



**North East Association for Institutional Research
Annual Business Meeting
Saratoga Springs, New York
November 7, 2005**

Agenda

1. Call to order/President's Highlights (Michelle Appel)
2. Approval of minutes from 2004 Annual Business Meeting (Michelle Appel)
3. Treasurer's Report (Heather Isaacs)
4. Awards & Commendations (Heather Isaacs, Michelle Appel)
5. Recognition of Vendors' Support of the Conference (Timothy Walsh)
6. Standing Committee Reports
 - a. Nomination Committee Report of Election Results (Mary Ann Coughlin)
 - b. Publications Committee (Gayle Fink)
 - c. Professional Development Committee (Marjorie Wiseman)
 - d. Site Selection Committee (Marjorie Wiseman)
7. Other Committee Reports
 - a. Grants Committee (Ellen Peters)
 - b. Ad hoc Governance Committee (Mary Ann Coughlin)
 - c. Mentoring/Newcomers Committee (Kelli Armstrong)
 - d. Web Advisory Committee (Jessica Shedd)
8. Proposed Amendments to the Constitution (Michelle Appel, Mary Ann Coughlin)
9. Passing of the Gavel (Michelle Appel, Marjorie Wiseman)
10. New Business (Marjorie Wiseman)
 - a. Philadelphia Preview
11. Adjournment (Marjorie Wiseman)

NEAIR PRESIDENT'S REPORT
NOVEMBER 2005

This has been a busy year for the association with many accomplishments by the various committees and the Steering Committee. Committee activities are detailed in the committee reports included in this packet and I encourage you to read them. It has also been a busy year for me, both in my role as NEAIR President as well as personally. I would like to take this opportunity to thank the many NEAIR members who have supported the association and supported me personally; I have been overwhelmed by the notes of support, offers of help, and quick responses to calls for assistance that I've received this year. NEAIR is full of truly talented, motivated, and supportive colleagues and for that I cannot express enough gratitude.

I began my year as President expecting to focus on improved member services, particularly through enhancing the website and the information available there. In the process of refining that vision, it became clear that there were several items that needed attention in order to facilitate the improvement of member services and member involvement. Thus, the goals for the year began to take shape: 1) understand member perceptions of NEAIR, the value it provides, and areas for improvement; 2) implement credit card processing and online registration as the first phase of website enhancement; 3) examine the Association's publications (primarily the Conference Proceedings) and discuss possible enhancements, particularly with regard to web dissemination of conference materials; 4) ensure governance structures promote member involvement; and 5) recognize the high quality reporting and work of a practical nature done by many members.

The NEAIR Member Survey, administered via the web early this summer, was developed by Susan Martin, Kirsten Rowe, and Jessica Shedd to accomplish the first goal, understanding member perceptions. More than a third of our members responded to the survey and we now have a wealth of data to guide decision making for the future. Results of the survey will be presented during the Data with a Twist poster session as well as posted on the NEAIR website.

As the Web Committee (Jessica Shedd, chair; Roland Hall and Eric Spear) began examining the website with an eye toward enhancements, it was clear that online registration and credit card processing were a top priority. The committee examined multiple options and ultimately determined that utilizing AIR's services were the most cost efficient way to implement both credit card processing and online registration. The successful implementation of the online registration for the Saratoga Springs conference is a testament to the tireless efforts of Roland Hall, Beth Simpson, and Jessica Shedd as well as Dana Keith, Gail Fishman, Cathy Sexton, and Lisa Gober from AIR. Additional energies were focused on moving all conference information to the website, streamlining the conference mailing and providing a single source of conference information. Additional web enhancements have been discussed with regard to disseminating conference materials, with the hope that these can be implemented after the Saratoga Springs conference.

This was a good year to examine the Association's publications, as both the outgoing and incoming Publications Chairs (David Cheng and Gayle Fink, respectively), as well as the Steering Committee, expressed a desire to examine the Publications function. Of particular interest were the purpose and utility of the Conference Proceedings (as well as the processes for compiling them) and our ability to disseminate not only formal papers but other conference

materials. Information about the decisions arising out of these discussions can be found in the report from the Publications Chair.

Mary Ann Coughlin was charged with forming an ad hoc committee to address the fourth goal, ensuring that the governance structure promotes member involvement. Mary Ann and her committee did an exceptional job of examining issues related to length of terms, term limits, and sector representation. The Steering Committee thoroughly evaluated and discussed the ad hoc committee's recommendations and forwarded a set of proposed Constitutional amendments to the membership in early October. These will be voted upon at this year's Annual Business meeting.

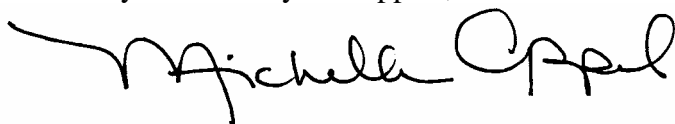
Finally, with the help of the Saratoga Conference team, I was able to realize a long-time desire, promoting best practices in IR reporting and practitioner papers, through the implementation of the Best IR Report/Practitioner Paper Award. With the support of the Steering Committee, we have developed a set of guiding principles as well as procedures for submitting and selecting reports to be honored through the award. It is my hope that this award will become an example for AIR and its affiliates as a way to recognize the conference contributions that do not fit neatly into the scholarly paper format.

While all of these activities were happening, the Mentoring, Grants, and PDS committees were actively working to continue providing the high quality services members have come to expect, and the Site Selection committee worked to select a site for the 2007 conference. I encourage you to read these committee reports to learn more about their accomplishments.

