



**ANNUAL REPORTS  
OF THE  
2019 – 2020  
STEERING COMMITTEE**

**Annual Business Meeting Minutes**  
Grand Ballroom, Newport Marriott Hotel  
Newport, RI  
November 4, 2019

**1. Call to Order (Shannon Tinney Lichtinger)**

NEAIR President Shannon Tinney Lichtinger called the meeting to order at 12:32 pm.

**2. Approval of Minutes from 2018 Annual Business Meeting (Shannon Tinney Lichtinger)**

Lichtinger indicated that minutes have been distributed in the annual report. She asked for any corrections and explained how corrections will be handled by the incoming president.

There are no corrections, the minutes stand approved as distributed.

**3. Member Recognition**

The conference program chair, Alex Yin and local arrangement chair, Kristen Procopio were recognized along with the entire core conference planning team for their efforts in hosting the conference in Newport. Special thank you to Beth Simpson on her 20<sup>th</sup> conference.

Next, Lichtinger thanked the outgoing steering committee members, Braden Hosch (Finance), Raldy Laguilles (Technology) and John Tardiff (Treasurer).

Next, she called to the stage and recognized Annemarie Bartlett, Past President, valuable colleague, confidant and friend.

**4. Annemarie Bartlett was asked to present results for the Nomination Committee.**

Results of the election were announced. The following incoming members were recognized:

- President-elect – Shama Akhtar
- Treasurer – Chad Muntz
- Steering Committee Member Public Sector – Krisztina Filep
- Steering Committee Members at Large – Betsy Carroll
- Nominating Committee Members – Private Sector Representative – Christina Butler
- Nominating Committee Members – Member-At-Large Representatives – Rebecca Bell, Gina Calzaferri, Elizabeth Campbell, Allison Reilly, Kymber Taylor
- Emeritus Members – Jim Ferguson, Jane Zeff

**5. Treasurer's Report**

Tardiff presented the Treasurer's Report for 2019-2020.

He indicated that fiscal year 2019 was a positive year for NEAIR from finance perspective.

As of June 30th, 2019, NEAIR generated a total surplus of (\$4,651 or 2 percent of revenues).

After averaging 13% annually for the past two years, the investment account grew by only 2 percent.

Sufficient cash is available to meet current obligations.

However, he mentioned that since we have to line up conference spaces in advance, the liabilities associated with them are significant.

The annual conference was the chief source of operating revenues, accounting for almost 75 percent. The next piece of the pie was from the membership fees, then from PDS workshops (3% of revenues), followed by endowment funds (2% of revenues).

In terms of expenditures, the budget is spent is mostly on the conference (last year's conference was \$179,876). The next big spending is on the operational expenses, i.e., cost of our contracted managing director, accounting fees, legal fees for contract reviews and privacy compliance, and costs associated with developing and maintaining the website. The rest of the money is spent on two, steering committee meetings, hosting workshops and management fees for our professionally maintained investment portfolios.

Balance sheet- total assets and liabilities at a given point in time, showing the balance of net assets. Net assets is \$371,433. However, the balance sheet is a bit deceptive as it does not include some significant liabilities due to the nature of the balance sheet where we report operations on the basis of cash-in and cash-out.

The investment account is intended to grow to the point where it at least covers the cost of one year of operating expenses, or about \$250,000 in current dollars.

He wrapped his report by reporting that at the end of June, NEAIR signed-up with two hotels totaling to about \$180,000. Currently, those are shown as "off-balance sheet" items. So on a pro forma basis, NEAIR's reported net assets would total a more modest \$193,021.

Question was raised on surplus. Finance Chair explained we will run a surplus on this year's low cost conference, and a change to multi-year budgeting will resolve this issue.

Tardiff announce that the he treasurer's report will be filed into the minutes.

## **6. Year in Review slides were presented.**

### *Strategic Plan & Strengthen Governance System*

We adopted a new three-year strategic plan. Much applause. This was adopted by the Steering Committee on August 5, 2019. Our planning process began August 2017 at the request of President Ann Marie Senior for President-elect Bartlett to form the ad hoc Strategic Plan Review Committee. The Committee was charged with reviewing the Association's first strategic plan, in place since 2008. That year-long effort led to a series of tasks that were accomplished this year, including an environmental scan, a SWOT analysis, and the development of core competencies, a revised set of goals, and the articulation of objectives to focus the Association for the next three

years. An outgrowth of this work was also the development of a short-term and long-term planning process. Ultimately, a more intentional linkage among the planning, assessment and budgeting processes for the Association was established.

This was the culmination of work across multiple years of NEAIR elected officers and steering committee members, past chairs and presidents, members who served on ad hoc and standing committees, members who provided feedback during the 2018 annual business meeting and strategic planning SIG, and members who provided feedback on annual conference and Professional Development Services surveys.

Visit the NEAIR web site to see:

- NEAIR 2019 – 2021 Strategic Plan
- Timeline of events
- Association's strategic planning process
- List of contributors – almost 65 that we could count who were involved in any of the groups mentioned, as well as those responding to evaluations.

#### *Additional Initiatives*

Development, implementation and deployment of initiatives to propel the Association forward was discussed.

Various initiatives to strengthen the governance system to streamline existing operations and support planning for new initiatives in light of the fact that the Board has a constant rotation of members.

Thanks were expressed to Raldy Laguilles for shepherding the process for creating, vetting, approving and communicating to membership about data privacy and confidentiality policies.

#### *Adopt best practices for financial management and fiscal health*

In the Association's first plan was a strategic focus on adopting best practices for financial management and fiscal health. That continues to be a key objective of the new strategic plan. As we engaged in Site Selection in 2018, recognized we needed to solidify a strategy for selecting conference sites, review and assess our standard conference experience, keep pace with inflation, and manage costs within the budget. Ultimately, through work over the course of about two years, a rationale and process for multi-year budgeting were articulated, thereby adopting a 5-year balanced budget using a low-mid-high cost model and more intentionally linking assessment, planning and budgeting processes with an annual review of fees. Thanks were expressed to Braden Hosch, John Tardiff and Polly Prewitt-Freilino for their leadership on this, and for Megan Lynch's solid research to support our decision-making.

#### *Grow and strengthen the Association's research and assessment functions*

Members Retention Study – thank yous expressed to Christina Butler and her team. Some content on the fast facts sitting in the middle of the table.

Membership Survey – hadn't done a membership in 15 years. Thank yous expressed to Christopher Vinger and Marcia Finch's team

- 1745 active and past members contacted (710 Active) and (1035 Past)
- Using the conservative, minimum response rate measure, 42.7% of Active members responded and 8.2% of Past members responded.
- Major learnings
  - Online professional development
  - NEAIR can be a conduit for localized networking - opportunity to develop ways to formalize ties with affiliated organizations
  - Listserv - consider how to make it easier to access and/or to onboard new members to it
  - Member engagement - opportunities for pulling in recently lapsed members and keeping current members engaged and retaining new members
  - Many members join only to attend the conference; there are opportunities to develop member benefits to entice membership even if one does not go to the conference (some are on strategic plan like onboarding materials for new hires, interviewing guides for different positions, resume review, etc. Can also consider other things like templates for typical IR reports, examples to work from so not to recreate the wheel, etc.
- Survey concluded in mid-September and there are plans to analyze the results at the end of this year with deliverables next year. Jen Dunseath will share more about how results from the survey will be used to move 2020 initiatives forward.

Christina Butler led the efforts for the annual Fact Facts (table centerpieces) and a new Members Retention Study. Thank you expressed to Elina Belyablya.

