

**ANNUAL REPORTS
OF THE
2018 – 2019
STEERING COMMITTEE**

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Annual Business Meeting Minutes
Grand Ballroom, Omni William Penn Hotel
Pittsburgh. PA
November 5, 2018

1. Call to Order (Annemarie Bartlett)

NEAIR President Annemarie Bartlett called the meeting to order at 11.54 am.

Bartlett began the meeting by few announcements. She encouraged the members to get headshots if they had not done so. She indicated that on every table there was a pen and a notepad for all to take notes, share comments, thoughts and feedback especially as the strategic plan is discussed.

She also asked the participants to complete the AIR survey that is currently open.

OMNI staff was thanked for their assistance with conference activities, especially with technology related issues. She asked for a round of applause for our exhibitors who helped us with the conference.

2. Approval of Minutes from 2017 Annual Business Meeting (Annemarie Bartlett)

Bartlett indicated that minutes have been distributed in the annual report. She asked for any corrections and explained how corrections will be handled by the incoming president. In case there are no corrections, the minutes stand approved as distributed or corrected.

3. Member Recognition

The conference program chair, Betsy Carroll and local arrangement chair, Chris Choncek were recognized along with the entire core conference planning team for their efforts in hosting the conference in Pittsburgh.

Next, she thanked the outgoing steering committee members, Melanie Larson and Tiffany Parker along with past-president AnnMarie Senior who was recognized for being a valuable colleague, confidant and a friend.

The nominations committee was asked to stand as the results of the election were announced. The following incoming members were recognized:

- a. President-elect - Jennifer Dunseath
- b. Steering Committee Members at Large – Prewitt-Freilino,
- c. Steering Committee Community College Sector - Rajiv Malhotra
- d. Nominations Committee Members Public Sector – Kenneth Smith
- e. Nominations Committee Members at Large – Peter Feigenbaum. Lisa Plummer, Ann Marie Russell, Dan Sisco, and Christopher Vinger.

- f. Members Emeritus – Joseph Revelt, Phyllis Fitzpatrick, Sandra Johnson, and Denise Krallman.

4. Best Awards and Distinguished Service Awards

Bartlett indicated that no best paper awards were given out this year. She informed that the issue was with refining the criteria for choosing best paper award. Accordingly, she informed the membership of an ad-hoc Best Awards committee is being charged to review the process.

She also indicated that there were no nominations for Distinguished Service Awards this year. She indicated that the steering committee will revisit the topic and re-evaluate the candidate proposal process and work towards encouraging nominations for the award.

5. Treasurer's Report

Tardiff presented the "Treasurer's Report for 2018-19. He indicated that fiscal year 2018 was a solid year for NEAIR from finance perspective. As of June 30th, 2018, NEAIR generated a total surplus of \$39,811. It was yet another good year for investment account which grew by 10 percent. Sufficient cash was available to meet current obligations. However, he mentioned that since we have to line up conference spaces in advance, the liabilities associated with them are significant in future.

He informed the members about the operating revenues generated for the conference. The annual conference was the chief source of operating revenues, accounting for almost 70 percent. The next piece of the pie was from the membership fees, followed by endowment funds. The balance of the budget is funded by PDS workshops. He stressed the role of PDS workshops and indicated that last July the workshops attracted twice the number of participants than in the prior year.

In terms of expenditures, the budget is spent is mostly on the conference. The next big spending is on the operational expenses, i.e., cost of our contracted managing director, accounting fees, and costs associated with developing and maintaining the website. The rest of the money is spent on two, steering committee meetings, hosting workshops and management fees for our professionally maintained investment portfolios.

An income statement of revenues and expense sheet was walked through to share how our organization generated profit at a given point and how balance sheets depicts total assets and liabilities at a given point. In a very simple statement, he mentioned that "...basically income statement defines the journey, while the balance sheet defines the destination." He explained that since we are not reporting any liabilities, our net worth of \$66,782 was built entirely from cash in our bank accounts and the value of our investment accounts. The highlight is that the investment account is expected to grow from this point and the goal is to ensure that it covers at least the cost of one year of operating expenses of about \$250,000.

He indicated that NEAIR has enough cash and some liquid investments and we can meet all our obligations. However, the balance sheet is bit tricky as it does not include some significant liabilities due to the nature of the balance sheet where we report operations on the basis of cash-in and cash-out.

He wrapped his report by reporting that at the end of June, NEAIR signed-up with two hotels totaling to about \$315,000. Currently, those are shown as “off-balance sheet” items. So on a pro forma basis, NEAIR’s reported net assets would total a more modest \$52,285.

At this point Bartlett announced that the “The treasurer’s report will be filed for audit.”

6. Standing Committee Reports

Bartlett informed the membership that usually at this time the committees usually present their report, but the format has been changed for the current meeting. She asked members to read the reports in their “Business Meeting” packet.

At this point, she recognized members of the steering committee and ad-hoc committees for their invaluable work during the year.

She informed that this year a numbers of new projects were undertaken, i.e., strategic Plan review, ad-hoc research, membership definitions, review of policies and procedures to name a few.

She enthusiastically drew attention of the NEAIR members to table tents in front of them entitled “Fast Facts,” which informed about NEAIR to its membership. This was much appreciated and Chris Vinger and Christina Butler were recognized for that. Next she recognized Marcia Finch for her role on promoting 2017 conference evaluation poster.

She informed the membership that there are writing pads and papers for the memberships to jot down their thoughts, comments, suggestion or any feedback that you have on the “Strategic Planning” slides. This collected information was going to be shared on Tuesday morning SIG group, where she will be sharing more details about the strategies that came up during the process.

7. 2008 Strategic Planning

Bartlett gave a power point presentation on the current status of the strategic planning. She indicated that past president Senior charged Bartlett to review the Strategic Plan that started in 2008. The charge was to recommend, a) review 2008 goals and related strategies to determine which ones were still relevant, ones that needed revision, and others that needed to be sun-setted; b) Come up with a process to implement and deploy new plan; and c) derive new data, metrics, and assessment to support implementation, and, track the progress of new strategic plan as it is deployed.

Over 30 people were involved in evaluating the 2008 strategic plan. She indicated that at the last conference in Jersey City the core group had a face to face meeting, followed by two conference calls for about an hour each. Working groups met more frequently via conference calls or virtually. They worked around the following questions, a) are the existing goals still relevant?; b) any new strategies need to be considered?; and c) what other information is needed to inform the development and execution of our plan? A time line was shared of when the activities happened last year.

Bartlett indicated that there was a complete consensus on the overarching goals, and they were considered to be highly relevant and a complete re-envisioning was deemed unnecessary.

Bartlett provided some examples of actionable items from working groups. One of them was to close out the 2008 strategic plan, while documenting its accomplishments. She indicated that we are ready to move and determine which objectives/tactics can be phased out because they are not relevant anymore. She indicated that there was a need to conduct an environmental scan to support SWOT analysis for the next plan.

The members also suggested that there was a need to articulate core competencies, links to strategic goals/objectives, and show dependencies across committees. She stressed that the new objectives and action plans need to be carefully considered. She indicated that each work group had provided their recommendations to the steering committee for its consideration.

Another example was to understand the current membership. She indicated that the existing data was reviewed by groups to inform their work (e.g., membership status, conference evaluations, etc...). As a result Fast Facts document was created, there was a revised membership form to capture more information on the members and their institutions. A member survey was also on the table which will assess the needs of the membership.

Bartlett encouraged that membership at all level need to be engaged and recruitment should be done from non-traditional offices. Also, the retention studies of membership and a survey of recent non-renewing members should be considered for understanding their conference attendance patterns.

At this point she invited the incoming President Lichtinger to talk about the planning for upcoming 2018 strategic plan.

Lichtinger indicated that due to the Strategic Planning sub-committee's tremendous work, the steering committee is in the process of closing out our 2008 strategic plan. The plan is to complete an annual update of accomplishments and determine the objectives and action plans that have met their goals. This process is expected to help cull the objectives that are still relevant to our work.

