



OFFICER'S GUIDE

TAIR LEADERSHIP RESPONSIBILITIES

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Overview

The Texas Association for Institutional Research (TAIR) is a professional organization supporting institutional research, planning, evaluation, and policy analysis in Texas institutions of higher education. TAIR provides professional development opportunities through its annual conference, pre-conference workshops, and other professional development workshops held during the year. TAIR also provides opportunities for information exchange through newsletters, electronic mail lists, and an Internet website.

The TAIR Officer's Responsibilities Guide was developed to enhance the efficiency, effectiveness, and resourcefulness of the organization's leadership. It serves as a reference tool to ensure that organizational activities are carried out according to TAIR Constitution and Bylaws. In addition, the Officer's Responsibilities Guide provides information regarding the duties and responsibilities of TAIR officers, committees and appointments. This Officer's Responsibilities Guide continues to evolve into a valuable information source for TAIR members, newly elected officers, committee members and potential officer candidates. The Guide will be updated on an annual basis by presiding TAIR officers to ensure that the guidelines accurately reflect current applications.

This Resource Guide is organized into four sections:

- Section I: Roles and Responsibilities of Officers
- Section II: Roles and Responsibilities of Committees and Appointments
- Section III: Roles and Responsibilities of Program Committees
- Section IV: TAIR Mailing Address

Additional materials are also included as Appendices.

SECTION I: Executive Committee Officers

Per Article IV. Officers, TAIR Constitution and Bylaws:

Section 1. The officers of the Association shall consist of a President, a Vice President, a Secretary, a Treasurer, an Immediate Past President, a Communications Officer and a Professional Development Officer.

Section 9. Terms of Officers.

- The Vice President/President-Elect shall be elected for a three-year term, serving as Vice-President/President-Elect for the first year, serving as President for the second year, and serving as Immediate Past President for the third year.
- The terms of office for the Secretary and the Treasurer shall be for two years and shall not start in the same year.
- The terms of office for the Communications Officer and the Professional Development Officer will be for two years and shall not start in the same year.
- Each newly elected officer shall assume office at the close of the annual conference during which his/her election was announced and shall remain in office until her/his term is fulfilled, until s/he resigns, or until s/he is removed from office.

EXECUTIVE COMMITTEE

Per Article V, Section 1, the Executive Committee shall be composed of the officers listed in Article IV.

Per Article V, Section 2, the Executive Committee shall:

- a) conduct the general affairs of the Association between its annual conferences;
- b) conduct the annual conferences of the Association;
- c) establish and announce the time and location of future annual conferences in such a manner as to protect the best interests of the association and its membership;
- d) function as a budget committee;
- e) present, prior to the annual business meeting, the slate of candidates prepared by the Nominating Committee for the vacancies for which an election is to be held;
- f) fill vacancies, unless otherwise provided for in the Constitution; and
- g) establish the membership fee structure.

The Executive Committee also shall compile election results at the annual conference (prior to the business meeting). If needed, past presidents of TAIR may be recruited to assist with the counting of ballots.

The Executive Committee consists of:

President

Vice President/Program Chair

Secretary

Treasurer

Immediate Past President

Communications Officer

Professional Development Officer

PRESIDENT

Per Article IV, Section 2, the President shall:

- a) preside over activities of the Executive Committee;
- b) appoint and charge professional or emeritus members to positions and committees as specified in this Constitution or the Bylaws;
- c) preside at the annual conference and business meeting;
- d) formulate and implement policy;
- e) serve as liaison to other associations and agencies or appoint professional or emeritus members to serve as liaison(s);
- f) serve as an advisor to the Program Committee; and
- g) perform any other duties necessary to assist the Association in achieving its purposes.

RESPONSIBILITIES:

- Convene a meeting of the new Executive Committee and serve as Chair immediately following the TAIR conference, as a post-conference event. Agenda items should include:
 - Introduction of the new TAIR officers
- Update of Bank Signatures: Locate a nearby Bank of America branch with lobby service and arrange to change signatures on the TAIR accounts. It is HIGHLY recommended to do this on the last day of the conference after the Executive Committee meeting time. However, this can be done at the first joint meeting of the Executive Committee and Program Committee at the next conference hotel. The following officers must participate:
 - Incoming President
 - Outgoing President (to turn in credit card)
 - Secretary – with minutes listing names of new officers
 - Treasurer (outgoing will turn in card; incoming will receive a card)
- Update forwarding mailing address: Contact the North Texas Community College Consortium (housed at UNT) to update forwarding mailing address to the new president's address (see Section IV).
- Send out online evaluation for TAIR conference: The President is responsible for sending out the online evaluation after returning from the annual TAIR conference.
- Make appointment to the following committees/positions:
 - Financial Review Committee
 - TAIR Historian
 - Newsletter Editor/Publications Committee (Recommend doing in consultation with VP as this person also is a member of the Program Committee)

NOTE: It is recommended that the presidential appointments be coordinated with the Program Chair and that appointments be made prior to the first program planning committee meeting. When making appointments, ensure that those being appointed are current members.

ROLE:

- Liaison to AIR and SAIR: As AIR and SAIR Liaison the President's role and purpose is to:
 - act as a contact with AIR and SAIR for receipt and distribution of information that is of interest to the TAIR membership.
 - provide feedback to AIR and SAIR, after consultation with the Executive Committee, concerning issues of interest to TAIR and
 - Chair TAIR SIGs at the AIR forum and SAIR annual conference.

NOTE: The President may appoint a liaison if he/she is unable to fulfill these duties.
- Produce and distribute TAIR Newsletter: The President oversees the production and distribution of TAIR's newsletter, in collaboration with the Newsletter Editor.
- TAIR Conference Chair: The President provides TAIR leadership at the Annual Conference. The TAIR President serves as the Conference Leader and has the following responsibilities:
 - Serves as consultant to the Program Chair on program committee matters
 - Opens the TAIR Conference and all General Sessions
 - Introduces General Session Speakers or appoints a designee
 - Provides updates to program functions, i.e., last minute changes as necessary, logistical information on meeting room locations, breaks, etc., as needed
 - Closes out all General Sessions
 - Conducts the TAIR Business Meeting
 - Conducts Executive Committee Meeting following the annual conference to welcome incoming officers
 - Other duties as necessary
- Other Responsibilities: The President is also responsible for
 - updating state IR director contact list (before newsletters go out);
 - hosting and providing the agenda for the Past President's Breakfast held during the annual TAIR conference (invite incoming president and newly elected vice president to attend);
 - awarding plaques for various awards (Best Fact book, Best Presentation, Outstanding Service, etc.) at the business meeting.
 - presenting plaques to outgoing members of the Executive Committee during the TAIR Business Meeting.
 - negotiating the hotel contract for the next available TAIR conference (most likely three years out). The President together with one or more other members of the Executive Committee will visit potential TAIR conference sites, negotiate the hotel contract, and present the proposed contract to the TAIR Executive Committee for final approval.
 - Notes for contract consideration: Care should be taken to insure that hotel room rates are equal for all TAIR members and that "state-rate" does not imply state employees only. Make sure meeting room spaces reserved for TAIR are noted by name on contract.

President's Checklist

Timeline	Task	
February, after TAIR,		
	<input type="checkbox"/>	Convene new Executive Committee
	<input type="checkbox"/>	Update TAIR signatures at nearest Bank of America branch
	<input type="checkbox"/>	Send out online evaluation message to TAIR listserv
March		
	<input type="checkbox"/>	Update forwarding address for TAIR mail (North Texas CC Consortium)
	<input type="checkbox"/>	Make appointments as needed (Financial Review, Historian, etc.)
	<input type="checkbox"/>	Update officers with AIR, SAIR
	<input type="checkbox"/>	Arrange time/location for AIR SIG
April		
	<input type="checkbox"/>	Convene Executive Committee meeting in conjunction with the first program Committee meeting (usually at the conference hotel to get a sense of the environment)
May		
	<input type="checkbox"/>	Send message to TAIR listserv announcing AIR SIG
	<input type="checkbox"/>	Place events on AIR calendar about summer workshop and next conference
	<input type="checkbox"/>	AIR Annual Conference - TAIR President/AIR Liaison hosts TAIR SIG
June		
	<input type="checkbox"/>	Publish and distribute TAIR summer newsletter
June – August		
	<input type="checkbox"/>	Scout and visit locations for next conference hotel (for the conference 3 years out)
August		
	<input type="checkbox"/>	Convene Executive Committee meeting in conjunction with the second Program Committee meeting (usually at a location specified by the President or could be conference call)

October		
	<input type="checkbox"/>	Convene Executive Committee meeting in conjunction with the third Program Committee meeting (as needed)
	<input type="checkbox"/>	SAIR Annual Conference
November		
	<input type="checkbox"/>	Publish and distribute TAIR fall newsletter – announce opening of registration for conference
Late November/ Early December		
	<input type="checkbox"/>	Prepare and deliver to Secretary any changes to the Constitution and Bylaws 60 days prior to a vote.
January		
	<input type="checkbox"/>	Request Secretary distribute any changes to the Constitution and Bylaws to the membership 30 days prior to a vote.
	<input type="checkbox"/>	Set agenda for Past Presidents’ Breakfast and send out invitations to Past Presidents.
	<input type="checkbox"/>	Prepare agenda for Business Meeting
February/March		
At the conference	<input type="checkbox"/>	Open and close out the TAIR conference and all General Sessions
	<input type="checkbox"/>	Provide updates to program functions, last minute changes, breaks, etc., as needed
	<input type="checkbox"/>	Introduce the General Session speakers or assign designee
	<input type="checkbox"/>	Host and conduct the Past Presidents’ Breakfast
	<input type="checkbox"/>	Conduct the Business Meeting
	<input type="checkbox"/>	Award plaques for awards and outgoing Executive Committee members
	<input type="checkbox"/>	Pass the TAIR gavel to new incoming President (Vice President)
After TAIR	<input type="checkbox"/>	Assist new President in conducting Executive Committee Meeting following the TAIR conference

VICE PRESIDENT

Per Article IV, Section 3, the Vice President shall:

- a) serve on the Executive Committee;
- b) chair the Program Committee and be responsible for the program and appointees for the program committee membership for the annual conference;
- c) fulfill the duties of the President in his/her absence and in the event that the President cannot complete his/her term; and
- d) perform other duties as assigned by the Executive Committee.

See Program Chair responsibilities in Section III: Program Committee for additional information.

Note: When making appointments, ensure that those being appointed are current members.

Vice President's Checklist

Timeline	Task	
February, after TAIR		
	<input type="checkbox"/>	Attend Executive Committee meeting after the TAIR conference
March		
	<input type="checkbox"/>	Make appointments to the Program Committee
April		
	<input type="checkbox"/>	Announce Conference Theme contest to membership
	<input type="checkbox"/>	In coordination with the President, convene first Program Committee meeting (usually at the conference hotel as a site visit) – get a decision on Theme contest and prize
May		
	<input type="checkbox"/>	Work with Sponsor Chair to get Sponsor Prospectus out to sponsors
	<input type="checkbox"/>	Work with General Sessions Chair to begin identifying potential General Sessions speakers
	<input type="checkbox"/>	Inform winner of Conference Theme contest
June		
	<input type="checkbox"/>	Coordinate with Newsletter person to get TAIR summer newsletter published
	<input type="checkbox"/>	Announce Conference Brochure Design contest opening and prize
		Announce Call for Proposals
August		
	<input type="checkbox"/>	Present Brochure Design contest entries to Executive Committee
	<input type="checkbox"/>	Convene Program Committee meeting in conjunction with the Executive Committee meeting –
	<input type="checkbox"/>	Update Executive Committee on Program Committee activities
	<input type="checkbox"/>	Get Executive Committee selection for Brochure Design contest winner

September		
	<input type="checkbox"/>	Work with Concurrent Sessions Chair to ensure proposals are reviewed and notices are sent out to presenters of accepted proposals
	<input type="checkbox"/>	Work with General Session Chair to confirm General Sessions speakers
	<input type="checkbox"/>	Work with Communication Officer to prepare TAIR website for registration
	<input type="checkbox"/>	Convene Program Committee meeting in conjunction with the third Executive Committee meeting (as needed)
October		
	<input type="checkbox"/>	Prepare draft of session content on website for when registration opens
November		
	<input type="checkbox"/>	Work with Brochure Chair to develop draft of brochure
	<input type="checkbox"/>	Work with Newsletter editor to publish and distribute TAIR fall newsletter before Thanksgiving – announce opening of registration for conference
	<input type="checkbox"/>	Work with President to convene Program Committee meeting in conjunction with Executive Committee - usually a conference call
Late November/ Early December		
	<input type="checkbox"/>	Final Program Brochure due
January		
	<input type="checkbox"/>	Work with Session Coordinators Chair to send out call for session coordinators
	<input type="checkbox"/>	Work with Sponsor Chair and Treasurer to make sure sponsors have paid (affects inclusion in Brochure)
	<input type="checkbox"/>	Work with Brochure Chair to finalize brochure
	<input type="checkbox"/>	Select location for Program Committee dinner (to thank Program Committee for their service - includes EC)
	<input type="checkbox"/>	Purchase thank you gifts for Program Committee (including EC) - usually around \$20-\$25 in value

February/March		
At the conference	<input type="checkbox"/>	At the conference
	<input type="checkbox"/>	Work with Program Committee and Executive Committee to ensure smooth operation of conference
	<input type="checkbox"/>	Prepare agenda for Executive Committee meeting following the end of the conference
After the conference	<input type="checkbox"/>	Work with President in conducting Executive Committee meeting following the TAIR conference with new officers

SECRETARY

Per Article IV, Section 4, the Secretary shall:

- a) serve on the Executive Committee;
- b) maintain the official list of the Association's current members, their membership status, and other relevant member information on the TAIR database as directed by the Executive Committee;
- c) ensure that membership benefits accrue to current members;
- d) keep minutes of the annual business meeting and of Executive and Program Committee meetings;
- e) work with the Program Committee to print and distribute notices of the annual conference;
- f) distribute copies of changes and amendments to the Constitution and Bylaws;
- g) distribute minutes of the prior business meeting and of Executive and Program Committee meetings;
- h) serve as an ex-officio member of the Program Committee;
- i) perform other duties as assigned by the Executive Committee.

Other duties as assigned by the Executive Committee currently include:

- responsible for the absentee ballots;
- should be present to manage registration at the summer workshops as well as the conference registration;
- prepare workshop completion certificates for summer workshops and the TAIR conference workshops
- work with webmaster following the conference to populate the listserv with the appropriate subscribers;
- purchase summer workshop and/or conference supplies as needed;
- prior to the conference, create conference attendee listing for packets, name badges for registrants (also emeritus attendees, keynote speakers and sponsor attendees);
- work with local arrangements to implement special dietary requests to match hotel requirements;
- create and manage special event ticket process.
- oversee TAIR conference registration (see Section III. Registration)
- keep official records
- maintain calendar of events
- maintain the TAIR file share
- store TAIR materials and conference supplies

Recommendations:

- Develop a way to designate in the membership list those who have been officers (especially Past Presidents)
- Develop a tracking method for emeritus membership

Secretary's Checklist

Timeline	Task	
February/March		
	<input type="checkbox"/>	Annual Conference
April		
	<input type="checkbox"/>	Executive/Program committee meetings
June		
	<input type="checkbox"/>	Monitor Summer workshop registrations
July		
	<input type="checkbox"/>	Prepare certificates and name badges for summer workshops
	<input type="checkbox"/>	Manage registration for summer workshops – downloading data and maintaining any changes, cancellations, etc.
	<input type="checkbox"/>	Executive/Program committee meetings
October		
	<input type="checkbox"/>	Conference registration opens (track memberships and registrations)
December		
	<input type="checkbox"/>	Call for member changes to Constitution and Bylaws 60 days before business meeting
January		
	<input type="checkbox"/>	Check all supplies for conference and purchase any that are low
	<input type="checkbox"/>	Begin conference prep (name badges, elections, member directory)
	<input type="checkbox"/>	Prepare absentee ballot
	<input type="checkbox"/>	Circulate changes to Constitution and Bylaws to membership 30 days before business meeting

February		
	<input type="checkbox"/>	Print materials for conference: copies of Business minutes, copies of last EC minutes, membership list for conference bags, new members (for name badge ribbons), workshop registrations, special event registrations (for tickets, et al), name badges, and anything else needed for the conference, such as:
	<input type="checkbox"/>	copies of proposed bylaw changes
	<input type="checkbox"/>	envelopes with attendees names on label for distributing all small items (badges, ribbons, tickets, etc.)
	<input type="checkbox"/>	completed absentee ballots
	<input type="checkbox"/>	name badge holders, inserts, ribbons
	<input type="checkbox"/>	special event tickets
	<input type="checkbox"/>	special diet cards
	<input type="checkbox"/>	workshop certificates

TREASURER

Per Article IV, Section 5, the Treasurer shall:

- a) serve on the Executive Committee;
- b) collect annual registration and membership fees;
- c) pay duly authorized expenses of the Association;
- d) reconcile the financial records of the Association;
- e) prepare the financial reports of the Association;
- f) prepare an annual budget for consideration by the Executive Committee;
- g) ensure that the annual tax exempt Federal Income Tax forms are completed and filed by August 15;
- h) support the Secretary's efforts to maintain the official list of current members on the TAIR database by forwarding relevant information as registration and membership fees are paid;
- i) serve as an ex-officio member of the Program Committee; and
- j) fulfill other duties as assigned by the Executive Committee.

The outgoing Treasurer is responsible for reconciling the financial records of the last conference during which he/she was in office, which includes submitting federal income taxes of the fiscal year and should transfer responsibility to the newly elected Treasurer within 30 days after the end of the fiscal year of the annual business meeting the new Treasurer is appointed.

The Treasurer meets annually with the Chair of the Financial Review Committee to provide documentation of all transactions including checkbook, receipts, and bank statements for examination.

Recommendations:

- Support the Professional Development Officer by providing headcount and funds for summer workshops and TAIR conferences.
- Update the mailing address for Treasurer in RegOnline to ensure timely receipt of mailed checks. As of 2017, RegOnline automatically drafts payment to the TAIR checking account on the 15th of each month.

Treasurer's Checklist

Timeline

Task

April		
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee and attend site visit for next conference.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Bank Signature Cards. Meet with Vice President, President, Immediate Past President, and Secretary to update the bank account signature cards and debit card holders.
	<input type="checkbox"/>	Change of Address. Update the address on the Association's website, bank account, revenue system, and any other contact.
	<input type="checkbox"/>	Records Transfer. In odd years, transfer the TAIR financial records to the incoming treasurer.
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	End of Fiscal Year. Close the Association's books for the prior fiscal year.
	<input type="checkbox"/>	Financial Review Committee. Compile the Association's 12 monthly reports and tabulate an annual report. Submit the annual report and supporting documentation including the Association's general ledger entries for the fiscal year and bank statements to the financial review committee for evaluation and recommendations to be presented at the next business meeting.
	<input type="checkbox"/>	Federal Tax Return. Assemble the Association's 990-N and supporting forms and distribute to executive committee for review and approval.
	<input type="checkbox"/>	Form 1099. File a Form 1099 for all members and speakers receiving any form of compensation of \$600 or more.
	<input type="checkbox"/>	Texas Secretary of State Certificate Filing. Complete the Texas SOS Periodic Report – Domestic Non-Profit Corporation report to update the Association's officers listing and address.
	<input type="checkbox"/>	W-9. Update the Association's Form W-9 posted on the website and in the revenue system.

	<input type="checkbox"/>	Constitution and Bylaws. Assist the Secretary in updating the constitution and bylaws by reviewing the documents and sending recommendations to the Secretary for the next business meeting at the conference.
	<input type="checkbox"/>	Officer's Guide. Conduct a review of the officer's guide and submit recommended changes to the Immediate Past President.
	<input type="checkbox"/>	Prospectus. Assist the Vice President by reviewing the confirming the viability of prices for each level of support.
May		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Financial Review. Attend financial review committee meeting.
	<input type="checkbox"/>	Federal Tax Return. Gain approval from the executive committee and submit the return to the internal revenue service.
	<input type="checkbox"/>	Annual Financial Statement. Request the communications officer post the federal tax return on the Association's website as the Association's Annual Financial Statement. Do not include supporting documents.
	<input type="checkbox"/>	Newsletter. Assist the President in publishing the newsletter by providing a notification of the publication of the annual financial report, a recap of the Association's finances, and a reminder of any changes of address.
June		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
July		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Summer Workshops. Assist the Professional Development Officer in collecting fees for the summer workshops. The majority of collections are conducted through the website, but on-site attendance is recommended to collect payment.

August		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Hotel Contract. Assist the President in selecting a site and hotel by conducting an analysis of contract proposals and developing a pro forma of the revenues and expenses of the conference. The analysis should include recommendations for conference registration, membership fees, special event fee, and workshop fees.
September		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Federal Tax Return. Check www.guidestar.com to confirm the Association's federal return appears on the website as confirmation the federal government received and processed the return.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Newsletter. Assist the President in the publication of a newsletter by reviewing the articles and recommending corrections and content. The treasurer does not typically have an article in this volume.
October		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.

	<input type="checkbox"/>	Conference Website. Assist the Communications Officer in developing a conference website by reviewing addresses and prices.
November		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
December		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Accounts Payable. Review the conference registrants and notify those with outstanding balances who signed up more than 30 days ago.
January		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Accounts Payable. Review the conference registrants and notify those with outstanding balances who signed up more than 30 days ago.
	<input type="checkbox"/>	Hotel. Provide all vendors tax exemption certificates and payment or security deposits as required.

February		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Association Budget. Develop an association budget for the following fiscal year. Distribute the budget to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Accounts Payable. Review the conference registrants and notify those with outstanding balances who signed up more than 30 days ago.
	<input type="checkbox"/>	Conference. Attend conference, collect outstanding fees, and assist the Secretary with registrant check in. Additionally, pay conference expenses due at conference.
March		
	<input type="checkbox"/>	Month End. Reconcile the bank statements and revenue system to the general ledger and produce the monthly financial report. Distribute the report to the executive committee for review and approval.
	<input type="checkbox"/>	Executive Committee. Meet with the executive committee.
	<input type="checkbox"/>	Program Committee. Meet with the program committee to plan the next conference.
	<input type="checkbox"/>	Payments. Pay conference expenses.
	<input type="checkbox"/>	Turnover. In odd years, conduct a turnover with the incoming treasurer. Ensure the incoming treasurer has access to the bank account, revenue system, financial records on the last day of the conference. Conduct weekly conference calls with the incoming treasurer to review responsibilities and resolve inquiries.