I would be remiss if I did not mention the outstanding commitment and contributions of your Saratoga Race Stewards, the 2005 Conference Team. Organizing a conference of this size required countless hours, attention to details they never knew existed, and a healthy sense of humor when things didn't go as expected. This team contributed all of these to the effort. We had a record number of proposals and difficult decisions had to be made about how best to fit these proposals into the existing conference slots – there were about 60 proposals for about 40 contributed paper and workshare slots. The team has demonstrated their commitment not only to the Saratoga conference but also to the ongoing success of the Association by suggesting several areas for examination by the Steering Committee in order to accommodate the increased interest in presenting that was demonstrated this year.

In summary, I believe that the Association has been vibrant and active this year, investing in its future by understanding its strengths and investigating areas for improvement. Although it seems that every NEAIR President runs out of "year" before all of their goals are accomplished, I am grateful to the many, many people who helped to fulfill so much of what I set out to do.

With many thanks for your support,

A handwritten signature in black ink that reads "Michelle Appel". The signature is fluid and cursive, with a large initial "M" and a long, sweeping underline.

Michelle Appel
NEAIR President 2005



**Annual Business Meeting Minutes
Portsmouth, New Hampshire
November 15, 2004**

1. Call to order (Coughlin)

NEAIR President Mary Ann Coughlin called the meeting to order 12:30 p.m.

2. Approval of minutes from 2003 Annual Business Meeting (Coughlin)

A motion to approve the minutes of the 2002 Annual Business Meeting was made and seconded. The motion was approved unanimously.

3. Treasurer Report (Coperthwaite)

Corby Coperthwaite provided a year to date report of income and expenses. The report was filed. By way of discussion concerning the NEAIR Fidelity Bank account, it was decided that the President would "own" the account and the President, President Elect and Treasurer would have signature authority.

4. Awards & Commendations (Coughlin)

a. Mary Ann Coughlin thanked Coperthwaite publicly for her service to NEAIR, especially since the task of Treasurer is a demanding job and not one that should be taken lightly within the organization. Since the NEAIR organization has grown substantially over the years and has become more complex financially, it is extremely important that the membership continue to elect quality professionals to the position of Treasurer. Coperthwaite raised the bar high for the new Treasurer. Coperthwaite was asked to come forward and receive a gift for her years of service as Treasurer.

b. The 2004 Steering Committee wanted to recognize and acknowledge the service of long serving members. As a result it initiated the membership pins. In doing the research for this award, the steering committee found that NEAIR has many long serving members. The steering committee created two pins; the gold pin recognizing 10 or more years of consecutive and the silver pin recognizing 5 or more years of consecutive membership. Members for 15 or more years of consecutive membership to NEAIR present were asked to stand and be recognized. Coughlin then asked members receiving the 5 year and 10 year award pins to stand.

c. The NEAIR Distinguished Service Award was established by the NEAIR Steering Committee to recognize the outstanding service of an individual member of the organization. The criteria for the award specifies that the individual must have made significant and substantial contributions to the field of institutional research, to the professional development of NEAIR colleagues and to the vitality and success of NEAIR as an organization over a period of years.

This year the NEAIR Steering Committee unanimously approved Karen Webber Bauer for the Distinguished Service Award. Her letters of nomination spoke to the quality and practical application of her scholarship, and of her leadership and service to NEAIR. She has served as a president of NEAIR and many have benefited from her outstanding Newcomer's workshops at NEAIR and AIR. Mary Ann Coughlin asked to come forward and presented her with an engraved clock. She will also receive a life-time membership to NEAIR.

5. **Recognition of Vendors' Support of the Conference (Walsh)**

Timothy Walsh thanked the following vendors for attending this year's conference:

- Center for the Study of Higher Education at Penn State University
- Higher Education Research Institute at UCLA
- National Student Clearinghouse
- Nuventive
- Principia Products
- RAND Council for Aid to Education
- Runzheimer International
- Snap Surveys
- SAS Institute
- SPSS Inc.

A raffle was held to distribute a number of vendor products and mementos of Portsmouth, NH. Mary Essley, of the University of New Hampshire, received a certificate from the National Student Clearinghouse for free registration at the Saratoga Springs conference next year. Kuldeep Pappala won a free NEAIR workshop.

6. **Standing Committee Reports**

a. Professional Development Committee (Alvord)

Cathy Alvord thanked the PDS Committee (Michelle Appel, chair; Cathy Alvord, Qing Mack, Dave Majka, Mitch Nesler) for their hard work. Alvord referred to the report in conference packets and thanked the two host institutions; Binghamton University and Robert Morris University. Alvord thanked AIR for receipt of a BIRC grant and vendor sponsor Nuventive, which sponsored the Pittsburgh drive in workshop at Robert Morris University. The grant and sponsorship enabled NEAIR to come in on budget essentially breaking even. Alvord thanked the drive in workshop presenters - Mary Ann Coughlin, George Rezendes, Rich Reeves, Becky Brodigan, Mary Louise Gerek, Dave Majka and Vinni Maruggi

b. Site Selection Committee (Appel)

Michelle Appel thanked the site selection committee - Michelle Appel, chair; Becky Brodigan, Corby Coperthwaite, Martha Gray, and Jim Trainer. The committee worked hard as they had to select two sites this year – the Prime Hotel, Saratoga Springs, NY, for 2005 and Sheraton Society Hill, Philadelphia, PA, Sheraton Society Hill for 2006. Raffle prizes promoting the two cities were given out to business luncheon attendees John Pryor, Dartmouth College; and Gurvinder Khaneja, Montclair State University.

c. Publications Committee (Coughlin)

Mary Ann Coughlin reported for David Cheng, NEAIR Publications Chair, that the Publications Committee successfully completed their task of producing the 31st Conference Proceedings. Furthermore, this year Cheng and his committee successfully completed a review process for the proceedings.

d. Nomination Committee Report of Election Results (Brodigan)

Becky Brodigan announced the results of this year's election: Marjorie Wiseman, Northeastern University, president-elect; Heather Kelly Isaacs, University of Delaware, treasurer-elect; Julie Alig, St. Anselm College; Phyllis Fitzpatrick, Fairfield University; Alan Sturtz, Connecticut State University System Office, steering committee members; and, David Cheng, Columbia University; Cherry Danielson, Wabash College; and Jim Ferguson, Bates College, nominating committee members.

