

**ANNUAL REPORTS  
OF THE  
2017 – 2018  
STEERING COMMITTEE  
&  
*ad hoc* COMMITTEES**

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## **2017 ANNUAL BUSINESS MEETING MINUTES**

Jersey City, New Jersey

November 20, 2017

**\*\*\* D R A F T \*\*\* February 1, 2018**

### **1. Call to Order (Ann Marie Senior)**

NEAIR President Ann Marie Senior called the meeting to order at 12:58 PM.

[Formal committee reports are located in the business meeting agenda and reports document distributed via email and located on the NEAIR website.]

### **2. Approval of Minutes from 2016 Annual Business Meeting (Ann Marie Senior)**

A motion to approve the minutes of the 2016 Annual Business Meeting was made, seconded, and approved.

### **3. Treasurer's Report (John Tardiff)**

Tardiff thanked Steve Sheridan for his help with the transition to the role of Treasurer. During FY 2017, our investments grew by \$20,860. The annual conference in Baltimore accounted for 79% of our total revenues. John acknowledged that sponsor contributions are very important in support of the conference. That support amounted to \$47,525 this year and exceeded what was budgeted. Expenses have increased significantly over the past four years, which supports the development of a multi-year budget process. In terms of the endowment, we have achieved 45% of our goal of \$200,000 so far. See Treasurer's Report for more information.

### **4. Awards, Commendations & Member Recognition (Ann Marie Senior)**

Senior indicated that there were no paper awards given during 2016. She encouraged those with IR Practitioner Papers to submit by the December 1<sup>st</sup> deadline, and thanked those that had already submitted papers this year. Senior also acknowledged Tom McGuinness as Best Paper Chair.

#### **a. 2017 Distinguished Service Award:**

Senior described the award and announced this year's Distinguished Service Award winner, Gail Fink, Assistant Vice President of Institutional Effectiveness in the Office of Planning, Analysis & Accountability at Bowie State University. Fink could not attend this year's conference, but she expressed her appreciation, and will be present at next year's conference to accept her award.

#### **b. Outgoing Steering Committee Members:**

Senior thanked outgoing Steering Committee Members K. Tracy Barnes, Technology Committee Chair (who could not attend the conference), Jennifer Dunseath, Secretary, and Chad Muntz, Finance Committee Chair

#### **c. Special Recognition:**

Senior recognized the following individuals for their contributions to the 2017 Conference:

- Allison Walters, Conference Program Chair
- Jane Zeff, Local Arrangement Chair

Senior also recognized Mark Palladino for his contributions as Past President.

#### **d. Other Acknowledgements:**

Senior also recognized the following individuals for their contributions to the 2017 Conference:

- Wendy Weiler, Associate Program Chair
- Marcia Finch, Conference Evaluation Coordinator
- Richard Heatherington, Conference Website Coordinator
- Raj Malhotra, Guidebook App Coordinator
- Krisztina Filep, Poster Session Coordinator
- Betsy Carroll, Pre-Conference Workshop Coordinator
- Beth Simpson, NEAIR's Administrative Coordinator Extraordinaire

Senior asked everyone to stand as they were acknowledged. She acknowledged the dine around coordinators, dinner group leaders and those that participated in a dinner group, registration or other volunteers, pre-conference presenters, session presenters and invited speakers. She asked everyone standing to give themselves a round of applause because, “You are N-E-A-I-R!”

#### **5. Professional Development Services Committee (Annemarie Bartlett)**

This year marked the first time that the PDS Committee reached out to the membership to see if anyone was interested in hosting the Summer Drive-In Workshops. Providence College in Providence, RI, met the criteria of a location further north than previous workshops, and was secured as the site. See PDS Report for more information.

#### **6. Site Selection Committee (Annemarie Bartlett)**

With a desire to rotate the conference location to the north in 2019, and based on successful conferences in the Providence/Newport area, the committee solicited bids from the Omni Providence and the Newport Marriott hotels. Materials were reviewed and the Steering Committee voted in favor of holding the 2019 conference at the Newport Marriott Hotel, in Newport, RI. The hotel has completed over \$35M in renovations to their meeting spaces since we were there in 2013. The dates of the 2019 conference are November 2<sup>nd</sup>-5<sup>th</sup>. See Site Selection Report for more information.

#### **7. Grants Committee (Tiffany Parker)**

Parker announced and congratulated all of this year’s grant awardees. She also added that the rules for applying for a grant have been changed to allow previous recipients of grants to re-apply provided three years have elapsed between receipt of a grant and the application for another. See Grants Report for more information.

#### **8. Membership Committee (Melanie Larson)**

Larson drew attention to the Jobs Board on the new NEAIR website, and encouraged members to sign up for notices. New sessions at the conference this year, based on member feedback, included a newcomers toolkit and a session for mid-career IR professionals. Larson also noted that one-quarter of the conference attendees participated in the mentor program in some way this year. See Membership Report for more information.

#### **9. Nomination Committee Report of Election Results (Mark Palladino)**

Palladino expressed his appreciation for the wonderful job that was done by the folks at the Westin Hotel and asked the audience to give them a round of applause. He welcomed new members to the NEAIR Board and Steering Committee:

- President-Elect, Shannon Tinney-Lichtinger of Howard Community College
- Secretary, Gurvinder Khaneja of Ramapo College NJ
- Steering Committee 4-Year Private Member, Joel Bloom of Long Island University
- Steering Committee Member-at-Large, Claire Goverts of the SUNY College at Brockport
- Nominations Committee Community College Representative, Shawn LaRoche of Mount Wachusett Community College
- Nominations Committee Members-at-Large:
  - Heidi Barth, Community College of Baltimore County
  - Marcia Finch, Neumann University
  - Karen Frosolid-Jones, American University
  - Kristin Sullivan, Merrimack College
  - Henry Zhang, Lehigh University

See Nominations Report for more information.

#### **10. Finance Committee (Chad Muntz)**

Muntz shared that an audit had been conducted of NEAIR finances and there were no findings. However, he would recommend that the Finance Committee continue to review our fiscal risk management and other

policies. Muntz encouraged anyone interested in serving on the Finance Committee to let him or new chair, Braden Hosch, know. See Finance Report for more information.

#### **11. Technology Committee (Jerold “Raldy” Laguilles)**

Laguilles acknowledged outgoing Committee Chair, K. Tracy Barnes, who was not available to attend the conference. The committee’s biggest achievement was the changeover to MemberLeaps, our new association platform, as a replacement for YM. See Technology Report for more information.

#### **12. Passing the Gavel (Ann Marie Senior/Annemarie Bartlett)**

Senior thanked everyone and included special recognition of Beth Simpson, NEAIR Administrative Coordinator. Senior remarked that she had a great year as President! She passed the traditional NEAIR baseball cap and the gavel on to Annemarie Bartlett, incoming President. Bartlett expressed that she is looking forward to the year to come in the role of President and she was thankful for the opportunity.

#### **13. New Business (Annemarie Bartlett)**

##### **a. Ad hoc Strategic Planning Committee Update (Annemarie Bartlett)**

The Ad hoc Strategic Planning Committee has a mission, vision and values, and has officially been launched! The committee will be working on five goals, an implementation plan and outcome measures this year. Final recommendations will be delivered after next year’s conference in Pittsburgh.