IMMEDIATE PAST PRESIDENT

Per Article IV, Section 6, the Immediate Past President shall:

- a) serve on the Executive Committee;
- b) chair the Nominating Committee;
- c) chair the Awards Committee;
- d) serve as an ex officio advisor to the Program Committee; and
- e) fulfill other duties as assigned by the Executive Committee.

The Immediate Past President makes the following appointments:

- Awards Committee

The Immediate Past President coordinates an annual review and update of the Officer's Guide. Necessary updates should be made immediately following the annual conference so that the Guide is a current reference for the incoming Program Committee.

As Chair of the Awards Committee, the Immediate Past President coordinates the review of Travel Grant applications and selection of recipients. See the Appendix E for the application form and sample letters.

The Immediate Past President also carries out ad hoc projects as requested by the President.

Recommendations

- Appoint Awards Committee in consultation with President because the work of this committee spans the change in officers.
- The Immediate Past President serving prior to the conference will work with committee on Outstanding Professional Practice and Outstanding Service Award selections, while the Immediate Past President post-conference will work with committee to select the Best Presentation.

Immediate Past President's Checklist

Timeline	Task	
February/March, after TAIR,		
	<input type="checkbox"/>	Work with Incoming President to convene new Executive Committee meeting the afternoon of the end of the conference
	<input type="checkbox"/>	Make appointments to the Awards Committee
	<input type="checkbox"/>	Get the Best Presentation Award evaluations from the previous Past President and work with previous Awards Committee to finalize selection of winner
March/April		
	<input type="checkbox"/>	Meet with Awards Committee and inform them of the tasks required of the committee over the next year (Outstanding Professional Practice Award, Travel Grants, and Best Presentation Award at next conference) - determine is Outstanding Service Award will be given this year
April/May		
	<input type="checkbox"/>	Participate in Executive Committee meeting in conjunction with the first program Committee meeting (usually at the conference hotel as a site visit)
	<input type="checkbox"/>	Announce Travel Grant applications and set a due date - early to mid-December
June		
	<input type="checkbox"/>	Contribute to TAIR summer newsletter
	<input type="checkbox"/>	Announce opening of Outstanding Service Award nominations with a due date of one month (if it has been decided to award one)
	<input type="checkbox"/>	Convene first meeting of Nominations Committee to discuss the process for developing a slate of candidates
July		
	<input type="checkbox"/>	Work with Awards Committee to select Outstanding Service Award recipient (if there is one)
August		
	<input type="checkbox"/>	Participate in Executive Committee meeting in conjunction with the second Program Committee meeting (usually at a location specified by the President or could be conference call) - get EC approval for Outstanding Service Award recipient

October		
	<input type="checkbox"/>	Convene Executive Committee meeting in conjunction with the third Program Committee meeting (as needed)
	<input type="checkbox"/>	Announce OPPA open for submissions (must be announced 90 days prior to conference)
	<input type="checkbox"/>	Work with Nominations Committee to develop a slate of candidates for TAIR election
November		
	<input type="checkbox"/>	Send out reminder about OPPA submissions deadline
	<input type="checkbox"/>	Send out reminder about Travel Grant deadline
	<input type="checkbox"/>	Contribute to TAIR fall newsletter
Late November/ Early December		
	<input type="checkbox"/>	Work with Nominations Committee to get bios and high resolution photos from candidates running for office (for website and the brochure)
	<input type="checkbox"/>	Send out reminder about OPPA submission and Travel Grant application deadline - December 15?
December		
Mid-December	<input type="checkbox"/>	Work with Awards Committee to select Travel Grant recipients
Mid-December	<input type="checkbox"/>	Send out OPPA submissions to Awards Committee for selection of winner
January		
First week in January	<input type="checkbox"/>	Send notifications to Travel Grant recipients (try to do early enough to take advantage of Early Bird Registration)
First week in January	<input type="checkbox"/>	Select OPPA winner and share with Executive Committee
Mid-January	<input type="checkbox"/>	Order plaques for awards and outgoing EC officers, OPPA winner, and previous year's Best Presentation winner
Mid-January	<input type="checkbox"/>	Email candidates for the election to make sure they are aware of the introduction opportunities at the conference and that EC candidates need to stay for the EC meeting if elected.
Late-January	<input type="checkbox"/>	Send out Preference spreadsheet for evaluating concurrent sessions to Award Committee members

February/March		
Early February	<input type="checkbox"/>	Pick up plaques
One week before conference	<input type="checkbox"/>	Send out absentee ballots
At TAIR	<input type="checkbox"/>	Assign Award Committee to evaluate concurrent sessions
At TAIR	<input type="checkbox"/>	Deliver plaques to President
After TAIR	<input type="checkbox"/>	Transfer file to new Past President for completing Best Presentation evaluations

PROFESSIONAL DEVELOPMENT OFFICER

Per Article IV, Section 8, the Professional Development Officer is elected for a two-year term and has primary responsibility for overseeing professional development activities of the Association, including those at the Annual Meeting.

Traditionally, TAIR professional development opportunities are:

- Summer workshops; and
- Pre-conference or post-conference workshops.

The Professional Development Officer participates as a member of the following committees:

- Executive Committee
- Professional Development Committee (Chair)
- Program Committee

TAIR bylaws set forth requirements for a Professional Development Committee. This committee will consist of at least four members who are appointed for a one year period. See bylaws Section 6(f) in Appendix A for more information.

Summer workshops have been an annual tradition for TAIR since 2005 (2005: Waco; 2006: San Marcos; 2007: Dallas; 2008: Austin & Waco; 2009: Waco; 2010: San Marcos; 2011-2017: Round Rock).

Planning for the summer workshop should begin immediately after the annual TAIR conference. It is important to move quickly to appoint a professional development committee, identify a location and time, and contact potential presenters.

A professional development survey can be developed and distributed to identify possible areas for professional development training, and to use a reference point for professional development focus and effort. A professional development survey was last administered in 2016.

The following calendar is inclusive of the activities that should be considered when developing the organization's professional development program. The calendar starts with those activities associated with the summer workshop and continue through with the activities that support the program committee and the annual conference workshops.

Professional Development Officer's Checklist

Timeline	Task	
March		
	<input type="checkbox"/>	Appoint professional development committee; consult with PD committee and Executive committee to determine summer workshop location and format.
	<input type="checkbox"/>	Identify summer workshop topics and presenters.
	<input type="checkbox"/>	Develop summer workshop budget; plan for facility, food, and parking; identify lodging and transportation options for travelers.
April		
	<input type="checkbox"/>	Review TAIR annual conference facilities (during Program Committee’s visit to conference hotel); determine location and schedule of conference workshops.
May		
	<input type="checkbox"/>	Begin publicizing summer workshop; issue “hold the date” notice if details are not available.
	<input type="checkbox"/>	Begin soliciting for annual conference workshop proposals and presenters.
June		
	<input type="checkbox"/>	Work with Communications Officer to set up summer workshop registration site.
	<input type="checkbox"/>	Open summer workshop registration and publicize workshop.
July		
	<input type="checkbox"/>	Plan and work on summer workshop logistics as needed; continue to publicize workshop.
	<input type="checkbox"/>	Confirm summer workshop presentation details with presenters.
August		
	<input type="checkbox"/>	Confirm summer workshop registrations with participants; provide any last-minute details.
	<input type="checkbox"/>	Submit request for IPEDS conference workshop AIR.

September		
	<input type="checkbox"/>	Review annual pre-conference workshop proposals, solicit more proposals if needed
	<input type="checkbox"/>	Finalize slate of workshops to be offered.
	<input type="checkbox"/>	Identify back-up presenters should the original conference presenter not be able to fulfill their commitment.
October		
	<input type="checkbox"/>	Determine and confirm conference workshop equipment needs with presenters.
November		
	<input type="checkbox"/>	Submit conference workshop listing for:
	<input type="checkbox"/>	o TAIR website,
	<input type="checkbox"/>	o Conference registration, and
	<input type="checkbox"/>	o Program brochure
December		
	<input type="checkbox"/>	Obtain list of pre-conference registrants and share information with those presenters who will be facilitating the workshops.
January		
	<input type="checkbox"/>	Contact pre-conference presenters and confirm their availability
	<input type="checkbox"/>	If workshops are cancelled, contact each registrant and make arrangements to attend an alternate workshop. Provide information to those not attending on the process they must follow to have monies refunded.

COMMUNICATIONS OFFICER

Per Article IV, Section 7, the Communications Officer serves a two year term and has primary responsibility for coordinating the Association's technical support, including the website, the listserv (TAIR-L), and activities requiring technological support at the Annual Meeting and professional development workshops.

Duties include the following:

- Coordination of technical support at annual conference with Local Arrangements Chair;
- TAIR website Webmaster (Note: Communications Officer can appoint a Webmaster, Bylaws: Section 6 (h));
- Management of the TAIR-L listserv (Note: Communications Officer can appoint a listserv manager, Bylaws: Section 6 (i));
- Coordinate the annual conference registration website and conference mobile app;
- Working with membership to make effective use of the website;
- Other issues requiring technological assistance or implementation as needed and authorized by the Executive Committee;
- Serves on the TAIR Executive Committee and;
- An ex-officio member of the Program Committee

The Communications Officer is an Ex-Officio member of the Program Committee.

Responsibilities are:

- Help local arrangements chair with acquisition of necessary equipment for a successful conference (e.g., projectors, internet access, etc.).
- Set up of A/V equipment at conference, including: workshops, concurrent sessions, and general sessions.
- Enhance the web presence of TAIR by proposing enhancements to the TAIR website and helping apply changes approved by the Executive Committee.
- Facilitate electronic communication to TAIR membership regarding the annual TAIR Conference.
- Provide electronic communication to TAIR membership regarding critical issues, events and/or job announcements.
- Add new members to the listserv after the annual conference and throughout the year as requested.
- Make sure the Domain name (texas-air.org) is registered every two years.
- Ensure that the TAIR web site hosting is paid.
- Presenting in electronic format information pertinent to the annual TAIR Conference.
- Maintaining and updating TAIR Web Page.
 - Call for Participation,
 - Call for Nominations forms
 - Sponsor Participation form
 - TAIR Travel Grant Application
- Annual Conference on-line registration

See Appendix F for additional information on Communications Officer responsibilities and timeline.

SECTION II: OFFICERS, COMMITTEES AND APPOINTMENTS

COMMITTEES

Elected by Membership

- Nominating Committee

Appointed by President

- Financial Review Committee
- Data Advisory Committee, as needed

Appointed by Immediate Past President

- Awards Committee

Appointed by Vice President

- Program Committee

Appointed by Professional Development Officer

- Professional Development Committee

Appointed by Communications Officer

- Communications Committee (if needed)

INDIVIDUAL APPOINTMENTS

Appointed by President:

- Historian
- Newsletter Editor
- AIR Liaison

Appointed by Communications Officer:

- TAIR-L Manager
- Webmaster
- Conference App Developer

Nominating Committee

(Elected Committee)
(Bylaws, Section 6[b])

- Chair: Immediate Past President
- Members: At least four, elected annually by the membership
 - Term of office: One year or until a successor takes office.
 - Expected time commitment: As needed, typically one to three weeks during summer/early fall prior to annual conference.
 - Cost to appointee: None; work is done by email.
 - Process: See timeline listed below.

Role/Purpose:

To consider candidates from all types of institutions of postsecondary education in Texas in order to prepare and report to the Executive Committee, for transmission to the membership, eight candidates for the Nominating Committee and two candidates for each of the Executive Committee positions for which an election is to be held.

Timeline:

During the summer and early fall preceding the annual conference:

June

- The Chair of the Nominating Committee shall officially request from the membership ('A Call for Nominations'), through the communication avenues available, nominations for candidates to serve on the next year's Nominating Committee slate, and for officers to be elected.
- A specified deadline, along with types of desired candidates, shall be included in the Call for Nominations – suggest to align deadline with Call for Participation deadline used for conference presentation submissions

September/October

- Nominating Committee reviews the nominations received and adds additional names if needed
- Verify candidate's willingness to run.
- Nominating Committee makes their recommendations to the Executive Committee for their approval.

November

- The Nominating Committee Chair sends a thank you and congratulations letter to the candidates.
- Collect candidates' picture and bio for the Conference Brochure. Deadline must be early enough to allow for nominees to be included in the Program Brochure and other communications prior to annual conference.

Recommendation:

Ask candidates to be present at certain events during the conference to be introduced to membership and they are a good source of help. Example: VP candidates responsible for distributing drink tickets at during Meet, Munch and Mingle event.

Financial Review Committee

(Appointed Committee)

(Bylaws, Section 6[d])

- Appointed by the President within 60 days of business meeting
- Members appointed by the Chair and the President
 - Term of office: One year or until a successor takes office.
 - Expected time commitment: One to two weeks.
 - Cost to Appointee: Costs associated with delivering information for committee review; cost for Chair to attend annual conference and business meeting to review results.
 - Process: See Role/Purpose.

Role/Purpose:

To plan and perform a review of the Association's financial statements and books to obtain reasonable assurance that the financial statements are free of material misstatement. This review also includes evaluating the accounting principles used and significant estimates made by the Treasurer as well as evaluating the overall financial statement presentation.

Timeline:

The Financial Review Committee shall examine the Treasurer's books for current fiscal year ending March 31, and the Chair of the Committee will report its findings at the next annual business meeting.

Awards Committee

(Appointed Committee)

(Bylaws, Section 6[e])

- Chair: Immediate Past President
- Members appointed by the Immediate Past President
 - Term of office: one year or until a successor takes office
 - Expected time commitment: one year or until a successor takes office
 - Cost to appointee: registration and travel expenses to the TAIR conference for those involved in evaluating presentations for the Best Presentation Award
 - Process: See Role/Purpose.

Role/Purpose:

1. To recommend to the Executive Committee the recipient of the Outstanding Service Award;
2. To evaluate nominations and select Outstanding Professional Practice Award (OPPA) winner(s);
3. To evaluate TAIR conference presentations and select the Best Presentation Award winner.

Outstanding Service Award:

See Bylaws, Section 7(a) for criteria.

The Awards Committee will call for nominations for outstanding service award during the summer preceding the annual conference. The Committee will review the nominations and make a recommendation to the Executive Committee. The Executive Committee will then vote on the recommendation.

Best Presentation Award

See Bylaws: Section 7(b) for details.

- An evaluation matrix agreed upon by committee members will be used to select the best presentation
- Recommendation of the winner shall be made to the Executive Committee no later than two months after the annual conference or at the first Executive Committee meeting for the following year's conference.
- The winner will present at the AIR Forum of the next year as the TAIR annual conference (for example TAIR 2012 winner would present at AIR 2013).
- TAIR will pay the AIR Forum registration fee for the winner of the TAIR Best Presentation Award. If the presentation is made by more than one person the registration fee will be divided among the presenters.

Outstanding Professional Practice Award(s)

See Bylaws: Section 7(c) for details.

- Prior to 2014 there had been 3 categories of Best Fact Book (interactive, mini, and regular), in 2014 the EC changed to award Best IR Website
- An evaluation matrix agreed upon by committee members will be used to select the awardee(s).
- Award is presented at annual business meeting.

Professional Development

(Appointed Committee)

(Bylaws, Section 6[f])

- Chair: Professional Development Officer
- Members: Appointed by the Chair in consultation with the Executive Committee
 - Term of Office: One year or until a successor takes office.
 - Expected time commitment: As needed to fulfill role/purpose.
 - Cost to Appointee: none. Most activities can be done electronically.

Role/Purpose:

To organize and deliver timely and important professional development activities to the TAIR membership. These workshops and presentations are scheduled at the annual conference and at other times during the conference year, as they are deemed appropriate or necessary.

Data Advisory Committee

(Appointed Committee – If needed)

(Bylaws, Section 6[l])

- Chair: Appointed by President, as needed
- Members: Appointed by the President (appropriate for the issue being addressed)
 - Expected time commitment: As needed to fulfill role/purpose.
 - Cost to Appointee: Ability to travel to attend meetings, as needed

Role/Purpose:

The purpose of the Data Advisory Committee is to:

1. Research and analyze the issue, as identified by the Executive Committee;
2. Make recommendations that address the issue;

Program Committee

(Bylaws, Section 6[c])

- Chair: Vice President / President Elect
- Members appointed by the Vice President in consultation with the President for each annual conference.
 - Term of Office: One year or until a successor takes office
 - Expected time commitment: As needed to fulfill role
 - Cost to appointee: Ability to attend or select designated volunteer to attend annual conference and program committee meetings to coordinate role/purpose with other committee members.
 - Process: Refer to Officers Guide Section Three and Appendices

- These officers serve as ex officio members: Secretary, Treasurer, Communications Officer, and Professional Development Officer.
- Other ex officio members include the Newsletter editor, the Conference App Developer, and the TAIR-L Manager.
- The President and Immediate Past President serve as Advisors.

Role/Purpose:

To plan, coordinate and implement a program at the annual conference that will provide TAIR members with opportunities for learning, social, and professional development.

Historian

(Appointment)

(Bylaws, Section 6[j])

- Appointed by the President
 - Term of Office: One year or until a successor takes office.
 - Expected time commitment: As required to fulfill role/purpose outlined below.
 - Cost to Appointee: Ability to attend TAIR activities or send a designated volunteer to fulfill duties. The Historian should have access to a camera to take pictures at TAIR functions.

Role/Purpose:

- To collect and preserve the Association's permanent and historical records. These records should include, but not be limited to, photographs, copies of present and superseded constitutions and bylaws; programs of annual conferences; lists of past officers and dates of service; audit reports, and other financial records; membership directories; and committee lists.
- Other types of materials to be kept may include videos of members, conference functions, etc.; copies of conference brochures; and any other memorabilia that will aid in the preservation of the Association's history.

Newsletter Editor

(Appointment)

(Bylaws, Section 6[g])

- Appointed by the President
 - Term of Office: One year or until a successor takes office.
 - Expected time commitment: Publish two newsletters and serve as an Ex Officio member on the Program Committee.
 - Cost to Appointee: Software and in-kind contributions, cost associated with attending program committee meetings.

Role/Purpose:

- To publish two newsletters and serve as an ex officio member of the Program Committee. The newsletter is distributed two times annually.
- The TAIR Newsletter is produced as an electronic publication. Articles are sent to the editor, who works up the layout of the newsletter. The President will coordinate Executive Committee review of the draft newsletter and work with the editor to incorporate edits from the Executive Committee.
- The suggested TAIR Newsletter Issue Contents is listed in Appendix B and provides details on timelines and types of articles.
- After any changes are made and the President has approved the contents, a final version is posted on the TAIR website. The President will announce publication of each newsletter on TAIR-L.

TAIR-L Manager

(Appointment)

(Bylaws, Section 6[i])

- Appointed by the Communications Officer
 - Term of Office: One year or until a successor takes office.
 - Expected Time Commitment: As needed to fulfill duties as specified in role/purpose.
 - Cost to Appointee: Access to software to manage the TAIR-L listserv; ability to attend or assign a designee to represent the committee at program committee meetings and TAIR functions.

Role/Purpose:

To develop and maintain the listserv as an open channel of communication among all members. The TAIR-L Manager shall serve as ex officio member of the Program Committee.

Webmaster

(Appointment)

(Bylaws, Section 6[h])

- Appointed or contracted by the Communications Officer with the approval of the Executive Committee
 - Term of Office: One year or until a successor takes office.
 - Expected time commitment: As needed/specified in the contract to fulfill role/purpose.
 - Cost to Appointee: Access to software to manage the TAIR website; ability to attend or assign a designee to represent the committee at program committee Process: See Role/Purpose.

Role/Purpose:

To develop and maintain the TAIR homepage on the World Wide Web. The Webmaster is to present in electronic format important and pertinent information regarding the Association, membership and annual TAIR conference.

AIR Liaison

(Appointment)

(Bylaws, Section 6[k])

- The President shall serve as or appoint an AIR liaison.
 - Term of Office: One year or until a successor takes office.
 - Expected time commitment: As needed to fulfill duties as specified in role/purpose.
 - Cost to Appointee: Ability to attend or send a designated volunteer to attend the AIR conference.

Role/Purpose:

To act as a contact with AIR for receipt and distribution of information that is of interest to the TAIR membership. Provides feedback to AIR, after consultation with the Executive Committee, concerning issues of interest to TAIR. Chairs TAIR SIG at the AIR Annual Conference if the President is unable to attend.

Additional Responsibilities:

Communicate TAIR events to AIR for including in Electronic AIR (AIR's newsletter) and other event listings hosted by AIR. Calendar <http://2223.airweb.org/page.asp?page=659> contact: air@airweb.org

SECTION III: ANNUAL TAIR CONFERENCE PROGRAM COMMITTEE

(Bylaws, Section 6[c])

Planning an annual conference requires intensive communication, facilitation and coordination of a team of people to build an event that will provide TAIR members learning, social and professional development opportunities. Appointments to this committee need to be people who are committed to the TAIR organization and have the support of their institution to provide the needed time and effort to the conference planning. Most of these committee appointments require additional effort and expense on the part of the members, over and above the person's work responsibilities, during the conference-planning year.

The TAIR Vice President serves as Program Committee Chair; the President presides over the conference program.

Program Committee Appointed Positions:

- Concurrent Sessions/Discussion Sessions Coordinator
- Evaluations Coordinator
- Discussion Table Coordinator
- Sponsor Liaison
- General Sessions Coordinator
- Workshops (Professional Development Officer*)
- Local Arrangements Coordinator
- Program Brochure Coordinator
- Session Facilitator Coordinator

Ex Officio Members:

- President (Conference Leader)
- Immediate Past President (Advisor)
- Professional Development Officer
- Communications Officer*
- Secretary
- Treasurer*
- Newsletter Editor*(Publicity Coordinator)
- Conference App Developer
- Professional Development Officer*
- TAIR-L Manager*

PROGRAM CHAIR

(Vice President)

GOAL: To build an event that will provide TAIR members learning, social and professional development opportunities.