Brodigan publicly thanked everyone who ran mentioning that the pool of candidates was excellent and that all of the candidates were very gracious in hearing the results of the election.

7. Passing of the Gavel (Mary Ann Coughlin, Michelle Appel)
8. New Business (Appel)
Michelle Appel introduced the Saratoga team - Mitch Nesler, Program Chair; Bruce Szelest, Associate Program Chair; and Kelli Parmley, Local Arrangements Chair. The team made a short presentation promoting Saratoga Springs and the conference.
9. Adjournment (Appel)
Michelle Appel adjourned the 31st Annual Business Meeting at 1:45 p.m.



To: NEAIR Membership

From: Heather Kelly Isaacs
NEAIR Treasurer

Re: Treasurer's Report as of 30 June 2005

Over the past five years, NEAIR has experienced increased costs for running our conference and our organization. Due to past financial successes, the organization made a conscious decision in 2003-2004 to spend down our fund balance, rather than passing these costs on to the membership. As a result, at the end of the FY 03-04, there was a deficit of \$17,619.02; lowering our fund balance to \$58,218.73. Our total income for the 2004-2005 fiscal year was \$135,207.70 while expenses for the year totaled \$125,487.31. At the end of the year, we had a surplus of \$9,720.39; increasing our fund balance to \$67,939.12.

The Portsmouth Conference and Pre-Conference workshops grossed \$102,352.36. This includes convention sales (other income). Expenses totaled \$88,066.49. Expenses include future conference planning. The net profit was \$14,285.87.

In 2002-2003 and 2003-2004 steering committee expenses were higher than normal. We moved the post-conference meeting, normally held at the conclusion of the conference and at the same location, to a different time and place. To save on costs during this time period, we went to a joint steering and conference planning meeting format.

A post-conference steering committee meeting took place in 2004-2005 and the lower steering committee expenses reflect this change. In addition, all expenses associated with the administrative assistant were categorized as operating expenses. We now proportionally divide the expense of the administrative assistant between the annual conference and operating expenses.

Respectfully submitted by: Heather Kelly Isaacs, Treasurer

Treasurer's Report
Comparison of End of Year
2000-2001 through 2004-2005

as of 30 June 2005					
	Pittsburgh	Cambridge	Annapolis	Newport	Portsmouth
	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Beginning Balance (July 1)	\$49,296.00	\$65,172.00	\$63,677.27	\$75,837.75	\$58,218.73
Income					
Conference	\$54,689.00	\$66,811.00	\$66,625.00	\$65,521.00	\$87,729.36
Conference Workshops			\$15,680.00	\$13,442.00	\$14,443.50
Memberships	\$18,410.00	\$20,800.00	\$20,400.00	\$21,150.00	\$27,840.00
Drive-In Workshops	\$19,985.00			\$3,540.00	\$4,075.00
Other Income (Taxes, Royalties, etc.)	\$151.00		\$80.50	\$470.73	\$179.50
Interest	\$3,148.00	\$903.00	\$408.47	\$163.51	\$940.34
Total Income	\$96,383.00	\$88,514.00	\$103,193.97	\$104,287.24	\$135,207.70
Expenses					
Administrative Coordinator				\$17,000.00	\$22,875.00
Conference	\$47,650.00	\$65,721.00	\$54,476.49	\$72,201.81	\$75,917.55
Conference Workshops			\$6,720.13	\$4,400.85	\$7,250.87
25th Anniversary					
Future Conference Planning	\$1,031.00	\$2,592.00	\$2,113.47	\$2,493.26	\$4,898.07
Membership Secretary, Operations	\$8,627.00	\$12,797.00	\$11,071.24	\$730.09	
Insurance				\$672.00	\$676.00
President				\$0.00	\$0.00
Operating Expenses				\$2,829.21	\$2,564.77
Steering Committee	\$3,837.00	\$8,099.00	\$16,110.63	\$14,037.61	\$5,855.87
Other Expenses (Taxes, Royalties, etc.)			\$470.00	\$175.00	\$256.25
Web Design/Hosting			\$385.00	\$525.05	
Grants	\$785.00	\$800.00	\$800.00	\$2,885.00	\$1,840.71
Drive-In Workshops	\$18,577.00		\$0.00	\$3,956.38	\$3,352.22
Total Expenses	\$80,507.00	\$90,009.00	\$92,146.96	\$121,906.26	\$125,487.31
Surplus/(Deficit)	\$15,876.00	-\$1,495.00	\$12,160.48	-\$17,619.02	\$9,720.39
Ending Balance	\$65,172.00	\$63,677.00	\$75,837.75	\$58,218.73	\$67,939.12

Notes:

- During the fiscal year 2000-2001, there is a \$96.00 difference between the ending balance previously reported in FY 99-00 (\$49,200) and the actual \$49,296 beginning balance in FY 00-01.
- During the fiscal year 2002-2003, there is a \$.27 difference between the ending balance previously reported in FY 01-02 (\$63,677.00) and the actual \$63,677.27 beginning balance in FY 02-03.
- During 2002-2003 we paid a penalty of \$320.00 to the IRS for a late filing of Schedule A. We were later refunded this money.
- Future conference planning expenses for 2002-2003 include the conference hotel deposit for the 2004 Portsmouth, NH conference.
- The \$22,875 includes the first quarter FY 06 Administrative Coordinator expense.