##### **b. Preview: 2018 NEAIR Conference, Pittsburgh, PA (Betsy Carroll, Program Chair and Chris Choncek, Local Arrangements Chair)**

Carroll and Choncek hit some highlights of next year’s conference in Pittsburgh, and presented Bartlett with some Pittsburgh-themed gifts.

#### **14. Adjournment (Annemarie Bartlett)**

Annemarie Bartlett declared the meeting adjourned at 1:36 PM.

Respectfully submitted by Jennifer Dunseath, NEAIR Secretary.

## **PRESIDENT'S REPORT**

### **Annual Report—November 5, 2018**

As we add another year to the NEAIR legacy, I have the honor of reflecting upon all that has been accomplished by our member-driven organization. Our elected leadership and countless volunteers give of their time and talents throughout the year to fulfill the mission, values, and vision of our association. This has been an exciting year continuing the work of our traditional member programs and services as well as embarking on new initiatives.

Guided by the strategic plan, the steering committee, standing committees and ad hoc committees have served the membership in ways both seen and unseen. I hope you take the time to review the enclosed reports that summarize the efforts of the committees. Below are some key highlights.

#### **Committee Report Highlights**

The **Finance Committee and *ad hoc* Investment Committee under the leadership of Braden Hosch** recommended for adoption the FY2019 budget which was unanimously approved. The committee also began initial development of a multi-year budgeting process to provide for long-term sustainability of NEAIR. The *ad hoc* Investment Committee continued to monitor the association's endowment funds as well as provide oversight of the management of the fund by NEAIR's fiduciary.

The **Grants Committee**, shepherded by **Tiffany Parker and Joel Bloom**, coordinated the call for proposals for five types of awards and four grant opportunities were awarded totaling \$4,900. These grants support professional development as well as research projects.

**Membership Committee, guided by Melanie Larson and Claire Goverts**, supported our almost 700 member association by providing connections via Social Media, the Mentor Program, the "Navigating NEAIR: A Newcomers Toolkit" conference offering, and the Job Board and Listserv. We are pleased to offer the opportunity for members to get a professional headshot at the conference.

The **Nominations Committee, led by Ann Marie Senior**, was successful in developing a robust slate of candidates for the ballot. To help the committee with their work in preparing the ballot, Nominee Vetting Questions and a scoring rubric were developed to work through the 30 nominations that were received through the Call for Nominations. Nominations Committee also approved four members for emeritus status.

The **Professional Development Services Committee**, chaired by **Shannon Lichtinger**, offered a strong slate of programs for the 2018 Summer Drive-In workshops held at Temple University. The unduplicated headcount was 87 with 121 registrations in 10 workshops.

The **Site Selection Committee, led by Shannon Lichtinger**, brought a recommendation to the Steering Committee to return to the Maryland/DC area for 2020. With the challenging reality of increased expenses to support a conference and an opportunity for cost savings, the site for 2020 was also secured for 2023 with various costs locked in at 2020 rates.

The **Technology Committee, chaired by Raldy Laguilles**, tackled a number of new projects this year in addition to the on-going support of the NEAIR website. Compliance with the General Data Protection Regulation (GDPR) necessitated integrating new functionality including an update to the NEAIR privacy policy. In addition, those attending the conference will be welcomed with a new conference mobile app which provides new features and functionality we hope members find engaging.

**Treasurer John Tardiff**, reported a sound financial position at FY2018 year-end as well as presented a well-balanced FY2019 budget. Of note this year was the Procedures Review in which the association

engaged a CPA to review the internal controls and procedures NEAIR has in place to minimize the potential for the misuse of funds. Results of the report are under review.

This year also saw significant progress with the ad hoc committees. **Ad hoc Research Committee Co-chairs Christina Butler and Christopher Vinger** worked with their volunteers to dive into our member database with an eye toward producing a membership Fast Facts to be unveiled at the Annual Business Meeting. The **ad hoc Strategic Plan Review Committee** concluded its yearlong charge to assess the 2008 strategic plan goals for relevancy and applicability and recommend next steps. Most recently, the Steering Committee appointed an **ad hoc Best Awards Review Committee**. The committee, **led by Braden Hosch**, is charged with re-evaluating the purpose, desired outcomes, and criteria for the Best Paper, Best First Paper, Best IR/Practitioner Report awards to ensure these are in alignment with the current needs of the membership.

Bringing to life the 45<sup>th</sup> Annual Conference is the result of countless hours of work by the Conference Team. The **Program Committee, under the guidance of Betsy Carroll**, and the **Local Arrangements Committee, led by Chris Choncek** have developed an amazing program to welcome over 300 members to Pittsburgh. Kudos to them and their team members: **Rajiv Malhotra**, Associate Program Chair; **Matt North**, Associate Local Arrangements Chair; **Wendy Weiler**, Pre-conference Workshops Coordinator; **Gina Calzaferri**, Sponsorship Coordinator; **Melissa Hartz**, Mobile App; **Marcia Finch**, Evaluations; **Krisztina Filep**, Poster Session; **J.R. Bjerklie**, Proposal Review; and **Tom McGuinness**, Publications.

Thank you to my fellow Steering Committee members whose leadership and contributions to NEAIR is second to none. We are an organization composed of volunteers and the dedication of the Steering Committee to the work of NEAIR is commendable. Special thanks to our executive committee members, **John Tardiff**, **Gurvinder Khaneja**, and **Shannon Lichtinger** as well as to **Ann Marie Senior**. Your support during the past year has been invaluable both professionally and personally.

And finally, all of the work of NEAIR cannot be achieved without the unwavering support, enthusiasm, and dedication of **Beth Simpson, NEAIR's Administrative Coordinator and Managing Director & Conference Planner**. Beth connects all the pieces of the NEAIR puzzle.

In closing, the opportunity to serve the NEAIR membership as President has been both a professional and personal privilege. I am truly in awe of all those who come together to support our association, and am inspired by the "NEAIRiness" we cultivate in our membership.

Respectfully Submitted,  
Annemarie Bartlett  
2018 NEAIR President

## TREASURER'S REPORT

### Annual Report—November 5, 2018

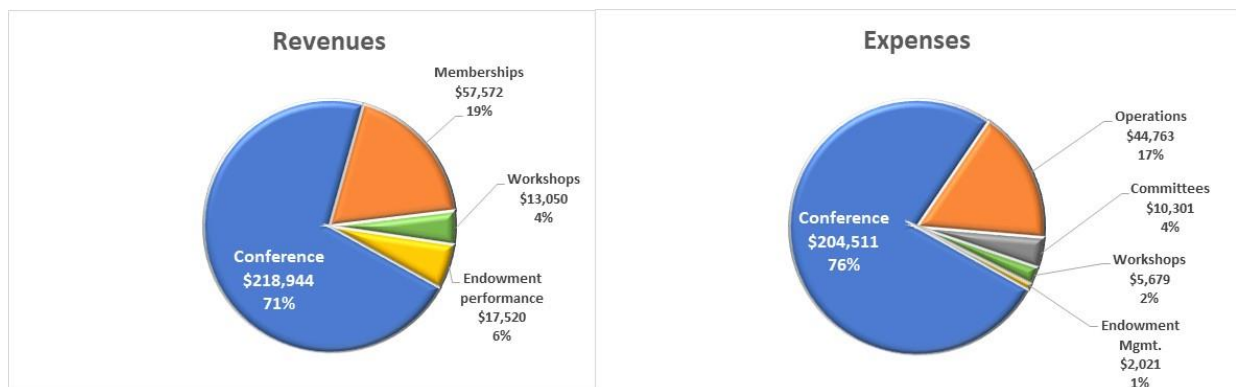
This represents my second report to the membership as the Treasurer of NEAIR. I am extremely grateful to the Steering Committee, the Finance Committee, and Beth Simpson, our Managing Director, for their insightful questions and thoughtful advice throughout the year.