The TAIR Vice President serves as the Program Chair and is responsible for:

- planning the next year's annual conference immediately following their election at the current annual conference;
- appointing TAIR members to the various roles of the Program Committee;
- scheduling and hosting the Program Committee meetings;
- monitoring progress of all program subcommittees;
- providing assistance in achieving all the Program Committee's goals and timelines;
- seeking guidance from Program Committee advisors, as necessary;
- communicating special dietary requests at annual conference to local arrangements chairperson and the hotel;
- selecting the restaurant for Program Committee Dinner at the annual Conference in collaboration with the local arrangements chairperson;
- gifts for the Program Committee members;
- preparing Conference Errata sheet for packets;
- requesting door prizes from Program Committee membership;
- coordinate preparation of conference materials;
- work with hotel and local arrangements chairperson throughout the year;

Recommendations:

- Make sure to have representation from all constituencies on the Program Committee (public, private, 2-year, 4-year)
- When making appointments, ensure that those being appointed are current members.
- Have the following year's local arrangements chair in a small role on the Program Committee so that they are exposed to the planning and decisions made in advance of their conference
- Keep track of projected revenue and expenses to keep costs in check
- Start gathering items needed for the newsletter and brochure early.
- Make sure Program Committee members know that it is expected that they will be able to attend all planning meetings (exceptions can be made, but they should be exceptions and not the rule).
 - Dropbox was the tool used for the TAIR conference and it worked very well to keep all members of the Program Committee up to date on the progress everyone was making. Instead of waiting for members to email changes, they were made into documents in the Dropbox and instantly available to all Program Committee members. (need to monitor dropbox files for duplication and wasted space. There was ongoing issue with this in 2016 work

- The Program Committee Chair keeps a master schedule of events and deadlines. DO NOT get behind schedule. Ask other members for advice as necessary.
- Consult with the following year's local arrangements person when working on the brochure so that save the date information and special highlights can be included in the conference brochure.

Executive & Program Committee Planning Schedule	2nd meeting held via phone with 60 days with previous and current Program Committee members to debrief and share lessons learned
	2nd location to be decided (generally at the conference hotel to view the space for planning purposes;
	3rd location to be decided (recently has been held as a conference call meeting)
	4th if needed (can be conference call).

The timeline for each year's conference may vary but the template should be used as a guide. The schedule on the following pages includes Program Committee and Executive Committee duties in recognition of the interactions and dependencies of duties on others.

March/April	<p>Update forwarding address for TAIR mail (President) – TAIR mail is handled through the North Texas Community College Consortium (housed at UNT)</p> <p>Make committee appointments (President, VP, Past President, Prof Dev Officer, Comm Officer)</p> <p>Update officers with AIR, SAIR (President)</p> <p>Updates to listserv (immediately following conference)</p>
April/May	<p>Arrange time/location for AIR SIG (President)</p> <p>Vice President:</p> <ul style="list-style-type: none"> • 1st week - Call for proposed Conference Themes/Titles • 2nd – 3rd weeks vote on proposed conference Themes/Titles • Present Conference Theme/Title to the Executive and Program Committees at their first meetings. <p>TAIR Executive Committee (EC) Meeting</p> <p>First Program Committee (PC) Planning meeting at conference location</p>
May	<p>Send email to listserv announcing AIR SIG (President)</p> <p>AIR Annual Conference - TAIR President/AIR Liaison hosts TAIR SIG</p>

	<p>Work with Newsletter Editor on Summer Newsletter</p> <p>Inform winner of TAIR Conference Theme contest</p> <p>Put events on AIR calendar when have complete info on them - summer workshop, conference - can have some info and then link to the website (President)</p> <p>Announce Travel Grant applications and set a due date. – suggest December 15 (Immediate Past President)</p>
June	<p>Initial contact with Conference General Session Speakers</p> <p>Call for Participation (CFP) sent out as part of the newsletter (set a deadline).</p> <p>Nominating Committee Calls for nominations for elections (Immediate Past President Chairs)</p> <p>Outstanding service award nominations open</p> <p>Preparation for Summer Workshop</p> <p>Visit location to scout for upcoming contract with hotel (3 years out) (President, another member of EC)</p>
July	<p>Preparation for Summer Workshop – (workshop is usually held during the last of July or first weeks of August).</p> <p>Summer Workshops held</p>
August	<p>EC and PC meetings. 2nd Planning Meeting (general at the conference hotel).</p> <p>15th tax forms due to IRS (Treasurer)</p> <p>Make first contact with potential Sponsors – rates and matrix must be set by EC</p> <p>31st CFP and nominations (elections, outstanding award) deadline</p>
September	<p>1st Confirmation of General Session Speakers</p> <p>Proposals reviewed to determine what presentations are included in program</p> <p>VP work with Communications Officer to have website ready for registration.</p>
October	<p>15th Bio on General Session Speakers due</p> <p>15th Notification of accepted/rejected papers/presentations</p> <p>OPPA submission announced (must be announced 90 days prior to conference)</p>

	<p>30th Nominating Committee presents the nominations to the TAIR EC for their approval</p> <p>SAIR Annual Conference</p> <p>Work with Newsletter Editor on Fall Newsletter</p> <p>Draft of session content on website for when registration opens</p>
November	<p>Third Planning Committee meeting (remote)</p> <p>Abstracts and other info to the Brochure Chair</p> <p>4th Conference Registration opens</p> <p>15th Draft Brochure reviewed by TAIR EC</p> <p>Draft Brochure placed on TAIR website -Note: can be only the session schedule, speaker info (to help members make informed decision to attend conference)</p> <p>Fall Newsletter out before Thanksgiving</p> <p>After newsletter out - send email invitation to last year's Newcomers for session coordinators</p> <p>30th Brochure edits due</p> <p>Get letter from TAIR President for donations of door prize items</p> <p>Order plaques</p>
December	<p>10th Final Program Brochure due (including session coordinators)</p> <p>15th Travel Grant application deadline</p> <p>15th Sponsors commitment deadline</p> <p>20th Travel Grant recipients announced (try to do by December so can take advantage of Early Bird Registration)</p> <p>31st Early Bird Registration Ends</p>
January	<p>1st Call for session coordinators sent to listserv</p> <p>15th Sponsors payment deadline (affects inclusion in Brochure)</p>

	<p>Email candidates to make sure they are aware of when want to introduce them (example: Newcomers workshop, Meet Munch and Mingle) and that EC candidates know need to stay for EC meeting if elected</p> <p>Absentee ballots</p> <p>Selection of Session Coordinators – need schedule of sessions available so that they can select session</p> <p>Hotel Reservation deadline Program Brochure placed on TAIR website approximately two weeks prior to conference</p> <p>31st Regular Registration Ends</p>
February	<p>1st up to conference: Late Registration Period</p> <p>Pre-conference Workshops</p> <p>TAIR Annual Conference</p>

ADVISORS

(President and Immediate Past President)

President:

- Serves as resource person to the Program Committee as necessary
- Serves as Conference Leader (see Conference Leader duties)
- Serves as resource person to Local Arrangements as necessary

Immediate Past President:

- Coordinates ordering plaques for Best Presentation Award, Outstanding Professional Practice Awards, and Outstanding Service Award
- Coordinates nominations for Outstanding Service Award and presents award plaque at business meeting
- Develops Ballots for election of officers
- Presentations are collected electronically within two weeks after the annual TAIR conference and turned over to the Immediate Past President to be reviewed by the TAIR Award Committee for selection of the Best Presentation award.
- Announces winner and presents plaque of Best Presentation Award at business meeting (prior year)
- Introduction of nominees at various times during the conference (e.g., Meet, Munch & Mingle, Newcomers Workshop)

CONFERENCE LEADER

(President)

GOAL: To provide TAIR leadership at the Annual Conference

The TAIR President serves as the Conference Leader and has the following responsibilities:

- Serves as consultant to the Program Chair on program committee matters
- Opens the TAIR Conference and all General Sessions
- Introduces General Session Speakers
- Provides updates to program functions, i.e., last minute changes as necessary, logistical information on meeting room locations, breaks, etc., as needed
- Closes out all General Sessions
- Conducts the TAIR Business Meeting
- Conducts Executive Committee meeting prior to the annual conference
- Assists new President in conducting Executive Committee Meetings
- Other duties as necessary

CONCURRENT SESSIONS

GOALS: To attract a wide number of proposed papers and presentations that reflect not only current issues in education in general and Texas specifically, but also:

- issues that may be on the horizon that institutional researchers need to begin thinking about now;
- theoretical underpinnings, research, and analytical studies that push us beyond our practical knowledge; and
- presentations, discussions, or demonstrations that help us perform our work more efficiently.

Proposals will be assigned to one or more of the appropriate six (6) tracks:

- Planning & Organizing (examples include strategic planning, project planning, IR office or personal organization)
- Research (examples include statistical and institutional research applicable to a range of institutions)
- Technology & Training (examples include use of technology in IR, basic/intermediate/advanced software instruction and application)
- Assessment & Effectiveness (examples include implementing assessment programs, goal setting/measuring, novel assessment ideas)
- Reporting & Decision Support (examples include internal/external reporting, dashboards, data warehouses or other decision support systems)
- Current Issues in Higher Education (examples include new legislation, promising practices, SACS related, or Coordinating Board issues)

A seventh track is reserved for high-level sponsors (usually Platinum and Gold):

- Sponsor Track – use Session Coordinators who use the Sponsor's product. Ask the Sponsor to suggest the name of their Session Coordinator.

The target audiences may be specified in the following areas:

- General
- Introductory/Beginning
- Intermediate
- Advanced – requires prior understanding and experience

Recommendation:

- Use a subcommittee to evaluate and select proposals. This subcommittee could consist of the chair, along with several support members who will participate in the review of all proposals. It is recommended that the Member-at-Large for Professional Development and the Round Tables Chair be a part of this subcommittee so they can work together to place proposals in the appropriate venue. All proposals are reviewed in terms of content, advancement of the field, clarity, etc. When necessary, proposals may be solicited. The Concurrent Sessions Chair responsibilities include:

Pre-conference tasks:

- Develops a “call for proposals” (CFP) for all the various types of sessions to be used in the conference and distributed to membership. This is usually distributed as an insert in the summer issue of the TAIR Newsletter and on-line through the TAIR-L listserv.
- Sends reminder notifications to TAIR-L every few weeks to encourage TAIR members to submit proposals.
- Collects the CFP and provides status reports to the Program Committee.
- With the help of subcommittee members, reviews all proposals for consideration on the conference program; makes decisions on accepted and non-accepted proposals.
- Retain evaluations of accepted proposals and give to the Awards Committee chaired by the Immediate Past President along with the electronic submissions of the presentations received two weeks after the annual conference for use in the selection of the TAIR Best Presentation Award.
- Sends out acceptance letters and letters of regret to applicants; obtains additional information, as necessary, once assignment is made within the program.
- Makes assignments to rooms and time slots, balances track and intended audience (public/private, 2yr/4yr).
- Notifies presenters of room and time assignments. Asks presenters to review information for the program brochure. Solicits Bio if not already provided. Notifies presenters of deadline for submitting presentation and handout files for posting on the web site prior to the conference.
- Sends out reminders about submitting files for posting as conference deadline nears.
- Forwards presentation files to Communications Officer for posting on TAIR web site.
- Provides all presenters AV/equipment needs list to the Local Arrangements Chairperson and Communications Officer.
- Conference preparation
- Helps the Program Chair prepare errata sheet information for packets (if needed).
- Tracks (at conference) registration of presenters (cancels session(s) if necessary).
- Conference follow-up
- Sends letters of appreciation to all presenters
- Reminds presenters to submit a copy of their presentation electronically within two weeks after the conference for consideration in the TAIR Best Presentation Competition.
- Turn the electronic copies over to the Awards Committee, chaired by the Immediate Past President for consideration in the TAIR Best Presentation Competition.
(unnecessary if posted to website)

SESSION COORDINATORS

GOALS: To introduce and assist Concurrent Sessions presenters while monitoring the session time and collecting session evaluations.

Pre-conference tasks:

- Sends a request for Concurrent Sessions Coordinators to TAIR members on the TAIR-Listserv
- Obtains list of Concurrent Sessions and assigns coordinators to sessions (first preference for coordinators is given to Newcomers from previous conference).

Conference preparation:

- Prepares the session evaluation packets for each coordinator.
- Prepares guidelines specifying roles of coordinators and places in the evaluation packets for each session.
- Prepares sets of time cards for each concurrent session and places in the evaluation packets for each session. (whether or not they are laminated is optional).
- Tracks (at conference) registration of coordinators (and finds replacement coordinators if necessary).

Conference follow-up:

- Sends letters of appreciation to all coordinators.

Recommendations:

- Allow coordinators to select which session they want to attend, so they can coordinate a session they were already planning to attend.
- For more detailed information about the tasks and for the documents used last year, see the DropBox folder for Session Coordinators.

EVALUATION

GOAL: To create (as needed) an evaluation form that reflects the needs of TAIR; and to conduct, analyze, and report on the findings from that evaluation form.

Responsibilities include:

- Develop or update previously used evaluation forms for concurrent sessions and workshops for next year's conference by working with a survey company that wants to support the evaluation process.
- Develop the ballot for the TAIR election of officers.
- Develop or update the previously used overall conference evaluation form.
- Provide pre and/or post-conference workshop evaluation forms and Concurrent Session evaluation forms to Conference Facilitator.
- Place box for pre-conference and general evaluation forms on Registration table.
- Pick up box of pre-conference and concurrent session conference evaluation forms on final conference day.
- Distribute the TAIR ballots on the luncheon tables the day before the TAIR Business Meeting.
- An overall online evaluation will be sent to all who attended the TAIR Annual Conference within 72 hours after the conference ends.
- Get post-conference evaluation forms from facilitators or presenters.
- Email the results of the concurrent session evaluations to the primary presenter of the session within 10 days after the end of the conference.
- Email the results of the pre-conference workshop evaluations to the Member-at-Large for Professional Development for distribution to the workshop presenters.
- Conduct focus group (if needed).
- Report to Executive Committee on conference evaluation findings, to be used in planning the next conference.
- Forward a copy of the Concurrent Session Evaluations to the Immediate Past President to be used as part of the evaluation process for the TAIR Best Paper.
- Forward all conference file documents to TAIR Secretary.

FINANCE

(Treasurer)

GOAL: To build an annual conference within the designated budget.

The TAIR Treasurer serves as Finance Chair and has the following responsibilities:

- Provide a budget for the upcoming annual conference, based on previous years and on TAIR Executive Committee recommendations.
- Collection of conference registrations.
- Track registrations for conference, pre- and post-conference workshops, and special event. Keep program committee abreast of pre- or post-conference workshops with low registrations in case the workshop needs to be cancelled. In general, the workshop is cancelled if
- expenses for the workshop exceed the revenue generated from the conference fees; and/or
- the workshop presenter does not want to present a workshop to less than an agreed number of participants. This minimum number of participants is agreed upon through negotiations between the Professional Development Chair and the workshop presenter
- If needed, for the Special Event, track who ordered what meal and verify with the registration forms.
- Track new registrations so we know who and how many need program brochures at registration.
- Create and make copies of the Treasurer's Report for packets.
- Collect fees on-site.
- Write checks to pay for approved conference and other expenses as they are received.
- Collaborating with the Secretary, the Treasurer will be responsible for updating information in the TAIR online database.

GENERAL SESSIONS

GENERAL: This subcommittee normally consists of a Chair and/or Co-Chairs, who work closely with the Program Chair on the selection and contact with each speaker. Current protocol is to have two general session speakers who provide an informative lecture during/preceding the TAIR luncheons. TAIR speakers are reimbursed for their travel expenses to and from the conference. Reimbursed expenses include the cost of airfare (at the current average economy fare rate), airport parking, and travel fees to and from the airport (e.g., taxi or airport limousine service). Lodging expenses (limited to one night) are generally arranged and paid for by TAIR (comp rooms are used when available). Expenses incurred with travel to and from the conference are reimbursed after the conference has ended.

GOALS: The goal of this subcommittee is to secure the services of guest speakers who can bring fresh ideas to the TAIR membership reflective of current issues in general higher education and/or Texas specifically. Other ideas could include:

- issues in the foreseeable future about which institutional researchers need to develop an awareness;
- new or different perspectives from those outside of the profession on how higher education might better serve Texas; and/or
- ideas for the membership to consider regarding future roles for institutional effectiveness offices with the field of higher education in general, and institutional researchers in particular.

RESPONSIBILITIES:

- Discuss with the Executive Committee what the acceptable range of fees will be for general session speakers. This rate will vary each year dependent upon the amount of monies available within the TAIR budget.
- Obtain written confirmation from prospective speakers once the Program Committee agrees on the proposed slate.
- Obtain all the necessary information for the program brochure and forward to Program Brochure chair well in advance of deadlines for publicity. Such information includes:
 - Title of presentation (Should conform to or be in support of the conference theme)
 - A short biography of the speaker and a current digital picture
 - A shorter biography to be read as introduction at luncheon
 - A listing of audiovisual needs.
- Ensure the speaker knows how to get to the hotel – let them know if hotel shuttles are available or if they should take a taxi.
- Explain to the speaker the process they will be expected to follow for requesting reimbursement of their travel expenses. Let them know that they need to keep receipts for their expenses. Currently, the process is to send a cover letter summarizing their expenses, with receipts attached, to the TAIR Treasurer. Provide the Treasurer's contact information and email address to each speaker prior their arrival at the conference site.
- Coordinate with the Program Committee chairperson or the conference on-site liaison to secure hotel reservations. Confirmation numbers should be provided to each speaker

prior to the travel date. The Program Committee will include the names of the speakers on the list for comp rooms.

- Contact the Communications Officer concerning AV/Equipment needs. Provide this person with a copy of the speakers' presentation as early as possible.
- Coordinate with the Program Committee chairperson to identify speakers' gifts and who will be responsible for the purchase and preparation of such items that will be presented to each speaker immediately after completion of their presentation. Note: Receipts should be kept and submitted to the Treasurer for reimbursement.
- Shortly before the conference, contact the speakers and request an electronic copy of their PowerPoint presentation. Forward the PowerPoint presentation to the Communications Officer so the presentation can be preloaded prior to the luncheon.
- Discuss with the President who will be introducing the speaker and who will be presenting the gift to the speaker.
- Greet each speaker upon their arrival at the hotel and ensure they know the arrangements for the presentation.
 - Coordinate with each speaker concerning where their presentation will occur and what time they should be available in the general area.
 - Fifteen minutes prior to the start of the session, escort the speaker to their table and confirm with them a start time for their introduction.
 - Inquire with each speaker on whether changes to the previously submitted presentation have been made. If so, provide the updated presentation to the Communications Officer for uploading prior to the session.
- Follow up with the Treasurer to ensure that reimbursement requests have been received and paid.

GENERAL SESSIONS TIMELINE/CALENDAR:

To ensure timely contact with potential speakers and adequate time to coordinate with fellow program committee members, the following timeline and schedule of activities is recommended (timeline is developed based on a February conference date):

May -- A list of potential candidates should be provided to the TAIR VP and TAIR President. The candidate list should provide a justification for why each person was selected and the potential contribution they would provide to the conference. Contact potential speakers (See example of email messages in Appendix D). Depending upon the person contacted, several follow-ups may be required. If you must send follow-up messages include an RSVP date. Inform the potential speaker that you must have a response from them prior to the RSVP date, otherwise you will be forced to extend invitations to other potential candidates. Follow through and be persistent.

June -- If you have not been able to secure a commitment from two general session speakers, send out invitations to other candidates. Once emails of acceptance have been received, forward those confirmations on to the TAIR VP and TAIR President.

July/August -- Have information available to share with other Program Committee members at the Program Committee meeting.

October – Contact each general session speaker to inquire on travel arrangements. Request a copy of their travel itinerary once travel arrangements have been confirmed. As the chairperson for the general session speakers you want to ensure that travel arrangements are made in a timely manner to assure optimum ticket prices are available.

November – Obtain the topic for the guest speaker’s presentation and request a copy of their biography and a recent digital photo for inclusion in the TAIR brochure. Name and topic are also included in fall newsletter.

December – Forward a copy of the TAIR brochure to the speaker so they can review the concurrent sessions. Some speakers may wish to arrive early on their travel day to sit-in on some of the sessions, or they may wish to attend some session after their presentation if they have late flights out of the airport. Provide each speaker with a copy of their hotel confirmation number.

January – Obtain a copy of the speakers PowerPoint presentation and forward a copy to the Communications Officer. Verify that audiovisual needs have not changed. Toward the end of the month (some day after the 15th) contact each speaker to confirm their attendance and address any last minute needs or concerns.

RECOMMENDATIONS:

- Recommend prospective speakers that will provide a major thrust for, and support toward the conference’s theme.
- Involvement of speakers from outside of higher education is encouraged as it broadens the institutional researcher’s perspectives.
- Discuss travel arrangements and lodging requirements with each speaker. Some speakers may have special dietary requirements or need special accommodations with their rooms. Ensure that each speaker understands that travel expenses to and from the conference must be paid for upfront using their own expenses which will be reimbursed after the conference. Provide the speaker with a cap on their travel expenses (i.e., travel expenses will be reimbursed up to a pre-determined amount of dollars).
- Obtain the speaker’s arrival and departure time and how many days they will be staying. (Complementary lodging will only be provided for one night. Other nights must be paid by the speaker using predetermined conference rates).
- If possible, offer to meet the speaker upon arrival at the airport and travel with them to the hotel. This is not necessary, but is a nice gesture.
- Discuss with the Program Committee the possibility of having a complementary gift basket in each speaker’s room prior to their arrival. Many hotels will provide these gratis.
- Once the program brochure is complete and posted to the TAIR website, the brochure should be electronically sent to each speaker. This will provide the speaker with more in-depth information concerning conference activities and allow them to decide if they would like to attend any of the concurrent sessions either before their presentation, or immediately afterward.

LOCAL ARRANGEMENTS

GOALS:

- To have a smooth, well-run conference, working with hotel and other staff to take care of meals, session schedules, presentations, and workshops (each with appropriate audio visual equipment);
- Arrange for various before- and after-hours activities for the members attending the conference; and
- Serve as number-one "troubleshooter"/liaison with hotel staff for last minute changes or problems.

This subcommittee usually consists of a Chair, appointed by the Executive Committee, when the future conference site is determined. The Local Arrangement Chair (LAC) is appointed a year or two in advance of when the annual conference planning begins and the full Program Committee is selected. (It is important that the person who fills this slot is dedicated and anticipates their employment through the time period needed.)