She indicated that currently an environmental scan is in progress, which is expected to assist SWOT analysis for determining the next plan. As the new plan is being developed, efforts will be made to articulate the association's core competencies, tie the goals to them and then develop the objectives and action plans with time horizons by being mindful to show dependencies across ad hoc and standing committees.

The existing data was reviewed by groups to inform their roles, i.e., membership status, conference evaluations etc... A few key points were identified and have been acted upon while we plan to address others in the short-term to support the next plan. Some of these being:

- Understand current membership – acted upon this with Fast Facts and Conference Evaluation Poster
- Revise our membership renewal form to capture more information on our members and their institutions (2019)
- Conduct a Member Survey to assess the needs of membership (2019)
- Understand new markets for membership
- Conduct a retention study of members; potential survey of recent non-renewing members (2020)

She then proceeded to inform about the time line and actions in 2019 during which the new plan will be pan out. She gave a power point presentation and informed that

- During fall 2018, the committee will be engaged in the preliminary work to support this effort, including conducting the environmental scan and specifying how assessment, planning and budgeting will be linked. The work has already begun with the Finance Committee's efforts to model a multi-year budgeting
- During winter 2018 a SWOT analysis will be conducted to provide context for the steering committee as they articulate goals, objectives and action plans...and prioritizing them.
- During spring 2019 a consensus is expected on the objectives and action plans supporting the strategic goals and to develop metrics to assess progress.
- During the summer of 2019 the sub-committee will have an opportunity to check-in and to get an update on progress towards the goal.
- Finally in the fall of 2019, the president will report on our accomplishments and provide an update to the membership at the Annual meeting.

She indicated that ultimately, a 12-month short-term planning cycle that runs from January to December with key quarterly features to keep us moving forward, will be established.

This plan suggests that going forward the plan will be worked upon as following: in winter the committees will reaffirm the goals and objectives, and update action plans so that they are timely and relevant for the Association's needs. Each spring steering committee meeting will focus on strategic planning with the summer serving as a mid-year check-in. And finally in fall there will always be an opportunity to report on accomplishments, assess where we are to goal, and to determine necessary edits to action plans to start the next cycle. It is also a time to check-in and assess our planning process to make adjustments.

8. Passing the Gavel

It was time to pass on the presidency to the next president. In keeping with the NEAIR trend Bartlett passed the gavel and the hat to Lichtinger indicating a start of new presidency.

9. New Business

Lichtinger informed the membership that she was excited and thrilled to serve the association and invited them to Newport, RI for the annual 2019 conference. The theme of the conference was "Riding Waves of Change." She indicated that she was glad to have a tremendous team that was working on the next conference. She introduced them. The following were recognized, Wendy Weiler – Program chair; Connie Pierson – Associate program chair; Kristin Procopio - Local arrangements chair; and Megan Ryan – Associate local arrangement chair.

Lichtinger invite all to come on Tuesday at the closing raffle to learn about Newport and take a chance to win some wonderful raffle gifts.

The meeting was adjourned at 12.30 pm.

Respectfully submitted by Dr. Gurvinder Khaneja

PRESIDENT'S REPORT

Annual Report—November 4, 2019

I am delighted to share the accomplishments of a creative and engaged Steering Committee and our many volunteers who serve the Association! This is all in support of the newly authored 2019-2021 strategic plan.

Let's start there. The three-year strategic plan (2019- 2021) was adopted by the Steering Committee on August 5, 2019. Our planning process began August 2017 with the ad hoc Strategic Planning Committee that was charged with reviewing the Association's first strategic plan that had been in place since 2008. That was a year-long endeavor leading to a series of tasks during 2019, including an environmental scan; a SWOT analysis (strengths, weaknesses, opportunities and threats) by the Steering Committee; the development of core competencies for the Association as well as the revision and, ultimately, consolidation of existing goals that guided the articulation of objectives to focus the Association for the next three years.

An outgrowth of this work was the development of a short-term and long-term planning process; this has been illustrated in a new governance calendar with key quarterly deliverables. These processes will be documented in the Association's policies and procedures for future reference. Ultimately, we have established a more intentional linkage among the planning, assessment and budgeting processes which is the culmination of work across multiple presidencies, informed by numerous Steering Committee members, past chairs and presidents, as well as members who served on ad hoc and standing committees, and participated in annual conference and professional development series surveys, providing leadership with feedback along the way. A special thank you to **Nora Galambos, Denise Nadasen, Heather Roscoe, and Henry Zheng** who collaborated with me on the environmental scan.

And, like at your organizations, the work driving operations and strategic priorities does not stop even though we are crafting a longer-term vision for our college or university. As we developed this plan, we were also developing, implementing and deploying initiatives to propel the Association forward. I am grateful for the grit of this Steering Committee, who dug in with their committee members, to keep routine operations going and who advanced current initiatives as we envisioned the future! Here are the highlights.

Committee Report Highlights

The **Finance Committee under the leadership of Braden Hosch and Polly Prewitt-Freilino supported the strategic plan in numerous ways.** In response to my request in 2018 to revisit the membership and conference fee structures, **Megan Lynch** successfully chaired a subcommittee to conduct this review in 2019. Members of the subcommittee conducted an environmental scan, collecting research to develop a report on fee structures, policies, and conference offerings of eight similar organizations including AIR, along with revenue and expenditure trends within NEAIR. The scenario to hold fee increases to no more than the rate of inflation in the higher education price index (about 2.5%) and to strategize cost savings in other areas of the budget was adopted by the Steering Committee. That initiative coincided with the creation of a rationale for and the development of a five-year balanced budget model that incorporates a low-mid-high conference site cycle. Moving forward, we will monitor fees on an annual basis to determine the need for an increase. Finally, there was a periodic review of financial records and processes, including results of the periodic procedures engagement and debit card transactions. An Audit Committee was appointed by me to conduct the 2019 internal audit this December to close out the year.

The **Grants Committee**, managed by **Joel Bloom**, coordinated the call for proposals for five types of awards totaling \$4,900. No applications were received for the AIR Forum and NEAIR Leadership Team grants so those monies were evenly disbursed to three Steering Committee members who attended AIR to represent NEAIR and manage its business there. The other three grants support professional development as well as research projects.

Membership Committee, guided by Claire Goverts, supported almost 700 members by providing connections via social media; the Mentor Program; the “Navigating NEAIR: A Newcomers Toolkit” conference offering; the Job Board and listserv. We are pleased to offer the opportunity for members to get a professional headshot at the conference, again, this year. Claire represented the Membership Committee on the ad hoc Member Definitions Committee that recommended new definitions, including two new categories, to the Steering Committee. These were approved in September 2019. More work will occur in 2020 to delineate the member benefits among these groups, including pricing. Claire was joined by **Annemarie Bartlett, Gina Calzaferri, Betsy Carroll, Jennifer Dunseath, Shannon Tinney Lichtinger,** and **Beth Simpson** in this year’s effort.

The **Nominations Committee, led by Annemarie Bartlett**, developed a strong slate of candidates for the ballot and vetted all 42 of them using the nominee vetting questionnaire and scoring rubric developed in 2018. We welcome those successful in the election to our work in 2020 and look forward to working with them! Nominations Committee also approved two members for emeritus status—**Jane Zeff and James Ferguson**.

The **Professional Development Services Committee**, chaired by **Jennifer Dunseath**, with **Diana Danelian** and **Morgan Hawes**, offered a strong slate of programs for the 2019 Summer Drive-In workshops held at Bridgewater State University. The registration returned 65 attendees and 109 workshop participations, excluding IPEDS workshop attendants.

The **Site Selection Committee, led by Jennifer Dunseath**, championed a new site—Portland, Maine! We look forward to planning for that conference in 2021.