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

### Fiscal 2018 Financial Results

I am pleased to report that NEAIR generated a total surplus of \$39,811 for the year ended June 30, 2018. While the combination of conference operations and professional development workshops, net of administrative costs, were responsible for most of the surplus, a substantial portion (44%) was the result of dividends, interest, and capital gains associated with NEAIR's investment portfolio.

### Sources and Uses of Funds:



NEAIR's operating support in fiscal 2018 was dominated by revenues associated with the annual conference held in Jersey City, NJ where attendance, workshops, and sponsorship fees combined to account for 71% of NEAIR's total revenues during the year. The November 2017 conference was budgeted to have 350 attendees and attracted 359.

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 two steering committee meetings during the year, professional development workshops, and management fees related to directing NEAIR's investment portfolio. Operating expenses also included non-recurring costs of approximately \$7,000 for replacing the membership web portal and \$2,500 related to an audit to evaluate NEAIR's financial procedures.

**Fiscal 2019 Budget:** The Steering Committee adopted an operating budget that calls for a modest operating surplus of approximately \$8,800 for fiscal 2019. Most of the surplus will come from interest and dividend income built into the investment portfolio while the net result of all other operations is expected to



essentially break-even. Consistent with conservative budgeting, no growth is assumed to come from the underlying investments in the portfolio.

**Investments:** NEAIR's investments again benefitted from solid equity markets, increasing a total of \$15,499 or 9.9% during the year. As of June 30, 2018, the market value of the endowment stood at \$171,911. As a point of reference, a hypothetical portfolio of the stocks and corporate bonds included in the S&P 500 index weighted 75%-25%, respectively, would have yielded an annual return of 9.0% during the year. In effect, the NEAIR endowment outperformed the markets during fiscal 2018.

As of September 30, 2018, the endowment grew another \$5,900 to \$177,811, for a total increase of nearly \$47,811 since its inception in February 2016. As a result, the endowment has already achieved 40% of the earnings needed to reach its goal of covering one year of operating expenses, which is currently about \$250,000.

**Balance Sheet:** An income statement presents how an organization generated a profit or a loss during a given period, usually a year, while a balance sheet presents an organization's total assets and liabilities *at a given 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.

**Northeast Association for Institutional Research (NEAIR)**

**Balance Sheet**

*As of 6/30/2018 and 2017*

ASSETS			LIABILITIES AND NET ASSETS		
	6/30/2018	6/30/2017		6/30/2018	6/30/2017
<b>Current assets</b>			<b>Current liabilities</b>		
Cash	\$194,141	\$90,179			
Undeposited funds	730	380			
<b>Total current assets</b>	<b>\$194,871</b>	<b>\$90,559</b>			
<b>Other assets</b>			<b>Net assets</b>		
Investments	\$171,911	\$156,412	Beginning balance	\$326,971	\$308,507
Prepaid conference costs	0	80,000	Current year net surplus	39,811	18,464
<b>Total other assets</b>	<b>\$171,911</b>	<b>\$236,412</b>	<b>Total net assets</b>	<b>\$366,782</b>	<b>\$326,971</b>
<b>TOTAL ASSETS</b>	<b>\$366,782</b>	<b>\$326,971</b>	<b>TOTAL LIABS. and NET ASSET</b>	<b>\$366,782</b>	<b>\$326,971</b>

The balance sheet at the end of fiscal 2018 reflected total net assets of \$366,782 allocated between cash and the endowment; last year's assets also included deposits totaling \$80,000 to prepay a portion of costs associated with the Jersey City Conference.

Since we have no assets to depreciate, 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 two significant liabilities associated with signed contracts for this year's conference and next year's event in Newport, RI. 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 approximately \$315,000 as of June 30, 2018. These obligations significantly affect our reported net assets as follows:

<b><i>Pro forma</i> net assets (as of 6/30/2018)</b>	
Reported net assets as of 6/30/2018	\$366,782
Less future conference liabilities:	
Omni William Penn Hotel	(203,595)
Newport Marriott	<u>(110,902)</u>
<b><i>Pro forma</i> net assets as of 6/30/2018</b>	<b><u>\$52,285</u></b>

I should stress that NEAIR has a comfortable level of resources to satisfy its obligations and the *pro forma* presentation describes the maximum extent of our future hotel obligations, which are typical of an organization that must acquire large conference spaces well in advance.

**Procedures Review:** This summer NEAIR engaged a Certified Public Accountant to review the internal controls and procedures we have in place and to minimize the potential for the misuse of funds. We recently received that report and are evaluating its recommendations.

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 is solid and bright. I hope I have succeeded at both.

**Strategic Plan Goal:**

Goal: To adopt best practices for financial management and long-term fiscal health.

Respectfully Submitted,

John Tardiff  
NEAIR Treasurer

**Operating Statements - Consolidated**  
**Northeast Association for Institutional Research (NEAIR)**  
**Fiscal 2014 - Fiscal 2018**

	<i>Newport RI</i> <b>Fiscal 2014</b>	<i>Philadelphia PA</i> <b>Fiscal 2015</b>	<i>Burlington VT</i> <b>Fiscal 2016</b>	<i>Baltimore MD</i> <b>Fiscal 2017</b>	<i>Jersey City NJ</i> <b>Fiscal 2018</b>
<b>Operating Results:</b>					
<b>Revenues:</b>					
Conference attendance	\$147,683	\$147,059	\$144,845	\$138,840	\$137,464
Conference workshops	22,626	29,344	21,615	28,081	26,705
Exhibitor sponsorships	30,900	55,625	31,050	47,525	54,775
Miscellaneous income	258	1,000	-	-	-
Interest income	161	139	66	42	27
Investment income	-	-	762	4,127	7,900
Membership income	45,710	51,310	48,060	45,150	56,545
PDS workshop income	7,830	7,050	8,170	6,412	13,050
<b>Total operating revenues</b>	<b>\$255,168</b>	<b>\$291,527</b>	<b>\$254,568</b>	<b>\$270,177</b>	<b>\$296,466</b>
<b>Expenses</b>					
Accounting	\$1,990	\$8,058	\$3,560	\$5,797	\$5,501
Administrative coordinator	28,000	39,976	24,570	39,798	37,600
Audio visual expense	28,055	31,684	23,423	33,790	31,764
Awards & gifts	1,806	2,102	1,581	1,204	699
Bank fees	-	195	280	-	12
Conference expense	74	4,626	14,477	6,862	3,690
Endowment fees	-	-	822	1,784	2,021
Food	103,922	133,278	70,418	118,570	120,263
Grant program	3,584	3,754	3,930	3,699	3,900
Honorarium	9,010	8,500	9,000	7,875	9,125
Hotel/Site costs	225	7,247	4,964	9,097	8,224
Insurance	750	404	438	1,556	1,306
Meals & travel	13,778	13,699	10,074	10,926	14,296
Merchant account / Credit card fees	7,902	10,493	8,502	9,712	11,624
Miscellaneous expense	2,614	1,593	754	387	553
Office supplies	555	5,058	1,505	-	105
Postage	752	582	89	58	48
Printing	6,978	8,385	7,822	5,824	3,581
Supplies	6,705	2,037	1,818	2,221	1,344
Telephone	1,231	1,193	938	1,310	1,208
Web site	7,465	7,507	7,397	11,716	9,411
<b>Total operating expenses</b>	<b>\$225,396</b>	<b>\$290,371</b>	<b>\$196,362</b>	<b>\$272,186</b>	<b>\$266,275</b>
<b>Net operating surplus</b>	<b>\$29,772</b>	<b>\$1,156</b>	<b>\$58,206</b>	<b>(\$2,009)</b>	<b>\$30,191</b>
<i>as a % of total revenues</i>	<i>11.7%</i>	<i>0.4%</i>	<i>22.9%</i>	<i>-0.7%</i>	<i>10.2%</i>
<b>Non-operating income and expenses</b>					
Unrealized investment gains/(losses)	-	-	3,656	20,473	9,620
<b>Total surplus</b>	<b>\$29,772</b>	<b>\$1,156</b>	<b>\$61,862</b>	<b>\$18,464</b>	<b>\$39,811</b>
<i>as a % of total revenues</i>	<i>11.7%</i>	<i>0.4%</i>	<i>24.3%</i>	<i>6.8%</i>	<i>13.4%</i>