Responsibilities are:

"Preparation Steps"

- Work with TAIR Executive Committee a year or more in advance of conference to select a conference site; (includes working with the local convention and visitor bureaus, conference hotel sales and catering staff).
- Collect "points of interest" materials for distribution at the conference immediately preceding the local conference to be chaired.
- Arrange for any transportation needs from airport, busing associated with the special event, and any other transportation needed for off-site activities.
- Serve as primary local contact person/intermediate between conference hotel and Program Chair on all matters necessary to organize site functions.
- Assists in obtaining contract for TAIR Special event as requested. Once a contract has been negotiated the local arrangements chair is the critical link for a smooth-running conference.
- Recommend the Conference's Special Event; serves as primary contact for the Special Event (determine where to be held, logistics for attendees, menus, entertainment, etc.).
- Encourage involvement and cooperation by all local institutions.
- Help select meeting rooms, meal plans, refreshments and all social functions within the annual conference - prepare a report identifying preferred meal options, with pricing for Executive Committee to reference during the decision making process.
- Responsible for signage for all conference concurrent sessions, general sessions, SIG's, and resource fair.
- Ensure that there are table display holders for roundtable presentations. (Roundtables Chair is responsible for the actual signage.) (Note: If 2014 format remains in place, the Roundtables signs would need to be included with other signage by Local Arrangements – Roundtables help same time as Concurrent, more of working sessions/panels)
- Assign a member of the local arrangements committee (not the chair) to coordinate AV for the conference in collaboration with the Communications Officer. This includes

working with the concurrent session, roundtables and general session chairs to identify the AV needs for different sessions. The AV person should also attempt to locate AV equipment, when possible, from their campus or from other TAIR conference participants.

- Other duties include working with the hotel to arrange for high speed or wireless connections, LCD projectors, screens, microphones, overhead projectors, and flip charts/markers that may be needed by general session speakers (these items should be negotiated between the Program Committee Chair and conference hotel - LAC is only responsible for coordinating with the AV Chair to ensure that they are in place when required).
- It is TAIR's policy to provide LCD projectors, if requested for general session speakers and concurrent session presentations. This will be coordinated by the LAC and the Communications Officer.

During the Conference

- Signage at Annual Conference (all sessions); also Message Board. Provide sign holders for roundtables.
- Coordinate with AV Chair to ensure AV/Equipment requirements are met.
- If time is available in the conference schedule, organize dinner caravans on non-special event evening.
- Check at the beginning of each session to ensure that:
 - proper AV equipment is in place (overhead projector and screen);
 - there are enough chairs for program participants;
 - the presenter is available and ready for the presentation.
- Check on refreshments for breaks (only the Vice President/Program Chair may authorize ordering more food).

Recommendations:

- Introduce self to the Event Coordinator at the hotel as early as is feasible in the process.
- Familiarize self with menu expenses and compare said expenses to the amount allotted for each meal by the Program and Executive Committees.
- Early on, determine if the local site will be responsible for the production of printed materials, i.e. program brochure-booklet.
- Coordinate with Program Chair to determine the number of on-site meetings vs. webinar meetings that will be required of the Program Committee for preparation purposes.
- Schedule ample time in the work schedule to accommodate email inquiries, on-site meetings with the hotel, caterer, and special event personnel.

NOTE: The Program Chair and Treasurer must be in the loop on all expense-related inquiries as the LAC is not responsible for the distribution of payment.

Schedule of Events/Activities:

- One year out-collect items from convention centers and campuses and mail them to the local chair (or possibly the hotel) for distribution at the previous year's conference.
- Immediately following the completion of the previous year's conference coordinate the first on-site meeting with the Program Chair and conference hotel.
- Six to eight months before the conference- confirm special event location and commitment contract.
- Four to six months before the conference- meet with catering firms for selection of special event caterer. Prepare and submit food recommendation reports (inclusive of pricing and photos) for the Executive and Program Committees to review.
- One month before the conference- contact caterer, special event liaison and hotel event coordinator to firm up plans/activities- revisiting contracts for deadlines regarding vegetarian needs, headcount, etc. If responsible, firm up printing of brochures.
- Week of conference- set one day aside to walk the hotel site, confirm signage, and stuff bags.

PROGRAM BROCHURE

GOAL:

To provide a comprehensive listing of conference activities and organizational business, both in a fully descriptive format (brochure); conference preview, a summary format (tri-fold), and any other requested conference related materials

This program committee member or subcommittee is responsible for producing multi-page print and electronic documents containing information about the speakers, sessions, workshops, events and activities associated with the annual conference, and a tri-fold or one-page document that summarizes scheduled events.

Specific tasks include:

- Create or obtain a logo that complements the conference theme.
 - TAIR logo cannot format cannot be changed; colors to match theme may be changed.
- If desired, facilitate the conference brochure design contest
- Create a Conference Preview document for posting on the TAIR website while the more detailed program brochure is in development.
- Create and print a Program Brochure;
- Create and print a tri-fold or other conference summary document.

Deadlines:

- By end of July: Present a draft of the conference logo to the Program Committee.
- By mid-October: Present draft of program brochure for review by Program Committee; post Conference Preview document on TAIR website.
-
- By early January (or approximately one month prior to conference): Finalize Program Brochure and Tri-Fold and send to printer. Work with Communications Officer to post Program Brochure on TAIR website.

Information to be included in the Conference Preview:

- Pre-Conference Workshops, with titles, descriptions, presenter(s), location and cost;
- General Speakers and their biographies;
- Concurrent Session assignments, with titles, descriptions, presenter(s), location, and facilitator;
- Round Table assignments, with titles, descriptions, and presenter(s);
- Special Interest Groups, with titles and conveners;
- Special Event description(s).

Information to be included in the Program Brochure:

- The overall conference schedule, including scheduled times for workshops, sessions, breakfasts, luncheons, round tables, Special Interest Groups, breaks, special events and the resource fair;

- General Speaker biographies and photos;
- Concurrent Session assignments, with titles, descriptions, presenter(s), location, and facilitator;
- Roundtable assignments, with titles, descriptions, and facilitator(s);
- Pre-Conference Workshops, with titles, descriptions, presenter(s) and location plus any special details such as food provided or transportation arrangements;
- Special Interest Groups, with titles and conveners;
- Special Events, with details about what, where and when;
- Special meetings, such as the Past President's Breakfast and the post-conference Executive Committee meeting;
- Executive Committee and Nominating Committee candidates for election, with names, biographies and photos;
- Sponsoring Sponsor ads, if solicited;
- Provide special recognition to those sponsors sponsoring TAIR Travel Grants.
- Details about food and drink provided during the breakfasts, luncheons, and breaks;
- Map of meeting rooms and any other important hotel information;
- Conference history;
- List of Executive and Program Committee members;
- Information about when and where voting will occur;
- Dates and location of upcoming conferences.
- Additional information:

Printing costs are typically paid by the Program Brochure chair's institution, and then reimbursed by TAIR after an invoice is submitted to the TAIR Treasurer.

ALL image formats must be in standard formats

- 300dpi or higher for all images
- Candidate images can NOT be "thumbnail" images, must be larger size.

REGISTRATION

(Secretary)

GOAL: To have an organized, efficient registration process in place.

The TAIR Secretary will work with the Local Arrangements Chair and is responsible for the following tasks:

- Manage registration for summer workshops as well as conference.
- Assigning assistants to work at the registration desk during the conference
- Maintenance and updating of Membership List - download registrations as needed from registration website and maintain in Membership Database.
- Create reports for conference registrations, special event, workshop registrations (by workshop as well as one for individual registrants) and any other reports as needed
- Maintenance of Attendees List; provide copies for registrant packets
- Prepare name tabs– both summer and conference.
 - Determine sponsor assistance in things such as name tags, lanyards, etc. If not make certain sufficient supplies are on hand to print them. Print name tags if needed.
- Ribbons for name tags (officers, presenters, etc.)
- Prepare certificates for workshops – both summer and conference.
- Designation of first-time attendees
- Brochures at registration
- Tickets for workshops and Special Event
- Print tickets for those registered for special event – if tickets will be used.
- Work with Member-at-Large for Professional Development to determine if tickets are needed for workshop lunches.
- Prepare special diet cards for those who specified diet restrictions or other requests; work with local arrangements chair to determine hotel procedure for accommodating requests
- Prepare minutes from last business meeting for packets

SPONSOR FAIR

GOAL: To provide an opportunity for sponsors to showcase their products to conference participants who are looking for ways to do their jobs better, faster, and more accurately.

Examples of types of displays: Exhibits of research-related products, software demonstrations, poster presentations, etc.

The Sponsor Fair Chair responsibilities are:

- Solicit participation by companies as having an exhibitor table and/or being an event sponsor.
- Finalize Sponsor Fair Participation List to be included in brochure/registration packets.
- Determine equipment needs of sponsors; provide to Communications Officer AV/Equipment Chair.
- Provide Program Committee a list of sponsors with respective sponsorship levels.
- Send regular reminders to prospects
- Secure sponsorships at various levels
- There will be a Sponsor Track for Platinum and/or Gold level sponsors who want to do a presentation. Obtain following information and send to Concurrent Sessions Chair: Concurrent session title and description, presenter(s) name, presenter(s) title, presenter(s) bio
- Assist sponsors in making arrangements for electrical requirements and internet access for booths - Notify Program Chair of number of sponsors requiring electricity and/or internet to coordinate with hotel.
- Assist sponsors in arranging for shipping displays to hotel.
- Get correct badge information for sponsors (Names of all sponsors representatives attending conference) – provide to Secretary
- Fulfill requirements of sponsorship benefits at each level (i.e., get logos if applicable) and forward to the Brochure editor; Coordinate deadline to receive advertisements with Brochure editor
- Solicit a one-page 8-1/2" x 11" brochure from interested sponsors for packet stuffing and coordinate with Local Arrangements committee for stuffing; Brochure should arrive to attention of TAIR Program Chair at least 2 days prior to start of Pre-Conference Workshops
- Finalize Sponsor Fair Participation List to be included in registration packets.
- Work with Treasurer to be sure sponsors have paid fees; Send sponsors reminders if payment has not yet been received. It is preferable to receive payment at least one week prior to the start of the conference; Exceptions may include but are not limited to late registrants.
- Encourage sponsors to sponsor TAIR Travel grants
- Provide Communications Officer with list of Sponsor company/product URL's to place on TAIR webpage prior to conference.

ROUNDTABLES

GOALS: (1) To facilitate discussion of topics relevant to the field of institutional research and (2) To stimulate brainstorming among participants to generate new ideas and innovative thinking about perennial problems facing researchers.

The roundtable sessions will be facilitator-led discussions with participants at each table. Facilitators will introduce the topic/problem, limitations if there are any, lead-in question, and then facilitate discussion among the group. Facilitators will provide thought-provoking information as needed to stimulate discussion.

There will be three thirty-minute sessions. The end of each session will be announced by the coordinator of the roundtable sessions. Participants are encouraged to move to other tables at the end of each session. Presentation equipment will not be provided during the roundtable sessions.

The Roundtables Committee is responsible for:

- Solicitation and selection of proposals for sessions
- Including information so that facilitators understand their role is to facilitate discussion during the roundtable session, not to make a presentation.
- Facilitating the transition between sessions
- Tracking (at conference) the registration of facilitators (cancel sessions if necessary)
- Errata sheet information for packets (if needed, send to Program Chair)
- Send letters of appreciation to facilitators

SPECIAL INTEREST GROUPS (SIGS)

GOAL: To provide an opportunity for members with common interests to meet and explore/discuss issues relevant to the group. May be organized by special topics, geographical area, type of institutional control, etc.

The chair is responsible for:

- Obtaining facilitators for SIG sessions.
- Coordinating room assignment with Concurrent Sessions Chair.
- Coordinating with Local Arrangements for signage.
- Sending letters to facilitators concerning responsibilities.
- Sending letters of appreciation to facilitators after the conference.

Examples of the type of groups that have met in previous conferences:

- Independent Colleges and Universities of Texas
- Public Universities
- Community and Technical Colleges
- Institutions within state University Systems
- Health related universities
- Datatel Colleague users
- SPSS users
- SAS users
- Peoplesoft/Oracle users
- Newcomers Recap
- Community College Survey of Student Engagement
- One Person Institutional Research Offices
- Gulf Coast Association for Institutional Research

SIG facilitators are responsible for:

- Checking meeting room/space and setup needs in advance
- Familiarity with current issues that apply to SIG
- Welcoming SIG participants and coordinating introductions
- Leading off the exchange of information on the SIG topic(s)
- Encouraging and moderating the sharing of information/ideas among participants
- Engaging participants in the discussion of relevant issues and in problem-solving
- Providing participants with appropriate handouts
- Facilitating professional networking
- Arranging appropriate post-conference follow-up if necessary
- Distributing session evaluation forms to participants and encouraging completion
- Completing Facilitator's SIG Evaluation Form

Recommendations:

Group SIGs by intended audience. For example, schedule the Community and Technical Colleges SIG and the Community College Survey of Student Engagement SIG at separate times to allow participants to attend both SIGs.

Schedule of Events/Activities

August	make initial contact with proposed/previous years' SIG facilitators
October	contact other potential SIG facilitators, if needed
January	review registration list, send an email to verify SIG facilitators attendance/ participation

CONFERENCE WORKSHOPS

(Professional Development Chair)

The Member-at-Large for Professional Development ensures that a set of workshops are offered in conjunction with the annual conference to provide TAIR members an opportunity to learn new skills, techniques or information in an interactive setting.

Annual Conference workshops:

- Will include a workshop for newcomers to institutional research; this workshop is traditionally presented by an experienced IR professional and includes a diversity of perspectives for those newcomers working at two-year, four-year, public and private institutions.
- Are typically held just prior to the start of the conference; workshops may be half-day or full-day and may be scheduled to start the day before and/or the day of the conference (depending upon the start time of the conference).
- Can be held in the conference hotel or a nearby institution's facilities, depending upon the circumstances surrounding the conference. Logistics to consider are the need for computer workstations, availability of nearby facilities, cost of arranging shuttle transportation, and the need for meals and refreshments. If workshops are held at a nearby institution, an on sight coordinator at the hotel should be arranged to ensure transportation needs are met.
- Should represent a broad range of IR functions and responsibilities and align with the six tracks identified and adopted by executive committee members.

Workshop planning responsibilities are:

- Soliciting and selecting proposals and presenters for conference workshops
- Submitting grant application to AIR for an IPEDS workshop (see AIR website for application guidelines and deadlines)
- Coordinating with local arrangements committee, as necessary, for off-campus facility, transportation, and refreshments logistics.
- Publicizing workshops to TAIR membership; writing newsletter articles and email messages as necessary
- Coordinating workshop evaluations with program committee member responsible for conference evaluation
- Coordinating workshop equipment needs with local arrangements committee and Communications Officer

TECHNOLOGY

The Communications Officer is an Ex-Officio member of the Program Committee.

Responsibilities are:

- Help local arrangements chair with acquisition of necessary equipment for a successful conference (e.g., projectors, internet access, etc.).
- Set up of A/V equipment at conference, including: workshops, concurrent sessions, and general sessions.
- Enhance the web presence of TAIR by proposing enhancements to the TAIR website and helping apply changes approved by the Executive Committee.
- Provide electronic communication to TAIR membership regarding critical issues, events and/or job announcements.
- Add new members to the listserv after the annual conference and throughout the year as requested
- Presenting in electronic format information pertinent to the annual TAIR Conference.
- Maintaining and updating TAIR Web Page.
- Updating Call for Participation and Call for Nominations forms.
- Coordinating the procurement and set up of presentation equipment for the conference workshops and concurrent sessions.
- Solicit loan of LCD projectors from executive/program committee members or others as necessary to ensure sufficient equipment for each meeting room.
- Coordinate the mobile app for the conference
- Setup conference registration sites for sponsors and attendees

EXECUTIVE COMMITTEE

(The Executive Committee consists of the President, Vice President, Secretary, Treasurer, Two Members-at-Large and the Immediate Past President)

The Executive Committee is responsible for:

- Setting the time and location of the next year's conference
- Selecting the Local Arrangements Chair for the next year's conference
- Functioning as a budget committee
- Presenting, prior to the annual business meeting, the slate of candidates prepared by the Nominating Committee for the vacancies for which an election is held
- Filling Vacancies, unless otherwise provided in the Constitution
- Setting membership fee structure
- Compiling election results at the annual conference
- Stuffing packets (along with available Local Arrangements people)
- Counting ballots
- Setting up 'war room' – special room at conference hotel to carry out TAIR business throughout the four day conference period
- Making refund decisions (requests by the published deadline)

EXECUTIVE & PROGRAM COMMITTEE PLANNING SCHEDULE

The Program Committee planning begins immediately following the annual conference. Evaluations from the conference membership serve as a tool in guiding the planning of the next year's conference.

An overview of all other key stages of the Program Committee's timeline are:

Committee Meetings	3-4 official meeting dates, in various locations, are required to build a successful program
	1st meeting held at conference location site;
	2nd location to be decided;
	3rd location to be decided (recently has been held as a phone-in meeting)
	4th if needed.

Timeline for each year's conference may vary some but the template should be used as a guide.

The schedule on the following pages has been expanded to include Program Committee and

Executive Committee duties and to make special note of the interactions and dependencies of duties on others.

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
March	Update forwarding address for TAIR USPS mail	Pres	x	
	Make committee appointments	Pres, VP, Members At Large	x	
	Update officers with AIR, SAIR	Pres	x	
	Visit bank to update signature cards. President, Vice President, and Treasurer attendance required. Secretary provides business meeting minutes. (Immediately following post conference executive committee meeting)	Pres	x	
	Updates to list-serv (immediately following conference)	TAIR-L Manager	x	
April	1st week - Call for proposed Conference Themes/Titles - 2nd – 3rd weeks vote on proposed conference Themes/Titles -Present Conference Theme/Title to the Executive and -Program Committees at their first meetings.	VP	x	x
	Planning meeting at conference location - TAIR Executive Committee (EC) - First Program Committee (PC)	Pres; VP	x	x
	Initial contact with Conference General Session SpeakersPlanning meeting at conference location - TAIR Executive Committee (EC)	Gen session Coord.Pres; VP	x	xx

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	- First Program Committee (PC)			
	Send email to list-serv announcing AIR SIG Initial contact with Conference General Session Speakers	PresGen session Coord.	x	x
May	AIR Annual Conference - hosts TAIR SIGSend email to list-serv announcing AIR SIG	TAIR Pres; AIR LiaisonPres	xx	
	Work with Newsletter Editor on Summer Newsletter AIR Annual Conference - hosts TAIR SIG	Publicity Coord.TAIR Pres; AIR Liaison	xx	
	Inform winner of TAIR Conference Theme contestWork with Newsletter Editor on Summer Newsletter	VPPublicity Coord.	x	x
	Put events on AIR calendar when have complete info on them - summer workshop, conference - can have some info and then link to the websiteInform winner of TAIR Conference Theme contest	Pres; Tech Coord.VP	x	xx
	Announce Travel Grant applications and set a due date. – suggest December 15 Put events on AIR calendar when have complete info on them - summer workshop, conference - can have some info and then link to the website	Immediate Past PresPres; Tech Coord.	xx	x
	Call for Participation (CFP) sent out as part of the newsletter (set a deadline). Announce Travel Grant applications and set a due date. – suggest December 15	Publicity Coord.Immediate Past Pres	x	x
	Nominating Committee Calls for nominations for elections (Past	Immediate Past Pres Publicity Coord.	x	x

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	President Chairs)Call for Participation (CFP) sent out as part of the newsletter (set a deadline).			
June	Outstanding service award nominations openNominating Committee Calls for nominations for elections (Past President Chairs)	Immediate Past PresImmediate Past Pres	xx	
	Preparation for Summer WorkshopOutstanding service award nominations open	Prof Dev Coord.Immediate Past Pres	xx	
	Visit location to scout for upcoming contract with hotel (3 years out) Preparation for Summer Workshop	Pres, select ECProf Dev Coord.	xx	
	Preparation for Summer Workshop – (workshop is usually held during the last of July or first weeks of August).Visit location to scout for upcoming contract with hotel (3 years out)	Prof Dev officerPres, select EC	xx	
	Summer Workshops held Preparation for Summer Workshop – (workshop is usually held during the last of July or first weeks of August).	Prof Dev officer Prof Dev officer	xx	
July	EC and PC meetings. 2 nd Planning Meeting (location to be decided)Summer Workshops held	Pres; VPPProf Dev officer	xx	x
August	Make first contact with potential Sponsors – rates and matrix must be set by EC15 th EC and PC meetings. 2 nd Planning Meeting (location to be decided)	Sponsor Coord. Pres; VP	xxx	xx
	31 st CFP and nominations (elections, outstanding award) deadlineMake first contact with potential Sponsors	Immediate Past PresSponsor Coord.Treasurer	xxx	x

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	– rates and matrix must be set by EC 15 th tax forms due to IRS			
	1 st Confirmation of General Session Speakers 31 st CFP and nominations (elections, outstanding award) deadline Make first contact with potential Sponsors – rates and matrix must be set by EC	Gen Session Coord Immediate Past Pres Sponsor Coord.	xx	xx
	Proposals reviewed to determine what included in program 1 st Confirmation of General Session Speakers 31 st CFP and nominations (elections, outstanding award) deadline	VP; Concurrent session Coord. Gen Session Coord Immediate Past Pres	x	xx
	Implement registration for web and app Proposals reviewed to determine what included in program 1 st Confirmation of General Session Speakers	VP, Tech coord VP; Concurrent session Coord. Gen Session Coord	X	xxx
September	15 th Bio on General Session Speakers due Implement registration for web and app Proposals reviewed to determine what included in program	Gen Session Coord VP, Tech coord VP; Concurrent session Coord.	X	xxx
	15 th Notification of accepted/rejected papers/presentations 15 th Bio on General Session Speakers due Implement registration for web and app	Concurrent session Coord. Gen Session Coord VP, Tech coord	X	xxx
	OPPA submission announced (must be announced 90 days prior to conference) 15 th Notification of accepted/rejected papers/presentations 15 th Bio on General Session Speakers due	Immediate Past Pres Concurrent session Coord. Gen Session Coord		xx
October	30 th Nominating Committee presents the nominations to the TAIR EC for their approval OPPA submission announced (must be announced 90 days prior to conference) 15 th	Immediate Past Pres; Ec Immediate Past Pres Concurrent session Coord.	x	x