The **Technology Committee, chaired by Raldy Laguilles**, shepherded a number of projects to the finish line while providing on-going support of the NEAIR website. The committee worked closely with **Christina Butler (ad hoc Research Committee)** to implement an upload tool created by MemberLeap (ML) to improve data transfer to and from ML to support data quality initiatives by the ad hoc Research Committee (May 2019). Two new policies were adopted too. The Steering Committee unanimously approved an updated NEAIR Privacy Policy that provides clarity on how NEAIR uses information as it provides services to members. This is to support our compliance with the General Data Protection Regulation (GDPR). Members were notified in July 2019 about that policy. In conjunction with that, a Confidentiality Policy for Data Use was adopted to support the work of the ad hoc Research Committee. The new conference mobile application, Whova, was selected last year and implemented at the Pittsburgh conference. This year, a customized ML template was implemented to facilitate the uploading/downloading of conference related information into our mobile app. Finally, Survey Gizmo was selected to replace Gravic as our survey software provider for our workshop and conference evaluations. Survey Gizmo was the platform for the 2019 Membership Survey.

The **ad hoc Research Committee**, chaired by **Christina Butler** and **Christopher Vinger**, continued to make significant contributions. Led by **Christina Butler**, a member retention study was finalized this year. Some information from that study is incorporated in the 2019 Fast Facts that Christina developed. Both the Member Retention Study and the 2019 Fast Facts can be found on the NEAIR website under the Membership menu. Additionally, **Marcia Finch** and **Christopher Vinger** worked with their team and me to create and deploy the 2019 Membership Survey. The sampling frame for this survey included current members as well as past members for whom NEAIR had current contact information. We will share some highlights from the Membership Survey during the Annual Business Meeting and will develop a research plan for analyzing those data this December with a plan to communicate results throughout 2020 to support organizational learning and strategy development. A special thanks to **Elina Belyablya, Heather Kelly, Viola Simpson, Kenny Smith, Joe Stankovich,** and **Kymber Taylor** who contributed to these projects.

Treasurer John Tardiff, reported a sound financial position at FY2019 year-end. He collaborated with the Finance Committee to articulate a rationale for a multi-year budget and developed a five-year balanced budget as a fiscal roadmap for the Association. A procedures engagement was conducted by the accounting firm of Belfint, Lyons, and Shuman Certified Public Accountants. The Procedures Engagement was not a full audit; rather, it focused on the organization's internal controls, specified transactions, and member revenue for the period from July 1, 2017 through April 30, 2018. The Committee had no follow-up questions and complimented the Treasurer on the conduct of the Procedures Engagement.

The Finance Committee reviewed debit card transactions through November 2018. The Treasurer provided all debit card transactions and accounted for each one of them. The Finance Committee had no follow-up questions. The 2019 audit will occur in December to close out the year.

Orchestrating the 46th Annual Conference is the result of the limitless imagination and countless hours of work by the Conference Team. The **Program Committee, under the guidance of Alexander Yin**, and the **Local Arrangements Committee, led by Kristen Procopio** have developed an amazing program to welcome almost 400 people to Newport. Bravo to them and their team members: **Connie Pierson**, Associate Program Chair; **Megan Lynch**, Associate Local Arrangements Chair; **Diana Danelian**, Pre-conference Workshops Coordinator; **Gina Calzaferri**, Sponsorship Coordinator; **Melissa Hartz**, Mobile App; **Marcia Finch**, Evaluations; **Krisztina Filep**, Poster Session; **Shawn LaRoche**, Proposal Review; and **Tom McGuinness**, Publications.

Finally, thank you to the woman who is the tie that binds us together and that keeps this Association running so well—**Beth Simpson, NEAIR's Administrative Coordinator and Managing Director & Conference Planner**.

Again, thank you to all of the volunteers who served the Association this year and to those of you who are volunteering to make this conference a success. You are amazing people!

Respectfully Submitted,

Shannon Tinney Lichtinger, President

Treasurer's Report

Annual Report—November 4, 2019

This represents my third, and as my term ends, final report to the NEAIR membership as treasurer. I am tremendously grateful to the Steering Committee, the Finance Committee, and Beth Simson, our Managing Director, for their insightful questions, thoughtful advice, and most importantly, encouraging support throughout the last three years.

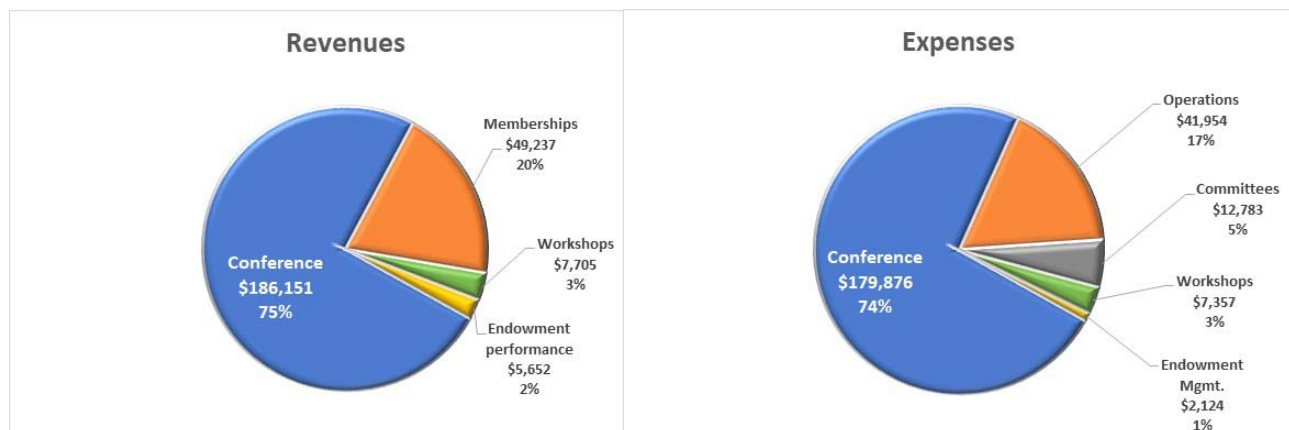
In addition to the following discussion that describes a financially sound organization, I have attached two operating statements that present NEAIR's recent financial results. The first shows consolidated results for the most recent five fiscal years and the second provides results for just the annual conferences during the same period.

Fiscal 2019 Financial Results

NEAIR operates with essentially two parts, an *unrestricted* portion and a *restricted* portion. The unrestricted segment consists of the annual conference, summer professional development workshops, steering committee expenses, and all other general operating expenses. The restricted segment consists of the earnings generated by NEAIR's investment account, whose ultimate objective to hedge operating risk by eventually supporting one year of operating expenses; with that goal in mind, all investment earnings are retained in the investment account.

I am pleased to report that NEAIR generated a surplus of \$4,651 for the year ending June 30, 2019, which represented 1.8% of total revenues. The operating side of NEAIR produced a modest surplus of \$1,123 while the investment portfolio grew by \$3,528, or 2.1% during the year.

Revenues and Expenses:



NEAIR's operating support in fiscal 2019 was dominated by revenues associated with the annual conference held in Pittsburgh, PA where attendance, workshops, and sponsorship fees combined to

account for 75% of NEAIR's total revenues during the year. The November 2018 conference was budgeted to have 350 attendees and attracted 315. NEAIR believes that a key Middle States Commission on Higher Education event that coincided with the conference dates negatively affected attendance.

Most of NEAIR's operating expenses are related to producing a first-quality conference experience necessary to attract as broad an attendance as possible. Other expenditures consisted of general operating costs, expenses associated with hosting three steering committee meetings during the year, professional development workshops, and management fees related to directing NEAIR's investment portfolio. The third steering committee meeting was the result of shifting the meeting normally scheduled for July into June in order that the fiscal 2020 budget could be reviewed and adopted prior to July 1st. Operating expenses also included non-recurring legal costs of \$2,388 to evaluate and revise NEAIR's privacy and confidentiality policy.