- Continuing to develop new ways to engage and collect feedback to learn membership needs. Members encouraged to look for these ways to engage.
  - Provided high quality, timely and relevant professional development to enhance skills and competencies for high-performing IR&E professionals.
  - Conducted an environmental scan as part of the strategic planning process; this will be updated each year, along with a SWOT, to help focus us in developing new professional development content and opportunities
  - The Summer Drive Through registration returned 65 attendees and 109\* workshop participations. All scheduled workshops took place and the event generated \$3,702 in net revenue on income of \$9,635.
  - Feedback from conference evaluations and other conference registration surveys (greatest challenge) informed our People's Choice sessions.

## **7. Passing the gavel**

Jennifer Dunseath was invited to the stage and Lichtinger thanked her for their collaborative work. It was time to pass on the presidency to the next president. In keeping with the NEAIR trend Lichtinger passed the gavel and the hat to Dunseath indicating a start of new presidency.

## **8. New Business**

Dunseath recognized the work of Lichtinger

Dunseath presented what's in store for 2020

- Communication – plan is to improve member engagement through listserv/website and develop a membership enrollment communication plan
- Governance – assess the composition / effectiveness of SC and ways to move volunteers into positions with greater responsibility to facilitate succession planning
- Membership – develop branding, an engagement plan for volunteering, a landing page for new members, and a projection model to grow membership. Develop tactics to draw UG/GR students into NEAIR
- Partnerships- define and identify and partner with affiliate organizations and cultivate aspirational practice by cross-departmental collaboration with higher education
- Policy- establish policies for social media use and data governance
- Professional Development – will continue to assess effectiveness of new and ongoing programming and explore online and asynchronous forms of professional development.
- Other things based on your feedback via the Member Survey and Conference Evaluations.

Introduction of Baltimore Conference Theme – 20/20 Vision – Clear Hindsight & Insights for the Future. November 14-17<sup>th</sup> in Baltimore at the Renaissance Baltimore Harborplace Hotel

Introduction of Baltimore Conference Team

- Program Chair – Diana Danelian
- Associate Program Chair – Karen Frosliid Jones
- Local Arrangements Chair – Constance Pierson
- Associate Local Arrangements Chair – Rebecca Bell

## **9. Plugged the closing session and raffle.**

## **10. Meeting Adjourned at 1:06 pm**

Respectfully submitted by Dr. Constance Pierson

## **PRESIDENT'S REPORT**

### **Annual Report - November 17, 2020**

Wow, what a year it has been! This crazy little thing called the COVID-19 Pandemic rocked our world, literally, and NEAIR was no exception. Despite the unusual circumstances, and in some ways, because of those circumstances, I'm proud to tell you about what we've accomplished this year.

I'll start with our move to online professional development. It's something you have been asking about through conference evaluations and the Member Survey, but the pandemic gave us the nudge (or more like the shove) we needed into this realm for the first time in our history. And, you let us know we made the right decision. Attendance at "*Your IR Guiding Light*" Professional Development Series (PDS), the July professional development month "*Tools to See Your Way Through the Unforeseeable*" technical workshops, and this conference "*2020 Vision: Clear Hindsight and Insights for the Future*", exceeded our expectations in terms of attendance. See President Elect, **Shama Akhtar**'s PDS Report for more—a big shout out to her, **Kristen Procopio**, Workshop Coordinator, **Elizabeth (Liz) Campbell**, 2021 Program Chair and also **Diana Danelian**, 2020 Program Chair who also assisted with some of these events.

We were more than a little worried about the impact that COVID-19 was likely to have on our financial situation, but thanks to unanticipated revenue from PDS, savings from having a virtual conference, the ability to re-negotiate our contract with the Renaissance Baltimore Harborplace Hotel, our multi-year budgeting process, and our Investment Policy Statement (IPS), we're doing better than expected! See Treasurer **Chad Muntz**'s Report. Also, see the Finance Committee Report from Chair **Polly-Prewitt-Freilino** and members **Nasrin Fatima**, **Tim Harrigan**, **Christopher Hourigan**, **Rebecca Mathews**, **Mary Jane Russell** and **Lauren Young** for information on the budget principles developed by the committee including the reasoning behind this year's lower conference fees.

This year's Grants Committee faced the challenges of no travel and no in-person events due to the pandemic, which impacted some of our grants. However, and more importantly, they developed a Memorial Conference Grant in memory of **Clifford Adelman** to help off-set conference costs for members who faced financial challenges paying for their conference attendance. Thirteen of our members were awarded the grant. Please see the Grants Committee Report submitted by Chair, **Joel Bloom**, Chair Elect, **Krisztina Filep**, and members **Marlene Clapp**, **Jerome Dean**, **Erin Dunleavy**, **Christy King** and **Tara Winter**.

The Membership Committee spent some time re-thinking some of our programs and processes such as moving the Mentor Program to be less tied to the annual conference and thinking about mid-career mentoring. They also worked on changing up Navigating NEAIR because of the virtual format of this year's conference. They also worked with the Technology Committee to help develop a social media policy. Please see the Membership Committee Report submitted by Chair, **Claire Goverts**, Chair Elect **Betsy Carroll**, and members **Debra Allen**, **Lan Gao**, **Morgan Hawes**, **Jordan Knicely**, **Jacqueline McKinnon**, **Angelina Medeiros**, **Adam Ostrowski**, **Don Smith**, **Joe Stankovich**, **Laura Sturgill**, **Kymber Taylor**, **Laura Uerling**, and **Ron Uroda**.

Immediate Past President and Chair of the Nominating Committee, **Shannon Tinney Lichtinger** along with members **Rebecca Bell, Christina Butler, Gina Calzaferri, Elizabeth Campbell, Allison Reilly** and **Kymber Taylor** did an amazing job of providing us with a slate of candidates for election to NEAIR leadership positions this year. They also improved upon the nominations process itself. Please see the Nominating Committee Report for more information.

The Research Subcommittee, now part of the newly named Research and Technology Committee, worked on improvements to the membership database and analyzed data from the Member Survey conducted in 2019. Key findings will be shared at this year's conference. Please see the Research Subcommittee Report, submitted by Co-Chairs **Christina Butler** and **Christopher Vinger**, as well as members **Emily Adams, Inger Bergom, William Dixon, Marcia Finch, Laura Miller, Denise Nadasen, Seth Ovadia, Alex Wagner** and **Jasmine Young** for more.

President Elect **Shama Akhtar** Chaired the Site Selection Committee this year which consisted of **Shama, me, Beth Simpson,** and **Chad Muntz**. It looked very different due to the pandemic which restricted travel to potential sites for 2022. Also new this year was the need to renegotiate our contract for this year's conference and the 2023 conference also scheduled to be held at the Renaissance Baltimore Harborplace Hotel. Beth Simpson and I are currently working on this renegotiation but things are looking good for us to be there in 2023 and 2025.

The Technology Committee in concert with the Membership Committee developed an Acceptable Use Policy for our social media and listserv. As mentioned before the Research subcommittee was merged with Technology to form the Research and Technology Committee. Please see the report submitted by Chair, **Rajiv Malhotra** and members **Marcia Finch, Viola Davis** and **Kenny Smith**.

What can I say about the 2020 Program Team that will do justice to their work this year? For the first time in our history, the 47<sup>th</sup> Annual NEAIR Conference is a virtual event. We held out hope until May of 2020 that we could still be together in person in Baltimore, but once we realized that was not going to happen, the Team quickly changed gears and began planning for virtual programming, and what incredible programming it is! The Team worked extremely hard to bring forward information that members needed, facilitate networking despite the virtual format, and have some fun too. Many thanks to **Diana Danelian**, 2020 Program Chair, and **Connie Pierson**, Local Arrangements Chair, for thinking outside the box and being creative about what we could do this year. In addition, I want to recognize everyone who was involved in this year's conference programming including **Karen Frosliid-Jones**, Associate Program Chair, **Ross Conover**, Associate Local Arrangements Chair, **J.R. Bjerklie**, Sponsor Coordinator, **Shama Akhtar**, President Elect, **Kristen Procopio**, Workshop Coordinator, **Elizabeth Campbell**, 2021 Program Chair, **Melissa Hartz** and **Angelina Medeiros**, Mobile App, **Kerry Nelson**, Mobile App Sponsors, **Jonathan Barker**, 2021 Local Arrangements Chair, **Marcia Finch**, Evaluations, and **Shawn LaRoche**, Newcomers & Navigating NEAIR.