**Northeast Association for Institutional Research (NEAIR)**  
**Operating Statements - Conference Only**  
**Fiscal 2014 - Fiscal 2018**

	<i>Newport RI</i> <b>Fiscal 2014</b>	<i>Philadelphia PA</i> <b>Fiscal 2015</b>	<i>Burlington VT</i> <b>Fiscal 2016</b>	<i>Baltimore MD</i> <b>Fiscal 2017</b>	<i>Jersey City NJ</i> <b>Fiscal 2018</b>
Membership	666	765	718	702	697
Conference attendance	403	436	360	386	359
First-time attendees	118	134	109	102	97
% of membership attending	61%	57%	50%	55%	52%
% of first time attendees	29%	31%	30%	26%	27%
<b>Operating Results:</b>					
<b>Revenues:</b>					
Conference attendance	\$147,683	\$147,059	\$144,845	\$138,840	\$137,464
Conference workshops	22,626	29,344	21,615	28,081	26,705
Exhibitor sponsorships	30,900	55,625	31,050	47,525	54,775
Miscellaneous income	358	1,000	-	-	-
<b>Total conference revenues</b>	<b>\$201,567</b>	<b>\$233,028</b>	<b>\$197,510</b>	<b>\$214,446</b>	<b>\$218,944</b>
<b>Expenses</b>					
Administrative coordinator	\$11,200	\$16,456	\$10,542	\$15,919	\$15,040
Audio visual expense	28,055	31,684	23,423	33,790	31,764
Awards & gifts	996	1,630	1,559	1,204	699
Conference expense	74	4,626	14,477	6,862	3,690
Food	103,584	131,897	68,523	116,619	119,525
Grant program	184	954	1,148	1,421	2,100
Honorarium	7,010	7,500	7,250	6,250	7,375
Hotel/Site costs	-	2,039	2,850	4,851	3,178
Meals & travel	7,652	5,803	5,149	3,096	5,808
Merchant account / Credit card fees	6,487	8,394	6,881	7,611	9,235
Miscellaneous expense	1,519	400	20	111	-
Office supplies	-	2,041	-		
Postage	576	120	18	58	-
Printing	6,908	6,760	7,822	5,742	3,581
Supplies	6,380	2,012	1,818	2,221	1,344
Telephone	860	856	449	701	773
Web site	3,617	3,393	3,288	1,550	399
<b>Total conference expenses</b>	<b>\$185,102</b>	<b>\$226,565</b>	<b>\$155,217</b>	<b>\$208,006</b>	<b>\$204,511</b>
<b>Net conference surplus</b>	<b>\$16,465</b>	<b>\$6,463</b>	<b>\$42,293</b>	<b>\$6,440</b>	<b>\$14,433</b>
<i>Operating margin - Conference</i>	<i>8.2%</i>	<i>2.8%</i>	<i>21.4%</i>	<i>3.0%</i>	<i>6.6%</i>

## **FINANCE COMMITTEE**

### **Annual Report—November 5, 2018**

The Finance Committee serves NEAIR by furthering its Strategic Goal of adopting best practices for financial management and long term fiscal health. During this past year, the Finance Committee pursued three substantive activities:

1. Review of the treasurer's proposed FY 2019 budget and recommendation for adoption by the NEAIR Steering Committee;
2. Initial development of a multi-year budgeting process to provide for long-term sustainability of the organization; and
3. Application for exemption from state sales tax in the Commonwealth of Pennsylvania.

#### Fiscal Year 2019 Budget

The Finance Committee convened to review a draft budget for 2018-2019, and recommended its adoption to the Steering Committee. The fiscal 2019 budget forecasts total revenue of \$262,735 and expenses of \$253,979 for a surplus of \$8,756, although this largely reflects \$6,375 in anticipated net dividends in the endowment fund, and these resources are restricted by investment policy. Details of the budget appear in the Treasurer's report.

The Committee observed three areas for monitoring going forward: 1) the need for future conference planning activities to continue careful stewardship of resources while ensuring the standard conference experience is provided; 2) planning to determine disposition of revenues that will be generated by the endowment after investment goals have been met; and 3) potential cost increases in out-years for IT as well as administration and management.

#### Multi-Year Budgeting

The Finance Committee reviewed an initial multi-year budgeting model that projects revenues and costs for three years using the budget approved by the Steering Committee and estimates increases using adjustable inflators over a three year average. The Committee recommended inclusion of the approved rate schedule and estimates of participants, plus known costs in the next iteration of the model. Under consideration are how to represent years in which expenditures are planned to exceed revenues, as planned deficits or as planned fund balance transfers. The Committee plans to make a final recommendation for consideration by the Steering Committee in 2019.

#### Application for Sales Tax Exemption in Pennsylvania

Braden Hosch as Committee Chair prepared an application for sales tax exemption for the Commonwealth of Pennsylvania to lower costs for the Professional Development workshops as well as future conference activities.

The Commonwealth of Pennsylvania did not approve NEAIR's application for tax exempt status. Pursuant to the Institutions of Purely Public Charity Act of 1997 (PA P.L. 508 No. 55), an organization operating in the Commonwealth must meet all five of the criteria below to qualify for state tax exemption:

1. Advance a charitable purpose;
2. Operate entirely free from private profit motive;
3. Donate or render gratuitously a substantial portion of its services;
4. Benefit a substantial and indefinite class of persons who are legitimate subjects of charity;
5. Relieve the government of some of its burden.

The Pennsylvania Department of Revenue determined that NEAIR did not meet the charity to persons requirement and further cautioned that the determination “does not infer that the organization has successfully met any of the remaining criteria.” This determination effectively means that NEAIR’s activities in Pennsylvania will be subject to 6-8% tax, adding costs to conferences, workshops, etc. that should be taken into account when planning.