Fiscal 2020 Budget: The Steering Committee adopted an operating budget that calls for an operating surplus of \$26,415 for fiscal 2020, part of which is intended to support higher anticipated venue costs for an upcoming conference. One-third of the budgeted fiscal 2020 surplus will come from interest and dividend income built into the investment portfolio while the net result of all other operations is expected to generate \$17,615. Consistent with conservative budgeting, no growth is assumed to come from the underlying investments in the portfolio.

Investments: NEAIR's investments increased a total of \$3,528 or 2.1% during the year and, as of June 30, 2019, the market value of the investment account stood at \$175,438. The return reflected erratic markets during the year, particularly in the fourth quarter of calendar 2018.

Balance Sheet: An income statement presents how an organization generated a profit or a loss *during a given period* while a balance sheet presents an organization's total assets and liabilities *at a point in time*. The difference between "total assets" and "total liabilities" is equal to "net assets", a concept equivalent to *net worth*. Essentially, a balance sheet describes a destination while an income statement shows how you got there.

ASSETS		LIABILITIES AND NET ASSETS	
<u>Current assets</u>		<u>Net assets</u>	
Cash	\$194,450	Beginning balance	\$366,782
Undeposited funds	1,545	Current year net surplus	4,651
Total current assets	\$195,995	Total net assets	\$371,433
<u>Other assets</u>			
Investments	\$175,438		
TOTAL ASSETS	\$371,433	TOTAL LIABS. & NET ASSETS	\$371,433

The balance sheet at the end of fiscal 2019 reflected total net assets of \$371,433 allocated almost evenly between cash and investments.

In order to avoid bookkeeping complexity, NEAIR reports its financial results on a “cash basis”, meaning we recognize revenues when they are received and record expenses as they are paid. And while the statements are technically correct, they also overstate our financial position because they exclude significant liabilities associated with signed contracts for upcoming conferences. These are excluded from the balance sheet because we did not receive anything in exchange for the contracts (a requirement to keep the statement ‘in balance’) and together these totaled \$178,412 had they all been cancelled on June 30, 2019. These obligations significantly affect our reported net assets as follows:

<i>Pro Forma Net Assets</i>	
Net assets as presented	\$371,433
Less future conference liabilities: if cancelled on 6/30/19:	
Newport RI	(\$92,418)
Baltimore MD	(\$74,466)
Portland ME	(\$11,528)
Total future liabilities	(\$178,412)
<i>Pro forma net assets at 6/30/2019</i>	\$193,021

Despite these significant future obligations, NEAIR still has a comfortable level of resources to satisfy all of its future hotel obligations, which are typical of an organization that must acquire large conference spaces well in advance.

An important part of my role is to provide our membership with confidence that great care is taken to conserve the resources they have contributed over time and to communicate the financial condition of NEAIR, which I believe is solid. I hope I have succeeded at both.

Respectfully submitted,

John Tardiff
NEAIR Treasurer

Northeast Association for Institutional Research (NEAIR)
Operating Statements - Consolidated
Fiscal 2015 - Fiscal 2019

	<i>Philadelphia PA</i> Fiscal 2015	<i>Burlington VT</i> Fiscal 2016	<i>Baltimore MD</i> Fiscal 2017	<i>Jersey City NJ</i> Fiscal 2018	<i>Pittsburgh PA</i> Fiscal 2019
Operating Results:					
Revenues:					
Conference attendance	\$ 147,059	\$ 144,845	\$ 138,840	\$ 137,464	\$ 120,081
Conference workshops	29,344	21,615	28,081	26,705	20,165
Exhibitor sponsorships	55,625	31,050	47,525	54,775	45,905
Miscellaneous income	1,000	-			
Interest income	139	66	42	27	60
Investment income	-	762	4,127	7,900	10,998
Membership income	51,310	48,060	45,150	56,545	48,140
PDS workshop income	7,050	8,170	6,412	13,050	7,705
Total operating revenues	\$ 291,527	\$ 254,568	\$ 270,177	\$ 296,466	\$ 253,054
Expenses					
Accounting	\$ 8,058	\$ 3,560	\$ 5,797	\$ 5,501	\$ 3,048
Administrative coordinator	39,976	24,570	39,798	37,600	37,602
Audio visual expense	31,684	23,423	33,790	31,764	28,349
Awards & gifts	2,102	1,581	1,204	699	1,938
Bank fees	195	280	-	12	-
Conference expense	4,626	14,477	6,862	3,690	6,145
Endowment fees	-	822	1,784	2,021	2,124
Food	133,278	70,418	118,570	120,263	98,350
Grant program	3,754	3,930	3,699	3,900	3,918
Honorarium	8,500	9,000	7,875	9,125	9,000
Hotel/Site costs	7,247	4,964	9,097	8,224	6,472
Insurance	404	438	1,556	1,306	1,442
Legal	-	-	-	-	2,388
Meals & travel	13,699	10,074	10,926	14,296	19,098
Merchant account / Credit card fees	10,493	8,502	9,712	11,624	11,030
Miscellaneous expense	1,593	754	387	553	577
Office supplies	5,058	1,505	-	105	-
Postage	582	89	58	48	61
Printing	8,385	7,822	5,824	3,581	2,834
Supplies	2,037	1,818	2,221	1,344	869
Telephone	1,193	938	1,310	1,208	1,231
Web site	7,507	7,397	11,716	9,411	6,618
Total operating expenses	\$ 290,371	\$ 196,362	\$ 272,186	\$ 266,275	\$ 243,094
Net operating surplus	\$ 1,156	\$ 58,206	\$ (2,009)	\$ 30,191	\$ 9,960
<i>as a % of total revenues</i>	0.4%	22.9%	-0.7%	10.2%	3.9%
Non-operating income and expenses					
Unrealized investment gains/(losses)	-	3,656	20,473	9,620	(5,309)
Total surplus	\$1,156	\$61,862	\$18,464	\$39,811	\$4,651
<i>as a % of total revenues</i>	0.4%	24.3%	6.8%	13.4%	1.8%

Northeast Association for Institutional Research (NEAIR)
Operating Statements - Conference Only
Fiscal 2015 - Fiscal 2019

	<i>Philadelphia PA</i> Fiscal 2015	<i>Burlington VT</i> Fiscal 2016	<i>Baltimore MD</i> Fiscal 2017	<i>Jersey City NJ</i> Fiscal 2018	<i>Pittsburgh PA</i> Fiscal 2019
Membership	765	718	702	697	688
Conference attendance	436	360	386	359	315
First-time attendees	134	109	102	97	107
% of membership attending	57%	50%	55%	52%	46%
% of first time attendees	31%	30%	26%	27%	34%

Operating Results:

Revenues:

Conference attendance	\$	147,059	\$	144,845	\$	138,840	\$	137,464	\$	120,081
Conference workshops		29,344		21,615		28,081		26,705		20,165
Exhibitor sponsorships		55,625		31,050		47,525		54,775		45,905
Miscellaneous income		1,000		-		-		-		-
Total conference revenues	\$	233,028	\$	197,510	\$	214,446	\$	218,944	\$	186,151

Expenses

Administrative coordinator	\$	16,456	\$	10,542	\$	15,919	\$	15,040	\$	15,041
Audio visual expense		31,684		23,423		33,790		31,764		28,349
Awards & gifts		1,630		1,559		1,204		699		1,547
Conference expense		4,626		14,477		6,862		3,690		6,145
Food		131,897		68,523		116,619		119,525		98,350
Grant program		954		1,148		1,421		2,100		968
Honorarium		7,500		7,250		6,250		7,375		6,000
Hotel/Site costs		2,039		2,850		4,851		3,178		1,495
Meals & travel		5,803		5,149		3,096		5,808		7,985
Merchant account / Credit card fees		8,394		6,881		7,611		9,235		8,448
Miscellaneous expense		400		20		111		-		-
Office supplies		2,041		-		-		-		-
Postage		120		18		58		-		45
Printing		6,760		7,822		5,742		3,581		2,703
Supplies		2,012		1,818		2,221		1,344		683
Telephone		856		449		701		773		518
Web site		3,393		3,288		1,550		399		1,599
Total conference expenses	\$	226,565	\$	155,217	\$	208,006	\$	204,511	\$	179,876

Net conference surplus	\$	6,463	\$	42,293	\$	6,440	\$	14,433	\$	6,275
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<i>Operating margin - Conference</i>		2.8%		21.4%		3.0%		6.6%		3.4%
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FINANCE COMMITTEE

Annual Report—November 4, 2019

The Finance Committee serves NEAIR by furthering its strategic objective of adopting best practices for financial management and fiscal health. During this past year, the Finance Committee pursued multiple substantive activities:

1. Reviewed the NEAIR fee structure and conducted comparative analysis of similar organizations to support recommendations for fee structure adjustments
2. Reviewed the treasurer's proposed FY 2019 budget, and made recommendation for adoption by the NEAIR Steering Committee;
3. Finalized a multi-year budgeting process to provide for long-term sustainability of the organization, and made recommendation for adoption by the NEAIR Steering Committee.
4. Reviewed additional financial records and processes, including results of the periodic procedures engagement and debit card transactions.