**NEAIR Publications Committee
Annual Report – November 2005**

For the 2004 Conference Proceedings, 18 NEAIR colleagues submitted their conference papers to be included in *The NEAIR 31st Conference Proceedings*. To ensure the quality of the Proceedings, I asked eight colleagues to join me to form an editorial committee. These individuals were: Ellen Boylan-Fick of Marywood University, Shu-Ling Chen of the University of Massachusetts President's Office, Gayle Fink of the Community College of Baltimore County, Don Gillespie, of Fordham University, Keith Guerin of Raritan Valley Community College, Jeff Himmelberger of Clark University, Kathleen Keenan of Massachusetts College of Art and Kevin W. Sayers of Capital University. The committee members reviewed the submitted papers and provided friendly comments and suggestions to the authors regarding the language, citations, and, in some cases, research design of their papers. The Proceedings were published on the NEAIR website in April 2005. Gayle Fink is the Publication's Chair for the 32nd Proceedings.

David Cheng, 2004 Publication's Chair

Gayle Fink, 2005 Publication's Chair, gfink@usmd.edu

NEAIR Professional Development Services (PDS) Committee Annual Report - November 2005

The NEAIR Professional Development Service Committee was established in 2003 to develop and implement professional development opportunities for institutional researchers outside of the main conference. These professional development opportunities involve Drive-In Workshops and pre-conference workshops.

This year the committee reviewed the possibility of conducting both Spring and Summer one-day workshops for our members. The first Spring workshop considered was a Web cast program. The committee found this particular avenue to be too cost prohibiting even though our presenters would be able to reach a greater number of our membership in this format.

Another possibility reviewed for a Spring workshop was an IPEDS Webinar on the Unit Records Proposal. It was decided, due to the lateness in obtaining the complete information and specifics, this was not be feasible. The committee chose to concentrate their efforts on providing a Summer Drive-In Workshop instead of rushing a Spring web based workshop.

For the Summer Drive-In Workshop, the committee focused on offering an opportunity in an area of the region that would be accessible to as many institutions as possible. Boston, Massachusetts was selected as the site as it is easily accessible by different modes of transportation. Northeastern University offered to be the host institution.

The committee chose workshops that would complement those offered as pre-conference workshops. Additionally, the committee set out to develop offerings appropriate for new as well as seasoned IR professionals. After examining current topics and other perceived areas of interest to members, the committee selected four topics: Alumni Surveys, Effective Document Design, Focus Group Tools and Nuts & Bolts of Web Surveys; participants selected two of the four topics.

The Boston workshop was very well attended. While it was budgeted for a minimum of 26 individuals, the workshop attracted 32 attendees, and 13 of whom become new NEAIR members. The committee recommends a survey of the membership to determine other topics of interest and to evaluate the appeal of the Drive-In Workshop for future format offerings.

The committee was charged with budgeting professional development offerings so that the association neither lost nor made money on the workshops. This time it was accomplished. However, future committees will likely need to explore opportunities to offset costs so that workshop fees remain affordable at the \$100 level.

Finally, event evaluations indicated that 73% of the attendees rated their experience very high at this Drive-In Workshop. Over three-quarters of the participants valued the ability to have one-day training sessions apart of the annual conference and strongly agreed the topics were useful for their current job.

The committee would like to thank all of our presenters, Northeastern University plus the IR office at Northeastern for providing our members with this excellent, informative and well organized event.

Respectfully submitted,

The NEAIR PDS Committee
Marjorie Wiseman (chair)
Julie Alig, Cathy Alvord, Nancy Ludwig, and Jessica Shedd

**NEAIR Site Selection Committee
Annual Report – November 2005**

The Site Selection Committee is charged with considering conference locations for the meeting to be held two years subsequent to the November in which the President-Elect takes office. Ultimately, the committee makes a recommendation to the Steering Committee which must be voted upon before a contract may be signed. Thus, this Site Selection Committee was charged with recommending a site for the 2007 Annual Conference to the Steering Committee.

When selecting a site, several factors are considered: 1) Is the location easily accessible via air or rail transport as well as by car? 2) Is conference hotel able to accommodate three hundred persons for plenary and banquet seating as well as six to eight contributed sessions? 3) Is the hotel able to accommodate our expected block of sleeping rooms? 4) Does the area surrounding the hotel contain opportunities for dining, shopping or other recreational activities of interest to the membership? 5) Are there institutions in the area that may be able to support the conference, for instance by providing space for technical workshops?

The Site Selection Committee began its consideration of sites for the 2006 Annual Conference by examining the accessibility of locations in New Jersey, including Atlantic City and locations on the Jersey shore. Additionally, the committee considered the suggestions for a conference in New York City that have frequently surfaced from evaluations and other member feedback.

New Brunswick, New Jersey, came to the attention of two committee members during personal travel. The city is not only the home of Rutgers University, it is also a convenient departure point for trains to New York City. Located near multiple major highways, New Brunswick can also be easily reached via train from Newark airport. Finally, the city has become known as a cultural center with multiple theaters and a wide variety of dining options (including a large number of restaurants rated four stars by the New York Times).

Multiple visits were made to the Hyatt Regency Hotel in New Brunswick – the committee was unable to meet with the hotel conference staff as a group, so members toured the hotel at various times. The Hyatt Regency in New Brunswick is owned by Johnson & Johnson and as such serves as a corporate conference facility. The committee was able to view a conference in progress and also heard positive reports from persons previously attending functions at the hotel. The site selection committee recommended, and the Steering Committee approved, the Hyatt Regency Hotel in New Brunswick, New Jersey for the 2007 Annual conference, to be held November 3-7, 2007. The rate will be \$139 per night with a parking fee of \$4 per day.