COVID-19 hasn't been the only thing to shake us this year. The senseless and blatant brutality against the Black and African-American people of our nation came to a head this summer and we decided it was time to act in a big way. While we had taken some actions prior to the summer



such as staffing committees and preparing nominations for leadership with diversity in mind, adding race/ethnicity and gender to the Member Survey, and offering professional development on the topic, we took a major step forward as an association by adding an inaugural Diversity, Equity, Inclusion and Social Justice Ad Hoc Committee of the NEAIR Steering Committee. This committee, co-chaired by **Morgan Hawes** and **Allison Reilly**, will be developing their charge and staffing the committee with volunteers in the near future. It's our intention that this committee become a permanent part of NEAIR Leadership.

I must mention that I am deeply grateful for the tireless work of **Beth Simpson**, NEAIR's Administrative Coordinator and Managing Director & Conference Planner. She is truly the rigging that allowed us to sail into the wind—she kept us all going when we sometimes felt like this year was going to be too difficult.

In summary, despite the unusual circumstances under which we operated this year, I am thrilled that we were able to move forward in several areas of the Strategic Plan (1.1A, 1.1B, 1.2C, 3.1A, 3.1B, 3.1C, 3.2F, 3.4B, 4.1D, and 4.4A). **Many thanks to all who worked so hard this year!** It was challenging but **WE DID IT**, and I am confident that our actions had a positive impact on our association and on our members.

Respectfully submitted,  
Jen Dunseath  
NEAIR President

## **TREASURER'S REPORT**

### **Annual Report—November 17, 2020**

As this is my first Treasurer's report, the results reflect FY 2020 which began July 1, 2019 and ended June 30, 2020. It should be noted that NEAIR's fiscal year begins before the treasurers transition, and this means FY 2020 is mostly a summary of John Tardiff's final year as Treasurer. Secondly, it should be noted that the COVID-19 global pandemic occurred after I assumed the Treasurer role, and this has disrupted our normal business and continues to influence future planning. At the conclusion of this report, I provided a consolidated operating statement of the revenues and expenses for FY 2020.

#### **Fiscal Year 2020 Financial Results**

I am relieved to report that FY 2020 financial results were minimally impacted by the COVID-19 global pandemic because NEAIR 2019 conference fees payments, membership renewal payments, and 2020 sponsorships were remitted in the first half of FY 2020. NEAIR met its' FY 2020 surplus goals that were reflected in the budget adopted by the Steering Committee last year.

The net revenue for FY 2020 was a positive \$29,112.86 attributable to the successful conference in Newport, RI as well as the operating surplus from the higher-than-average number of members. This surplus included the net revenue loss of -\$1,895.38 in the investment account due to unrealized losses from the economic downturn plus the fee expenses exceeding the dividend and interest gains.

In a normal operating environment, our expenses are largely attributable to the conference costs. The next group of expenses involves our operational costs to continue the organization's mission including three in-person steering committees, in-person professional development workshops, and management fees associated with the investment portfolio. The surplus was bolstered by lower committee costs because the in-person summer Steering Committee meeting was canceled and held via a virtual zoom conference call in July 2020. For a complete overview of revenue and expenses over the last five fiscal years, please see the consolidated summary.

#### **Fiscal Year 2021 Budget**

Looking forward, navigating an unknown situation continues to be challenging. I want to personally thank the Finance Committee especially Polly Prewitt-Freilino (chair) and Tim Harrigan (member) for helping create multiple budget scenarios and generating multiple revenue scenarios for navigating FY 2021.

The Steering Committee adopted the FY 2021 operating budget recommended by the Finance Committee with a planned net operating loss of approximately -\$14,000. The anticipated loss recognized net revenue gain from the virtual PDS Workshops, net revenue loss from fewer

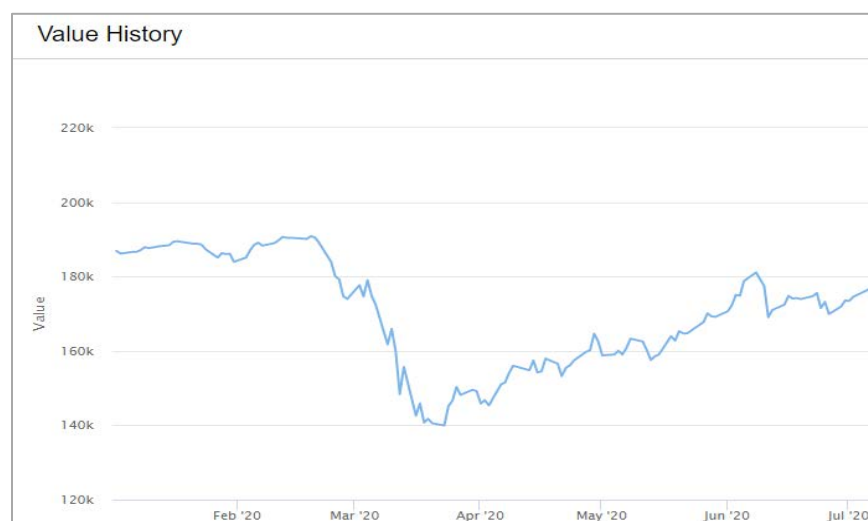
members, a net revenue loss from the virtual conference, and anticipated net revenue loss from NEAIR investments due to unrealized losses corresponding to an anticipated economic downturn.

Finally, NEAIR's multiple year budgeting strategy smooths the operating gains and losses associated with the conference expense variations at different locations. FY 2021 was originally budgeted to be a high-cost conference in Baltimore with an expected fiscal year loss of at least \$20,000. It should be noted that the FY 2021 adopted budget loss for the 2020 virtual conference is less than the adopted budget loss in the multi-year budget plan. As we pivoted to a virtual conference, both the Steering Committee and the Finance Committee did not want to reduce expenses in a manner that would jeopardize the quality of a NEAIR virtual conference experience. At the same time, the revised virtual conference budget reflects less conference revenue because of fewer projected attendees and because of reduced conference registration fees to accommodate economic hardships experienced by members due to the negative economy. Therefore, the FY 2021 operating budget responsibly funds the mission, adheres to the multi-year plan, and the Steering Committee will still have flexibility to utilize reserves, if needed, due to COVID-19. NEAIR expects a return to more typical operations beginning in FY 2022 or FY 2023.

## Investments

Although the NEAIR's Fiscal Year unrealized losses were minimal, the account value throughout the last half of the fiscal year looked like the proverbial roller coaster (see the graph below for the change in account value between January 1, 2020 and June 30, 2020). The COVID-19 global pandemic caused many positive and negative value changes within the six-month period.

**NEAIR Investment Account Value January 1, 2020 to June 30, 2020**



It is important for the membership to know that NEAIR investments are managed with an Investment Policy Statement (IPS). What this means is that through shared fiduciary responsibility, the account manager hired by NEAIR ensures that the endowment is proportionally invested as dictated by NEAIR policy, and the NEAIR Investment Committee verifies that the endowment is invested according to policy. In short, the NEAIR Steering Committee does not become stock traders nor does the investments depend on real-time management by the Steering Committee especially during significant economic events. The result for FY 2020 was that the financial position was stronger because of the NEAIR's IPS requiring that investments be balanced and rebalanced in a way that best matches NEAIR's long-term investment strategy.