Fee Structure Review

President Lichtinger charged the Finance Committee to review the fee structure, and Megan Lynch chaired a subcommittee to conduct this review. This subcommittee conducted extensive research and issued a report that examines fee structures, policies, and conference offerings of 8 similar organizations including AIR, along with revenue and expenditure trends within NEAIR. NEAIR's conference and membership fees combined are third highest out of nine comparable higher education institutional research, assessment, and admissions organizations, although NEAIR provides a more expansive conference experience than most of these other organizations, and geography clearly influences cost. Recognizing that affordability is a priority of the membership and Steering Committee, the report offered multiple scenarios to adjust the fee structure. The scenario to hold fee increases to about or below the rate of inflation in the higher education price index (about 2.5%) and to realize modest cost savings in other areas of the budget was ultimately adopted by the Steering Committee.

Fiscal Year 2020 Budget

The Finance Committee convened to review a draft budget prepared by the Treasurer for 2019-2020, and recommended its adoption to the Steering Committee. The fiscal 2020 budget anticipates unrestricted revenue of \$257,560 and operating expenses of \$239,945, for a surplus of \$17,615. While this surplus may seem high, just under half of it will offset a \$7,819 deficit from FY 2019 attributable to lower conference attendance than forecast. The remainder will partially offset increased expenses in FY 2021. Details of the budget appear in the Treasurer's report. The Finance Committee voted unanimously to recommend the Steering Committee adopt the annual budget, and the budget was subsequently adopted. The Finance Committee observed two areas for monitoring going forward: 1) downward trends on conference attendance and membership that will place downward pressure on future revenues; and 2) the need for future conference planning activities to continue careful stewardship of resources while ensuring the standard conference experience is provided.

Multi-Year Budgeting

The Finance Committee established principles and a framework for adoption of a multi-year budgeting process that provides a five year roadmap for revenues and expenses of the association.

Objectives

NEAIR has adopted a multi-year budgeting process to accomplish multiple objectives:

1. to acknowledge that maintaining the fiscal health of the organization is a long-term endeavor,
2. to realize that commitments for costs are made several years before they are incurred,
3. to evaluate the adequacy of fee structures and revenue streams to meet anticipated costs
4. to allow leadership full opportunity to recommend a sound financial plan over multiple years, while recognizing pre-existing commitments for obligations in the current year.

Principles

1. The budget represents a sound financial plan over multiple years.
2. Estimates for costs and revenues in out-years should be realistic and made in good faith.
3. The annual budget should derive but may deviate from the prior multi-year budget.
4. The health of the multi-year budget should be evaluated excluding the endowment.

The multi-year budget recommended by the Finance Committee and adopted by the Steering Committee includes plans for conference expenses and revenues through 2023-24. Over the total 6-year period, including anticipated results for 2018-19, the multi-year budget anticipates \$1,604,286 in unrestricted revenue and \$1,602,796 in unrestricted expenses for a total surplus of \$1,490 or on average a surplus of just \$248 per year, effectively a balanced budget. This approach offers guidelines to future conference planning committees, and provides a sustainable financial roadmap for the association.

Review of additional financial records and processes

The Finance Committee reviewed a report on a procedures engagement conducted by the accounting firm of Belfint, Lyons, and Shuman Certified Public Accountants to conduct a Procedures Engagement. The Procedures Engagement was not a full audit but rather focused on the organization's internal controls, specified transactions, and member revenue for the period from July 1, 2017 through April 30, 2018. The Committee had no follow up questions and complimented the Treasurer on the conduct of the Procedures Engagement.

The Finance Committee reviewed debit card transactions through November 2018. The Treasurer provided all debit card transactions and accounted for each one of them. The Finance Committee had no follow-up questions.

Contribution to the 2019 – 2021 Strategic Plan:

Goal #1: Provide high quality, timely, and relevant professional development, at an affordable cost, to enhance the skills and competencies required of high-performing institutional research and effectiveness professionals.

- 1.1 Objective: Understand members' preferences and needs for professional development opportunities.
 - 1.1A: Conduct a Member Survey to ascertain preferences regarding the current standard conference experience as well as the value, offerings, and price sensitivity associated with attending the summer Professional Development Series (PDS), Pre-Conference Workshops (PCW), and attending the annual conference. Also explore the needs and

preferences for the financial support of professional development opportunities (e.g., to attend conferences, to support taking coursework, etc.).

Goal #3: Strengthen the governance structure to ensure effectiveness and accountability in both operational and fiduciary responsibilities.

- 3.2 Objective: Develop a cycle of review for Policies and Procedures on an annual basis. This review will include developing new policies for adoption that comport with best practices for non-profit management.
 - 3.2B: Revise the Investment Policy.
- 3.3 Objective: Adopt best practices for financial management and fiscal health.
 - 3.3A: Annually review membership and conference fee projections to establish a sustainable model for the Association.
 - 3.3B: Develop a rationale and process for multi-year budgeting.

Respectfully Submitted,

Braden Hosch	(Chair)
Polly Prewitt-Freilino	(Chair-Elect)
Nasrin Fatima	(2018-2020)
Christopher Hourigan	(2019-2021)
Ann Lehman	(2017-2019)
Megan Lynch	(2017-2019)
MJ Russell	(2018-2020)
Lauren Young	(2019-2021)
Stephen Sheridan	(Past Treasurer)
John Tardiff	(Treasurer)

GRANTS COMMITTEE

Annual Report – November 4, 2019

The Grants Committee consisted of six members: one member who serves on the NEAIR Steering Committee (the Chair) and five members who are volunteers from the NEAIR general membership who serve three-year terms, and the Past Chair who is a non-voting member. One of the committee members serves the committee by de-identifying the documents submitted by grant applicants, and does not evaluate or vote on the submissions.

There are four grant opportunities for members: the AIR Forum Scholarship, the Ambassador Grant, the Memorial Conference Grant, and the Research Grant. NEAIR and AIR jointly sponsor another opportunity for individuals serving on the NEAIR Leadership Team—the NEAIR Leadership Team Travel Grant. Information regarding the timing of the grants and the number of applications received are in Table 1.

Table 1. 2019 NEAIR Grants Timing and Number of Applications Submitted

Grant	Call for Proposals Announced	Application Deadline	# of Eligible Applications
AIR Forum Scholarship	2/22/2018	3/10/2019	0
NEAIR Leadership Team Travel Grant	2/26/2019	3/10/2019	3
Ambassador Grant	4/17/2018	5/31/2019	2
Memorial Conference Grant	7/23/2019	9/6/2019	2
Research Grant	7/23/2019	9/30/2019	1

2019 Activity Summary

The Grants Committee put forth calls for proposals via email for all five types of awards and four grant opportunities were awarded. A rubric to score the NEAIR Leadership Team Travel Grant submissions created by the Past-President, Grants Committee Chair and Grants Chair-Elect and implemented for the 2018 applications was used again for 2019.