Respectfully Submitted,

The NEAIR Site Selection Committee
Marjorie Wiseman (chair)
Michelle Appel
Heather Isaacs
Eleanor Swanson
Dawn Terkla

North East Association for Institutional Research

Grants Committee Annual Report to the Steering Committee November 2005

Summary of Activities, November 2004 to November 2005

- Constituted the 2005 Committee: Ellen Peters, Chair (Bates College), Phyllis Fitzpatrick, Incoming Chair (Fairfield University), John Pryor (Dartmouth College), Louise Murray (College of St. Elizabeth) Gayle Fink (University of Maryland) and Kevin B. Murphy, ex officio, Past Chair (University of Massachusetts, Boston)
- Refined the timeline for Supplemental Institutional and Organizational Grants (SIOG): Members seeking an SIOG must submit their proposal the Chair of the Grants Committee at least six months before the funds are needed.
- Clarification of fund allocation for Research and Ambassador Grants: Currently, \$2,500 is allocated for Research and Ambassador Grants, with maximums of \$800 for the Ambassador and \$1,000 for the Research. While this offers flexibility, it is also quite complex and difficult to communicate to the membership. In addition, higher caps, particularly for the Research Grants, may stimulate more interest in the program. The Grants Committee recommended, and the Steering Committee voted (at the July meeting) to allocate \$1,000 for one Ambassador Grant and \$1,500 for one Research Grant each year, beginning in 2005-2006.
- Calls for Proposals for the NEAIR Conference Grants, Ambassador Grants, and Research Grants were issued via e-mail four times during the summer. With a firm deadline of September 1, 2005, eight members submitted proposals. Proposals were sent to the past Chair (Kevin Murphy), who reviewed them for completeness, and then forwarded them, blind, to the Chair (Ellen Peters), who distributed them among the committee members for review. Two proposals were not considered due to late submission (both were encouraged to submit next year), and five were funded.
 - NEAIR Conference Grants:
 - Joanne LaValle of Casenovia College.
 - George Rezendes of Three Rivers Community College.
 - NEAIR Research Grants:
 - Vicki Baker of Penn State College to conduct research on doctoral student retention business programs.
 - Carol Trosset of Hampshire College to use “grid-group theory” and national data sets to examine the relationship between college environment/fit and retention.
 - NEAIR Ambassador Grant:
 - Brian Lashley of Eastern Connecticut State University to attend the 2006 Teaching Academic Survival Skills (TASS) Conference.

NEAIR Grants Committee
Annual Report to the Steering Committee
November 2005
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- Within five weeks, the proposals were considered, and the committee sent out formal award letters with instructions for grant recipients. These letters provide details of the requirements of the grants and clarify the procedures.
- The Chair (Ellen Peters) and Past Chair (Kevin Murphy) worked to compile an historical list of grant recipients for NEAIR records.
- Tasked for 2005-2006 is the creation of a calendar and protocol for NEAIR Grants, and clarification of the newly rewritten Grants Policies and Procedures. The 2005-2006 Past Chair (Ellen Peters) will work with the 2005-2006 Chair (Phyllis Fitzpatrick) on that project.
- Deep thanks are due to Beth Simpson for her tireless work and pleasant response to our many calls for assistance.

Respectfully submitted:

The 2004-2005 Grants Committee

Ellen Peters, Bates College, Chair

Phyllis Fitzpatrick, Fairfield University, Incoming Chair

John Pryor, Dartmouth College (now Higher Education Research Institute, UCLA)

Louise Murray, College of St. Elizabeth

Gayle Fink, CCBC-Catonsville (now University of Maryland)

Kevin B. Murphy, University of Massachusetts, Boston, Past Chair, *ex officio*

October 19, 2005

**NEAIR Mentor Committee
Annual Report – November 2005**

The current Mentor Committee has benefited from the good work of previous chairs and their committees, who developed helpful, organized materials and systems.

During the conference last year in Portsmouth, more than 30 mentor-mentee pairs were formed, with a surplus of mentor volunteers. This surplus provided a supply of mentors for the time between conferences, and more than 13 pairs were formed off the conference cycle for any new members who requested a mentor. Pairing mentors and mentees off cycle provides a service to the membership that does not center around a conference, and allows new members to have early access to good advice from more experienced NEAIR volunteers.

Conference Notes:

The separate meeting for the mentor-mentee pairs, held prior to the Newcomer's Reception, worked extremely well because it allowed for a set-aside meeting time for mentors and mentees to connect. In addition, the mentor could then accompany the mentee to the reception and introduce them to other members. This session will be repeated at the Saratoga conference, along with a new format for the reception suggested by the NEAIR president. Although our theme this year centers on racing, the idea of an interactive, participatory format for the Newcomers' reception provides an "icebreaker" for new members.

Mentor Materials:

Updates to the mentor materials and communication templates will be included in the Mentor notebook, and few changes were necessary because the original materials were not written in a dated or limited way. Attempts this year were made to consolidate several of the materials, and to simplify the program guide for newcomers to the conference.

Submitted by:

Kelli Armstrong
Chair

Alan Stutz
Chair-Elect

NEAIR Web Advisory Committee Annual Report - November 2005

The NEAIR Web Advisory Committee was originally established to develop a website for the association in order to communicate with members and the broader IR community in an efficient and effective manner. Since the development of the association's website this committee has worked to build on the site and help move the association forward in utilizing technology to deliver member services.

This year the Web Advisory Committee reviewed options, formed a recommendation, and implemented online registration and credit card processing for the association's Annual Conference. The committee recommended that NEAIR utilize the services that AIR was willing to provide. AIR's offer was inexpensive compared to alternatives, and SAIR and PNAIRP have used AIR's registration and credit card processing with much success and satisfaction. In addition, since the web committee, by design, changes on an annual basis, the committee felt that working with permanent AIR staff would provide continuity and support for the process that a volunteer or the committee may not be able to.

In conjunction with online registration and payments for the Annual Conference, the Web Advisory Committee also developed a conference website to promote this year's conference and disseminate information on travel, program, and the host city. The committee's goal was to make information about the conference easily accessible while reducing the paper and mailing costs that NEAIR incurs when sending out full registration packets to the membership.

Finally, in addition to these specific projects, the committee worked to build on the existing NEAIR website and keep it up-to-date with the latest happenings in the association.