**Strategic Plan Goal:**

Goal: To adopt best practices for financial management and long-term fiscal health.

Respectfully Submitted,

Braden Hosch	(Chair)
Nasrin Fatima	(2018-2020)
Ann Lehman	(2017-2019)
Megan Lynch	(2017-2019)
Mary Roetzel	(2016-2018)
MJ Russell	(2018-2020)
Stephen Sheridan	(Past Treasurer)
John Tardiff	(Treasurer)

***ad hoc* INVESTMENT COMMITTEE**  
**Annual Report—November 5, 2018**

The NEAIR endowment was established as a strategic organizational financial protection to cover a full year of organizational expenses should the Association catastrophically fail to realize revenue in a given year. As of September 30, 2018, the endowment grew to \$177,811, for a total increase of over \$47,800 since its inception in February 2016. Management of the fund is set forth in NEAIR's Statement of Investment Policies and Objectives. The asset allocation is designed to generate a long-term expected annual return of 7% over multiple years. Gains in the fund are accounted as revenue in the operating budget but proceeds are restricted for reinvestment.

The ad hoc Investment Committee monitors endowment funds on a routine basis and oversees management of the fund by NEAIR's fiduciary, currently Biddle Capital Management (BCM). The Committee reviews quarterly statements of fund performance, confirms asset allocation and investments are consistent with long term goals established in the Statement of Investment Policy.

During the year, the Committee met to review fund balances and BCM's management of the fund. BCM also made a presentation to the full Steering Committee during its July 2018 meeting. Based on this review, the Committee determined that BCM's management of the fund and current asset allocations comport with the long term goals set forth in the Statement of Investment Policy and Objectives. Further, the Committee convened to discuss revisions to the NEAIR Policies & Procedure Manual to incorporate appropriate policies and procedures for the committee. These proposed revisions will be presented to the Steering Committee at an upcoming meeting.

**Strategic Plan Goal:**

Goal: To adopt best practices for financial management and long-term fiscal health.

Respectfully Submitted,

Braden Hosch	(Chair)
Annemarie Bartlett	(President)
Shannon Lichtinger	(President Elect)
Ann Marie Senior	(Past President)
John Tardiff	(Treasurer)

## **GRANTS COMMITTEE**

### **Annual Report—November 5, 2018**

The Grants Committee consisted of five members: one member who serves on the NEAIR Steering Committee (the Chair) and four members who are volunteers from the NEAIR general membership who serve three-year terms, and the Past Chair who is a non-voting member.

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. 2018 NEAIR Grants Timing and Number of Applications Submitted

<b>Grant</b>	<b>Call for Proposals Announced</b>	<b>Application Deadline</b>	<b># of Eligible Applications</b>
AIR Forum Scholarship	2/07/2018	3/04/2018	1
NEAIR Leadership Team Travel Grant	2/14/2018	3/01/2018	2
Ambassador Grant	4/10/2018	5/11/2018	0
Memorial Conference Grant	7/01/2018	8/15/2018	2
Research Grant	4/24/2018	6/30/2018	1

### **2018 Activity Summary**

The Grants Committee put forth a call 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 was created by the Past-President, Grants Committee Chair and Grants Chair-Elect and implemented for the 2018 applications.

### **Award Recipients**

- The 2018 AIR Forum Scholarship was awarded to Ross Conover from St. Mary's College of Maryland to support attendance at the 2018 AIR FORUM in Orlando, FL.
- The 2018 *NEAIR Leadership Team Travel Grant* was awarded to Gina Calzaferri, 2018 Sponsor Coordinator to support attendance at the 2018 AIR FORUM in Orlando, FL.
- The 2018 *Research Grant* was awarded to Karen Glew at the Kennebec Community College, Maine for her research project to "Measure Online Student Engagement."
- The 2018 *Memorial Conference Grant* Recipients were: Veronika Ancukiewicz from Johnson and Wales University and Elizabeth Campbell from Boston University in honor of Marian Pagano Matheson.
- The 2018 *Ambassador Grant* had no applications.

### **2018 Fiscal Information**

In FY 2018, \$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.

### **Strategic Plan Goals and Strategies**



Goal: To provide quality and relevant professional development for NEAIR members.

- Strategy: Offer a broad range of professional development opportunities for institutional researchers at all stages of their careers.

Current Status: The NEAIR Grants Committee provides funding to help expand the professional development opportunities available to NEAIR members. The type of grants, number of awards, and criteria are evaluated periodically by Grants Committee members to insure the needs of the membership are met.

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.

Respectfully Submitted,

Tiffany Parker, Chair  
Mount Wachusett Community College

**2017-2018 Grants Committee:**

Joel Bloom, Chair-elect, Hunter College  
Jerome Dean, Mount Ida College  
Erin Dunleavy, Geisinger Commonwealth School of Medicine  
Henry Zheng, Lehigh University

## MEMBERSHIP COMMITTEE

### Annual Report—November 5, 2018

In support of the NEAIR strategic plan's goal of "continually provide members quality information and services" the Membership Committee shares the following annual highlights:

#### Mentor Program

The mentoring program continues to be a core benefit to our membership and an area where volunteers are continually needed. Last year, more than 100 members participated. That such a significant percentage of conference attendees participate in this program speaks volumes about the strength and kindness of our community.

We are grateful to our volunteer mentors, many of whom return year after year. They understand that this bit of volunteering has the capacity to make an incredible difference to a colleague on an individual level, and it also strengthens our profession as a whole. We are also grateful to our mentees who leverage the mentoring to become better IR practitioners and stronger professionals, thus raising our field. Further: wisdom doesn't flow single-directionally. Over the years, more than one mentor has told us about tools and insight they have learned from their mentees. If you have not volunteered to mentor a colleague yet, we hope you will participate soon.

#### 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 #NEAIR18 while you are at the Pittsburgh conference to connect with your colleagues on twitter.**

Speaking of...our Twitter community, already strong, grew more than 20% last year. The nearly 450 @NEAIR\_IR followers are an active bunch who routinely problem solve, swap ideas, collaborate on proposals and projects, and generally enjoy community spirit. If you haven't joined, you are missing out on a terrific group of people who interact all year long.

#### Jobs & Listserv

**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.

And another word on the jobs: The NEAIR jobs board isn't just for active job-seekers and hiring managers; it is for anyone who wants to better understand trends in our field. We hope everyone takes advantage of getting an occasional email highlighting in-demand skills or signaling office growth and/or changing configuration in our community.

#### Newcomers

Last year, 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 this year and we intend to make it a routine offering. 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.

The message is somewhat simple and could be summarized as: Jump right in and enjoy the NEAIRiness! To that end, when you see a colleague with a “newcomer” dot on their nametag, we hope you’ll welcome them.

### **Headshots and Networking**

We hope you’ll take full advantage of the many opportunities to network at this year’s conference, and you’ll continue the momentum online during and post-conference. Upload your new professional headshot to your NEAIR profile, join the NEAIR social networking groups, and continue to connect. **And if you are a handful or more years....wiser(?!) since your last headshot profile pic on the NEAIR web site, we really hope you’ll make a mental note now to sign up for a new, complimentary professional headshot this year at the NEAIR conference in Pittsburgh.**

### **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!

### **Strategic Plan Goal**

Goal: To continually provide members quality information and services.