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	Notification of accepted/rejected papers/presentations			
	SAIR Annual Conference30 th Nominating Committee presents the nominations to the TAIR EC for their approvalOPPA submission announced (must be announced 90 days prior to conference)	Pres.Immediate Past Pres; EcImmediate Past Pres	xx	
	Work with Newsletter Editor on Fall NewsletterSAIR Annual Conference30 th Nominating Committee presents the nominations to the TAIR EC for their approval	Publicity CoordPres.Immediate Past Pres; Ec	xxx	
	Draft of session content on website for when registration opensWork with Newsletter Editor on Fall NewsletterSAIR Annual Conference	Brochure Coord., Tech Coord.Publicity CoordPres.	xx	x
	Third Planning Committee meeting (remote) Abstracts and other infoDraft of session content on website for when registration opensWork with Newsletter Editor on Fall Newsletter	Brochure Coord.Brochure Coord., Tech Coord.Publicity Coord	x	xx
	4 th Conference Registration opensThird Planning Committee meeting (remote) Abstracts and other infoDraft of session content on website for when registration opens	Tech Coord.Brochure Coord.Brochure Coord., Tech Coord.		Xxx
	15 th Draft Brochure reviewed by TAIR EC4 th Conference Registration opensThird Planning Committee meeting (remote) Abstracts and other info	ALLTech Coord.Brochure Coord.	X	X Xx
November	Draft Brochure placed on TAIR website	Brochure Coord. Tech	X	xX X

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	- Note: can be only the session schedule, speaker info (to help members make informed decision to attend conference)15 th Draft Brochure reviewed by TAIR EC4 th Conference Registration opens	Coord.ALLTech Coord.		
	Fall Newsletter out before ThanksgivingDraft Brochure placed on TAIR website - Note: can be only the session schedule, speaker info (to help members make informed decision to attend conference)15 th Draft Brochure reviewed by TAIR EC	Publicity Coord.Brochure Coord. Tech Coord.ALL	xX	xX
	After newsletter out - send email invitation to last year's Newcomers for session coordinatorsFall Newsletter out before ThanksgivingDraft Brochure placed on TAIR website - Note: can be only the session schedule, speaker info (to help members make informed decision to attend conference)	???Publicity Coord.Brochure Coord. Tech Coord.	xx	x
	30 th Brochure edits dueAfter newsletter out - send email invitation to last year's Newcomers for session coordinatorsFall Newsletter out before Thanksgiving	Brochure Coord.???Publicity Coord.	xx	x
	Get letter from TAIR President for donations of door prize items30 th Brochure edits dueAfter newsletter out - send email invitation to last year's Newcomers for session coordinators	VPBrochure Coord.???	x	xx

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	Order plaquesGet letter from TAIR President for donations of door prize items30 th Brochure edits due	VPVPBrochure Coord.		xxx
	10 th Final Program Brochure due (including session coordinators)Order plaquesGet letter from TAIR President for donations of door prize items	Brochure Coord.VPVP		xxx
	15 th Travel Grant application deadline10 th Final Program Brochure due (including session coordinators)Order plaques	Immediate Past PresBrochure Coord.VP		xx
	15 th Sponsors commitment deadline15 th Travel Grant application deadline10 th Final Program Brochure due (including session coordinators)	Sponsor Fair Coord.Immediate Past PresBrochure Coord.		xx
December	20 th Travel Grant recipients announced (try to do by December so can take advantage of Early Bird Registration)15 th Sponsors commitment deadline15 th Travel Grant application deadline	Immediate Past PresSponsor Fair Coord.Immediate Past Pres		x
	31 st Early Bird Registration Ends20 th Travel Grant recipients announced (try to do by December so can take advantage of Early Bird Registration)15 th Sponsors commitment deadline	VPIImmediate Past PresSponsor Fair Coord.		xx
	1 st Call for session coordinators sent to list-serv31 st Early Bird Registration Ends20 th Travel Grant recipients announced (try to do by December so can take advantage of Early Bird Registration)	Session CoordVPIImmediate Past Pres		xx
	15 th Sponsors payment deadline (affects inclusion in Brochure)1 st Call for session coordinators sent to list-serv31 st Early Bird Registration Ends	Sponsor Fair Coord.Session CoordVP		xxx

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	Email candidates to make sure they are aware of when want to introduce them (example: Newcomers workshop, Meet Munch and Mingle) and that EC candidates know need to stay for EC meeting if elected 15 th Sponsors payment deadline (affects inclusion in Brochure) 1 st Call for session coordinators sent to list-serv	Sponsor Fair Coord.Session Coord		xx
January	Absentee ballots Email candidates to make sure they are aware of when want to introduce them (example: Newcomers workshop, Meet Munch and Mingle) and that EC candidates know need to stay for EC meeting if elected 15 th Sponsors payment deadline (affects inclusion in Brochure)	Secretary Sponsor Fair Coord.		x
	Selection of Session Coordinators – need schedule of sessions available so that they can select session Absentee ballots Email candidates to make sure they are aware of when want to introduce them (example: Newcomers workshop, Meet Munch and Mingle) and that EC candidates know need to stay for EC meeting if elected	Session Coord.Secretary		
	Hotel Reservation deadline Selection of Session Coordinators – need schedule of sessions available so that they can select session Absentee ballots	VP Session Coord.Secretary		x
	Program Brochure placed on TAIR website Hotel Reservation deadline Selection of Session Coordinators – need schedule of sessions available so that they can select session	Brochure Coord.; Tech Coord VP Session Coord.		xx
	31 st Regular Registration Ends Program Brochure placed on TAIR website Hotel Reservation deadline	VP Brochure Coord.; Tech Coord VP		xxx

Month/ Date	Task/Duty	Responsible person?	Executive Committee	Program Committee
	Program Brochure placed on TAIR website	Brochure Coord.; Tech Coord		x
	1 st up to conference: Late Registration Period 31 st Regular Registration Ends	VPVP		xx
	Pre-conference Workshops 1 st up to conference: Late Registration Period 31 st Regular Registration Ends	ALLVPVP	X	xxx
	TAIR Annual Conference Pre-conference Workshops 1 st up to conference: Late Registration Period	ALLALLVP	XX	xxx
February	Post-conference Workshops TAIR Annual Conference Pre-conference Workshops	ALLALLALL	XXX	xxx
	Post-conference Workshops TAIR Annual Conference	ALLALL	XX	xx
	Post-conference Workshops	ALL	X	x

SECTION IV: TAIR Mailing Address

TAIR, through a Memorandum of Agreement with the North Texas Community College Consortium (NTCC), will use the following address. NTCC shall invoice TAIR for the cost of forwarding mail on a quarterly basis. In compensation for the use of the address below, TAIR agrees to provide complimentary annual membership for one designated individual from NTCC. Such designated individual shall be **Jesse Jones**.

The incoming TAIR President shall contact NTCC and provide his/her mailing address to ensure that TAIR mail is forwarded accordingly. The phone number at NTCC is (940) 565-4035.

Texas Association for Institutional Research (TAIR)
c/o North Texas Community College Consortium
1155 Union Circle #310800
Denton, TX 76203-5017

APPENDIX A: TAIR Constitution and Bylaws

Article I. Name

The name of the organization shall be the Texas Association for Institutional Research (TAIR).

Article II. Purposes

The purposes for which the Texas Association for Institutional Research is organized are exclusively educational within the meaning of the section 501 (c) (3) of the Internal Revenue Code of 1986 or the corresponding provisions of any subsequent Internal Revenue Law. The major purposes of this Association shall be to provide for: 1) fostering unity and cooperation among persons having interests and activities related to institutional research, planning, evaluation, policy analysis, and institutional effectiveness in Texas institutions of postsecondary education; 2) disseminating information and exchanging ideas on issues and concerns of common interest; and 3) continuing professional development of individuals engaged in institutional research, planning, evaluation, institutional effectiveness and policy analysis.

Article III. Membership and Voting

Section 1. Membership in the association and election to any office or appointment to any committee shall not be based on race, ethnic origin, sex, age, sexual orientation, or religious conviction.

Section 2. Membership shall be limited to persons working at public, private and independent colleges and universities, career colleges and schools, and government agencies that are actively engaged in institutional research leading to improved understanding, planning, evaluation, policy analysis, institutional effectiveness and operation of higher education institutions. Graduate students engaged in the practice or study of institutional research are also eligible for membership.

Section 3. There shall be the following categories of membership: professional membership, graduate student membership, and emeritus membership.

Section 4. Professional membership is the typical TAIR membership and belongs to one person. The membership is transportable and may also be reassigned if purchased by an employer. If a position vacancy occurs, both the original member of record and the replacement member designated by the employer shall maintain full TAIR membership privileges until the end of the current membership year.

Section 5. To be eligible for graduate student membership, a person must provide documentation to the Secretary that s/he is actively pursuing a graduate degree at a regionally accredited institution of higher education, is not employed full-time, and is actively engaged in the study or practice of institutional research. A graduate student is eligible to vote, but is not eligible to hold elected and/or appointed positions.

Section 6. To be eligible for emeritus membership, a person must (a) be retired and (b) have been an active member of the Association for a minimum of five years. To receive emeritus membership, a person who meets the two criteria must make it known to the Secretary, at least 30 days prior to an annual conference, that s/he has retired or will retire prior to the annual conference and wishes to be

considered for emeritus membership. The Secretary shall ensure that applicants for emeritus membership meet all requirements. Prior to the annual business meeting, the Secretary shall present the names of all qualified applicants for emeritus membership to the Executive Committee for formal approval. Approval of emeritus membership entitles the emeritus member to have TAIR membership fees waived.

Section 7. Voting may take place at any time throughout the year by means of electronic ballot administered via the TAIR website or listserv or during the annual conference by means of a ballot approved by the TAIR Executive Committee. An absentee ballot shall be available on the TAIR website for members unable to vote in person during the annual conference. It shall be the responsibility of the Executive Committee to ensure the integrity of whatever voting processes are used.

Section 8. The right of a member to vote and all of his or her other rights and interests in the Association shall cease on the termination of his or her membership.

Section 9. To retain membership, a member must pay the registration fee for the annual conference or pay the annual membership fee. In special cases specifically designated by the Executive Committee, and for emeritus members, the annual membership fee shall be waived.

Section 10. The annual TAIR conference marks the beginning of the membership year.

Article IV. Officers

Section 1. The officers of the Association shall consist of a President, a Vice President, a Secretary, a Treasurer, an Immediate Past President, and two Members- At-Large.

Section 2. President. The President shall: (a) preside over activities of the Executive Committee; (b) appoint and charge professional or emeritus members to positions and committees as specified in this Constitution or the Bylaws; (c) preside at the annual conference and business meeting; (d) formulate and implement policy; (e) serve as liaison to other associations and agencies or appoint professional or emeritus members to serve as liaison(s); (f) serve as an advisor to the Program Committee; and (g) perform any other duties necessary to assist the Association in achieving its purposes.

Section 3. Vice President/President-Elect. The Vice President/President-Elect shall: (a) serve on the Executive Committee; (b) chair the Program Committee and be responsible for the program and appointees for the program committee membership for the annual conference; (c) fulfill the duties of the President in his/her absence and in the event that the President cannot complete his/her term; and (d) perform other duties as assigned by the Executive Committee.

Section 4. Secretary. The Secretary shall: (a) serve on the Executive Committee; (b) maintain the official list of the Association's current members, their membership status, and other relevant member information on the TAIR database as directed by the Executive Committee; (c) ensure that membership benefits accrue to current members; (d) keep minutes of the annual business meeting and of Executive Committee meetings; (e) work with the Program Committee to print and distribute notices of the annual conference; (f) print and distribute copies of changes and amendments to the Constitution and Bylaws; (g) print and distribute minutes of the prior business meeting at the annual business meeting;

(h) serve as an ex-officio member of the Program Committee; and (i) perform other duties as assigned by the Executive Committee.

Section 5. Treasurer. The Treasurer shall: (a) serve on the Executive Committee; (b) collect annual registration and membership fees; (c) pay duly authorized expenses of the Association; (d) reconcile the financial records of the Association; (e) prepare the financial reports of the Association; (f) prepare an annual budget for consideration by the Executive Committee; (g) ensure that the annual tax exempt Federal Income Tax forms are completed and filed by August 15; (h) support the Secretary's efforts to maintain the official list of current members on the TAIR database by forwarding relevant information as registration and membership fees are paid; (i) serve as an ex-officio member of the Program Committee; and (j) fulfill other duties as assigned by the Executive Committee.

Section 6. Immediate Past President. The Immediate Past President shall: (a) serve on the Executive Committee; (b) chair the Nominating Committee; (c) chair the Awards Committee; (d) serve as an ex officio advisor to the Program Committee; and (e) fulfill other duties as assigned by the Executive Committee.

Section 7. Communications Officer. The Communications Officer will have primary responsibility for coordinating the Association's means of communication and technical support, including the website, the listserv (TAIR-L), and activities requiring technological support at the Annual Meeting and professional development workshops.

Section 8. Professional Development Officer. The Professional Development Officer will have primary responsibility for overseeing professional development activities of the Association, including the organization of workshops and awarding of completion certificates at the Annual Meeting and throughout the course of the year.

Section 9. Terms of Officers. The Vice President/President-Elect shall be elected for a three-year term, serving as Vice-President/President-Elect for the first year, serving as President for the second year, and serving as Immediate Past President for the third year. The terms of office for the Secretary and the Treasurer shall be for two years and shall not start in the same year. The terms of office for the Members-At-Large will be for two years and shall not start in the same year. Each newly elected officer shall assume office at the close of the annual conference during which his/her election was announced and shall remain in office until her/his term is fulfilled, until s/he resigns, or until s/he is removed from office.

Section 10. Transfer of Records. At the conclusion of any officer's service in their office, all records shall be transferred to the incoming officer within 90 days.

Article V. Executive Committee

Section 1. The Executive Committee shall be composed of the officers designated in Article IV.

Section 2. The Executive Committee shall: (a) conduct the general affairs of the Association between its annual conferences; (b) conduct the annual conferences of the Association (c) establish and announce the time and location of future annual conferences in such a manner as to protect the best interests of the association and its membership; (d) function as a budget committee; (e) present, prior to the annual business meeting, the slate of candidates prepared by the Nominating Committee for the vacancies for

which an election is to be held; (f) fill vacancies, unless otherwise provided for in the Constitution; and (g) establish the membership fee structure.

Section 3. Compensation to members of the Executive Committee shall be limited to: (a) waiver of the conference registration fee for the annual meeting, not to include membership fee, workshops or special event; and (b) reimbursement of up to \$100 for each Executive/Program Committee meeting, to be applied to travel and/or lodging. If mileage is to be reimbursed, it will be reimbursed at the federal rate.

Section 4. Members of the Executive Committee shall not be personally liable for the debts, liabilities, or other obligations of the Association.

Section 5. Only the Executive Committee is authorized to approve any contract on behalf of the Association and only the President is authorized to sign any such contract.

Article VI. Election

Section 1. Eligibility for Election. Only professional_members shall be eligible to become officers.

Section 2. Consent to Election. Only those persons who have signified to the Nominating Committee their consent to serve if elected shall be nominated for or elected to such office.

Section 3. Multiple Offices. No person shall be on the ballot for more than one office in the same year.

Section 4. Vacancies. The Executive Committee shall have the authority to fill a vacancy by appointing a professional_member to fill an unexpired term of office. If the elected President resigns, the Vice President completes the year as President and is also the President the following year as specified in Article IV, Section 3. In such an instance or if the Vice President's position should become vacant for other reasons, the Executive Committee may appoint a person to complete the term of the Vice President. A person appointed as Vice President will not automatically succeed to the office of President but is eligible to become a candidate for the President's position. Whenever a Vice President resigns and the position is filled by appointment, both the President and Vice President must be elected the following year. Persons appointed to the position of Secretary or Treasurer or Member at Large Positions will complete the two-year term of office and will be eligible to succeed themselves and serve a full elective term of office as provided in the Constitution.

Section 5. Removal from Office. Should an elected officer or committee member fail to fulfill her/his responsibilities as defined in the constitution or in the bylaws, that person may be removed from office by vote of the Executive Committee. Prior to such a vote, the person who is the object of the vote shall be notified via certified mail of the Executive Committee's intention to take such a vote. In addition, immediate notice must be given to the membership prior to such a vote. The person who is the object of the vote has a right to respond in writing within 14 days of receipt of the certified notice. The Executive Committee may take its vote upon receipt of the response or 14 days after the notice was delivered to the person who is the object of the vote. Immediately prior to the vote, members of the Executive Committee shall discuss all relevant information related to the vote. If two-thirds of the Executive Committee votes in favor of removal, the person who is the object of the vote is immediately removed from office. The person who was removed should be immediately notified of that fact by

certified mail and the membership should be immediately informed. The vacancy shall be expeditiously filled in a manner consistent with Article VI, Section 4.

Section 6. Succession. Officers cannot succeed themselves in the same office except as noted in Article IV, Section 3 and Article VI, Section 4.

Section 7. Election of Officers. All officers shall be elected at or before the annual conference from a slate of two or more candidates provided by the Nominating Committee.

Section 8. Tie Votes. A majority vote of the Executive Committee shall resolve tie votes in the election of officers.

Article VII. Dissolution

In the event of a dissolution, all assets of the Association shall be distributed to an organization or organizations with the same or similar purposes that qualify for exempt status as described in section 501 (c) (3) of the Internal Revenue Code of 1986 or corresponding sections of any prior or subsequent Internal Revenue Code, or to the Federal, State, or Local government for exclusive public service.

Article VIII. Constitutional Amendments

Section 1. This Constitution may be amended at the annual business meeting.

Section 2. Proposed amendments to this Constitution: (a) must be submitted to the Secretary by a professional member of this Association in writing at least sixty (60) days prior to the vote, or (b) may originate through actions of the Executive Committee.

Section 3. Proposed amendments, initiated in accordance with Article VIII, Section 2, shall be circulated at least thirty (30) days prior to a vote. Such amendments shall also be distributed at the annual business meeting.

Section 4. Changes to this Constitution must be approved by two-thirds of voting members. Changes shall become effective immediately after approval or as stated in the changes.

Article IX. Bylaws

Section 1. The Association shall adopt Bylaws consistent with this Constitution as required for the conduct of its affairs.

Section 2. Proposed changes in the Bylaws: (a) must be submitted to the Secretary by a regular member of this Association in writing at least sixty (60) days prior to a vote, or (b) may originate through actions in the Executive Committee.

Section 3. Proposed Bylaws initiated in accordance with Article IX, Section 2 shall be circulated at least thirty (30) days prior to a vote and distributed at the annual business meeting by the Secretary.

Section 4. Changes in the Bylaws must be approved by a majority of voting members present at the annual business meeting. Changes shall become effective immediately after approval or as stated in the changes.

Bylaws

Section 1. Annual Conference.

The annual conference of the Association shall be held each year at a site and date determined by the Executive Committee and announced at the annual business meeting. The annual business meeting shall be held in conjunction with the annual conference.

Section 2. Calendar.

The fiscal year of the Association shall begin April 1.

Section 3. Fees.

(a) Fees shall be assessed according to the categories of membership as described in Article III, Section 2, of the Constitution.

(b) A registration fee shall be assessed to all who register for the annual conference each year, except as described in Article V. Section 3 of the Constitution. This fee shall include an annual membership fee.

(c) A membership fee will be assessed to anyone who does not pay the registration fee but wishes to be a member of the Association. In special cases specifically designated by the Executive Committee and for emeritus members, the annual membership fee shall be waived.

(d) The fee structure shall be established by the Executive Committee.

Section 4. Affiliations.

TAIR shall maintain affiliations with other state, regional, national, and international organizations that share common interests to the mutual benefit of all parties.

Section 5. Expenditures of Financial Resources.

The expenditure of the Association's financial resources shall further the purposes of the Association as specified in Article II of the constitution.

Section 6. Committees and Appointments.

(a) Appointment to positions and committees is restricted to members of the Association.

(b) Nominating Committee. There shall be a Nominating Committee consisting of the immediate Past President, who shall serve as the Chair, and four (4) members elected by the membership. The term of each member of the Nominating Committee shall be one (1) year or until a successor takes office. After

considering candidates from all types of institutions of postsecondary education in Texas, the Nominating Committee shall prepare and report to the Executive Committee for transmission to the membership, a slate of eight candidates for the Nominating Committee and two candidates for each of the Executive Committee positions for which an election is to be held.

(c) Program Committee. A Program Committee shall be appointed by the Vice President/President-Elect in consultation with the President for each annual conference. The Vice President/ President-Elect shall chair the Committee. The Treasurer and the Secretary shall be ex officio members. The President and the Immediate Past President shall serve as ex officio advisors. Other members of the Program Committee shall be appointed by the Vice President/President-Elect.

(d) Financial Review Committee. Each year, the President shall appoint a Financial Review Committee within 60 days of the annual business meeting. The Financial Review Committee shall audit the Treasurer's books for the current fiscal year, ending March 31, following the business meeting. In auditing the Association's finances, the Financial Review Committee shall reconcile the Association's financial records with bank account(s), ensure that all financial transactions were consistent with Association policy and procedure, ensure that financial expenditures were consistent with the Association's purposes, assess the Association's financial condition, and make recommendations that address any problems or that would result in improvements in the management or use of the Association's financial resources. The chair of the Financial Review Committee shall report the Committee's findings at the next annual business meeting.

(e) Awards Committee. Each year, the Immediate Past President shall appoint an Awards Committee. The Awards Committee shall be chaired by the Immediate Past President. The Awards Committee shall (1) solicit from the membership the names of candidates to receive the TAIR Outstanding Service Award, evaluate the candidates based on criteria specified in Section 7 of the bylaws, and recommend candidates to receive the award to the Executive Committee (which, in turn, makes the final decisions); (2) evaluate nominations for the TAIR Best Presentation Award based on the criteria specified in Section 7 of the Bylaws and select the winner of the TAIR Best Presentation Award; and (3) evaluate nominations for the TAIR Outstanding Professional Practice Award(s) based on criteria approved by the Executive Committee and select the winner of the TAIR Outstanding Professional Practice Award(s).

(f) Professional Development Committee. Each year, the Member-At-Large for Professional Development will appoint a Professional Development Committee. This committee shall consist of the Member-At-Large for Professional Development and at least four additional members. The Committee should be broadly representative of Texas higher education in terms of geographical regions and educational sector (e.g., public/private/agencies, two-year/four-year, etc.). Based on the needs of TAIR members, the Committee shall be responsible for organizing and delivering professional development activities at the annual conference and throughout the course of the year.

(g) TAIR Newsletter Editor. Each year, the President shall appoint a TAIR Newsletter Editor who shall in collaboration with the TAIR Webmaster ensure that the TAIR Newsletters are published on the TAIR website according to a schedule approved by the Executive Committee.