## Balance Sheet

NEAIR operates on a cash basis and recognizes the income and expenses that occurred during the fiscal year. The balance sheet presents NEAIR's total assets and liabilities at a point in time. The different between "total assets" and "total liabilities" is equal to net assets, a concept equivalent to "net worth."

ASSETS		LIABILITIES AND NET ASSETS	
	6/30/2020		6/30/2020
<b><u>Current assets</u></b>			
Cash	\$219,129		
Undeposited funds	2,174	<b><u>Net assets</u></b>	
<b>Total current assets</b>	<b>\$221,303</b>	Beginning balance	\$370,733
		Current year net surplus	29,113
<b><u>Other assets</u></b>		<b>Total net assets</b>	<b>\$399,846</b>
Investments	\$173,543		
Pre-Paid Conference Expense	5,000		
<b>TOTAL ASSETS</b>	<b>\$399,846</b>	<b>TOTAL LIABS. &amp; NET ASSETS</b>	<b>\$399,846</b>

NEAIR still has contractual liabilities associated with conference planning that are not recognized in a cash basis financial statement. If NEAIR cancelled all conferences as of June 30, 2020, the organization would owe approximately \$200,000. NEAIR, in fact, did cancel the 2020 conference scheduled for the Renaissance in Baltimore. However, the Renaissance Harborplace Hotel was unable to fulfill the contract and a mutual agreement was reached to re-schedule for 2023 and 2025. An addendum to the original contract is being negotiated. Therefore, the Pro Forma net assets are approximately \$190,000 as of June 30, 2020.

Although NEAIR has financial liability for future conferences, the organization is still in a strong financial position as of June 30, 2020. I want to thank Beth Simpson who tirelessly works for

NEAIR. Specifically, Beth has elevated NEAIR so that the organization is more competitive and sophisticated with event planning and negotiations.

### **Internal Audit**

During the Treasurer transition, an internal audit was led by Shannon Lichtinger. Following similar procedures for past internal audits, Polly Prewitt-Freilino, Jen Dunseath, Shama Aktar, Shannon Lichtinger, and myself reviewed monthly bank statements and expense documentation as provided by John Tardiff for FY 2019. All of us verified the accuracy of the information and documented our results. There were no internal audit findings.

### **Closing**

Following the NEAIR Steering Committee election and transition, I assumed the Treasurer's role on the eve of the COVID-19 Pandemic. How NEAIR utilizes its resources and executes its mission is changing in the near-term. Although the current environment is turbulent, the transition to this position was smooth because of the exceptional work by my predecessors --- John Tardiff and Stephen Sheridan. John has continued to provide advice, answers, and helped shape this position into a more strategic role. I am also thankful to professional service additions Stephen made to the position and grateful that we worked together with Mark Palladino to establish the Investment Policy Statement and investment accounts. I am grateful to Braden Hosch, Polly Prewitt-Freilino and the Finance committee for implementing the multiple year budget model because it helps us strategically manage up and downs whether intentional or unforeseen. These are just a few forward-thinking changes that has allowed NEAIR to be in a stronger position with resources to innovate and adapt during this coming year and in future years. I hope you agree with me that NEAIR has been great stewards of its resources and I hope that you feel the same confidence in our resource management as we move forward.

Respectfully submitted,

Chad Muntz  
Treasurer

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

**Operating Statements - Consolidated**

**Fiscal 2016 - Fiscal 2020**

	<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>	<i>Pittsburgh PA</i> <b>Fiscal 2019</b>	<i>Newport, RI</i> <b>Fiscal 2020</b>
<b>Operating Results:</b>					
<b>Revenues:</b>					
Conference attendance	\$ 144,845	\$ 138,840	\$ 137,464	\$ 120,081	\$ 132,750
Conference workshops	21,615	28,081	26,705	20,165	22,010
Exhibitor sponsorships	31,050	47,525	54,775	45,905	34,250
Miscellaneous income	-				
Interest income	66	42	27	60	132
Investment income	762	4,127	7,900	10,998	7,999
Membership income	48,060	45,150	56,545	48,140	54,345
PDS workshop income	8,170	6,412	13,050	7,705	10,580
<b>Total operating revenues</b>	<b>\$ 254,568</b>	<b>\$ 270,177</b>	<b>\$ 296,466</b>	<b>\$ 253,054</b>	<b>\$ 262,067</b>
<b>Expenses</b>					
Accounting	\$ 3,560	\$ 5,797	\$ 5,501	\$ 3,048	\$ 3,461
Administrative coordinator	24,570	39,798	37,600	37,602	34,550
Audio visual expense	23,423	33,790	31,764	28,349	28,313
Awards & gifts	1,581	1,204	699	1,938	2,321
Bank fees	280	-	12	-	
Conference expense	14,477	6,862	3,690	6,145	4,053
Endowment fees	822	1,784	2,021	2,124	2,138
Food	70,418	118,570	120,263	98,350	96,495
Grant program	3,930	3,699	3,900	3,918	2,359
Honorarium	9,000	7,875	9,125	9,000	12,125
Hotel/Site costs	4,964	9,097	8,224	6,472	3,661
Insurance	438	1,556	1,306	1,442	1,471
Legal	-	-	-	2,388	944
Meals & travel	10,074	10,926	14,296	19,098	6,894
Merchant account / Credit card fees	8,502	9,712	11,624	11,030	12,859
Miscellaneous expense	754	387	553	577	1,948
Office supplies	1,505	-	105	-	13
Postage	89	58	48	61	95
Printing	7,822	5,824	3,581	2,834	4,115
Supplies	1,818	2,221	1,344	869	1,330
Telephone	938	1,310	1,208	1,231	1,107
Web site	7,397	11,716	9,411	6,618	5,245
<b>Total operating expenses</b>	<b>\$ 196,362</b>	<b>\$ 272,186</b>	<b>\$ 266,275</b>	<b>\$ 243,094</b>	<b>\$ 225,498</b>
<b>Net operating surplus</b>	<b>\$ 58,206</b>	<b>\$ (2,009)</b>	<b>\$ 30,191</b>	<b>\$ 9,960</b>	<b>\$ 36,569</b>
<i>as a % of total revenues</i>	22.9%	-0.7%	10.2%	3.9%	14.0%
<b>Non-operating income and expenses</b>					
<b>Unrealized investment gains/(loss)</b>	<b>3,656</b>	<b>20,473</b>	<b>9,620</b>	<b>(5,309)</b>	<b>(7,456)</b>
<b>Total surplus</b>	<b>\$61,862</b>	<b>\$18,464</b>	<b>\$39,811</b>	<b>\$4,651</b>	<b>\$29,113</b>
<i>as a % of total revenues</i>	24.3%	6.8%	13.4%	1.8%	11.1%

## **FINANCE COMMITTEE**

### **Annual Report – November 17, 2020**

Fiscal Year 2020 was a transition year for the NEAIR Finance Committee (FC). In November 2019, Polly Prewitt-Freilino took over as FC chair with the expiration of Braden Hosch's term as FC Chair. Chad Muntz also replaced John Tardiff as the NEAIR Treasurer. The arrival of the COVID-19 global pandemic in March 2020 shifted the focus of FC to plan for pandemic impacts on the conference and operating budgets of NEAIR.

In spring 2020, the Finance Committee conducted a SWOT analysis regarding the liability related to the existing hotel contract for Baltimore and the potential reduction in conference fees for a virtual conference. FC developed and recommended to the steering committee a number of budget principles that NEAIR should consider for budgeting under the unique circumstances of the pandemic:

- Try not to exacerbate our losses. Within the multi-year budgeting framework, NEAIR is fortunate to have this crisis occur in a year with planned losses due to a high-cost conference.
- Maximize membership and maintain member fee charges— member fees fund core NEAIR operations. We want to be viable now and in the future.
- Recognize financial hardship – strategically partner with members to offer critical training and networking at an affordable price point.
- Maximize sponsorship. Utilize our affordable price to increase conference participation which may increase the value to sponsors.
- Recognize the strategic use of the NEAIR endowment to cover NEAIR financial challenges associated with operating during the Covid-19 pandemic.
- Learn from our experience to identify new opportunities for revenue growth in the future.