The committee would like to thank the membership for welcoming the new online registration and payment process as well as the conference website. We do hope that it will contribute to an overall excellent and valuable experience with this year's annual conference.

Respectfully submitted,

The NEAIR Web Advisory Committee
Jessica Shedd (chair)
Roland Hall, Eric Spear, and Beth Simpson (ex officio)

Recommended Changes:
NEAIR Constitution and Governance Structure
October 2005

Introduction:

In response to concerns from the Nominating Committee, Past President Mary Ann Coughlin was charged to convene an Ad hoc Governance Committee to examine the Association's policies impacting the nomination and election of persons to leadership positions within the organization. Of particular interest were the policies (or lack thereof) pertaining to term limits, sector representation, and conflict of interest. Additionally, it was determined that length of term should be examined in conjunction with these policies. This was intended to be a proactive committee, responding to concerns that had emerged during the nominating process while the organization had a healthy membership.

A call for volunteers was distributed via the membership list-serve and 15 volunteers responded to that call and were appointed to the committee. The committee met initially during a day-long meeting in Hartford, CT. Additional follow-up conversations were held via conference call.

The ad hoc governance committee was an enthusiastic and collaborative group. The group came together quickly and seemed to have almost an instant bond and respect for one another and the task. Members of the committee provided representation from various sectors, organizational types, gender and ethnicity.

Deliberations often came back to a discussion of the intent or philosophy that surrounded the policy or issue. Two major premises underlying these philosophical discussions were: 1) that the policies and procedures regarding nominations, elections, and governance should encourage participation in leadership roles by all NEAIR members and should work to ensure representation of the membership in the leadership; and 2) that the policies and procedures should be designed to insure that NEAIR continues to have strong leadership.

Discussions ranged across a variety of topics regarding NEAIR and its governance structure. Suggestions and recommendations included both formal and informal suggestions for changes to the governance structure of the organization. Formal suggestions included those changes that would require changes in the by-laws of the organization while informal recommendations included suggested changes to the operating procedures or general recommendations for consideration by the Steering Committee. The remainder of this document outlines the formal recommendations for changes to the Association's constitution and by-laws that have been approved by the Steering Committee and that will be voted upon at the Annual Business Meeting.

SUGGESTED CHANGES IN THE NEAIR CONSTITUTION:

Note: Changes are arranged in the order in which they appear in the Constitution. Current and proposed language are provided, with changes to the language in bold and underlined. Following each proposed change is the rationale for this change and pertinent questions that may be applicable.

Article IV, Section 3 – Officers, Terms of Office

Policy Change: Change the length of term for the Secretary to three years.

Current language: The terms of the President and of the President-Elect shall be one year or until their successors are elected. The term of the Secretary shall be **two** years or until a successor is elected. The term of the Treasurer shall be three years or until a successor is elected.

Proposed new language: The terms of the President and of the President-Elect shall be one year or until their successors are elected. The term of the Secretary shall be **three** years or until a successor is elected. The term of the Treasurer shall be three years or until a successor is elected.

Rationale:

The governance group heard the concerns of many regarding the turn over of Steering Committee members and also felt that the organization has been well served by the three-year term structure of President-Elect, President, and Past-President, as well as the increase in the Treasurer's term from two to three years. Given that the committee recommended a policy change for the length of term of the at-large Steering Committee members, it would make no sense to leave the secretary position as a two-year term. The Steering Committee approved a motion that this language be changed as noted and is forwarding to the membership for approval at the Annual Business meeting.

Pertinent Questions:

We are electing a Secretary this year – how will the proposed changes impact this election?

The candidates have been informed that the term may be extended, depending on the vote at the Annual Business Meeting. Should this change pass, the secretary elected this year will stay in office until the successor is elected in 2008.

Article VII – Steering Committee

Section 1.

Policy Change: Change the length of term for Members-at-Large to three years.

Current language: The Steering Committee shall consist of the President, the President-Elect, the Treasurer, the Secretary, the Administrative Coordinator (ex-officio), the immediate Past-President, Chairs of each Standing Committee, and six Members-at-Large, **three to be elected each year**. Terms of office for Members-at-Large shall be for **two** years, beginning at the conclusion of the meeting following their election and terminating with the conclusion of the Annual Business Meeting two years later. To provide an orderly transition of financial responsibility, the Treasurer whose successor has been elected shall continue to serve on the Steering Committee during the balance of his/her term of office, and the Treasurer-Elect shall also serve on the Steering Committee from the time of election until his/her term commences.

Proposed new language: The Steering Committee shall consist of the President, the President-Elect, the Treasurer, the Secretary, the Administrative Coordinator (ex-officio), the immediate Past-President, Chairs of each Standing Committee, and six Members-at-Large, **two to be elected each year**. Terms of office for Members-at-Large shall be for **three** years, beginning at the conclusion of the meeting following their election and terminating with the conclusion of the Annual Business Meeting two years later. To provide an orderly transition of financial responsibility, the Treasurer whose successor has been elected shall continue to serve on the Steering Committee during the balance of his/her term of office, and the Treasurer-Elect shall also serve on the Steering Committee from the time of election until his/her term commences.

Rationale:

The governance group heard the concerns of many regarding the turn over of Steering Committee members and also felt that the organization has been well served by the three-year term structure of President-Elect, President, and Past-President, as well as the increase in the Treasurer's term from two to three years. Both past and current Steering Committee members have expressed concern over continuity, particularly with regard to committee leadership and functioning, that could be addressed by lengthening the term of office for Members-at-Large to three years. By changing the length of term while maintaining the current number of Members-at-Large, the number of persons being elected each year must therefore be changed to two. The Steering Committee approved a motion to reflect this recommendation to the Association's governance and it will go before the membership for approval in November.

Pertinent Questions:

Didn't we reduce the length of term within the past 10 years – why change it back?