(h) Webmaster. Each year, the Communications Officer shall appoint a Webmaster in consultation with the TAIR President. The Webmaster shall maintain and develop the TAIR Web site on the World Wide Web. The TAIR Web site is an official communication vehicle of the Association and provides a critical link among the Executive and Program Committees and the membership. Thus, the Webmaster shall

coordinate closely with the Executive Committee and the Program Committee to keep the membership abreast of important issues, professional development opportunities, and conference plans. TAIR event publicity, registration forms, and proceedings (e.g. papers and meeting minutes) should be published on the TAIR website.

(i) TAIR-L Manager. Each year, the Communications Officer shall appoint a TAIR-L Manager. TAIR-L (the TAIR listserv) is one of the official communication vehicles of the Association, provides a critical link among the Executive and Program Committees and the membership, and provides a useful link among members when they seek professional information and advice from peers. The TAIR-L Manager shall maintain and develop TAIR's listserv as an open channel of communication among all members.

(j) TAIR Historian. Each year, the President shall appoint a TAIR Historian. This person shall be responsible for collecting and preserving the Association's permanent and historical records. Within parameters defined by the Executive Committee and in collaboration with the Communications Officer, this person shall maintain a TAIR history page on the TAIR Web site.

(k) AIR Liaison. Each year, the President shall serve as or appoint an AIR Liaison. This should be a person who is willing and able to attend each AIR Forum and able to represent TAIR at appropriate AIR functions. The AIR Liaison's primary responsibility is to serve as a bridge between AIR and TAIR throughout the year, communicating pertinent information and issues to the TAIR Executive Committee and the TAIR membership. In the absence of the President at the AIR Forum, the AIR Liaison is responsible to make arrangements for and conduct the TAIR Special Interest Group (SIG) meeting and other TAIR activities at the AIR Forum.

(l) Data Advisory Committee. There shall be a Data Advisory Committee (DAC) consisting of nine (9) members, including the chair, appointed by the President, chosen from the active membership. These nine members will be representative of public, independent colleges and universities, technical colleges, and community colleges. Resignations will be replaced by appointment by the TAIR President. The purpose of the Data Advisory Committee is to:

(1) identify important issues related to the collection and use of higher education data, inform the Executive Committee and the members of TAIR;

(2) inform the Executive Committee and the members of TAIR about issues related to the collection and use of higher education data;

(3) take action, with the concurrence of the Executive Committee, to provide the Association perspective about issues related to higher education data;

(4) work as a liaison with other agencies and associations on higher education data-related projects.

Section 7. Awards.

(a) TAIR Outstanding Service Award. The TAIR Outstanding Service Award shall be presented to members who have made a significant contribution to TAIR over an extended period of time. A nominee for the Outstanding Service Award must have been a TAIR member for at least five years and not a member of, nor a candidate for, the Executive Committee during the year nominated. In addition, the Nominee must meet at least three of the four following criteria. The candidate has:

(1) been a member of the TAIR Executive Committee, served on Program Committees, been appointed by the President to serve on committees or in positions of responsibility consistent with those in Section 6 of the Bylaws;

(2) presented contributed sessions at TAIR conferences;

(3) organized, offered, or acted as a primary presenter in workshops or panels at TAIR conferences;

(4) contributed in some other specific and significant ways that have advanced the purposes of TAIR.

(b) TAIR Best Presentation Award. For any given annual conference the TAIR Best Presentation Award shall be given during the annual business meeting at the subsequent annual conference. The award shall be given to the presenter(s) whose concurrent session best exemplified a significant contribution to the theory or results of institutional research, planning, evaluation, policy analysis, or institutional effectiveness related to higher education in Texas. Members of the Awards Committee and the Executive Committee are ineligible for this award. Awards Committee members must recuse themselves from judging or influencing award decisions associated with presentations made by presenter(s) who pose any potential conflict of interest. To the extent possible, the Awards Committee should conduct blind reviews of the nominated presentations. To be nominated, a presenter must submit either a hard or electronic copy of her/his presentation to the Program Committee Chair within 14 days of the end of the annual conference. The Awards Committee is responsible for establishing its own processes and specific criteria for selecting the winning presentation. As an incentive for the presenter(s) to reprise the presentation at the subsequent AIR Forum, TAIR pays the basic AIR Forum registration fee for the presenter(s). If the presentation is made by more than one person, the registration fee payment MAY be divided among the presenters.

(c) TAIR Outstanding Professional Practice Award(s). At least ninety (90) days prior to each annual conference, the Awards Committee shall invite nominations from the membership for the TAIR Outstanding Professional Practice Award(s) (OPPA) and shall disseminate the Committee's categories, criteria, and deadlines for evaluating the submissions. Submissions shall be sent to the Committee Chair by the specified deadline and, depending on the categories established by the Awards Committee, may include reports, fact books, charts, instrumentation, methodologies, etc. in hard or electronic formats. Committee members shall review the nominated submissions based on their predetermined categories and criteria. After the Committee makes its decision(s), the award-winning submissions as well as all other submissions shall be made available to TAIR members for review at the resource fair. Awards Committee members must recuse themselves from judging or influencing award decisions associated with any potential conflict of interest. The TAIR OPPA(s) shall be presented for each designated category during the annual business meeting.

Section 8. Vendors and Sponsors.

For-profit entities engaged in providing goods and services to TAIR member institutions can participate in TAIR activities as a vendor/sponsor but will not be eligible to vote, hold elected office or participate in appointed committees. Vendors can participate in the resource fair by paying the required fees. Vendors can partner with a TAIR member institution in submitting proposals for workshops, round tables and concurrent session presentations.

Section 9. Sponsorship of Graduate Assistant.

The Executive Committee may elect to sponsor a graduate assistant by providing membership fees and travel expense reimbursement for the annual conference. Such sponsorship is at the discretion of the Executive Committee with due consideration of the financial status of the organization in any given year. A sponsored graduate assistant may be utilized to support conference planning activities, Data Advisory Committee projects, or any other initiatives deemed appropriate by the Executive Committee.

Last amended: February 20, 2014

APPENDIX B: TAIR Newsletter Content

Listed below are suggested content items for the newsletter:

First issue (released around June 1). Includes:

- Call for Participation form for upcoming TAIR conference;
- A letter from the President,
- A letter from the Vice President/Program Chair,
- An article highlighting the most recent conference,
- Committee assignments and other appointments made
- Announcement of TAIR Best Paper Award from previous conference;
- Other items:
- Information about the Summer Workshop
- a summary article on the conference evaluation;
- future conference site locations;
- TAIR Treasurer's Report;
- Minutes of the Annual Business Meeting (from the most recent conference); and
- a listing of the Program Committee for the next year.
- Updates from various committees, as needed

Second issue (released in November). Includes:

- Letter from President
- Letter from Vice President /Program Chair
- TAIR workshops
- Update on summer workshops
- Workshop list for conference
- Articles promoting the upcoming conference; include message about absentee voting option.
- Announcement of the nominees for Vice President/President Elect, Member-at-Large, and either Treasurer or Secretary positions (if ready)
- Travel Grants information
- Updates from various committees, as needed
- Information about upcoming conference:
- conference fees;
- reservation and cancellation policy;
- emeritus, graduate student registration policy;
- Sponsor fair;
- Special event
- Requests for proposals to host future conferences; and
- Information on the Outstanding Service Award.
- Call for session coordinators

APPENDIX C: Sponsor Fair Prospectus/Matrix

TAIR 36th Annual Conference Resource Fair—Thursday, February 20, 2014

8:30 am – 4:30 pm

Sponsor Prospectus

The Texas Association for Institutional Research (TAIR) invites you to participate in its annual conference offering vendors many excellent opportunities to promote their products and services. For the Platinum and Gold levels, note that there are only 4 Sponsor Track Concurrent Sessions. Platinum vendors who commit before November 30th will have first choice of times; after that date, sessions will be available on a first-come, first-served basis. Register online at <http://www.regonline.com/TAIRSponsor>.

Platinum level - \$3,000 (2 opportunities)

- Includes basic level benefits, plus:
- Recognition as a sponsor of one TAIR Special Event: (“Your Company – Special Event”) or (“Your Company –Meet, Munch, and Mingle)
- Extra display table
- Full-page advertisement in TAIR Conference Brochure
- Email addresses of all conference attendees (pre-conference 1 week prior to conference upon receipt of sponsorship payment)
- Large "Platinum Sponsor" sign for display table
- Access to the Demo Theater at the Resource Fair*, with first or second pick of time slots
- Sponsor Track Concurrent Session (With or Without TAIR Member)
- Two additional tickets to February 20 Luncheon
- Verbal recognition by TAIR President throughout conference.
- Up to four tickets to Special Event (limited to company employees at the conference)

Gold level - \$2,500 (4 opportunities)

- Includes basic level benefits, plus:
- Recognition as a sponsor of one luncheon or breakfast: (“Your Company - Breakfast” or “Your Company - Luncheon”)
- Extra display table
- Full-page advertisement in TAIR Conference Brochure
- Email addresses of all conference attendees (pre-conference 1 week prior to conference upon receipt of sponsorship payment)
- Large "Gold Sponsor" sign for display table
- Access to the Demo Theater at the Resource Fair*
- Sponsor Track Concurrent Session (With or Without TAIR Member)
- Two additional tickets to February 20 Luncheon
- Verbal recognition by TAIR President throughout conference.
- Up to three tickets to Special Event (limited to company employees at the conference)

Silver level - \$1,500

- Includes basic level benefits, plus:
- Half-page advertisement in TAIR Conference Brochure
- Email addresses of all conference attendees (pre-conference 1 week prior to conference upon receipt of sponsorship payment)
- "Silver Sponsor" sign for display table

- Access to the Demo Theater at the Resource Fair*
- Two additional tickets to February 20 luncheon
- Verbal recognition at February 20 luncheon
- Up to two tickets to Special Event (limited to company employees at the conference)

Bronze level - \$900

- Includes basic level benefits, plus:
- Quarter-page advertisement in TAIR Conference Brochure
- "Bronze Sponsor" sign for display table
- One additional ticket to February 20 Luncheon
- Verbal recognition at February 20 Luncheon

Basic Level - \$400

- Fully dedicated exhibit area with display table
- Attend TAIR 2014 Conference Concurrent Sessions
- Hyperlink on Conference webpage
- One ticket to February 20 Luncheon
- One 8-1/2 x 11" brochure about your product(s) in our Conference Packets

Additional Opportunities

- Branded conference bags
- Branded name badge holders & lanyards
- Branded water bottles
- Branded lunch bags

These are a great way to get your company's name out to many colleges and universities for a low cost. See <http://www.bagmasters.com/Promotional/>** for one source for these items. For any of these opportunities, vendors will be expected to provide 250 items, shipped to the conference hotel no more than one week before the beginning of the conference.

Travel Grants - \$300 each

For \$300 each, you may sponsor travel grants for institutional researchers throughout the state who may not have the budgeted funds to attend the TAIR conference

Travel Grant sponsors will be noted in the TAIR Conference Brochure and announced at the conference

Other options:

- ____ Additional display tables - \$55 each
- ____ Additional lunch tickets - \$25 each
- ____ Special Event tickets - \$40 each
- ____ Extension cord or power strip –No Charge

For questions, please contact:

Phil Rhodes, 2014 TAIR Resource Fair Chair prhodes@hbu.edu (preferred) 281-649-3417

*Vendors must provide their own computer and projector for the Demo Theater. TAIR will provide all other items (stand, microphone, screen).

** The Texas Association for Institutional Research does not specifically recommend or endorse this source. It is provided as an example only.

APPENDIX D: General Session Speaker Correspondence Example

Letter of Invitation – General Session Speaker

Dear <Dr. X>,

I am writing to formally invite you, on behalf of the Texas Association for Institutional Research (TAIR), to be a general session speaker at the 2014 TAIR Conference.

The theme of this conference is <theme>. The conference will be held at <hotel and city> from <February X to X, 2014>.

As a general session speaker we offer you the opportunity to address our general membership on <Wednesday, February 13th from approximately 12:00 p.m. until 1:45 p.m.>. This general session will be inclusive of lunch.

We are anticipating approximately 150 to 175 participants from across the state of Texas.

Hoping that you will be able to join us, I look forward to your response.

Sincerely,

<Insert your name here>
TAIR Program Committee

Cc: <TAIR President> <TAIR Vice President>

Inquiring on travel arrangements for TAIR 2014

Dear <Dr. X,>

The program committee for the 2014 Texas Association for Institution Research is moving into its final stages of preparing the program brochure and schedule of events. You are currently scheduled to address the organization at the luncheon on <Thursday, February 23rd.> The theme for the <2013 conference is: "The Winds of Change: The Importance of Institutional Research in Turbulent Times."> During a recent committee conference call the program committee Chairperson asked the participants if there was a specific topic or issue that could be suggested for you and the only comment that came forward was from our current president, <Darline Morris.> <Darline> suggested a topic related to "Institutional Research's Role In Supporting Institutional Effectiveness" or something similar. You may wish to title your presentation something other than that suggested by the current TAIR president. For the publishing of our brochure I would like to have the title or subject area for your presentation.

For your travel plans please let me know your preferences. We will provide a one-night complimentary guest room at the hotel, either the evening of <February 11th or the evening of February 12th>, dependent upon your travel itinerary. It has been shared with me that some of our previous guest speakers have arrived in the morning and departed on the same day. A review of flight schedules indicate that a flight from <guest speakers home airport> to Galveston is approximately 5 hours and 30 minutes, so your best option will probably involve arriving at Galveston the day prior to your presentation.

For your flight arrangements we can make them on your behalf, or you can make your own travel arrangements with the TAIR organization reimbursing you accordingly. The airport code for Galveston is GLS, and most flights will stop over in either Dallas or Houston. The airlines that serve the Corpus Christi airport are <Southwest Airlines, Continental, and American Airlines.> At your discretion I can arrange to meet you upon arrival at the airport, or you may arrange your own ground transportation depending upon your itinerary. Should you wish we can discuss travel details further over the telephone at your discretion.

Respectfully,

<Insert your name here>

TAIR Program Committee

APPENDIX E: Travel Grant Application and Correspondence

TAIR Travel Grants

Purpose: To assist with expenses (hotel, airfare, and/or mileage) incurred while attending the annual TAIR conference. The funding is to provide for professional development among institutional research professionals that work in institutions and organizations located in Texas. The Travel Grant can NOT be used to cover the registration or membership fee.

Amount of Grants: \$350.00 per grant, limit 1 grant per person.

Eligibility: Travel Grants are available to both active members and newcomers (individuals who will become new members of TAIR at the 2014 conference). Members of the TAIR Executive Committee are not eligible for travel grants during their term. Travel grants are not transferable.

Deadline: December 15, 2013

Details about the application procedure, including the deadline for receipt of applications, will be published in the newsletter and the website each year.

Application Materials and Considerations: To be considered for the award, application materials must be submitted to the Past President or designee. The deadline will be announced in the TAIR Newsletter. The following items must be submitted:

- a. applicant's name and institution/organization of employment;
- b. a brief resume/curriculum vita;
- c. a statement of how receiving the grant will contribute to professional development, particularly with regard to future activity in TAIR;
- d. a statement describing financial need and the financial support available from his/her institution and other possible sources.

Criteria for Awarding of Grants: Recommendations by the Immediate Past President will be based on information submitted in the application materials. Applications from individuals who have not received a travel grant from TAIR within the past three years will receive priority. Only one travel grant will be awarded to an institution in a single year.

Notification: Those selected to receive the travel grant will be contacted by the Immediate Past President prior to the Conference to let them know they are a recipient of the grant.

Procedure for recipients: Travel Grant Recipients must register for the conference using the online registration process. The Travel Grant recipient must pay all conference charges up front, and will turn in receipts to the TAIR Treasurer to be reimbursed up to the amount of the travel grant (\$300) for hotel, airfare, and/or mileage calculated at the state rate. The Travel Grant can NOT be used to cover the registration or membership fee.

TAIR Travel Grant Application

1. APPLICANT INFORMATION

Applicant Name: _____
Work Title: _____
Work Address: _____
Phone Number: _____
FAX Number: _____
E-mail Address: _____

2. ACADEMIC QUALIFICATIONS

Attach a brief resume/curriculum vita.

3. STATEMENT OF WHY GRANT IS NEEDED

Explain how receiving the grant will contribute to professional development, particularly with regard to future activity in TAIR

4. STATEMENT OF FINANCIAL NEED

Explain your financial need and the support available from the institution.

DEADLINE FOR SUBMISSION: DECEMBER 15, 2013

Submit your form to: Carol Tucker

TuckerCa@uhd.edu

1 Main Street, Suite S;629

Houston, TX 77002

Phone: (713) 221-8269

TAIR Travel Grant Award Letter

Dear _____ ,

I look forward to seeing you soon in Addison at the TAIR 2014 Conference, and I am pleased to announce that you are the recipient of one of the TAIR \$300 travel grants. The following guidelines explain what the grant may be used for and how to receive the \$300.



TAIR Travel Grants

Purpose: To assist with expenses (hotel, airfare, and/or mileage) incurred while attending the annual TAIR conference. The funding is to provide for professional development among institutional research professionals that work in institutions and organizations located in Texas. The Travel Grant can NOT be used to cover the registration or membership fee.

Amount of Grants: \$300.00 per grant, limit 1 grant per person.

Procedure for recipients: Travel Grant Recipients must register for the conference using the online registration process. The Travel Grant recipient must pay all conference charges up front, and will turn in receipts to the TAIR Treasurer Tracy Stegmair (tstegmair@mail.twu.edu) to be reimbursed up to the amount of the travel grant (\$300) for hotel, airfare, and/or mileage calculated at the state rate. The Travel Grant can NOT be used to cover the registration or membership fee.

Sincerely yours,

Carol Tucker, Immediate Past President
Texas Association for Institutional Research

APPENDIX F: Communications Officer Responsibilities & Timeline

Timeline

February-March

- The “TAIR Year” begins at the end of the conference.
- Attend Executive Committee on last conference day after conference is adjourned. If newly elected, accept TAIR property and website(s) administrator permissions/passwords.
- Purge previous year’s listserv membership database and upload current year paid members emails to the listserv database.
- Update the “Officers” section of the website. Secretary will provide names and contact information for new officers.
- Create conference webpage for the upcoming conference.
- Update “Publications” section of the TAIR website (specifically, the link to conference presentations) and create new conference presentations page to post collected presenter’s documents to the web.
- Update link on TAIR homepage for “Election Results & Awards” and upload the document identifying the results and awards, provided by the Past President, as a pdf to the appropriate web folder.
- Update the link on the TAIR homepage to point to the upcoming conference webpage.
- Update this document as necessary.

April

- A two day site visit will be conducted at the hotel of the upcoming conference. There will be an Executive committee meeting on the first day and a meeting of the Conference Program Committee the second day.
- Report to the EC on issues regarding the TAIR website, listserv, file sharing (Dropbox), registration site, and technology budget (fees for website hosting, registration hosting).
- Contribute to the deliberations of the Program Committee as they relate to technology requirements for the upcoming conference.
- Tour ballroom and session rooms with hotel representative and establish TAIR/hotel audio-visual coordination, responsibilities, contacts, and estimated costs.
- Determine if hotel will create a dedicated TAIR room reservation portal for membership. Create link on the “hotelinfo.php” page if portal is provided.

May-June-July

- Development of summer newsletter and summer workshops.
- Review drafts of summer newsletter and upload final copy as pdf to appropriate web folder. Update newsletter links on TAIR homepage and “Publications” page.
- Coordinate development of summer workshops registration website with registration website contractor.
- Update the summer workshop registration site link on the on the TAIR homepage.
- Weekly, download registration reports from registration site host and provide copies to the Member-at-Large for Professional Development and Dropbox folder.

- Activate links “Call for Participation” and “Call for Nominations” on the conference webpage.
- Update HTML code on “callfornom.html” webpage/form to reflect the positions up for election for the current year.

August-September

- Summer workshops will be conducted in early August. Executive Committee and Program Committee will meet on a date to be determined sometime in August.
- Report to the EC on issues regarding the TAIR website, listserv, file sharing (Dropbox), registration site, and technology budget (fees for website hosting, registration hosting).
- Contribute to the deliberations of the Program Committee as they relate to technology requirements for the upcoming conference.
- Weekly, download reports from phpMyAdmin in csv format on current conference presentation submissions and nominations for TAIR office.
- Update conference main page and associated linked pages as details are provided. Anticipated updates; sponsor forms and information, airport shuttle information, registration dates and cutoffs, etc.

October-November-December

- Expect an Executive Committee meeting and a Program Committee meeting conducted through a conference call or web conferencing interface.
- Review drafts of summer newsletter and upload final copy as pdf to appropriate web folder. Update newsletter links on TAIR homepage and “Publications” page.
- Coordinate development of Conference registration website with registration website contractor.
- Update conference main page and associated linked pages as details are provided. Anticipated updates; link to registration site, changing deadline dates on registration site.
- Weekly, download registration reports from registration site host and provide copies to the EC and Dropbox folder.

January-February

- Six to seven weeks until conference. Anticipate possible need for EC conference call. Review of draft conference documents.
- Update conference main page and associated linked pages as details are provided. Anticipated updates; changing deadline dates on registration site.
- Weekly, download registration reports from registration site host and provide copies to the EC and Dropbox folder.
- Upload as pdf, Conference Schedule, Pre-conference workshops, concurrent sessions outlines, brochure, etc. to the appropriate folders. Update links on conference page and hotel info page.
- Send out request to membership to borrow projectors

During Conference

Pre-Conference, on-site:

- Inspect pre-conference workshop facilities, set up projectors and cordage as necessary.
- Inspect pre-conference workshop facilities, set up projectors and cordage as necessary.
- Test Internet connectivity in session rooms.
- Assist in putting together conference materials/bags.
- Test ballroom audio/visual systems, test Internet connectivity.

- Attend Program Committee Dinner.

Conference, onsite:

- Meet with General Session speakers and load presentations. Test presentation software and microphones.
- Collect presentations for posting on website (posted on “Publications” page).
- Assist presenters in setting up A/V.
- Participate in post-conference Executive Committee meeting.

Listserv

- Purge listserv membership during conference and upload emails of active membership from conference registration data set.
- Verify and add approve listserv request throughout the year.
- Approve listserv posting from non-members throughout the year.

APPENDIX G: Donation Letter Template

Dear TAIR Friends,

The Texas Association for Institutional Research (TAIR) will be holding its 35th annual conference on February 11-13, 2013 in Galveston, Texas.