Prior to the July Steering Committee meeting, the Finance Committee modeled the impact of the new revenues and expenses before recommending a new fee schedule and budget for FY21. The new fee schedule was based on a new pricing model that included a 67% discount to the conference fee for virtual programming.

The Finance Committee also reviewed the endowment and impact of the FY21 budget in the context of the multi-year budget framework. The current financial position of the organization is similar to the end of FY20 and the outlook for FY21 is stable. Risk was reduced by replacing a high cost in-person conference with a low cost virtual conference, as well as by offering a successful series of virtual professional development workshops.

Other projects that the committee examined were alternative payment methods to credit cards such as ACH transfers. The organization didn't move forward due to the cost. Work still remains on refining our document retention policy.

Respectfully Submitted,  
Polly Prewitt-Freilino Chair (2018-2021)

Nasrin Fatima	Member (2017-2020)
Tim Harrigan	Member (2019-2022)
Christopher Hourigan	Member (2018-2021)
Rebecca Mathews	Member (2019-2022)
Chad Muntz	Treasurer (2020-2023)
Mary Jane Russell	Member (2017-2020)
Lauren Young	Member (2018-2021)



## **GRANTS COMMITTEE**

### **Annual Report – November 17, 2020**

The Grants Committee consists of seven members: two members who serve on the NEAIR Steering Committee (the Chair and Chair-Elect) and five members who are volunteers from the NEAIR general membership who serve three-year terms. (Note, next year the Chair-Elect will be Chair and the current Chair will serve on the Committee as a non-voting member.) One of the committee members serves the committee by de-identifying the documents submitted by grant applicants, and does not evaluate or vote on the submissions.

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

Due to the COVID-19 pandemic and the resultant cancellation of most in-person conferences, the grant schedule, numbers of recipients, and amounts granted per recipient, were all very different than planned, as detailed below.

#### **2020 Grants Committee Activity Summary**

The Grants Committee put forth calls for proposals via email for two of the five types of awards and both grant opportunities were awarded. In the case of the Memorial Conference Grants, a truncated application form was developed and used. The awarding of the NEAIR Leadership Team Travel Grant was revisited and a new policy was created and approved to award the grant to a member of the leadership team without proposals having to be submitted. The call for proposals for the NEAIR Research Grant will come out in late 2020/early 2021.

Table 1. 2020 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	2/25/2020	3/15/2020	3
NEAIR Leadership Team Travel Grant	NA	NA	NA
Ambassador Grant	NA	NA	NA
Memorial Conference Grant	8/18/2020	9/20/2020	13
Research Grant	Late 2020/early 2021	Early 2021	TBD

#### **Award Recipients**

- The *2020 AIR Forum Scholarship* received three qualified applications. Due to the pandemic, AIR canceled their face-to-face conference, and with it their half of our \$2,000 matching grant, but scheduled a virtual conference at reduced cost. Of the three applicants for the original grant, two were interested in attending the virtual conference. We funded Layla Shumnok (Saint Peters University) and Alex Wagner (Lesley

University) for \$299 each to cover \$299 early-bird registration fees for the 2020 Virtual AIR Forum, June 29-July 1, 2020.

- The *2020 NEAIR Leadership Team Travel Grant* was awarded to NEAIR President-Elect Shama Akhtar (Goucher College) and Local Arrangements Chair Connie Pearson (University of Maryland, Baltimore County) to attend the 2020 Virtual AIR Forum, June 29-July 1, 2020. The grant funded their \$299 early-bird registration fees.
- The *2020 Ambassador Grant* was suspended due to the lack of face-to-face conference opportunities.
- The *2020 Memorial Conference Grant* honors the memory of Clifford Adelman. Because the total cost of attending the virtual conference this year was only \$130 (plus \$85 membership fee) we decided to offer grants of \$100 each to up to 36 qualified recipients. The 13 grant recipients are: Bryan Beck (University of Massachusetts, Amherst), Catherine Gildae (Massachusetts Maritime Academy), Narine Hakobyen (Becker College), Lori Hynes (Emmanuel College), Jennifer Lehman (University of New Hampshire), Rajiv Malhotra (Worcester Polytechnic Institute), Kelsey Naughton (Middle States Commission on Higher Education), Kerry Nelson (Skidmore College), Laura Sturgill (West Chester University), Alison Vallereux (Emmanuel College), Katerina Volchanskaya (Westfield State University), Lynn Williams (Cedarcrest College), Ti Yan (University of Massachusetts, Amherst).
- The *2019 Research Grant* was delayed due to the pandemic. Calls for proposals will be sent out in late 2020/early 2021.

### **Applicable NEAIR 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.

### **2020 Fiscal Information**

In FY 2020, \$2,795 has been spent for grant awards so far, well under budget due to the pandemic and resulting changes in the grants. Some additional funds might be spent on the Memorial Conference Grant as needed. It is important to note that AIR did not grant us the \$1,000 matching funds for the AIR Leadership Grant, due to the cancellation of their face-to-face conference. If we receive applicants for the Research Grant, we would allocate the budgeted funds (up to \$1,000) for that grant as well.

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 by,

Joel Bloom, Chair  
Hunter College, City University of New York

**2019-2020 Grants Committee:**

Krisztina Filep, Chair-Elect, University of Massachusetts, Amherst  
Marlene Clapp, Massachusetts Maritime Academy  
Jerome Dean, Bay State College  
Erin Dunleavy, University of Scranton  
Christy King, Pennsylvania's State System of Higher Education  
Tara Winter, SUNY Cobleskill

## **MEMBERSHIP COMMITTEE**

### **Annual Report - November 17, 2020**

#### Actions Taken:

Much of the Membership committee's work occurs in smaller teams. The teams that have conference related work saw some significant changes in this year; the teams that are not so conference related experienced more business as usual. Here are the main actions from each of these work teams during this past year.

#### **Mentor Program**

Currently the mentor/mentee matching program is heavily conference related. However, in this year of rethinking what NEAIR offers to our community, this team has started to think about how mentoring can be meaningfully implemented during other times of the year. In particular, discussion has been around untapped potential to offer mentoring not only for professionals who are new to IR work, but perhaps also mentoring specifically designed for mid-career professionals. This relates to items 1.1, 1.2, and 4.2D of the Strategic Plan.

#### **Mid-Career**

The Mid-Career team member started working with the Mentor team to develop mentoring for mid-career professionals, and also started developing the idea of a mid-career toolkit to be available to members on the NEAIR website. We anticipate additional growth in this area during the coming year since there are additional ideas being developed. This is a work team that collaborates quite a bit across Membership teams and even with other NEAIR committees.

As always, the Membership Committee is grateful to all the volunteer mentors and the mentees who participate in this program. Overall, thirty-four mentor/mentee matches were made. This relates to items 4.2A and 4.2D of the Strategic Plan.

#### **Navigating NEAIR**

This year as the conference is virtual, much attention was given to rethinking Navigating NEAIR. The NEAIR presidents and conference team created a committee to tackle a redesign of the Newcomers to IR workshop with thoughts of having workshop attendees segue to the Navigating NEAIR session. The Membership Committee work team were included in the planning process. Our Newcomer coordinator collaborated in this effort. This relates to item 4.1D of the Strategic Plan.