Yes – we did. We have found that with reduced terms of office, Steering Committee members report being frustrated that by the time they have a full understanding of their committee and of the functioning of the overall Steering Committee, their terms are almost over. Additionally, many members felt that the shorter term did not allow them ample time to implement changes

that they had proposed or to see the results of these changes; lengthening the term of office would provide for more continuity. It would appear that the concerns that initiated the change to shorter terms (e.g., the need for shorter commitments to recruit candidates for positions) are outweighed by the need for continuity.

The current Members-at-Large were elected to serve two year terms – how will this impact their terms of office?

The Members-at-Large who will be in office after the close of the Business Meeting (three with one year remaining on their term and three newly elected members with two year terms) will work with the Officers and the Nominating Committee to determine how to transition to the new term length while ensuring that the size of the Steering Committee remains at 6 Members-at-Large. It is likely that some of these members will be appointed to serve an additional year on the Steering Committee. This is in keeping with the Constitution which allows vacancies to be filled by appointment of the Steering Committee.

Does this impact the ability of the Nominating Committee to recruit candidates?

We do not expect it to negatively impact the Nominations process. Current and past Members-at-Large have indicated that they would like to remain on the Steering Committee for additional time (some have run for a second consecutive term). We have not experienced difficulty in recruiting persons to run for Member-at-Large and therefore do not foresee issues with recruiting candidates for a somewhat longer term.

Proposed additional section: Section 3.

New Policy: Incorporate Sector Representatives into the Member-at-Large positions

Current language: None exists – there is currently no Section 3.

Proposed new language: Section 3. Three at large Steering Committee positions shall be designated as sector representatives to insure that our Steering Committee contains representation across these sectors. The three sectors should be broadly defined as: Two-Year (all two year institutions, inclusive of community colleges, proprietary institutions and technical colleges); Public Institutions (all public institutions, excluding any two-year institutions); and Private Institutions (all private institutions, when applicable excluding any private or proprietary two-year institutions). The nominating committee should use the public and private sector representatives for candidates who represent smaller institutions or institutions that are not traditionally represented in the leadership of NEAIR. Each year the ballot will contain one slot that is designated as a sector slot and the sectors will rotate across a three-year cycle. Each year the entire membership will vote for the sector representative, in addition to voting for one undesignated Member-at-Large slot. Should an individual be voted in as a sector representative and then change to employment outside of that sector, the person shall still be eligible to complete his or her term.

Rationale:

This policy change was felt to be an extremely important one for the organization. It was expressed that many individuals from underrepresented sectors feel that it is too hard to “break onto” the ballot and get elected to the Steering Committee. Thus creating a spot on the ballot where individuals would be paired against colleagues from their own sector would create a more even playing field and encourage participation from these sectors. In addition, this policy would insure that in any one year the Steering Committee would have representation from these sectors. When implemented in conjunction with the change from two to three year terms, this policy will require a phase-in period.

When selecting the sectors to be represented, the committee reviewed data on institutions within the Northeast region and membership distribution as defined by the conference evaluation report. There was clear consensus on the need for the two-year sector representative and for breaking the four-year institutions into two segments. Given the lack of clarity in using the Carnegie Classification and with the desire to keep the sector representation clear it was concluded that public versus private was an appropriate breakdown. However, it was agreed that size of institution does matter and that it would not be advisable for the sector slots to pair a candidate from a large private against a person from a smaller or lesser-known private institution. Since there is a committee in place (the nominating committee) that is charged with creating a ballot of candidates for the organization, we are recommending that we leave such decisions to the nominating committee, but that as a general operating guide, the candidates put forth for the sector representatives should be individuals who represent smaller and more underrepresented institution types. The committee also felt strongly that through the implementation phase of the

sector representatives, the SC should monitor the governance changes to insure that in fact the changes are effective.

Pertinent Questions:

How many Members-at-Large will I vote for each year?

Two. One slot will have two candidates from the designated sector, and all members will vote for that slot regardless of institution type. The second slot will contain candidates from the general membership, regardless of sector representation, and all members will also vote for this slot.

Why can't this be resolved by nominating a "balanced" ballot?

We've tried this for the past several years but have not necessarily been successful. In some instances the ballot was balanced but the group of individuals who were elected did not represent that balance. Additionally, it is thought that some members decide not to run because they feel that, by virtue of their institutional affiliation, they are at a disadvantage when running against candidates from larger or more prestigious institutions. It was clear to both the Ad Hoc Committee and the Steering Committee that more effort was required to ensure appropriate representation.

How will this be phased in?

The Nominating Committee, with guidance from the Steering Committee, will determine the order in which the sector representatives are phased into the Steering Committee. One sector will be phased in per year until representatives from all three have been phased in.

What happens if my sector representative changes jobs and leaves my sector?

That person may complete their term of service, regardless of the change in sector.

What if my sector representative resigns from their Steering Committee position mid-term?

As is always the case when a Member-at-Large resigns before the end of the term, the Steering Committee appoints a replacement. In the case of the sector representatives, replacements would be from the appropriate sector.

Article XI, Section 7 – Nominating Committee

Policy Change: Increase the number of committee members to 6 elected members

Current language: The Nominating Committee shall consist of the immediate Past President as Chair and **three** persons elected by the membership of the Association and shall be responsible for conducting the election of officers, members at large of the Steering Committee and members of the next Nominating Committee of the Association in accordance with the election procedures set forth in this constitution. The term of office of elected members of the Nominating Committee shall be for one year beginning at the conclusion of the Annual Business Meeting following their election and terminating at the conclusion of the following Annual Business Meeting.

Proposed new language: The Nominating Committee shall consist of the immediate Past President as Chair and **six** persons elected by the membership of the Association and shall be responsible for conducting the election of officers, members at large of the Steering Committee and members of the next Nominating Committee of the Association in accordance with the election procedures set forth in this constitution. The term of office of elected members of the Nominating Committee shall be for one year beginning at the conclusion of the Annual Business Meeting following their election and terminating at the conclusion of the following Annual Business Meeting.