Award Recipients

- The 2019 AIR Forum Scholarship received no applications. AIR kindly allowed us to keep their \$1,000 match and apply it toward the 2019 Leadership Team Travel Grant.
- The 2019 *NEAIR Leadership Team Travel Grant* (which now included the money from the AIR Forum Scholarship) was split three ways and awarded to Braden Hosch, Raj Malhotra, and Jerold “Raldy” Laguilles to attend the 2019 AIR Forum in Denver, Colorado.
- The 2019 *Ambassador Grant* was awarded to Monique Miller of Amherst College to attend the RStudio conference in San Francisco, CA, January 2020.

- The 2018 *Memorial Conference Grant* recipients are: Emily Adams from Delaware Valley University and Hsiao-Ju Yen California University of Pennsylvania in honor of Ellen Kanarek and John Kelley.
- The 2019 *Research Grant* was awarded to ...

2019 Fiscal Information

In FY 2019, \$4,900 was spent for grant awards. NEAIR secured an additional \$1,000 from the Association for Institutional Research through the Affiliated Organization Travel Grant, which is applied toward the NEAIR Leadership Team Grant.

Many thanks to all the NEAIR members who submitted an application this year. We strongly encourage more members to take advantage of these opportunities and apply for NEAIR grants.

Contribution to the 2019 – 2021 Strategic Plan:

Goal #1: Provide high quality, timely, and relevant professional development, at an affordable cost, to enhance the skills and competencies required of high-performing institutional research and effectiveness professionals.

- Objective: Understand members' preferences and needs for professional development opportunities.
 - 1.1A: Conduct a Member Survey to ascertain preferences regarding the current standard conference experience as well as the value, offerings, and price sensitivity associated with attending the summer Professional Development Series (PDS), Pre-Conference Workshops (PCW), and attending the annual conference. Also explore the needs and preferences for the financial support of professional development opportunities (e.g., to attend conferences, to support taking coursework, etc.).

Respectfully submitted by,

Joel Bloom, Chair
 Marlene Clapp
 Jerome Dean
 James Dick
 Erin Dunleavy
 Christy King

MEMBERSHIP COMMITTEE

Annual Report—November 4, 2019

In support of the NEAIR strategic plan the Membership Committee shares the following annual highlights:

The committee has made some changes in structure this past year. The newcomer / mid career position was split from one role into two different roles to enable a fuller focus on each of these groups in our membership. We also created a new role for membership engagement. This role is key in using data from to ensure that we are meeting the needs of the different membership segments over the course of the year.

We have increased collaboration, both our membership engagement coordinator and one of our social media coordinators also serve on the ad-hoc research committee to streamline communication between our committees. Membership had representation on the Membership Definitions Ad Hoc committee (2.2D), and collaborated with The Technology committee on initial planning for Listserv engagement (4.1E).

Mentor Program

The mentoring program continues to be a core benefit to our membership and an area where volunteers are continually needed. Last year around 60 members participated, roughly 20% of conference attendees. While down from the previous year the amount of NEAIR members who volunteer in the program speaks to the connected community of professionals.

We are grateful to our volunteer mentors, many of whom return year after year. While the bulk of mentor/mentee matches occur at the annual conference matches can be made through the year as well.

Social Media

NEAIR social media continues to be a leader in our field and is active both in person at the conference and PDS as well as remotely throughout the year. Members can join NEAIR's LinkedIn and Facebook groups and follow the Twitter @NEAIR_IR by clicking the links on the NEAIR homepage. Be sure to use and watch the #NEAIR19 while you are at the Newport conference to connect with your colleagues on Twitter.

Our Twitter community is over 500 followers and continues to grow. Our Facebook page has grown to 82 followers, while the group has 120 members. Our LinkedIn group has 502 members.

This year our social media team collaborated on a communication calendar along with Beth Simpson, NEAIR Administrative Coordinator to enhance the communication flow of NEAIR events and key information.

Jobs & News

A reminder that the NEAIR web site offers a free job posting service and a members-only listserv. Stay in the loop about what's happening around you by visiting the web site and signing up for digests of both. Attract the best talent by posting your openings on the jobs board, and help your colleagues problem-

solve on the listserv. As a reminder, the job board can also be helpful for anyone wanting to analyze the trends in our field.

Working closely with the social media team, our coordinator contributed to the communications calendar. Having each news release on NEAIR's website creates content for our social media posts.

Newcomers

Two years ago, we piloted the preconference session, "Navigating NEAIR: A Newcomers Toolkit," designed to help new members make the most of their network, membership benefits, and conference experience. Feedback was favorable, with attendees telling us they felt onboarded and ready to hit the ground running. After minor refinements the Toolkit returned last year and our Toolkit team has been busy planning the session for Newport.

To our knowledge, this session is the first of its kind in our field, and we look forward to it leading to strong connections, an increased sense of community, and an elevated conference experience for all our first-time attendees.

Midcareer

Consistent with the NEAIR 2019-2020 Strategic Plan's objective to develop a model for developing mid-career professionals (4.2A), what was formerly a newcomer/mid-career position is now two positions to allow for a more concentrated focus on offering mid-career opportunities. Our goal in fall 2019 and spring 2020 is to (a) identify how best to define mid-career, (b) design a plan to offer network opportunities for mid-career members at and/or outside the yearly conference, and (c) develop a framework for offering professional development geared toward topics that would be beneficial for the mid-career professional. Toward that end we will seek feedback from NEAIR members at a "mid-career" SIG being offered at this year's annual conference. Further, we will use information from this year's Member survey to ensure our plan is aligned with members' needs.

Member Engagement

Complementary professional headshots were available to our attendees at the Pittsburgh conference, and these are returning for the Newport conference this year. This is an excellent opportunity to update your profile picture on NEAIR website, along with other networks.

Volunteer Opportunities

Finally, we want to thank the scores of members who step up and respond to the email calls for volunteers throughout the year. The strength of our community is a result of your dedication and support. Please keep it up, and if you haven't volunteered yet, it's never too soon to start!

Contribution to the 2019 – 2021 Strategic Plan:

Goal #1: Provide high quality, timely, and relevant professional development, at an affordable cost, to enhance the skills and competencies required of high-performing institutional research and effectiveness professionals.

- 1.1 Objective: Understand members' preferences and needs for professional development opportunities.

- 1.1A: Conduct a Member Survey to ascertain preferences regarding the current standard conference experience as well as the value, offerings, and price sensitivity associated with attending the summer Professional Development Series (PDS), Pre-Conference Workshops (PCW), and attending the annual conference. Also explore the needs and preferences for the financial support of professional development opportunities (e.g., to attend conferences, to support taking coursework, etc.).

Goal #2: Develop ongoing planning and assessment to support organizational learning, strategy development and decision-making so that the Association can proactively respond to changes in our professional field and in the higher education environment.

- 2.2 Objective: Develop methods to assess the needs of membership and to monitor its composition over time to inform marketing and retention efforts.
 - 2.2D: Review and revise existing member definitions. Determine who should be included in NEAIR's definition of membership (e.g., undergraduate and graduate students, etc.).

Goal #4: Facilitate professional networking among NEAIR and other appropriate affiliate organizations.

- 4.1 Objective: Create a membership enrollment and engagement plan (for new, current, and past members).
 - 4.1E: Develop a plan for making the listserv and website a go to place for information and connection.
- 4.2 Objective: Develop career development and coaching programs for multiple segments of the IR&E career span.
 - 4.2A: Develop a model for developing mid-career professionals. Key to this is, first, defining what it means to be "mid-career".

Respectfully Submitted,
 Claire Goverts, Chair
 Debra Allen, Mid-Career
 Elizabeth Campbell, Mentor
 Lan Gao, Mentor
 Shawn LaRoche, Navigating NEAIR
 Jacqueline McKinnon, Job & News Posting
 Adam Ostrowski, Mentor, Navigating NEAIR
 M. Allison Reilly, Navigating NEAIR
 Don Smith, Social Media
 Joe Stankovich, Social Media
 Laura Sturgill, Social Media
 Kymber Taylor Member Engagement
 Ron Uroda, Newcomer

NOMINATING COMMITTEE

Annual Report – November 4, 2019

2019 Summary of Activities

Per the NEAIR constitution, the Nominating Committee's work includes the solicitation of nominees for elected leadership positions, selection of candidates for the ballot, overseeing the election process, and notifying members of the election results.

