

july one thousand eight -
june thirty two thousand nine

Annual Report



National
Association of
Graduate
Admissions
Professionals

The Leader in Graduate Enrollment Management

www.nagap.org

Core Purpose

The Core Purpose of NAGAP is...to support and advance the profession of graduate enrollment management.

Mission

The Mission of NAGAP is...to support, advance, and engage graduate enrollment professionals by promoting integrity, excellence, and collaboration through education and professional development.

Vision

The Vision of NAGAP is...to be recognized as a global community leading graduate enrollment management professionals in collaboration, professional development, and scholarly and applied research.



**National
Association of
Graduate
Admissions
Professionals**

The Leader in Graduate Enrollment Management

Letter from the President

By Jeffery Johnson, 2008-2010 NAGAP President



Meeting the Challenges

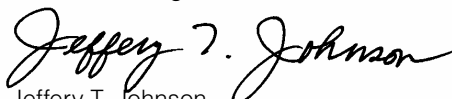
In April 2009, amidst an economy that faced turmoil and uncertainty, NAGAP's Governing Board worked to overcome the potential challenges of decreased attendance and exhibitor sponsorship at the 22nd Annual Meeting of NAGAP in New York, New York. Fortunately, in working with the delivery of events and conference sessions, we were able to provide innovative solutions that worked. The outcome was one of the most amazing Annual Conferences in NAGAP's history! And, in just over four months, we will face a similar challenge yet again, as NAGAP hosts its 23rd Annual Conference in another, premier US destination city, San Francisco. From coast to coast, New York and San Francisco are no-doubt, top-tier conference locations which require careful budgeting, planning, and management. Please know that the Annual Conference Committee and your Governing Board are working collaboratively to ensure that your NAGAP dollars are spent wisely and strategically, while never compromising in our mission to deliver gold-star excellence in service to our members.

Of course, it goes without saying that in these extraordinarily challenging times that NAGAP needs the support of its members now, more than ever before. I ask each of you to share the professional development opportunities of NAGAP with your colleagues on your respective campuses to ensure the growth and longevity of our great Association. In addition to preserving the retention of long-term members, we must continually work to involve new voices and perspectives in graduate and professional education. As we work to ensure the sustainability and longevity of the National Association of Graduate Admissions Professionals, we must always remember that NAGAP is first, and foremost, an Association that champions opportunities for its members to share, to learn, to collaborate, and to grow professionally.

Since July 2008, I have had the honor and privilege of working with a Governing Board of men and women who are true leaders and visionaries in the profession of graduate enrollment management. Thomas Edison wrote, "The three great essentials to achieve anything worthwhile are, first, hard work; second, stick-to-itiveness; and third, common sense." Not only have I witnessed these three tenets in NAGAP's elected officers and chairs, but I have also observed a profound commitment to professionalism and a genuine respect for the founding principles of NAGAP.

As I enter into the 17th month of my Presidency of NAGAP, I look forward to continue working with your NAGAP Governing Board to deliver cutting-edge professional development opportunities and research in graduate enrollment management. We look forward to the coming months with optimism and excitement as we work together with our 2000 member strong global network and the NAGAP Executive Management team. As you review the Annual Report, I would like to take this opportunity to offer sincere thanks to each of you for your ongoing contributions to NAGAP. I thank you for the opportunity to serve as your President.

With kindest regards,


Jeffery T. Johnson

A Commitment to Diversity

Since its inception, NAGAP has been proactive in its commitment to diversity in its membership and in the profession. The Governing Board has worked collaboratively to reaffirm and articulate this long-standing core value with the following official diversity statement:

NAGAP is committed to diversity and inclusiveness in all of its activities. This commitment embraces respect for differences including age, culture, disability, education, ethnicity, gender, life experiences, race, religion, and sexual orientation. NAGAP champions an open exchange of ideas in a collegial environment that embraces academic freedom, cooperation, mutual respect, and responsibility. NAGAP supports activities that promote and nurture professional development, best practices, research, and collaboration of a diverse and global community of graduate enrollment management professionals, encouraging dialogue that fosters professional growth among all of its constituents, in the US and internationally.

2009 Annual Conference

By *Debbie Lesperance, 2009 Annual Conference Chair*

The New York Annual Conference took NAGAP members to the Big Apple and introduced several new concepts to the conference as well as retaining the usual networking opportunities. Some of the highlights included:

- Allowed members to register for the single day option attendance at the conference and 13 individuals took advantage of this offer.
- Created Special Interest Forum and promoted group presentations for similar topics.
- On-site Evening Social which maximized venue contract.
- Brunch closing speaker to encourage participants to remain for last day sessions.
- Lunch on Your Own to allow attendees to see the city and network with other attendees.
- Offered more than 70 breakout sessions.
- Introduced a new Friday session format and business meeting timeslot.