This conference is a time when nearly 200 researchers from colleges and universities from all over the state gather to share best practices and learn new skills to better serve their institutions.

During this time, TAIR gives away door prizes containing donated items. We request donations for these door prizes to be given away during our annual conference.

Your donations will be greatly appreciated and enjoyed.

Appreciatively,
Carol M. Tucker

TAIR President 2012-2013

We can also solicit donations from other organizations, here are links to professional sports teams sites to ask for donations:

Houston

Astros <http://houston.astros.mlb.com/hou/community/donations.jsp>

Dynamo: <http://www.houstondynamo.com/donationrequestform>

Texans: <http://www.houstontexans.com/community/houston-texans-foundation/donations.html>

Rockets: <http://www.nba.com/rockets/community/donations>

Dallas

Mavericks - http://www.nba.com/mavericks/community/donation_request_guidelines.html

Rangers - <http://texas.rangers.mlb.com/tex/community/fundraising.jsp>

Cowboys - <http://www.dallascowboys.com/community/donation-requests.html>

FC Dallas - <http://www.fcdallas.com/community/donation-request-form>

Stars - <http://stars.nhl.com/club/page.htm?id=83307>

San Antonio

Rampage - <http://www.nba.com/spurs/community/donation.html>

Spurs - <http://www.nba.com/spurs/community/donation.html>

Silver Stars (WNBA) - http://www.wnba.com/silverstars/community/donations_appearances.html

Way to search: Team name + donations

APPENDIX H: Past Presidents Breakfast templates

Past Presidents breakfast (those who ARE registered)

Subject: TAIR Past Presidents Breakfast

I want to invite you to attend the Past President's Breakfast on Tuesday, February 12, 2013 at 8:30 am – 9:15 am in the Monarch Dining Room at Moody Gardens Hotel. The Dining room is in the Terrace Restaurant, on the lobby level.

I hope to take this time to get your suggestions and recommendations and to ask for your insight on a few items currently in discussion with the TAIR Executive Committee.

I hope you can join us.

In case you need to contact me at the conference, here is my cell number XXX-XXX-XXXX.