The Nominating Committee is also responsible for sending out the call for Emeritus Status Membership, reviewing the applications, and presenting eligible candidates to the NEAIR Steering Committee for review and approval.

2019 Election Cycle

The committee work included reviewing the Cycle for Elected Positions and updating the NEAIR Nomination and Election Procedures and Timeline document to reflect the 2019 cycle as well as ensuring the position descriptions were clear and reflective of current practice. A 2019 Election Cycle landing page outlined the positions being elected in the 2019 cycle, the position overviews, and the timing of each phase of the election cycle so that membership was informed of the intended process.

Call for Nominations

Using the phased process, script, templates, and format created by the 2018 Nominating Committee, the 2019 Nominating Committee launched the Call for Nominations on March 4, 2019 and closed the call on March 29, 2019. Three additional email reminders were sent to the membership. In addition to the Call for Nominations, the Nominating Committee also generated a list of potential candidates.

43 nominations; 42 eligible members; Of the 42 eligible nominees, 23 expressed interest and returned the Vetting Questionnaire, 17 declined, and 2 withdrew after expressing interest.

Phase 1: Call each nominee and confirm interest in being considered by the Committee.

Phase 2: For those candidates interested, the nominee completed a Vetting Questionnaire.

Phase 3: Review and vetting of the nominees by the Nominating Committee.

Phase 4: Selection of candidates for the ballot.

We are grateful to all nominees for their willingness to be considered by the Nominating Committee and serve NEAIR!

2019 Elections

The election timeframe was July 9, 2019 through August 1, 2019.

Steering Committee Members

President-Elect

Shama Akhtar

Director of Institutional Research
Bowie State University

Treasurer

Chad Muntz

Assistant Vice Chancellor for Institutional Research, Data & Analytics
University System of Maryland

NEAIR Steering Committee Member - Public Sector

Krisztina Filep

Director of Operational Analytics, Institutional Research
University of Massachusetts Amherst

NEAIR Steering Committee Member-At-Large

Betsy Carroll

Director of Institutional Research and Effectiveness
The Culinary Institute of America

Nominating Committee Members

Private Sector Representative

Christina Butler

Assistant Director, Office of Institutional Research
Tufts University

Member-At-Large Representatives

Rebecca Bell

Assistant Director of Institutional Research
Howard Community College

Gina Calzaferri

Director of Assessment and Evaluation
Temple University

Elizabeth Campbell

Associate Director of Institutional Research
Boston University

Allison Reilly

Data Graphic Designer-Institutional Research & Planning
Boston College

Kymber Taylor

Director of Institutional Effectiveness
University of the Sciences

Emeritus Membership

Call for Emeritus Membership Nominations

The Call for Emeritus Membership Nominations opened on May 1, 2019 with a close date of May 31, 2019. The NEAIR Steering Committee approved the following nominees.

James Fergerson

Smith College
Associate Director for Faculty Analytics
Effective Date of Retirement
Dec. 31, 2018

Jane Zeff

William Paterson University
Director of Institutional Research & Assessment
Effective Date of Retirement
May 1, 2018

Contribution to the 2019 – 2021 Strategic Plan:

- Goal #3: Strengthen the governance structure to ensure effectiveness and accountability in both operational and fiduciary responsibilities
 - 3.1 Objective: Establish ongoing assessment of the Association's governance structure.
 - 3.1A: Assess the level of membership involvement in governance: individuals who are elected, appointed, and volunteer.
 - 3.1C: Make best use of members who run for office but are not elected, as well as members who were nominated but were not included on the election ballot. Develop strategies to promote repeat volunteers into higher-level positions within the Association.

Respectfully Submitted,

Annemarie Bartlett, Chair, on behalf of the 2019 Nominating Committee, Salve Regina University

Peter Feigenbaum, Director, Office of Institutional Research, Fordham University

Lisa Plummer, Director of Institutional Research & Analysis, DeSales University

Ann Marie Russell, Associate Provost for Data and Analytics, University of Mass. Amherst

Daniel Sisco, Research Manager, Yale University

Kenneth Smith, Director of Institutional Research, Worcester State University

Christopher Vinger, Director of Institutional Research, New York School of Interior Design

PROFESSIONAL DEVELOPMENT SERVICES COMMITTEE

Annual Report—November 4, 2019

The NEAIR Professional Development Services (PDS) Committee was established to develop and implement professional development opportunities for institutional researchers in addition to the main conference. Workshops offered through the NEAIR PDS Committee are designed to provide in-depth technological, statistical, and professional training key to the challenges of operating, administering, or functioning in institutional research departments.

The 2019 PDS workshops were held on July 26th at Bridgewater State University (BSU) in Bridgewater, MA. The location was secured by the incoming president via a site selection process and communications with BSU representatives. Other Boston area locations were also considered but discarded because of concerns with traffic getting to/from the sites as well as parking challenges. By being in the heart of Southeastern Massachusetts, BSU was a very cost-effective option. It had easy access by major highways and because of its proximity to Boston and Providence, was equally reachable by plane, train, and public transportation. BSU was able to provide NEAIR with complimentary facilities, internet connections, parking, and printing services. NEAIR was only responsible to cover operational fees expected from the site host such as having IT personnel available on the day of the event.

Bearing in mind that workshop offerings are one of the most important reasons for enrolling, the team created a diverse and robust slate based on members' preferences and needs communicated via workshop and conference evaluations. In addition to the proposals received from members, the team also extended invitations to experts in different IR/IE areas and encouraged them to submit applications. After the call for workshop proposals was closed on April 15th, the team reached out to the workshop presenters with the goal to secure their participation and request to lock-in travel costs as early as possible. The workshop slate was finalized and communicated to the NEAIR members on May 15th. NEAIR offered eight half-day (3-hour) workshops and one full-day (6-hour) Newcomers workshop. One of the half-day workshops was an IPEDS Student Financial Aid workshop, which was administered with the help of AIR.

Registration launched on June 1, 2019. The marketing plan included biweekly email blasts to NEAIR members to encourage their participation in summer workshops, followed by social media postings. The PDS Committee, with the help of 2019 Program Team, reached out to AIR and affiliate organizations announcing the event. In addition to email marketing, PDS advertising booklets were printed and distributed during the AIR conference in May 2019. Workshop registrations were monitored weekly and targeted emails featuring low-enrolled workshops were sent to meet enrollment targets.

The registration returned 65 attendees and 109* workshop participations. All scheduled workshops took place and the event generated \$3,702 in net revenue on income of \$9,635. Most of the workshop presenters were from local areas and did not have significant travel expenses, which brought considerable savings to NEAIR given the rising costs of travel and hotel accommodations.

*excludes IPEDS workshop participants.

Below is a summary of revenues and expenses associated with the event:

July 2019 PDS Workshops / Bridgewater State University
Statement of Activity
June 1 - September 10, 2019

Revenue	
PDS Workshop Income	\$9,635.00
Total Revenue	\$9,635.00
 Expenditures	
Awards & Gifts	\$179.80
Honorarium	\$2,250.00
Food	\$966.57
Meals and Travel (includes presenter hotels)	\$2,063.53
Merchant account / credit card fees	\$443.21
Telephone (conference calls)	\$30.13
Total Expenditures	\$5,933.24
 Net Revenue	 \$3,701.76

Recommendations for future PDS events:

- Consult a rotating schedule of sites along the northeastern seaboard, and begin the process as early as possible.
- Begin program slating and advertising as early as possible so that both presenters and participants can secure low travel costs.
- 2019 PDS evaluation found that 56% are “interested” or “very interested” in online workshops (89% including “somewhat interested”). Based on these findings, consider which of the workshops is engaging and can work in an online environment and offer it as a trial.
- Enhance yearly the existing comprehensive program list and a running list of professionals equipped to deliver workshop topics to help the incoming team more efficiently slate workshops.
- Draft a job description for PDS LAC to ensure that the planning job responsibilities are covered in detail.
- If a paid lunch is not provided, consider ways to offer easy on-site lunch for purchase.
- Implement a PDS crossover meeting in January-February via conference call to help the new team easily transition and reduce time investment costs for the new team.