#### **Social Media**

The social media team is comprised of several members who each manage different channels (e.g. one person managing all the Twitter posts, etc). While this model works quite well, in the next few months we will explore whether a point person is needed to ensure that content is reaching all the appropriate communication channels.

As new ideas for member and community engagement are explored in the coming year, the social media team anticipate there could be new strategic uses of these communication channels. This relates to item 4.1A of the Strategic Plan.

In order to quantify the activity on social media channels, NEAIR has 576 Twitter followers, 301 LinkedIn company followers, Linked In group 551 Members, Facebook 90 page likes, and Facebook group has 135 members.

### **Job and News**

Posting items to the job board and news items on the NEAIR website ran smoothly this year. This team reports that there were about 20 jobs and about 24 news items posted so far in calendar 2020. As we explore the idea of a communications channel point person, we will include website news items in the planning since this is an important NEAIR communication channel. This relates to item 4.1E of the Strategic Plan.

### **Member Engagement**

The question of what we should give as milestone gifts sparked a conversation about how to use these gifts as part of a larger membership engagement plan. Development of the plan was started, but then somewhat put on hold when many of the people involved got busy with conference planning. This is related to item 4.1 of the Strategic Plan.

This team have also been charged by Steering Committee to develop a leadership pipeline, especially finding meaningful roles for people who run but are not elected to positions. This relates to section 3.1C of the Strategic Plan.

The silver lining of the change in the conference (from in person to virtual) is that it gave a lot of momentum to ideas about engaging members in ways that are not conference-centric. We think that the Membership Committee plays a significant role in this and will develop new ideas in the upcoming year. All of these ideas relate to items 1.1A and 1.1B of the Strategic Plan.

### **Membership Committee**

Additionally, the Membership Committee chair worked with the Technology Committee to help develop a social media policy. This relates to item 3.2F of the Strategic Plan. We also finished the last steps needed to roll out the new student membership level, a multi-year project.

Respectfully Submitted,

Claire Goverts, Chair  
Betsy Carroll, Chair-Elect  
Debra Allen, Mid-Career  
Lan Gao, Mentor  
Morgan Hawes, Mentor  
Jordan Knicely, Navigating NEAIR  
Jacqueline McKinnon, Job & News  
Angelina Medeiros, Social Media

Adam Ostrowski, Navigating NEAIR  
Don Smith, Social Media  
Joe Stankovich, Social Media  
Laura Sturgill, Social Media  
Kymber Taylor, Engagement  
Laura Uerling, Job & News  
Ron Uroda, Newcomer

## **NOMINATING COMMITTEE**

### **Annual Report – November 17, 2020**

#### **2020 Summary of Activities**

The NEAIR Constitution calls for the Nominating Committee to solicit nominees for elected leadership positions, select of candidates for the ballot, oversee the election process, and notify members of the election results.

The Nominating Committee also sends out the call for Emeritus Status Membership, reviews those applications, and presents eligible candidates to the NEAIR Steering Committee for review and approval.

#### **2020 Election Cycle**

We began our work by having Steering Committee members review and update position descriptions to reflect their current roles and responsibilities. During this stage, the Executive Committee revised the Recording Secretary position; this person will now be a member of the Executive Committee with the President, President-Elect and Treasurer. Also, the Recording Secretary is now a member of the Finance Team just as all Executive Committee members are. Finally, the Secretary is now responsible for supporting the President by managing action items for the Steering Committee. This is in addition to existing roles including taking notes at Steering Committee meetings; managing the review and update of Policies and Procedures; and managing the distribution, collection and cataloging of Conflict of Interest and Whistleblower forms.

The cycle for elected positions and timetable were posted to the NEAIR website so that membership was aware. At the same time, the committee reviewed its nomination and election procedures, timeline, and communications. Much of this work occurred in January and February.

The Call for Nominations was issued to membership in March with a mid-April deadline. Multiple emails were sent during the Call for Nominations; at the same time the Nominating Committee also generated a list of potential candidates. April through July was used to contact nominees; collect their information using the phased process, script, templates, and format created by the 2018 Nominating Committee; and vet nominees. Notably, the 2020 Nominating Committee improved upon the existing process created in 2018 by:

- Aligning the position description, vetting questionnaire and rubric for each elected position to facilitate the consistent assessment of nominees.
- Including a diversity, equity and inclusion question on all positions' vetting questionnaires and to the candidate information sheets that are posted online.
- Conducting an after-action review of the nominations and election process. Information gathered from that exercise will be synthesized into a set of recommendations by December for the next Chair's and her committee's consideration.
- Immediate Past President initiates the transition process for all new Steering and Nominating Committee members. This will be detailed in Policies and Procedures.

#### ***Nominations Process and Statistics***

Fifty-two nominations were generated resulting in 50 eligible members. Of the 50 eligible nominees, 29 expressed interest, returned the vetting questionnaire and were assessed by the committee. Eighteen members served as candidates.

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

**Phase 2:** For those candidates interested, nominee completed a vetting questionnaire.

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

**Phase 4:** Selection of candidates for the ballot.

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

### ***2020 Election Results***

The election timeframe was August 6, 2020 through August 28, 2020.

### **Steering Committee Members**

#### **President-Elect**

**Raldy Laguilles**  
Springfield College

#### **Secretary**

**Ingrid Skadberg**  
Quinsigamond Community College

#### **NEAIR Steering Committee Member - Private Sector**

**Lan Gao**  
Simmons University

#### **NEAIR Steering Committee Member-At-Large**

**Denise Nadasen**  
Association of Public and Land-grant Universities (APLU)

### **Nominating Committee Members**

#### **Two-year Institution Sector Representative**

**Laura Massell**  
Community College of Vermont

#### **Member-At-Large Representatives**

**Melissa Hartz**  
Colby College

**Morgan Hawes**  
Bridgewater State University

**Jacqueline McKinnon**  
Northeastern University

**Becky Prior**  
Berklee College of Music

**Alison Vallereux**  
Emmanuel College

## **Emeritus Membership**

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

The Call for Emeritus Membership Nominations opened on March 3, 2020 with a close date of June 5, 2020. The NEAIR Steering Committee approved the following nominees.

Catherine Alvord, Cornell University  
Gary Boden, University of Rhode Island  
Peggye Cohen, George Washington University  
Jack Mahoney, University at Albany – State University of New York (SUNY)  
Linda Sites, Mount Saint Mary's University  
Marjorie Wiseman, Northeastern University

### **Link to Strategic Plan:**

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

#### **3.1 Objective: Establish ongoing assessment of the Association's governance structure.**

3.1 A Assess the level of membership involvement in governance: individuals who are elected, appointed, and volunteer.

3.1 C Make best use of members who run for office but are not elected, as well as members who were nominated but were not included on the election ballot. Develop strategies to promote repeat volunteers into higher-level positions within the Association.

Respectfully Submitted,  
Shannon Tinney Lichtinger, Nominating Committee Chair and Immediate Past President  
University of Maryland, Baltimore County (UMBC)

### **Nominating Committee**

Rebecca Bell, Independent consultant  
Christina Butler, Tufts University  
Gina Calzaferri, Temple University  
Elizabeth Campbell, Boston University  
Allison Reilly, Boston College  
Kymber Taylor, University of the Sciences



## **PROFESSIONAL DEVELOPMENT SERVICES COMMITTEE**

### **Annual Report – November 17, 2020**

The NEAIR Professional Development Services (PDS) was established to develop and provide professional development opportunities to institutional researchers. These opportunities are offered in addition to activities that are provided as part of the Annual Conference. Workshops that are offered through this committee are designed to provide in-depth technological, statistical, and professional training and information that are key to institutional research, assessment, and institutional effectiveness professionals.