Sincerely,

Carol Tucker, TAIR President, 2012-2013

~~~~~  
Emeritus member and Past President, not registered (note: whether or not to waive reg fee is an EC decision)

Subject: TAIR Conference and Past Presidents Breakfast

We have you listed as an Emeritus member of TAIR and wanted to see if you would be joining us for the TAIR conference – the 35th!

If you plan to attend, please complete the registration form located here: <http://www.texas-air.org/conference/2013/> Completing the form will allow us to capture all information necessary for planning, including your t-shirt size.

As per the TAIR by-laws, we can waive your \$25 membership fee and have decided that we will waive your registration fee this year if you choose to attend. Please note that we may not be able to waive your registration each year, but would like to do so as we celebrate TAIR's coral anniversary. If you plan to attend the special event (Mardi Gras parade and dinner) we will need to have you pay for it (\$35) to help us to cover expenses. You know better than most that TAIR runs on a limited budget.

I want to also invite you to attend the Past President's Breakfast on Tuesday, February 12, 2013 at 8:30 am – 9:15 am in the Monarch Dining Room at Moody Gardens Hotel. The Dining room is in the Terrace Restaurant, on the lobby level.

I hope to take this time to get your suggestions and recommendations and to ask for your insight on a few items currently in discussion with the TAIR Executive Committee.

I hope you can join us.

In case you need to contact me at the conference, here is my cell number 713-254-0094.

Sincerely,

Carol Tucker, TAIR President, 2012-2013

## APPENDIX I: Basic CONFERENCE Budget

| Revenue                            | Final Amount       |
|------------------------------------|--------------------|
| Early Registration with Membership | \$24,106.25        |
| Late Registration with Membership  | \$1,068.75         |
| Membership Only                    | \$855.00           |
| Registration with Membership       | \$12,920.00        |
| Special Event                      | \$4,555.25         |
| Sponsor                            | \$14,850.00        |
| Workshops                          | \$7,077.50         |
| <b>Total Revenue</b>               | <b>\$65,432.75</b> |

| Expenses                 | Final Amount       |
|--------------------------|--------------------|
| Audio Visual             | \$4,212.00         |
| Brochure                 | \$1,238.90         |
| Decor                    | \$882.61           |
| Food & Setup             | \$38,974.10        |
| General Session Speakers | \$4,130.20         |
| Plaques                  | \$474.00           |
| Special Event            | \$8,520.37         |
| Travel Grants            | \$1,800.00         |
| Workshops                | \$2,218.55         |
| Other                    | \$2,239.56         |
| <b>Total Expenses</b>    | <b>\$64,690.29</b> |

Based on TAIR 2013 (Galveston)

## APPENDIX J: Items to include in program bags

In packets: (number is dependent on the number registered) TAIR contents that must be included:

### Mini-program

- Brochure (tri-fold)
- Regular Program Brochure
- Conference Attendees List
- Sponsor Fair participant list
- Sponsor Fair sponsor flyers
- Errata sheet, if needed
- Minutes of last Business Meeting (could be brought to business meeting instead)
- Business Meeting Agenda (could be brought to business meeting instead)
- Treasurer's Report (could be brought to business meeting instead)

### Other possible items:

- Ballots – may instead be passed out/available at tables
- Folder, Tablet, Pencil
- Note about general conference evaluation on the web
- Things to do in (Conference City)
- How to get around in (conference city)
- Next year's TAIR conference location/items from their chamber of commerce

## APPENDIX K: Financial Policies and Procedures

### GENERAL PURPOSE

These policies establish **guidelines** for developing financial goals and objectives, making financial decisions, reporting the financial status of the Association, and managing the Association's funds. The Associations Constitution and Bylaws take precedence over any and all policies and procedures state here.

### FINANCIAL RESPONSIBILITIES

It is the responsibility of the Executive Committee to formulate financial policies and review operations and activities on a periodic basis.

The Executive Committee delegates this oversight responsibility to the Treasurer and the Financial Review Committee of which the Treasurer is not the Chair.

The Treasurer acts as the primary fiscal agent, implementing all financial policies and procedures. The Treasurer, with oversight of The Financial Review Committee, is responsible for the coordination of the following: annual budget presentation, management of fund investments, and approving revenue and expenditure objectives in accordance with the Executive Committee approved long-term plans.

The Treasurer, with oversight by the Financial Review Committee, is responsible for the day-to-day operations of managing the Association's funds, ensuring the accuracy of the accounting records, internal controls, financial objectives and policies, financial statement preparation, accounts payable processing, cash receipts input, bank reconciliations, Form 1099 reporting, Form 990 reporting, and state tax exemption status filing and reporting.

### CONFLICT OF INTEREST

Members of the Executive Committee are prohibited from activities that might present conflicts of interest. Executive Committee Members may not personally benefit from an Association expense. If a committee member has a financial interest in a transaction of the Association, the committee member must fully disclose the interest and abstain from voting. Loans to committee members are prohibited.

### BUDGETING PROCESS

The entire Executive Committee must approve the budget.

The Treasurer is responsible for presenting to the Executive Committee an annual operating budget draft sixty-days prior to the end of the fiscal year.

The Executive Committee shall review and approve the recommended fiscal year budget revenues, expenditures, and cash flows.

The budget shall contain revenues and expenses forecasted by month. A chart describing monthly cash flow shall be included.

### FINANCIAL STATEMENTS

The Association's financial statements shall be prepared on a cash basis in accordance with Generally Accepted Accounting Principles ("GAAP").

The presentation of the Financial Statements shall follow the recommendation of the Financial Accounting Standards 117, "Financial Statements of Not-For-Profit Associations" (SFAS No. 117).

Under GAAP, net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Association and changes shall be classified as unrestricted, temporarily restricted, and permanently restricted.

Separate from Unrestricted Funds, resources for various purposes are classified for accounting and maintained for each fund. Several funds may be used for this purpose including but not limited to: Restricted Funds, Cash Management Fund, etc.

The Treasurer shall prepare and present Monthly Financial Statements in a format approved by the Financial Review Committee. The statements shall be presented to the Executive Committee monthly and the Financial Review Committee annually for review.

## Reserves

The Executive Committee's aims to maintain cash in the amount of one-third of the annual operating budget. Measures will be taken to rebuild depleted reserves to include fund raising, increased membership dues, and increased conference and workshop fees until reserves meet ideal levels.

## CASH FUND

A cash fund of one-quarter to one-third of the Association's annual operating expenses shall be maintained. When the fund balance falls below this minimum, the Financial Review Committee and the Executive Committee shall develop a plan and budget for rebuilding it.

## FINANCIAL REVIEW

The Association will have a financial review conducted of its financial statements within 60 days of the close of the fiscal year. The review shall be completed by the Financial Review Committee by applying the Financial Review Check List (Section II). The President shall direct the completion of the Annual Financial Review.

The President shall solicit membership for the Financial Review Committee. The Financial Review Committee shall report the results to the Executive Committee in a format similar to that in Section III.

The Treasurer shall prepare the Form 990, and it shall be reviewed by the Financial Review Committee before submission to the IRS.

## REVENUE AND INCOME PROCEDURES

The Treasurer develops and proposes revenue goals and objectives and submits them to the Executive Committee for approval.

All contributions shall be recorded in accordance with GAAP, with specific attention to standards FASB 116 and 117. Contributions are recorded as pledged or received in accordance with FASB 116 and must be credited to the appropriate revenue lines as presented in the annual

budget and coded with the appropriate account and fund as designated in the Association's Chart of Accounts and Chart of Funds (Section IV and V).

## RECORDING RECEIPTS

All accounts receivable shall be recorded in the revenue system by an Association member other than the Treasurer.

Only the Treasurer may accept cash payments. All checks shall be endorsed with the Association's official stamp. All cash and checks received through the mail shall be recorded by the Treasurer in the revenue system by date of receipt, payer, and amount.

Checks and cash shall be individually deposited in the Association accounts on the day of receipt if possible and no later than the next business day. Copies of checks shall be retained and associated with bank records and revenue system entries.

Gifts received electronically, such as stock transfers or online contributions should be properly recorded by the Treasurer.

The Treasurer shall make the appropriate entries in the General Ledger. All receipts shall be coded by account and fund using the Association's Chart of Accounts. The Treasurer shall reconcile all cash collections and checks with bank deposits.

## RECEIPTS TO DONORS

The Treasurer shall ensure that all donors and contributors shall receive proper acknowledgment of their contributions in accordance with IRS Guidelines.

## EXPENDITURES PROCEDURES

All expenditures shall be approved by the Vice President or President. All expenditures shall be coded with the appropriate account and fund as designated in the Association's Chart of Accounts and Chart of Funds (Section IV and V).

The Treasurer maintains standard accounting records containing all aspects of the Association's financial operations. They include but are not limited to a general ledger (Section VI) and bank account register (Section VII).

Invoices shall be approved by either the Treasurer, Vice President, or President. Following the review and approval, the Treasurer shall make payment by check or check card. An image of the check and bill shall be saved as supporting documentation for the expense.

## SIGNATURE POLICY

The Treasurer shall unless otherwise decided by the Executive Committee, sign all checks. In the absence of the Treasurer, the signature of the Vice President or President must be obtained. The President shall unless otherwise delegated as permitted by the Association constitution and bylaws, sign all contracts and commitments for services issued in the name of the Association.

A single signature is required for all levels of expenditure approved by Executive Committee

## COMPENSATION AND PAYROLL

The Association currently hires no employees or contract labor and therefore processes no payrolls. The Executive committee shall establish payroll policies prior to the hiring of employees or contract labor.

## TRAVEL AND EXPENSE REIMBURSEMENTS

Committee members must abide by the Association's Travel and Expense policies defined in the bylaws. Travel and expense reports for mileage, meals, hotel, supplies, etc., will be maintained by each committee member and submitted to the President for approval within 30 days of the expense, after which time the expenses are ineligible for reimbursement. Upon approval, the Treasurer shall pay these expenses within one business week contingent upon funds availability. Reimbursements will be based on the travel rate established by the Treasurer and approved through the budgeting process. Travel reimbursement shall not be above IRS Guidelines. All expenditure receipts must be attached to the report as a condition for payment.

## CHECK CARD EXPENDITURES

The issuance of check cards is limited to the President, Vice President, and Treasurer. Cardholders shall submit a voucher (email request) explaining the Association purpose and receipts for items purchased using the check card. The voucher must be submitted to the Treasurer for recording and reconciliation.

## PURCHASING

Any expenditure in excess of an amount determined by the Executive Committee for the purchase of a single item should have bids from three (3) suppliers if possible. These bids are reviewed by the Treasurer, and the bid award must be specifically approved in advance by the President. Purchase of less than the approved amount may be presented to the President for approval by committee members without competitive bids. Any purchase made by committee members on behalf of the Association will require prior approval by the President.

## LEASES AND OTHER CONTRACTUAL AGREEMENTS

Leases and other contractual agreements are negotiated by an Executive Committee Member and executed by the President.

## LEVERAGE

All notes, loans and other indebtedness to be contracted in the name of the Association shall require the signature of the President. It is the policy of the Association to avoid all forms of indebtedness.

## DEEDS, CONVEYANCES, ETC

The President shall execute all contracts and other instruments in the name of the Association.

## HOLDER OF ACCOUNTS

The Treasurer shall maintain and oversee Bank and Investment accounts, and ensure the Association's day-to-day financial operations. Checking Accounts, Money Market Accounts, and Certificates of Deposit may be maintained by the Association. Brokerage Accounts are prohibited as a policy. These accounts may be changed as the Association's financial conditions and requirements change.

## CHECKING ACCOUNT

All checks, cash, money orders, and credit card deposits are deposited by the Treasurer in the proper Accounts. Fund raising events, donations, and miscellaneous contributions shall be deposited into the accounts. Monies shall be transferred from the Checking account into the investment account when necessary, by the Treasurer. Checks are written weekly to meet obligations or ongoing operational expenditures.

## BANK RECONCILIATIONS

Bank reconciliations shall be completed monthly by the Treasurer and cross-referenced with the revenue systems and the Monthly Financial Statements. The Financial Statements shall be compiled by the Treasurer. The Statements shall then be reviewed by the Treasurer and presented to the Executive Committee.

All Bank Statements will be reconciled every month by the Treasurer and records will be kept by the Treasurer.

## CASH AND CASH EQUIVALENTS

Cash and cash equivalents include all cash balances and liquid investments with a maturity of six months or less. The Association places its temporary cash investments with highly rated financial institutions. The Treasurer shall closely monitor the balances of the Checking account, Money Market, and Certificates of Deposit accounts.

## PETTY CASH

The Association employs the use of a check card and does not maintain a petty cash fund. All cash collections are deposited in the Association's accounts.

## INVESTMENT REPORTS AND INVESTMENTS POLICY

Investments shall be reported with the monthly financial statements at cost and market value. The Treasurer, with oversight of the Financial Review Committee, shall review and determine the general investment strategy for all funds annually. The goal of the Association's short-term investments is the safety of principal and liquidity.

Acceptable investments shall be Certificates of Deposit and Bankers Acceptances rated "A1" and Domestic Corporation Commercial Paper rated "A1" or "P1" by two (2) major rating services.

Selected financial institutions must have a long-term investment rating of "A" or higher by Standard and Poor's, or a compatible rating.

Cash holdings in excess of one-third of the budgeted annual expenses may be invested in the above instruments. For Example, If the Association budgets expenses of \$90,000 and has cash holdings of \$70,000, the Executive Committee may invest \$40,000 in a money market account.

The Executive Committee makes investment decisions with a proposal by the Treasurer and unanimous approval. The proposal must include the process and timeline to unwind the investment and a cash flow analysis to demonstrate the Association can cover cash demands without the invested cash.



## INSURANCES

Reasonable and adequate coverage will be kept protecting the Association's interests as well as the Executive Committee Members. Insurance Policies shall be carefully reviewed by the Treasurer and President prior to purchase.

Event insurance shall be included in the venue's contract when practical or purchased separately by the Treasurer to cover the Association for reasonable liabilities of the Association or its membership.

The Executive Committee shall decide the need for Directors and Officers Insurance to cover committee members.

## PROPERTY AND EQUIPMENT

Property and equipment shall be stated at historical cost. Depreciation is computed over the estimated useful lives of the assets using the straight-line method. A Depreciation schedule shall be prepared and kept by the Treasurer on an annual basis, taking into consideration the annual equipment inventory. The depreciation threshold is \$5,000.

## DONATED MATERIALS AND SERVICES

Donated materials and equipment shall be reflected in the Financial Statements at their estimated values measured on the date of receipt. Volunteers donate time to the Association's Program Services on an ongoing basis. Other volunteers contribute time and services for Administrative or fundraising activities. Such contributed services are not reflected in the Association's financial statements since there is no objective way of assessing their value.

## CONFIDENTIALITY AND RECORDS SECURITY

Financial records are restricted materials with limited access. Only the Executive Committee and Financial Review Committee shall have access to financial records (vendor files, checks, journals, etc.).

## DOCUMENT RETENTION

Financial documents are retained for a period of time in keeping with State law and the recommendations of the IRS. The policy is to retain financial records for a minimum of five years. All financial records with the exception of the Association's check book are held in a DropBox account restricted to the President, Vice President, and Treasurer. The Communications Officer will have access to this account by the nature of the officer's position with the understanding that the officer's access restricted to administering DropBox.

## TAX REPORTING

The Association is exempt from federal income taxes under 26 U.S.C. Section 501(C)(3) as amended. Accordingly, no provisions for income taxes shall be reflected in the financial statements.

The Treasurer shall close the Association's books, complete the proper forms, submit the documentation for review by the Financial Review Committee, gain approval of the Executive Committee, and submit the return to the Internal Revenue Service by August 15 each year.

The Treasurer shall submit the appropriate forms to the Texas Secretary of State to secure tax-exempt status immediately following the annual election.

## Section I: Effective Systems of Internal Control

### General

Internal control is divided accounting and administrative controls. Administrative controls deal with the operations of the Association, and accounting controls deal with accounting for operations. Accounting controls should be designed to achieve the five basic objectives of validation, accuracy, completeness, maintenance, and physical security.

### Validation

Validation is the examination of documentation by someone with an understanding of the accounting system, for evidence that a recorded transaction actually took place and that it occurred in accordance with the prescribed procedures.

### Accuracy

The accuracy of amounts and account classification is achieved by establishing control tasks to check calculations, extensions, and additions and account classifications. The control objective is to be certain that each transaction is recorded at the correct amount, in the appropriate account, at the right time.

### Completeness

Completeness ensures all transactions are initially recorded on a control document and accepted for processing once and once only. Completeness controls are needed to ensure proper summarization of information and proper preparation of financial reports.

### Maintenance

Maintenance controls monitor accounting records after the entry of transactions to ensure that they continue to reflect the operation of the Association accurately. The control system should provide systematic responses to errors when they occur, to changed conditions, and to new types of transactions. The maintenance function should be accomplished principally by the operation of the system itself. Control maintenance policies require procedures, decisions, documentation, and subsequent review by a responsible authorized individual. Disciplinary control tasks, such as supervision and segregation of duties, should ensure that the internal control system is operating as planned.

### Physical Security

Associations must adequately protect assets. Physical security limits assets to authorized personnel.

## Section II: Financial Review Check List

| Item | Indicator                                                                                                                                                                                                                                                                       | Rating | Status |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|
| 1    | <b>Accounting Standards.</b> Follows accounting practices conforming to accepted standards.                                                                                                                                                                                     | E      |        |
| 2    | <b>Accounting Systems.</b> Established systems in place to provide the appropriate information needed to make sound financial decisions and to fulfill Internal Revenue Service requirements.                                                                                   | E      |        |
| 3    | <b>Financial Reporting.</b> Prepares timely financial statements including the Balance Sheet (or statement of financial position) and Statement of Revenue and Expenses (or statement of financial activities) which are clearly stated and useful for the executive committee. | R      |        |
| 4    | <b>Budgets.</b> Annual comprehensive operating budget, which includes costs for all programs, management and fundraising and all sources of funding is developed, reviewed, and approved by the Executive Committee.                                                            | E      |        |
| 5    | <b>Reconciliations.</b> Reconciles all cash accounts monthly.                                                                                                                                                                                                                   | E      |        |
| 6    | <b>Financial Oversight.</b> Review process in place to monitor the appropriateness and accuracy of financial information.                                                                                                                                                       | E      |        |
| 7    | <b>Procedures.</b> Established procedures for the periodic review of accounts receivable, follow-up, and collection of all accounts are adhered to including the documentation to substantiate all revenues.                                                                    | E      |        |
| 8    | <b>Written Agreements.</b> All agreements (Government contracts, purchase of service agreements, and grant agreements) are in writing and reviewed by the Executive Committee to monitor compliance with all stated conditions.                                                 | E      |        |
| 9    | <b>Employee Compensation.</b> Payroll is prepared following appropriate State and Federal regulations and Association policy.                                                                                                                                                   | E      |        |
| 10   | <b>Professional Services.</b> Persons employed on a contract basis meet all Federal requirements for this form of employment and disbursement records are maintained to issue IRS form 1099-MISC at year-end.                                                                   | E      |        |
| 11   | <b>Inventory.</b> Merchandise purchased and sold is periodically inventoried to monitor the inventory against theft, to reconcile general ledger inventory information, and to maintain an adequate inventory level.                                                            | E      |        |
| 12   | <b>Policies and Procedures.</b> Fiscal policies and procedures are in writing and followed.                                                                                                                                                                                     | R      |        |
| 13   | <b>Controls.</b> Documented internal controls, including the handling of cash and deposits, approval over spending and disbursements are established and followed.                                                                                                              | E      |        |
| 14   | <b>Signature Authority.</b> Policies identifying authorized check signers and the number of signatures required on checks more than specified dollar amounts.                                                                                                                   | E      |        |
| 15   | <b>Approvals.</b> All expenses are approved by a designated person before payment is made.                                                                                                                                                                                      | E      |        |
| 16   | <b>Investment Policy.</b> Policy related to investments is in writing and followed.                                                                                                                                                                                             | R      |        |
| 17   | <b>Capital Planning.</b> The Executive Committee reviews capital needs at least annually and establishes priorities.                                                                                                                                                            | R      |        |
| 18   | <b>Contingencies.</b> Actions to take in the event of a reduction or loss in funding are documented.                                                                                                                                                                            | R      |        |
| 19   | <b>Compliance.</b> State and Federal reports (IRS form 990) are filed on time.                                                                                                                                                                                                  | E      |        |
| 20   | Unrelated Business Income. <b>Income is reviewed annually to determine and report unrelated business income to the IRS.</b>                                                                                                                                                     | R      |        |

**Ratings:** Essential, Recommended, or Additional to strengthen Association activities.

**Status:** Met, Needs Work, or Not-Applicable.

## Section III: Report of TAIR Annual Financial Review

### Report of Texas Association for Institutional Research

#### Financial Review Committee

[Date]

[Committee Chair's Name]  
Financial Review Committee  
[College or University]  
[Street Address]  
[City], Texas [ZIP Code]

This letter certifies the requirements stated in Section 6(d) of the Bylaws, regarding a review of the Association's Fiscal Year [Year] (April 1, [Year] – March 31, [Year]) financial records, have been met according to Generally Accepted Accounting Principles (GAAP).

The Financial Review Committee reconciled the Association's financial records with the bank and investment account statements for the year, validated transactions were consistent with the Association's purpose and assessed the Association's financial condition.

The records of the Association Treasurer are correct and in proper form and Association is in good financial standing with the following exceptions and recommendations:

**Exceptions:**

None

**Recommendations:**

None

**Conclusion:**

All records are in order and give a true representation of the financial condition of the Texas Association for Institutional Research (TAIR).

[Committee Chair's Name]

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*(Signature of Financial Review Committee Chair)*

See Attached Completed Financial Review Checklist

### *Justification for this review*

*TAIR Bylaws Section 6 (d), Financial Review Committee. Each year, the President shall appoint a Financial Review Committee within 60 days of the annual business meeting. The Financial Review Committee shall audit the Treasurer's books for the current fiscal year, ending March 31, following the business meeting. In auditing the Association's finances, the Financial Review Committee shall reconcile the Association's financial records with bank account(s), ensure that all financial transactions were consistent with Association policy and procedure, ensure that financial expenditures were consistent with the Association's purposes, assess the Association's financial condition, and make recommendations that address any problems or that would result in improvements in the management or use of the Association's financial resources. The chair of the Financial Review Committee shall report the Committee's findings at the next annual business meeting.*

*The financial review should include an inspection of the association's financial records, reviewing the Annual Federal Income Tax Form 990-EZ, and analyzing the bank reconciliation process. The individual conducting the review should verify the work done by the Association's Treasurer. A properly completed review will eliminate financial errors from being carried over to the next fiscal year.*

## Section IV: Texas Association for Institutional Research Chart of Accounts

The chart of accounts serves to standardize the coding of revenues and expenditures in the general ledger and bank account register. There is a direct link between the accounts and Federal Tax reporting.

| Account Name           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Event Fees</b>      | <p><b>Charges associated with the collection of revenues for specific events hosted by the Association in the performance of its mission and in support of its purposes.</b></p> <p><i>For Example, RegOnline transaction service charges of \$3.55 per registrant.</i></p> <p><u>Reported with any Fund.</u></p> <p>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p>                                                                              |
| <b>Filing Fee</b>      | <p><b>Charges associated with the filing of government forms.</b></p> <p><i>For Example, The State of Texas Secretary of State Form 820.</i></p> <p><u>Reported with the Operations Fund.</u></p> <p>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p>                                                                                                                                                                                              |
| <b>Food and Drink</b>  | <p><b>Charges associated with concessions provided to members or Association guests during an event, meeting, or travel. Note: these charges may be included in Venue expense when itemization is impractical.</b></p> <p><i>For Example, Meals reimbursed for event speakers while traveling.</i></p> <p><u>Reported with any Fund.</u></p> <p>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p>                                                   |
| <b>Gifts</b>           | <p><b>Revenues associated with contributions, grants received, and similar amounts received from donors with no intended return of value. Note: gifts from the Association to guests, speakers, and members should be recorded as supplies.</b></p> <p><i>For Example, Annual travel grant funds from the Association for Institutional Research.</i></p> <p><u>Reported with the Fund as restricted by the donor.</u></p> <p>Included on Form 990-EZ Part I, line 1.</p> |
| <b>Insurance</b>       | <p><b>Charges associated with the purchase of liability coverage.</b></p> <p><i>For Example, Event insurance to cover damages not included in venue contracts.</i></p> <p><u>Reported with any Fund.</u></p> <p>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p>                                                                                                                                                                                   |
| <b>Investment</b>      | <p><b>Revenues from gains on funds held in bank and investment accounts.</b></p> <p><i>For Example, Month checking account interest.</i></p> <p><u>Reported with the Operations Fund.</u></p> <p>Included on Form 990-EZ Part I, line 4.</p>                                                                                                                                                                                                                              |
| <b>Membership Dues</b> | <p><b>Revenues paid to the Association in exchange for membership rights in support of expenses related the general operations of the Association not directly tied to a specific event.</b></p> <p><i>For Example, The Association charges a \$25.00 annual membership fee. This portion of conference fees should be itemized to membership dues.</i></p> <p><u>Reported with the Operations Fund.</u></p> <p>Included on Form 990-EZ Part I, line 3.</p>               |

| Account Name              | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Merchant Card Fees</b> | <p><b>Charges associated with payments received from charge cards.</b><br/> <i>For Example, Fees charged by RegOnline for credit card transactions.</i><br/> <u>Reported with and Fund.</u><br/> Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p>                                                                                                                                                                                                                   |
| <b>Postage</b>            | <p><b>Charges associated with the mailing of promotional materials to members or mail in general.</b><br/> <i>For Example, The expense of mailing the annual IRS filings.</i><br/> <u>Reported with any Fund.</u><br/> Included on Form 990-EZ Part I, line 16; Part I, Line15; and Form 990-EZ Schedule O.</p>                                                                                                                                                                            |
| <b>Printing</b>           | <p><b>Charges associated with the printing of event materials.</b><br/> <i>For Example, Printing of Trifold brochures for conference promotional materials.</i><br/> <u>Report with event Fund. Do not use Operations Fund.</u><br/> Included on Form 990-EZ Part I, line 16; Part I, Line15; and Form 990-EZ Schedule O.</p>                                                                                                                                                              |
| <b>Refund</b>             | <p><b>Revenues for membership due or event fees returned to members.</b><br/> <b>Note: do not include vendor refunds of monies paid by the Association. These reversals are included in the account charged.</b><br/> <i>For Example, Member cancels, and a portion of the member's registration fee is returned.</i><br/> <u>Report with any Fund.</u><br/> Included on Form 990-EZ Part I, line 8.</p>                                                                                   |
| <b>Registrations</b>      | <p><b>Revenues collected to cover the cost of an event. Note: The cost of membership included in the conference fee should be allocated to Membership Dues.</b><br/> <i>For Example, Member payment for summer workshops.</i><br/> <u>Report with the event Fund. Do not use Operations Fund.</u><br/> Included on Form 990-EZ Part I, line 2.</p>                                                                                                                                         |
| <b>Speakers</b>           | <p><b>Charges associated with hiring speakers for an event. Note: The Association must complete a Form 1099 for any individual paid more than \$600 in a calendar year. Include the speaker's full name in the Payee field of the general ledger.</b><br/> <i>For Example, N. A. Rant form DataWrite presents at the annual meeting.</i><br/> <u>Report with the event Fund. Do not use Operational Fund.</u><br/> Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p> |
| <b>Speakers Travel</b>    | <p><b>Charges associated with transportation, meals, etc. due to hiring an event speaker.</b><br/> <i>For Example, Reimbursement of speaker for taxi fare from airport to the event.</i><br/> <u>Report with event Fund. Do not use Operations Fund.</u><br/> Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.</p>                                                                                                                                                      |
| <b>Sponsorships</b>       | <p><b>Events revenues paid by vendors or non-members.</b><br/> <i>For Example, "A Company" pays for gold level sponsorship at an event.</i><br/> <u>Report with the event Fund. Do not use Operational Fund.</u><br/> Form 990-EZ Part I, line 2.</p>                                                                                                                                                                                                                                      |



| Account Name          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Supplies</b>       | <b>Charges associated with materials in support of an event.</b><br><i>For Example, Gift provided to event attendees and speakers of an event.</i><br><u>Report with event Fund. Do not use Operations Fund.</u><br>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.                                                                                                                                                                                                                                                                                                                                                     |
| <b>Surveys</b>        | <b>The charges associated with surveying and evaluating members.</b><br><i>For Example, RegOnline fees charged for Call for Participants survey.</i><br><u>Report with event Fund. Do not use Operations Fund.</u><br>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.                                                                                                                                                                                                                                                                                                                                                   |
| <b>Transportation</b> | <b>Charges associated with transporting members from one event to another. Note: Do not include transportation related to travel of individual members or speakers.</b><br><i>For Example, Speedy Bus service is contracted to drive members from annual conference to a special event.</i><br><u>Report with Event Fund. Do not Use Operations Fund.</u><br>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.                                                                                                                                                                                                            |
| <b>Travel Grants</b>  | <b>Charges associated with the payment of member travel to and from an Association event by a recipient of a Travel Grant. Note: The Association sponsors travel for a limited number of members each year. Code expenses funded with the travel grant gift from the Association for Institution Research.</b><br><i>For Example, Ima Researcher submits an application for a travel grant, is selected, and attends the conference. Room charges, transportation, meals, etc. up to a specified amount are covered and coded here.</i><br><u>Report with Fund. Do not use Operations Fund.</u><br>Included on Form 990-EZ Part I, line 10. |
| <b>Venue</b>          | <b>Charges associated with space, equipment, meals, and other services of a hotel or entity related to hosting an Association event. Do not include charges for member hotel rooms.</b><br><i>For Example, Hotel charges for meeting rooms.</i><br><u>Report with any Fund. Use Operations Fund for executive committee meetings and Event Fund for program committee meetings.</u><br>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.                                                                                                                                                                                  |
| <b>Website</b>        | <b>Charges associated with establishing and maintaining a website.</b><br><i>For Example, Annual domain license fee.</i><br><u>Report with Operations Fund.</u><br>Included on Form 990-EZ Part I, line 16 and Form 990-EZ Schedule O.                                                                                                                                                                                                                                                                                                                                                                                                      |

## Section V: Chart of Funds

The chart of funds serves to identify the event or purpose Association revenues and expenditures. A standardized method of creating funds helps to ensure proper reporting. The table below is a representative and non-prescriptive list. The Internal Revenue Service requires Associations to report Revenues, Grants, and Expenses itemized by event.

| Fund Name                    | Description                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operations</b>            | <b>Revenues and Charges associated with the general operations of the Association and not associated with a single event.</b><br><i>For Example, The Associations Website.</i><br><u>Reported with the following accounts: Event Fees, Filing Fee, Food and Drink, Gifts, Investment, Membership Dues, Merchant Card Fees, Postage, Supplies, Travel Grants, and Website.</u>        |
| <b>TAIR YYYY</b>             | <b>Revenues and Charges associated with the operations of the annual conference.</b><br><i>For Example, TAIR 2030</i><br><u>Reported with the following accounts: Event Fees, Food and Drink, Insurance, Merchant Card Fees, Registrations, Speakers, Speakers Travel, Sponsorships, Supplies, Surveys, Transportation, Travel Grants, and Venue.</u>                                |
| <b>Summer Workshops YYYY</b> | <b>Revenues and Charges associated with the operations of mid-year professional development events.</b><br><i>For Example, Summer Workshops 2030</i><br><u>Reported with the following accounts: Event Fees, Food and Drink, Insurance, Merchant Card Fees, Registrations, Speakers, Speakers Travel, Sponsorships, Supplies, Surveys, Transportation, Travel Grants, and Venue.</u> |

## Section V: General Ledger

The general ledger serves to journal the Association's transactions, both revenues, and expenses, at the account and fund level. Itemize transactions to multiple accounts and funds as needed allowing a single transaction to be represented by multiple entries. All transactions greater than and less than zero should tie to the Bank Register, and all revenue transactions should be reported in the revenue system and tie to the revenue ledger.

| Item                   | Description                                                                                                                                                                                                                                                                                                                                                         |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Index</b>           | Use indexing to identify a transaction. A transaction may have multiple ledger lines. Index numbers may not be in order as the ledger is sorted to place reconciled transactions before unreconciled items. Index numbers are used to name supporting documentation files and used to reconcile general ledger entries to the Bank Register and the Revenue Ledger. |
| <b>Tax Year</b>        | Same as the fiscal year. This calculated field indicates the tax year of the transaction date. The tax year is the calendar year of the first day of the fiscal year. The field is used to identify the transactions for a given tax and annual financial report.                                                                                                   |
| <b>Month</b>           | This calculated field indicates the month of the transaction date. The field is used to identify the transactions for a given monthly financial report.                                                                                                                                                                                                             |
| <b>Date</b>            | The transaction date reflects the date the payment is received (not the date it is deposited in the bank) or the expense is paid (not the date it clears the bank).                                                                                                                                                                                                 |
| <b>Amount</b>          | The amount received or paid.                                                                                                                                                                                                                                                                                                                                        |
| <b>Running Balance</b> | The cumulative total of all revenues and expenses. This column will match the monthly bank statement when ledger items are sorted by reconciliation status.                                                                                                                                                                                                         |
| <b>Check</b>           | Add the check number from the check book or the web bill pay number. Enter "Card" for items paid by check card and "Wire" for revenues received by wire transfer.                                                                                                                                                                                                   |
| <b>Payee</b>           | Enter the entity monies are paid to. Amounts to an individual in excess of \$600 in a given calendar year required a Form 1099 to be filed with the Internal Revenue                                                                                                                                                                                                |

|                         |                                                                                                                                                                                                                                                                                                     |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Service each April. All revenue transactions should be entered into the revenue system (with the exception of the annual Association for Institutional Research Travel Grant) and entered with a Payee of RegOnline. Refunds are not revenue and should be entered using the entity being refunded. |
| <b>Memo</b>             | Use this field to add comments about the transaction not included in the other fields.                                                                                                                                                                                                              |
| <b>Bank Description</b> | This field is transferred from the Bank Register and indicates when a transaction is matched to an item in the bank account.<br>All items greater than or less than zero should have an entry here once reconciled.                                                                                 |
| <b>Backup Filed</b>     | Enter Yes when complete supporting documentation is saved to the financials drive using the index number to name the file.                                                                                                                                                                          |
| <b>RegOnline Match</b>  | Calculated field reflects a “Yes” when the transaction number has been entered into the Revenue Register and indicates revenues processed in the revenue system.                                                                                                                                    |
| <b>Fund</b>             | Use this field to identify the event that generated the revenue or expense as defined in the chart of funds.                                                                                                                                                                                        |
| <b>Account</b>          | Use this field to identify the Budget Category for the expense or revenue as defined in the chart of accounts.                                                                                                                                                                                      |

## Section VI: Bank Register

The Bank Register reflects transactions on the bank account, which serves as the primary record of all revenues and expenses for the Association. All revenues received and expenses paid must be transacted through the account. For example, cash collected at a special event shall not be used at the event to cover expenses directly, but must be first deposited in the bank account first and then the event expenses paid. Reconcile the bank account using the following steps:

1. Go to <https://www.bankofamerica.com/homepage/smallbusiness.go> and log in using the Treasurer's ID and password. Note: these credentials should never be shared.
2. Select the “Download” link on the Activity tab.
3. Select the appropriate date range and the “Excel” option in the “File Type” drop-down menu.
4. Copy the rows from the Excel file into the Bank Register
5. Identify transactions in ledger and associate them
6. Add the transaction index number from the General Ledger in column A of the Bank Register
7. Move unreconciled items to in the General Ledger below reconciled items
8. Verify the running total of the Bank Register and Ledger match
9. Research any unreconciled items
10. Annotate the Bank Statement with the index numbers
11. Save the Bank Statement, a summary report of the monthly transactions, and all supporting documentation to a file and distribute to the Executive Committee for review.

| Item               | Description                                                        |
|--------------------|--------------------------------------------------------------------|
| <b>Index</b>       | Transaction index number from General Ledger                       |
| <b>Date</b>        | Bank transaction date. This may vary from the General Ledger date. |
| <b>Description</b> | Bank transaction description.                                      |

|                        |                                                                                                                              |
|------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Amount</b>          | Amount of credit or debit.                                                                                                   |
| <b>Running Balance</b> | Cumulative bank balance. Used to compare to Bank Statement and to calculate the minimum and maximum bank balances over time. |

## Section VI: Revenue Register

The Revenue Register itemizes member charges and payments. The Association uses RegOnline event services as its revenue system. All member and sponsor charges and payment are recorded in the revenue system. Optimally, members record charges in the revenue system. Alternatively, Executive Committee Members other than the Treasurer (to maintain a separation of function) may enter charges. Revenues are recorded solely by the Treasurer (to maintain a separation of function).

Enter cash and checks into the revenue system.

1. Log in at [www.regonline.com](http://www.regonline.com) and select the event.
2. Select the Attendee Management link in the left-hand frame.
3. Enter the member name in the search box and select the resulted member ID.
4. Navigate to the transactions tab and select the New Transaction link in the upper right of the screen.
5. Select the appropriate transaction type (typically "Manual Offline").
6. Select the appropriate payment type from the drop-down menu.
7. Enter the Amount.
8. Enter the check number in the Notes field (system notes).
9. Select OK.
10. Confirm the balance is correct.
11. Select the drop-down menu next to the Actions item in the upper left-hand of the screen and choose "Generate Invoice."
12. Select the Email Invoice link and send a copy to the member to confirm payment.
13. Select the Print Invoice link, print the invoice to PDF, and save a copy of the invoice and a copy of the check in a file using the Transaction Index number from the General Ledger as the filename.

### Accounts Receivable Review

1. On a consist day of the month (for example, the 15th), log in at [www.regonline.com](http://www.regonline.com) and select an event.
2. Select the Attendee Management Link.
3. Sort the list by Balance.
4. Select each registrant with a balance due.
5. If the registration date is more than 30 days past, select the drop-down menu next to the Actions item in the upper left-hand of the screen and choose "Generate Invoice."
6. Email a copy of the invoice to the Registrant letting them know the payment is outstanding.
7. Enter a transaction note logging the event.
8. Repeat for each active account in the revenue system.

Download transactions to Revenue Register.

1. Log in at [www.regonline.com](http://www.regonline.com) and select any event.
2. Select the “Reports” link in the left-hand frame.
3. Select the “funnel” icon next to the “Transactions” report link.
4. Select the “All events in this account” radio button.
5. Select the appropriate data range.
6. Select the “Excel” option from the “Page Format” drop-down menu.
7. Copy the rows from the downloaded spreadsheet and paste into the Revenue Register.
8. Enter checks and cash in the General Ledger.
9. Enter itemized invoice entries in the General Ledger to account for surveys charges, merchant card charges, registration and membership fees, and event fees.
10. Reconcile the transactions from the Revenue Register to the General Ledger by adding Index Numbers in Index field.

Note: The fields in the Revenue Register match the Transactions Report downloaded from the revenue system. Some fields have no inherent value to the accounting process but are retained to simplify the transfer process. These fields may be disregarded, but should not be deleted.

| Item                         | Description                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Event ID</b>              | Unique ID for each event created by revenue system.                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Event Title</b>           | Name set by Association for each event.                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Registration ID</b>       | Unique ID for each registration created by revenue system. Each member receives a new ID for each event. These IDs can be aggregated and counted to determine the number of registrants for an event.                                                                                                                                                                                                                  |
| <b>Name</b>                  | The name entered into the revenue system by the registrant.                                                                                                                                                                                                                                                                                                                                                            |
| <b>Company/ Organization</b> | College, University, or Company entered into the revenue system by the registrant. These names are not validated by the system and may be incomplete, incorrect, or inconsistent.                                                                                                                                                                                                                                      |
| <b>Order Date</b>            | Date of registration created by the system.                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Order Id</b>              | Duplicate of Registration ID                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Date</b>                  | Duplicate of Order Date                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Type</b>                  | Transaction type created by the revenue system with the following values: Adjustment Due to Changes in Fees, Cash Payment, Charge Due to Uncancellation, Check Payment, Check Refund, Credit Due to Cancellation, Offline Credit Card Payment, Online Credit Card Payment, Online Credit Card Refund, Online Credit Card Void, Other Charges, Other Credits, Other Payments, Transaction Amount, Wire Transfer Payment |
| <b>Amount</b>                | Transaction amount created by revenue system.                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Running Balance</b>       | Field not used                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Converted Amount</b>      | Field not used                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Added By</b>              | User ID of member entering the transaction or Attendee if entered by the registrant.                                                                                                                                                                                                                                                                                                                                   |
| <b>Transaction Notes</b>     | Notes entered at the transaction level.                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Transaction Type Id</b>   | Numeric code of Type field<br>1 - Transaction Amount                                                                                                                                                                                                                                                                                                                                                                   |

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | 2 - Online Credit Card Payment<br>3 - Online Credit Card Refund<br>5 - Offline Credit Card Payment<br>8 - Check Payment<br>9 - Check Refund<br>10 - Credit Due to Cancellation<br>11 - Other Payments<br>12 - Other Credits<br>13 - Other Charges<br>14 - Adjustment Due to Changes in Fees<br>15 - Cash Payment<br>18 - Wire Transfer Payment<br>31 - Charge Due to Uncancellation<br>34 - Online Credit Card Void |
| <b>Category Id</b>        | Numeric identifier to distinguish charges (1) from payments (2)                                                                                                                                                                                                                                                                                                                                                     |
| <b>Month</b>              | Duplicate of Order Date                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Day</b>                | Duplicate of Order Date                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Add Date</b>           | Duplicate of Order Date                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Exchange Rate</b>      | Always "1" for US currency                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Type Id</b>            | Duplicate of Transaction Type Id                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Event Id</b>           | Duplicate of Event Id                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Attendee ID</b>        | Duplication of Registration ID                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Payment Method Id</b>  | Unknown                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>ccType</b>             | Credit card type: Blank, Amex, Discover, Mastercard, and Visa                                                                                                                                                                                                                                                                                                                                                       |
| <b>Amount For Total</b>   | Duplicate of Amount                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>System Notes</b>       | Notes enter at the transaction level. Include check numbers in this field.                                                                                                                                                                                                                                                                                                                                          |
| <b>Base Currency Code</b> | Always "USD."                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Index</b>              | Transaction number from General Ledger entered by Treasurer Revenue Ledger. Only enter the index number for one side of the transaction. For Example, Enter the index number on the register entry where the check is received.                                                                                                                                                                                     |