- If the Bridgewater site is chosen in the future, check to make sure that the following conditions have been addressed:
 - A/C has been repaired and is functioning properly
 - More and clearer signage is used
 - There are sufficient extension cords/power strips for those that need to charge their computers during a session
 - Workshops can be conducted in one building
 - Timing of the end of the afternoon workshops to avoid Friday afternoon traffic
 - Adequate staffing in the cafeteria so getting lunch is faster and better overall communication with food service

Contribution to the 2019 – 2021 Strategic Plan:

Goal #1: Provide high quality, timely, and relevant professional development, at an affordable cost, to enhance the skills and competencies required of high-performing institutional research and effectiveness professionals.

- 1.1 Objective: Understand members' preferences and needs for professional development opportunities.
 - 1.1A: Conduct a Member Survey to ascertain preferences regarding the current standard conference experience as well as the value, offerings, and price sensitivity associated with attending the summer Professional Development Series (PDS), Pre-Conference Workshops (PCW), and attending the annual conference. Also explore the needs and preferences for the financial support of professional development opportunities (e.g., to attend conferences, to support taking coursework, etc.).
- Objective 1.2: Offer a broad range of professional development opportunities for institutional researchers at all stages of their careers.
 - Objective 1.2B: Review PDS, PCW, and conference evaluation results on an annual basis to inform the next cycle of offerings.

Respectfully Submitted,
 Jennifer L. Dunseath, Chair, President-elect
 Diana Danelian, PDS Coordinator
 Morgan Hawes, PDS Local Arrangements

SITE SELECTION COMMITTEE

Annual Report—November 4, 2019

The Holiday Inn by the Bay in Portland, Maine was selected for the 2021 conference, November 13-16th. To follow the north/south/outlier alternating site pattern, the committee began researching northern sites since the 2020 conference is being held in Baltimore. Burlington and Stowe, Vermont were considered, but ultimately, Portland was chosen because NEAIR has never been to Portland and it offers the kind of site NEAIR members tend to be fond of—a place by the water with great restaurants, is easy to travel to, and is walkable. Lastly, to align with the low-mid-high site rotation that the multi-year budget is based on, the committee wanted to find a site that would be a lower to mid-expense conference site in 2021 since Baltimore is projected to be a high-expense site in 2020.

After some preliminary research, it was determined that the Holiday Inn by the Bay was the only hotel in Portland that came closest to being able to handle the size of our conference, and that an overflow hotel would be needed for additional sleeping rooms. In late March, Dunseath and Simpson met in Portland and stayed at the Holiday Inn by the Bay, as well as two potential overflow hotels, the Westin and the Courtyard. Dunseath and Simpson were impressed by all of the hotels visited, and felt confident recommending the Holiday Inn by the Bay as the location for the 2021 conference to the remaining members of the Site Selection Committee as well as the Steering Committee.

On April 26, 2019, Dunseath, President-elect and Chair of the Site Selection Committee presented the Steering Committee with a packet of information about Portland that included details about the conference hotel and floor plans, the approximate cost of having the conference there with past conference costs for comparison, approximate travel costs for attendees, documented conversations with references (past customers), and other pertinent information. Dunseath asked for a motion to approve the site for the 2021 conference which was made by Braden Hosch and was unanimously approved by the Steering Committee.

Contribution to the 2019 – 2021 Strategic Plan:

- Goal #1: Provide high quality, timely, and relevant professional development, at an affordable cost, to enhance the skills and competencies required of high-performing institutional research and effectiveness professionals.
 - 1.2 Objective: Offer a broad range of professional development opportunities for institutional researchers at all stages of their careers.
- Goal #3: Strengthen the governance structure to ensure effectiveness and accountability in both operational and fiduciary responsibilities.
 - 3.3 Objective: Adopt best practices for financial management and fiscal health.
 - 3.3C: Develop cost savings methods for Site Selection.

Respectfully Submitted,
Jennifer L. Dunseath, Chair, President-elect

2018-19 Site Selection Committee:

Shannon Tinney Lichtinger, President

John Tardiff, Treasurer

Beth Simpson, Managing Director and Event Conference Planner (ex officio)

TECHNOLOGY COMMITTEE

Annual Report—November 4, 2019

Committee Purpose: The Technology Committee of the North East Association for Institutional Research (NEAIR) is responsible for supporting the technology needed by the association to deliver information and services to the membership and for supporting the operational functioning of the organization through the implementation and maintenance of relevant technologies.

Conference Mobile App

A new mobile app, Whova, was selected and implemented in the past year. This app included better functionality and additional features at a reasonable cost. For the NEAIR conference in 2018 (Pittsburgh), 81% of attendees downloaded the app with 100% of users reporting that they found the app useful.

NEAIR Information Privacy Policy and Confidentiality Policy

In April 2019, the Steering Committee voted unanimously to approve an updated [NEAIR Privacy Policy](#). Data privacy and security are important to NEAIR, and the updated policy provides clarity on how we use information as we provide services to members. Research by the technology committee, feedback from the Steering Committee, and legal consultation contributed to this effort. The membership was notified of the updated privacy policy in July 2019. In addition, a confidentiality policy was created for volunteers who have access to member data.

MemberLeap (ML) Enhancements

This past year, members of the technology committee helped implement two enhancements to our website platform.

1. *ML template for Whova:* A customized ML template was implemented to facilitate the uploading/downloading of conference related information into our mobile app.
2. *Data upload tool for ad-hoc research:* An upload tool created by ML to improve data transfer to and from ML was completed in May 2019. This enhancement assists the *ad-hoc* research committee in their work.

Survey Software

After conducting a research of alternatives, Survey Gizmo was selected to replace Gravic as our survey software provider for our workshop and conference evaluations.

On-going Projects

The technology committee continues to work with the membership committee to discuss ways to enhance the listserv. In addition, the committee helps support the administrative coordinator in updating and maintaining our website.

Contribution to the 2019 – 2021 Strategic Plan

- Goal #2: Develop ongoing planning and assessment to support organizational learning, strategy development and decision-making so that the Association can proactively respond to changes in our professional field and in the higher education environment.
 - 2.2 Objective: Develop methods to assess the needs of membership and to monitor its composition over time to inform marketing and retention efforts.
 - 2.2B: Investigate and implement best practices for our association management platform (i.e., MemberLeap) data upload functionality. Continue to explore ways to improve membership engagement and to support research activities by investigating and assessing MemberLeaps functionality.
- Goal #3: Strengthen the governance structure to ensure effectiveness and accountability in both operational and fiduciary responsibilities.
 - 3.2 Objective: Develop a cycle of review for Policies and Procedures on an annual basis. This review will include developing new policies for adoption that comport with best practices for non-profit management. Objective: Adopt best practices for financial management and fiscal health.
 - 3.2C: Establish a Confidentiality Policy. Develop an annual review process for it and what it means for different volunteer segments.
 - 3.2D: Establish an Information Privacy Policy. Annually review and update it as needed.
- Goal #4: Facilitate professional networking among NEAIR and other appropriate affiliate organizations.
 - 4.1 Objective: Create a membership enrollment and engagement plan (for new, current, and past members).
 - 4.1E: Develop a plan for making the listserv and website a go to place for information and connection.

Respectfully submitted,
Raldy Laguilles, Chair

2018-2019 Technology Committee:

Melissa Hartz, Mobile App Coordinator
Jeannette Lim, Website Coordinator
Raj Malhotra, Co-Chair
Viola Simpson, Member