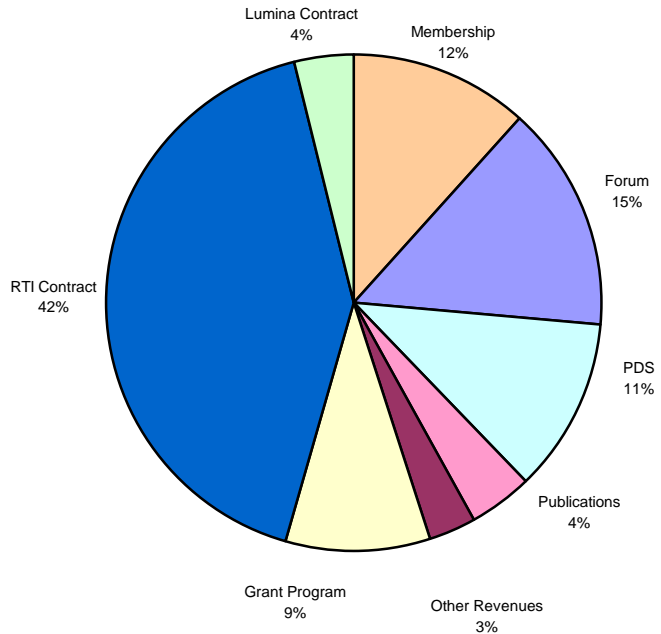
	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Proposed	% Change
Membership Dues	\$115	\$115	\$125	\$125	\$125	0%
Forum Registration Fees	\$290	\$300	\$300	\$310	\$310	0%

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

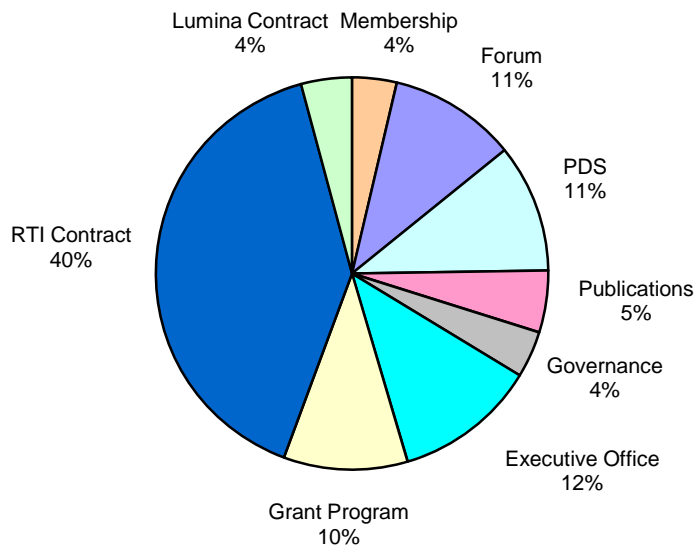
	2006 Actual	2007 Actual	2008 Actual	2009 Budget	2010 Proposed
Executive Office Expenses	\$429,809	\$448,098	\$565,799	\$470,700	\$511,500
RTI Indirect Cost Reimbursement	(\$99,423)	(\$99,023)	(\$99,023)	(\$112,000)	(\$115,900)
NSF Indirect Cost Reimbursement	(\$12,196)	(\$11,440)	(\$21,414)	(\$13,000)	(\$13,000)
Lumina Indirect Cost Reimbursement			(\$11,321)	(\$0)	(\$71,100)
Net Executive Office Expenses	\$318,190	\$337,635	\$434,041	\$345,700	\$311,500
Percent Offset to Expense	26%	25%	23%	27%	39%

**Figure 1
Operating Revenue and Expenses
Fiscal Year 2008**

REVENUE (\$4.0 million)



EXPENSES (\$4.0 million)



III. Goals for the Upcoming Year

1. Sustain sound financial management policies.
2. Review audited financial statement and present findings to the Board of Directors. Lead discussions and explore recommendations of auditors to improve policies and procedures manual, as well as accounting procedures.
3. Draft a policy for residual balance for fixed fee contracts that the Board may review and adopt.
4. Encourage the 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.
5. Establish project-based budgeting as standard practice.
6. Continue to expand accounting detail for grant and contract activities.
7. Keep the Board of Directors informed of current best practices in accounting and financial reporting.

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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying statement of financial position of Association for Institutional Research, Inc. (a nonprofit organization) as of December 31, 2008, and the related statement of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of Association for Institutional Research, Inc. as of December 31, 2007, were audited by other auditors, whose report dated April 25, 2008, expressed an unqualified opinion on those statements.

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

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association for Institutional Research, Inc. as of December 31, 2008, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated April 22, 2009 on our consideration of the Association for Institutional Research's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and important for assessing the results of our audit.

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THE GEORGIA SOCIETY OF CPA'S, THE FLORIDA INSTITUTE OF CPA'S, PKF NORTH AMERICAN NETWORK

Independent Auditors' Report
Page Two

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of Association for Institutional Research, Inc. taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

Ramirez & Associates

Tallahassee, Florida
April 22, 2009