Respectfully Submitted,

Melanie Larson, Chair  
Claire Goverts, Chair-Elect  
Elizabeth Campbell, Mentor ('16-'19)  
Shawn LaRoche, Social Media ('15-'18)  
Adam Ostrowski, Mentor ('16-'19)  
M. Allison Reilly, Newcomer/Mid-Career ('15-'18)  
Jacqueline McKinnon, Job & News Posting ('17-'20)  
Don Smith, Social Media ('17-'20)  
Joe Stankovich, Social Media ('17-'20)

## **NOMINATIONS COMMITTEE**

### **Annual Report—November 5, 2018**

#### **2018 SUMMARY OF ACTIVITIES**

Per the NEAIR constitution, the Nominations 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 Nominations 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.

#### **2018 NEAIR Elections**

The Committee's work began by reviewing and revising each position that would be on the ballot to ensure that the description was clear and provided information about the duties and responsibilities required for each position.

##### ***Call for Nominations***

The Call for Nominations went out in March 2018 and ended in April 2018; there were 30 nominations received from this call; 5 people nominated themselves for a position.

In addition to the Call for Nominations, Committee members reached out to the NEAIR Steering Committee for additional candidate names, particularly to solicit candidates for the Steering Committee-Community College position as well as the Nominations Committee- Public Sector position. The Nominations Committee also generated a list of potential candidates that were in those particular categories as well. Eligible candidates were called and/or sent emails to see if they were interested in being nominated.

##### ***Nominee Vetting Questions***

Nominee Vetting Questions were developed for each position and sent to interested nominees to fill out. The purpose of these questions was to get to know the nominees better and to hear from them directly about their qualifications as well as interest and motivation for being considered for the position.

##### ***Scoring Rubric Developed***

Scoring rubrics were developed for each position so that Nominations Committee members could rate the nominees' responses to the vetting questions. Members of the Committee scored each nominee (coded, no names) separately, and then met as a committee to rank the nominees and discuss the scores. After the scores were discussed, the identity of the nominees was revealed.

##### ***Candidates Selected to be on the 2018 Ballot:***

The candidates chosen to be on 2018 ballot were as follows:

*President-Elect:* Jennifer Dunseath and Mary Goodhue Lynch

*Steering Committee at Large:* Rebecca Drennen, Jessica Ickes, Polly Prewitt-Freilino

*Steering Committee- Community College Sector:* Qing Mack, Rajiv Malhotra, Angelina Medeiros

*Nominations Committee- Public Sector:* Kate McLaren-Poole, Kenneth Smith

*Nominations Committee- At Large (5 needed):* Peter Feigenbaum, Carol Pepin, Lisa Plummer, Ann Marie Russell, Stephanie Schwalm, Daniel Sisco, Christopher Vinger

##### ***The Call for Elections***

The Call for Elections opened on September 13, 2018 and closed on October 5, 2018. Several reminders were sent out with the last reminder was sent out on October 5, 2018.

### ***The 2018 Election Results***

We are pleased to present the 2018 election results. Many thanks to all of the candidates that were on the ballot and to the NEAIR members who took the time to vote in this year's election.

Congratulations to the following individuals who were elected to serve on next year's NEAIR leadership team.

President-Elect: Jennifer Dunseath, Assistant Vice President of Institutional Research and Accreditation, Roger Williams University

Steering Committee Member at Large: Polly Prewitt-Freilino, Director, Office of Institutional Research & Effectiveness Mount Holyoke College

Steering Committee Member- Community College Sector: Rajiv Malhotra, Director of Institutional Research and Assessment, Community College of Rhode Island

Nominations Committee Member-Public Sector: Kenneth Smith, Director of Institutional Research, Worcester State University

Nominations Committee Members At-Large:

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

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

Ann Marie Russell, Director of Institutional Research, Analysis and Planning, Bates College

Dan Sisco, Research Manager, Yale University

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

### **Emeritus Membership**

#### ***Application Review and Revision***

The Emeritus Membership information available on the website was reviewed and revised for clarity. As a result of the review, the Emeritus Membership application was also revised to make it a bit more comprehensive and informative for decision making.

#### ***Call for Emeritus Membership Nominations***

The Call for Emeritus Membership Nominations opened on June 13, 2018 and ended on July 11, 2018. Four self-nominated applications were received, reviewed, and submitted to the NEAIR Steering Committee for review and a vote of approval.

#### ***NEAIR Steering Committee Approval of Emeritus Membership Applicants***

At the July 2018 Steering Committee meeting, the following three candidates' applications were approved for Emeritus Membership, effective as of September 1, 2018: Joseph Revelt (Millersville University of Pennsylvania), Phyllis Fitzpatrick (Norfolk Community College), and Sandra Johnson (Princeton University). The NEAIR Steering Committee also voted to provisionally approve the Emeritus Membership application of Denise Krallman (Miami University), pending her retirement in October 2018.

#### ***Recommendation: Review the Purpose and Criteria for Emeritus Membership***

It was recommended by the Nominations Committee that the Emeritus Membership Status be reviewed by several committees (as a team) in terms of the purpose and criteria for membership.

**Strategic Plan Goals and Strategies:**

Goal: To strengthen the governance structure to ensure that it is effective in supporting the mission of the Association and representative of the membership. Per the NEAIR constitution, the Nominations 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.

- Strategy: Encourage involvement of highly qualified individuals into leadership positions within the Association.

Respectfully Submitted,

Ann Marie Senior, Chair, on behalf of the Nominations Committee

Heidi Barth

Marcia Finch

Karen Froslid

Shawn LaRoche

Kristen Sullivan

Henry Zheng

## PROFESSIONAL DEVELOPMENT SERVICES COMMITTEE

### Annual Report—November 5, 2018

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 PDS occurred on Friday, July 27<sup>th</sup> at Temple University's Tuttleman Learning Center. This was a success because Temple University graciously provided the facilities in-kind; we crafted a slate of programs early using evidence-based research where we targeted development preferences and needs; we facilitated presenters booking travel early to reduce costs; and marketed the event widely with the help of affiliate organizations. Eight-seven registrants attended 121 workshops. Wendy Weiler, program chair, led the development of a robust slate of workshops; she secured all presenters early on (by early April). Registration launched on-time, on June 1, 2018. A communications plan was developed to include e-mail blasts to the membership followed within three days by NEAIR listserv posts and posts to social media (e.g., Facebook, LinkedIn, and Twitter). The PDS Team brainstormed a list of 22 affiliate organizations and collectively took responsibility for contacting them (20 were viable); communications ran concurrently to the NEAIR ones. AIR was contacted; PDS was posted on its affiliate organization portion of the web site. Workshop registrations were monitored weekly; messaging was augmented to feature low-enrolled workshops to make enrollment targets. Ultimately, the event was very successful. All scheduled workshops ran and it generated over \$6,000 in net revenue. Below is a summary of revenues and expenses associated with the event:

<b>Gross revenues</b>	<b>\$13,595.00</b>
Expenses	
Honorarium	\$3,000.00
Hotel	\$1,842.43
Meals	\$1,726.45
Printing	\$85.00
Awards & gifts	\$270.99
Conference calls	\$89.31
Credit card fees	\$560.00
<b>Total expenses</b>	<b>\$7,574.18</b>
<b>Net revenues</b>	<b>\$6,020.82</b>

An after-action review was conducted to assess the pros and cons of the event to discern action items for improvement in the future. Below are various considerations for the future:

- Develop a rotating schedule of sites along the northeastern seaboard so that the President-elect does not need to conduct a site selection process. This helps to expedite planning in the winter.
- Consider differential pricing for technology and non-technology related workshops.
- Develop a program template to help the incoming team more efficiently slate workshops.
- Develop a culture where program teams pay it forward from year to year by creating a running list of professionals equipped to deliver workshop topics. This can also help with pre-conference workshops during the annual conference.
- Consider ways to incentive workshop leaders to lock-in travel costs as early as possible. This is a considerable savings to NEAIR.
- Implement a PDS crossover meeting in January via conference call to help the new team easily transition and reduce time investment costs for the new team.