Rationale:

Given that role of the nominating committee is to recruit the new leadership of the organization, it makes sense that a larger committee will be able to recruit across a wider range of the membership. Also, this committee is one in which members can serve the organization in a well-defined role over a relatively short time period. Creating more positions on the nominating committee will allow the nominating committee to present a ballot that would include both “newer faces” and “more experienced members” for this committee.

Pertinent Questions:

Are there any financial consequences of making this committee bigger?

Probably not. The nominating committee typically does not meet in person or require reimbursement for travel. While the Association may incur additional expenses associated with increased participation in conference calls, this is likely to be minimal. Any costs should be outweighed by the benefits of increased participation on the nominating committee.

Why does having more positions matter?

Given the well defined nature of the Nominating Committee’s responsibilities, this is an attractive option for persons wishing to begin their involvement with NEAIR; for instance it is a venue for persons who have held leadership positions within state associations to become involved with NEAIR. It is also a way for members who have held leadership positions to continue their involvement.

New Policy: Sector Representatives

Current language: None

Proposed new language (to be appended to Section 7): Each year, the nominating committee shall contain one sector representative. The sector representative shall rotate, anticipating the rotation system for the sector representatives for the Members-at-Large on the Steering Committee (e.g., if the nominating committee for the next year will propose a ballot including a two-year college representative, then the ballot for the current year should have one slot that would be reserved for a two-year college representative).

Rationale:

The rationale for this new policy is to support the policy change for the sector representatives for the at large Steering Committee members. Again this policy change would need to get phased in along with the sector representatives for the at large positions.

Pertinent Questions:

How is the nominating committee sector representative related to the Steering Committee Representative?

The nominating committee sector representative will be elected one year in advance of the corresponding Steering Committee sector representative. This will ensure that the nominating committee charged with creating a ballot that includes a particular sector representative (for example, community college representative) will include at least one member from that sector.

Article XII Nominations and Elections

New Policy: Conflict of Interest – Steering Committee

Current language: None

Proposed new language (to be appended as Section 5): No voting member of the Steering Committee shall be considered for any position on the NEAIR ballot during his or her term of service.

Rationale:

Allowing voting members of the Steering Committee to run on a ballot could lead to a conflict of interest. Should the election process for any position end in a tie, the Steering Committee would have to vote to break the tie. At the very least this practice is felt to be disruptive to the leadership of the organization, especially when an individual does not complete a term of office and their election leaves a vacant leadership position. This policy in no way is intended to prevent an individual from becoming a candidate for another office after his or her term of service is complete.

Pertinent Questions:

Does this apply to persons who are appointed to the Steering Committee (i.e., Local Arrangements, Program, and Publications chairs)?

Yes. Although these positions are not elected positions, they are voting Steering Committee members and therefore would not be eligible to run for a position on the ballot during their term of service.

Does this apply to all persons who are appointed by the President?

No. Positions that do not carry a vote on the Steering Committee (such as the Web Committee chair, chairs of ad hoc committees, Associate Program Chair, etc.) are eligible to run for a position on the ballot, regardless of the involvement with the Steering Committee that is required to perform those job duties.

Suppose someone is ending a term on the Steering Committee – may they run for a position on the ballot?

No. Terms of service end at the close of the Annual Business Meeting while elections are conducted six weeks prior to the Annual Business Meeting. Therefore, no current member of the Steering Committee may be on the ballot; persons wishing to run for a position must wait until their term has officially ended before being considered for nomination to another position, in effect requiring a one year “break” in service.

New Policy: Conflict of Interest – Nominating Committee

Current language: none

Proposed new language (to be appended as Section 6): No member of the nominating committee shall be considered for any position on the NEAIR ballot during his or her term of service for the committee.

Rationale:

This policy protects the integrity of the nominating process. Additionally, it would be difficult to encourage participation by new and varied members of the organization if the same individuals who are elected to provide a diverse ballot of candidates are then the actual candidates for office; this policy would rectify that. This policy in no way is intended to prevent an individual from becoming a candidate for office after his or her term of service on the nominating committee is complete.

Pertinent Questions:

Suppose a person has served on the nominating committee in the past, are they still eligible to run for a position on the ballot?

Yes. The policy applies only to the year in which the person is serving on the nominating committee.

New Policy – Required Length of Time Between Terms

Current language: none

Proposed new language (to be amended at Section 7): For any elected position on the Steering Committee, a member must wait for at least five years to run for election to a second or successive term in the same position.

Rationale:

The major driving force behind this policy is that it is difficult to encourage participation by new and varied members of the organization if the individuals already in leadership positions can run again for the same office. This concern is balanced by the need to ensure continuity in the “institutional knowledge” and to encourage continued engagement with the association. Ultimately it was felt that attempting to ensure “breaks” between terms of service in the same position would encourage involvement by a larger group of members while still recognizing the benefit of allowing experienced leaders to continue their involvement in the leadership of the association.

Pertinent Questions:

Does this mean that a member serving in an appointed position must wait for five years before running for Steering Committee?

No. The policy pertains only to terms in the same elected position and does not apply to positions that are filled by Presidential appointment.

Suppose a Steering Committee member-at-large wants to run for President – will they have to wait for five years?

No. The five year wait would apply only to the same position – in this case the member-at-large position.

What if the nominating committee can't find anyone to run for a particular position?

The nominating committee would likely send out an additional call for nominations. The Steering Committee expects that this change, as well as all others currently proposed, will be monitored to determine its effectiveness and its impact on the nominating process. Should it prove to be ineffective or problematic, it could be revisited. Additionally, the Constitution provides for situations in which replacements have not been elected for offices and/or vacancies exist on the Steering Committee.