#### **Summary of Action Taken**

This year, a Workshop Coordinator was assigned the role of managing PDS activities. This is a two-year position. With the onset of the COVID-19 pandemic, most states in the north east region were forced to lockdown all activities. The summer PDS, scheduled to be held at Temple University in Philadelphia was cancelled and a pivot was made to provide professional development in a virtual format. This professional development was offered both synchronously and asynchronously.

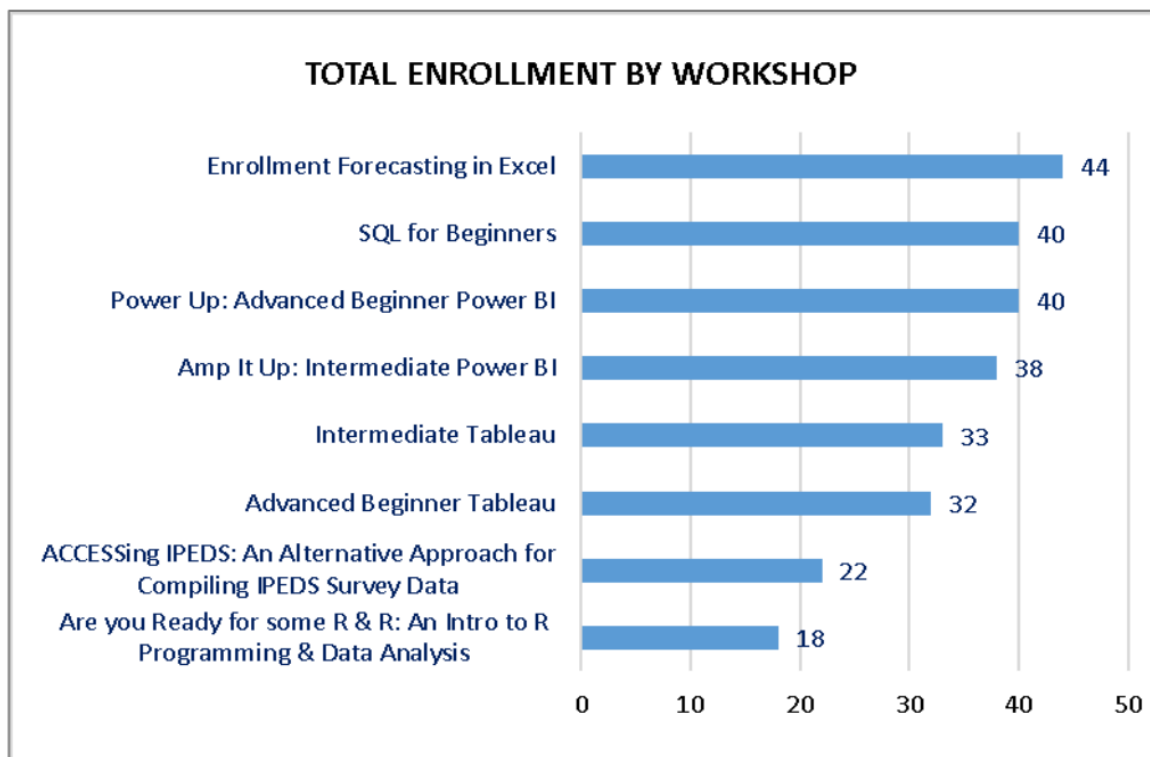
A survey was administered in the spring to all NEAIR members seeking input on topics of interest to members. Based on the results of the survey, several professional development activities emerged including the “Your IR Guiding Light” webinar series and the “Tools To See Your Way Through The Unforeseeable” workshops.

The “Your IR Guiding Light” Webinar series was eight webinars offered in April through June 2020. They were approximately one hour long and free to members. Non-members could get access for \$40. This Lunch N Learn webinar series was recorded and are available to all members (behind NEAIR login). The eight topics were wide ranging from work-life balance to managing a remote team to project management. The series was held over Zoom and was moderated by the PDS committee. The complete series is listed below.

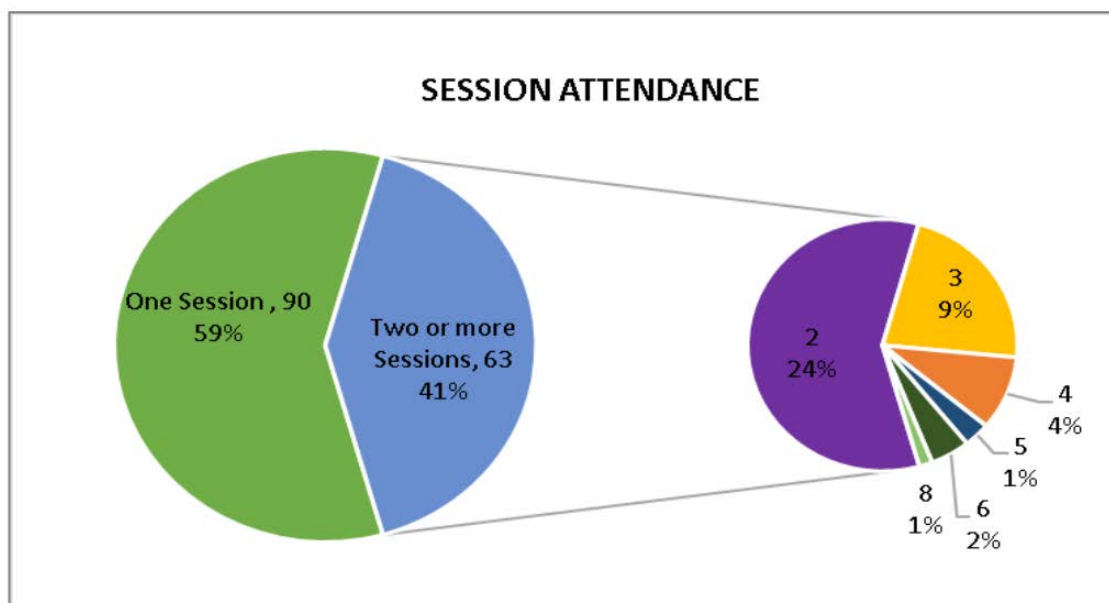
The “Tools To See Your Way Through The Unforeseeable” virtual workshop series was a replacement of the one-day, in-person PDS event normally held in the summer. Instead of a single day format, these Zoom webinars were offered over the month of July. The workshops were 90-minutes and technical in nature and were priced to be accessible to all NEAIR members. These workshops were also recorded and made available to participants if the workshop presenters agreed to their workshops being made available after the session. These workshops continue to generate income. The workshops were hosted and moderated by the President-Elect with technical and chat support provided by the Workshop Coordinator, the Program Chair for the 2021 NEAIR Annual conference, and the NEAIR Managing Director.

The workshops were highly successful. Based on a report compiled by Kristen Procopio, the Workshop Coordinator, there were 267 unique registrations which accounted for 153 individual attendees.

The chart below shows the total enrollment by workshop.



Of the 63 attendees who attended more than one session, 50 (79%!) attended sessions with a variety of different technological focus areas rather than just attended workshops that were consecutively structured. (ie: beginner then advanced) Finally, the average number of workshops for multiple session attendees was 3.



The PDS workshops were a financial success. The virtual format both decreased the expenditures as well as raised the revenue. Attendees were not geographically bound (they could attend from

anywhere and there was no travel expenses) as they had been in the past, and the workshops were provided through the month so attendees could take part in one or several 90-minute workshops. These workshops continue to generate income as they are still available (at the same cost) for members to purchase.