### **Strategic Plan Goals and Strategies:**

Goal: To provide quality and relevant professional development for NEAIR members.

- Strategy: Offer a broad range of professional development opportunities for institutional researchers at all stages of their careers.
- Strategy: Provide opportunity for NEAIR members to develop and improve oral and written communication skills.
- Strategy: Develop multiple modes and settings of delivery for professional development offerings.

Goal: To be responsive to natural and evolutionary growth as a result of changing demands in postsecondary education.

- Strategy: Develop methods to monitor membership counts and composition over time.

Respectfully Submitted,  
Shannon Tinney Lichtinger, Chair, President-elect

### **2017-2018 Professional Development Services Committee:**

Gina Calzaferri, PDS Local Arrangements

Wendy Weiler, PDS Program Chair

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



## **SITE SELECTION COMMITTEE**

### **Annual Report—November 5, 2018**

The Baltimore Renaissance was selected for the 2020 and 2023 conferences. Research on site selections began in early spring 2018. The Maryland/D.C. metropolitan area was prioritized; locations pursued included: Baltimore, D.C., Bethesda, Silver Spring and Annapolis. Other locations were considered and tabled because they were off the I-95 corridor and in the snow belt (e.g., Rochester, Buffalo, etc.). Four sites were visited by Beth Simpson, Administrative Coordinator, and President-elect Lichtinger July 16th and July 17th. Locations were further researched and determined that NEAIR had outgrown the Bethesda Hyatt location. The Hilton and Renaissance Baltimore locations were prioritized. Negotiations ensued with the Hilton and Renaissance during late July.

On August 5, 2018 the chair of Site Selection, President-elect Lichtinger, brought two recommendations forward to the Site Selection committee with budget implications. The Site Selection committee was in agreement to move forward. Research on both sites, budgets, and the implications of choosing both sites was shared with the Steering Committee in an e-mail on 8/8/2018. Conference calls were scheduled for 8/20/2018 and 8/21/2018 to discuss the options and address questions.

Both locations would mean adopting a deficit budget (Hilton – about \$6k and the Renaissance about \$11k). The fact is that an affordable location like Baltimore has become more costly given our standard conference experience in light of our conference fees (which have not kept pace with inflation). This deficit can be rectified by re-examining our conference fees. The Finance Committee will investigate and recommend an appropriate fee structure in 2019. Ultimately, there is a considerable cost savings to the organization since there is no need for a 2023 site selection and various costs have been locked in at 2020 rates (a considerable savings to the organization).

A motion was presented for electronic vote on 8/23. The outcome of the vote: 10 votes for the Renaissance for 2020 and 2023; 1 vote for the Renaissance for 2020; and 2 votes for neither 2020 nor 2023. The Steering Committee understood the preference for the Renaissance to the Hilton (quality, location, amenities) and the benefits of signing a multi-year contract [e.g., planning further ahead, reducing future site selection costs, locking in a competitive room rate, holding service fee rates steady, and capitalizing upon discounts for in-house AV/internet costs].

#### **Strategic Plan Goals and Strategies:**

Goal: To provide quality and relevant professional development for NEAIR members.

- **Strategies:** Offer a broad range of professional development opportunities for institutional researchers at all stages of their careers; provide opportunity for NEAIR members to develop and improve oral and written communication skills; and, develop multiple modes and settings of delivery for professional development offerings.

Respectfully Submitted,  
Shannon Tinney Lichtinger, Chair, President-elect

#### **2017-2018 Site Selection Committee:**

Annemarie Bartlett, President  
John Tardiff, Treasurer  
Beth Simpson, Managing Director and Event Conference Planner (ex officio)

## **TECHNOLOGY COMMITTEE**

### **Annual Report—November 5, 2018**

**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 vendor, Whova, was vetted and selected for the Pittsburgh conference. This change in vendors was based on member feedback of our previous app, the need for new/additional functionality, and cost.

#### ***NEAIR Information Privacy Policy and GDPR Compliance***

NEAIR added MemberLeap's General Data Protection Regulation (GDPR) module to assist with compliance of the European Union's new data privacy regulation. This effort also included an update to our privacy policy. After consulting with AIR, the technology committee drafted an updated information privacy policy, which outlines how we use information and data from our members to conduct business. The final draft will undergo legal review before implementation. The technology committee will also be reviewing the underlying practices and processes of our privacy policy.

#### ***MemberLeap Maintenance***

The technology committee continues to support the ongoing maintenance of our NEAIR website. These tasks include updating website content, checking URLs in both the public-facing portion of the website and the members-only area, investigating additional modules, and consulting on customizations as needed. Specifically, the technology committee will coordinate a customization to enhance data exchange with our MemberLeap website.

#### **Strategic Plan Goals:**

Goal: To be responsive to natural and evolutionary growth as a result of changing demands in postsecondary education.

Goal: To continually provide members quality information and services.

Respectfully Submitted,  
Raldy Laguilles, Chair

#### **2017-2018 Technology Committee:**

Melissa Hartz, Mobile App Coordinator

Jessica Ickes, Website Coordinator

Jeannette Lim, Website Coordinator

***ad hoc* RESEARCH COMMITTEE**  
**Annual Report—November 5, 2018**

**Summary**

For the 2018 member year, the efforts of the ad hoc research committee focused primarily on working with the membership database, developing summary data about membership characteristics, investigating mechanisms to gather additional data that would support the work of the ad hoc strategic plan review committee and the NEAIR steering committee, and an avenue to provide feedback to the membership on conference evaluation.

In 2017, NEAIR moved to a new association management platform. To prepare for this shift, a significant amount of work went into data cleaning and normalization. This dataset was then used to begin work on summarizing membership demographics and characteristics for a Fast Fact infographic to be presented at the 2018 annual conference. Throughout this process, the ad hoc research committee, through their committee liaison, was informed of the findings and questions that arose within the ad hoc strategic plan review committee especially around additional data to collect from the members either via a revised member profile or a member survey. The NEAIR steering committee also asked that the ad hoc research committee work with the Conference Evaluation Coordinator in developing a mechanism to share feedback from the 2017 conference evaluations. The intent is to continue this practice annually.

**Future Plans**

- Continue to investigate leveraging the data within the association management platform and what data are collected via the membership renewal form and member profiles
- Continue to work with the NEAIR steering committee to develop member survey and/or focus group research questions
- Develop a NEAIR retention analysis
- Work with AIR in exploring ways that NEAIR might be able to collaborate on research efforts and the recent AIR National Survey of IR Offices (NSIRO).

The NEAIR Steering Committee expresses sincere appreciation to Mitch Nesler for providing initial leadership to this group and to Christina Butler and Christopher Vinger who took over co-leading the group in April 2018.

**Strategic Plan Goals and Strategies:**

Goal: To be responsive to natural and evolutionary growth as a result of changing demands in postsecondary education.

- Strategy: Develop methods to monitor membership counts and composition over time.

Respectfully Submitted,  
Annemarie M. Bartlett, 2018 NEAIR President

Christina Butler - Co-Chair      Christopher Vinger - Co-Chair  
Joel Bloom  
Marcia Finch  
Heather Kelly  
Shannon Tinney Lichtinger  
Viola Simpson  
Kenneth Smith  
Alan Sturtz

## ***ad hoc* STRATEGIC PLAN REVIEW COMMITTEE**

### **Annual Report—November 5, 2018**

#### **Summary**

The *ad hoc* Strategic Plan Review Committee was constituted with the charge to review the NEAIR strategic plan that has been in place since 2008. The aim was to review the current goals and related strategies and objectives to assess relevancy and applicability for the Association and make recommendations to the NEAIR Steering Committee for next steps.

In August 2017, *ad hoc* committee membership was solicited from current association members and emeritus members. Twenty-seven members responded. The volunteer group was divided into five working groups with two members of each group comprising a core team.

The focus of each group was based on the five goal areas of the 2008 strategic plan:

Professional Development	To provide quality and relevant professional development for NEAIR members.
Membership Growth	To be responsive to natural and evolutionary growth as a result of changing demands in postsecondary education.
Leadership & Governance	To strengthen the governance structure to ensure that it is effective in supporting the mission of the Association and representative of the membership.
Financial Management	To adopt best practices for financial management and long term fiscal health.
Member Services	To continually provide members quality information and services.

#### **Work of the Committee**

From October 2017 through March 2018, the core team of the *ad hoc* strategic plan review committee led their work groups through a review of the strategic plan goal areas using documentation and reference materials provided by the committee chair. Materials included the 2008 planning process report, matrix of progress on 2008 strategic plan, PDS workshop evaluations, conference evaluations, conference cross-over reports, conference registration patterns, annual business meeting reports as well as results from the 2005 member survey.

At the 2017 NEAIR conference in Jersey City, work group members gathered for a SIG to discuss ideas, initial findings, and plans for next steps. An update was presented to the NEAIR steering committee at their March meeting with feedback being integrated into the documentation for use by the work groups.

Four questions were posed to the workgroups with core team members providing summary responses based on the work.

1. What is the opinion of the ad hoc committee of the current goals and strategies – are they still relevant? What needs to change? Do we need a complete re-envisioning?
2. What additional work is recommended for this process? Needs assessment survey, membership research, etc.

3. Are there suggested new goals and/or strategies?
4. How can we better implement and assess progress moving forward?

The work groups' reports in response to these questions offered excellent insights and concrete recommendations as well as suggestions for future strategies and tactics. The steering committee considered the overall findings at the July board meeting leading to a robust discussion around the status of the 2008 plan and ways to move forward. These reports will provide the basis for the next phase of the planning process.

Below are few overarching highlights.

- The essence of the strategic plan goals are sound and continue to remain relevant for the Association; broad recommendations for the next iteration:
  - a. Further consider how the core values integrated into the strategic plan? How are we measuring support of the mission?
  - b. Reflect on the question "are we satisfied with a steady state/stable organization or are we looking to shake things up with a growth/change model?"
  - c. Develop intentional statements that articulate where we want to be as an organization.
  - d. Develop organizational goals in terms of budget, surplus, and financial indicators as they relate to these activities
  - e. Articulate specific key metrics and performance measures that will measure our goals/objectives
- Continuously practicing IR on NEAIR
  - a. Conduct an environmental scan to develop a deeper understanding of trends, in terms of membership and the field, in order to anticipate and be responsive to member needs.
  - b. Develop a member survey (or other mechanism) to gauge members' interests in new opportunities for professional training and development; consider which NEAIR could provide versus external resources (AIR, a MOOOC, etc.)
  - c. Conduct longitudinal research on member database and program attendance
  - d. Enhance current data collection, analysis, and reporting regarding current membership characteristics to better understand the characteristics and demographic makeup of NEAIR.
  - e. Investigate expanding membership beyond traditional institutional research by engaging a more diverse set of stakeholders

### *Next Steps*

The steering committee concluded that association should sunset the 2008 strategic plan and a new plan will be developed. A progress report of accomplishments will be distributed to the membership. Shannon Lichtinger, (2018 President-Elect/2019 President) and Annemarie Bartlett (2018 President/2019 Past President) are working with the NEAIR steering committee to finalize next steps for development of the new strategic plan.

Under the leadership of Shannon Lichtinger, a small group is developing an environmental scan and a SWOT analysis. In response to the ad hoc strategic plan review committee's recommendation to better understand who NEAIR is serving, the ad hoc research committee has been mining our member database and developed a "Fast Facts" sheet that provides a profile of NEAIR members.

The NEAIR steering committee, building off of the recommendations of the workgroups, will generate focused research questions to ensure the greatest return from executing a member survey. The steering committee will also regularly integrate strategic plan and research updates in the formal steering committee meetings as well as report annually to membership.

The NEAIR steering committee extends their sincere gratitude and appreciation for the work of the ad hoc committee members.

### Members (Core Team leaders in bold)

#### Professional Development

<b>Chad</b>	<b>May</b>
<b>Christi</b>	<b>Ewing</b>
Jennifer	Hawkes
Yuko	Mulugetta
Stefanie	Schwalm
Melanie	Sullivan

#### Financial Management

<b>Steve</b>	<b>Sheridan</b>
<b>Henry</b>	<b>Zheng</b>
Alicia	Betsinger
Rajiv	Malhotra

#### Membership Growth

<b>John</b>	<b>Barnshaw</b>
<b>Betty</b>	<b>Harper</b>
Nancy	Becerra-Cordoba
Heather	Roscoe
Ron	Uroda
Kate	Yerkes

#### Member Services

<b>J.R.</b>	<b>Bjerklie</b>
<b>Denise</b>	<b>Nadasen</b>
Michael	Duggan
Marcia	Finch
Nora	Galambos
Christopher	Vinger

#### Leadership & Governance

<b>Julie</b>	<b>Alig</b>
<b>Gayle</b>	<b>Fink</b>
Catherine	Alvord
Felice	Billups
Alex	Yin

Additional members: Shannon Lichtinger (2018 President-Elect/2019 President), Ann Marie Senior (2017 President/2018 NEAIR Past President), and Beth Simpson (NEAIR Managing Director & Conference Planner)

### **Strategic Plan Goals:**

Goal: To be responsive to natural and evolutionary growth as a result of changing demands in postsecondary education.

Goal: To strengthen the governance structure to ensure that it is effective in supporting the mission of the Association and representative of the membership.

Respectfully Submitted,  
Annemarie M. Bartlett  
2018 NEAIR President and *ad hoc* Strategic Plan Review Committee Chair