July 2020 PDS Virtual “Tools to See Your Way Through the Unforeseeable” Workshop And  
 “Your IR Guiding Light” Webinar  
 Statement of Activity  
 April 2020 – October 2020

Presenter Honoraria		\$1,000
Zoom	20/mnth/5 mnths	\$120
Zoom add-ons	storage	\$80
Live Captioning		\$0
Artwork	IR Guide slide	\$280
	PPT slide/graphic	\$250
	PPT slide/graphic - tools	250
Expenses Total		\$1,980
Your IR Guiding Light webinars	\$40	\$120
Tools to See workshops	\$29	\$7,250
	\$59	\$1,534
Sponsorship - IR Guiding Light		\$500
Sponsorship - Tools to See		\$1,250
Projected Revenue Total		\$10,654
<b>Projected Revenue Minus Expenses</b>		<b>\$8,674</b>

Recommendations for future PDS events

- The virtual format should continue to the maximum extent possible. It allows more members access to professional development opportunities.
- That the Pre-Conference Workshops be untied from the annual conference and offered in a virtual synchronous or asynchronous format.

- Both no-cost webinar and low-cost workshop be offered throughout the calendar year in order to increase the perceived value of NEAIR membership.
- Add an agreement to re-sell the workshop series that deals with intellectual property and rights to re-sell the recording.
- Each President-Elect should onboard an Assistant Workshop Coordinator to help with the workshops and to succeed the Workshop Coordinator. It would be a 2-year position.

“Your IR Guiding Light Webinars” (through summer 2020)

1. **Work Life Balance in a Crazy Mixed-Up IR World**  
presented by Peter Feigenbaum, Ashiyana Regmi Koirala, Jennifer Lee, Susan Mun, and Jeannine Pinto (Fordham University).
2. **Building Community Remotely: Practices to Stay Connected While Apart**  
presented by Allison Reilly, Daniel Riehs (Boston College).
3. **Virtually Foolproof: Your Guide to Giving Effective Remote Presentations**  
presented by Melissa Hartz (Colby College)
4. **Primer on How to Transform the Landscape of Analytics with Data Governance**  
presented by Braden Hosch (Stony Brook University), Rick Burnette (Florida State University).
5. **Best Practices Managing a Team Remotely and Working from Home**  
presented by Dave Ramsey, Heather Lent, Beth Falwell (Academic Analytics).
6. **Organizing IR Projects Using Project Management Principles**  
presented by Betsy Carroll (Culinary Institute of America), Chad May (New Jersey Office of Higher Education).
7. **A Conversation with NECHE**  
presented by Lawrence Schall, President, Pat O’Brien, Senior Vice President, Laura Gambino, Vice President (NECHE).
8. **The Role of Data In Creating a Diverse, Equitable, and Inclusive Environment**  
presented by Alexander Yin, Larry Long, Jimmy Huynh (University of Vermont).

July “Tools to See Your Way Through the Unforeseeable” Workshops

1. **Advanced Beginner Tableau** presented by Craig Abbey (University at Buffalo).
2. **Intermediate Tableau** presented by Craig Abbey (University at Buffalo).
3. **Forecasting in EXCEL** presented by Craig Abbey (University at Buffalo).
4. **SQL for Beginners** presented by Melissa Hartz (Colby College).
5. **ACCESSing IPEDS** presented by Ryan Spurrier (Mount Saint Mary’s University).
6. **Are you ready for some R and R?** presented by Laura Walker (University System of Maryland).
7. **Power UP: Advanced Beginner Power BI** presented by Adam Ostrowski (Boston University).
8. **Amp IT UP: Intermediate Power BI** presented by Adam Ostrowski (Boston University).

## **Contribution to the 2019 – 2021 Strategic Plan:**

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

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

Respectfully Submitted,

Shama Akhtar, President Elect and Chair  
Kristen Procopio, Workshop Coordinator  
Elizabeth (Liz) Campbell, 2021 Program Chair

## **SITE SELECTION COMMITTEE**

### **Annual Report – November 17, 2020**

The Site Selection Committee was charged with selecting a site for the 2022 NEAIR Annual Conference. However, this year, our usual site selection processes came to a screeching halt because of the pandemic and its related lockdown and travel restrictions. The committee had begun the process of brainstorming sites and contacting venues and chambers of commerce and tourist bureaus.

Due to the pandemic restrictions, not only could the committee not travel to visit sites, but the president and managing director were thrust into re-negotiations for the 2020 contract with the Renaissance Harborplace Hotel in Baltimore, as social distancing and travel restrictions made an in-person conference impossible.

Fortunately, the Renaissance Hotel did not hold NEAIR liable for the contract and is working with the committee to re-negotiate for future years. Given the financial constraints on higher education, the NEAIR Steering Committee has decided to wait until next year to find a site for 2022 which will reduce our liability as an association, give us time to assess how quickly the higher education arena rebounds and to assess in what format the 2022 conference should occur – fully in-person, fully virtual, or a hybrid or hyflex model.

The committee hopes to gain insight from the 2020 Baltimore conference evaluation on the success of a virtual conference. The pandemic has caused us to realize that the “way NEAIR does business” will probably change. We know that virtual makes our conference accessible for those who have no travel budget even in good years, and the association aspires to be as helpful and reach as many members as possible. Most likely, some sort of a virtual format is here to stay. An added benefit to the volunteer structure of NEAIR is that many IR professionals were involved at their institutions and organizations in the conversations and decision-making related to the pandemic and the quick shift to a different modality. They will bring this rich and varied experience to upcoming leadership and committee discussions.

#### **Contribution to the 2019 – 2021 Strategic Plan:**

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

Respectfully Submitted,  
Shama Akhtar, Chair, President-elect

#### **2018-19 Site Selection Committee:**

Jen Dunseath, President

Chad Muntz, Treasurer

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

## **RESEARCH SUBCOMMITTEE**

### **Annual Report – November 17, 2020**

#### **Summary**

For the 2020 member year, the efforts of the Research Subcommittee (formerly *ad hoc* Research Committee) focused primarily on working with the membership database and analyzing the results from the membership survey that was administered during the 2019 member year. Also notable during the 2020 member year, was the decision to merge the *ad hoc* Research Committee into the standing Technology Committee to become a standing subcommittee.

Since the inception of this subcommittee, several projects have been completed using the NEAIR membership database. In order to perform deeper analyses of membership behavior and trends, an effort was made to clean and standardize several fields in the historical database. The result of which will produce more efficient and accurate reporting going forward.

During the 2019 member year, the Research Subcommittee administered the first NEAIR membership survey in over a decade. The results of this survey were analyzed and an executive summary was produced and shared with the NEAIR Steering Committee. Key findings will be shared with the membership at the 2020 Annual Conference.

#### **Future Plans**

- Continue to clean and standardize the NEAIR membership historical database.
- Review the membership renewal form to ensure data being collected will enable deeper analysis of membership behavior and trends
- Expand on the NEAIR retention analysis that was completed during the 2019 member year
- Provide data support to aid the NEAIR Diversity, Equity, Inclusion & Social Justice (DEISJ) Sub-Committee

#### **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,  
Christina Butler and Christopher Vinger, 2020 Co-Chairs

Christina Butler - Co-Chair  
Emily Adams  
Inger Bergom  
William Dixon  
Marcia Finch  
Laura Miller

Christopher Vinger - Co-Chair  
Denise Nadasen  
Seth Ovadia  
Alex Wagner  
Jasmine Yang

**TECHNOLOGY COMMITTEE**  
**Annual Report – November 17, 2020**

This committee fell behind on most of our projects due to COVID and the implications of that on a small committee of three members. One of the items we delivered of note was the Acceptable Use Policy for NEAIR social media and listserv. We had plans to audit and redo our website but with budget constraints and a reduced committee, we fell behind on that project.

**Strategic Goals/Plans-**

- We plan to complete the website audit to make it ADA compliant and redesigning the NEAIR website over the next year.
- Merge the Research and Technology committee to be able to enhance the role of this committee.

**Respectfully submitted by:**

- Rajiv Malhotra (Chair)
- Marcia Finch
- Viola Davis
- Kenny Smith