	2009	2008	2007	2006	2005	2004
Annual Conference (AC)	New York	Denver	Orlando	Las Vegas	Chicago	Boston
Member Registrations	480	547	622	659	607	528
Non-Member Registrations	52	176	76	114	120	75
New Member Registrations	105	57	136			
Single Day Registration	54	2	1			
Exhibitors/Sponsors (ppl.)	121	114	96	71	69	79
Total Registrations	812	896	931	844	796	682
Growth (# and %)	-84 / -9.38%	-35 / -4%	87 / 10.3%	48 / 6%	114 / 16.7%	
EPDI (in conjunction with AC)	74	54	92	170		



National
Association of
Graduate
Admissions
Professionals

The Leader in Graduate Enrollment Management

Future Annual Conference Dates and Locations

- 2010:** April 19 – April 24 San Francisco, CA
Hilton San Francisco
- 2011:** April 6 – April 9 Washington, DC
Marriott Wardman Park Hotel
- 2012:** April 25 – April 28 Austin, TX
Hilton Austin

NAGAP 2008-2009 Award Winners:

NAGAP congratulates the following Award winners. These awards were presented at NAGAP's 22nd Annual Conference on April 23, 2009, in New York, New York.

Distinguished Service Award

The Distinguished Service Award is presented to an individual who has contributed exceptional service to the profession and to the Association.

The 2009 Distinguished Service Award was presented to **Carolyn S. Payne**, Assistant Graduate Dean, Iowa State University, Ames, Iowa.

Visionary Award

The Visionary Award is presented to an individual who has demonstrated a unique and innovative vision in the graduate enrollment management profession.

The 2009 Visionary Award was presented to **Leonard Metheny**, Managing Director, Hobsons, London, England.

Building Bridges Award

The Building Bridges Award is presented to an individual who champions the issues of access and equity in making graduate education available.

The 2009 Building Bridges Award was presented to **Keith T. Brooks**, Assistant Dean, Graduate School, University of Maryland – Baltimore, Baltimore, Maryland.

Future Leaders Award

This award is presented to an individual in the Association who has displayed leadership and enthusiasm to the profession and also to the Association.

The Future Leaders Award for 2009 was presented to **Christina Swift**, Recruitment and Promotions Coordinator, Xavier University, Cincinnati, Ohio.

Professional Development Institute

By Cammie Baker Clancy, Professional Development Committee Chair

The Professional Development Institutes (PDIs) have grown substantially over the past couple of years with record attendance and content learned in an interactive workshop setting. NAGAP offers a Summer Institute for New Graduate Admissions Professionals, a Winter Institute for Advanced Graduate Admissions Professionals and a Pre-Conference Institute (focusing on a specific topic area). The Pre-Conference Institute is held prior to the start of the Annual Conference. The following benefits confirm that the PDIs are needed member education programs:

- The targeted nature of the content and small group format of the Winter and Summer Institutes allow for great networking opportunities and in-depth discussions with peers on topics that are relevant to their positions and level of experience.
- Session topics and speaker knowledge resonated well with participants. All programs were highly rated through evaluations. Participants were able to bring what they learned back to their universities/colleges and apply the new knowledge.
- Many past Institute attendees have gone on to serve on various NAGAP committees.

In 2008-2009 the Professional Development Committee instituted additional fellowship opportunities in order to provide assistance to members wishing to attend the PDIs but who could not secure funding. An aggressive campaign to increase awareness resulted in a historic increase in fellowship applications. In 2009, the Professional Development Committee added Fellowship opportunities for the Pre-Conference Institute as well. The 2009 Pre-Conference Institute was also the first program held off-site from the Annual Conference. The Institute of International Education (IIE) located across from the United Nations (UN) in New York City graciously offered its facility to NAGAP without charge. A fitting location for our Institute topic: Developing Strategies for Successful International Student Recruitment and Retention.

The Professional Development Committee also worked with the Education Committee and International Relations Committee on programming for the 2008-09 year. This was a new initiative to respond to the educational needs of our membership.

2008 & 2009 Professional Development Institute Dates and Locations

2008: July 10-11

Summer Institute for New Graduate Admissions Professionals
Las Vegas, NV
The Flamingo Hotel

2009: April 22

Pre-Conference Institute: Developing Strategies for Successful International Student Recruitment and Retention
New York, NY
Institute of International Education (IIE)

2009: January 22-23

Winter Institute for Advanced Graduate Admissions Professionals
San Juan, Puerto Rico
Intercontinental San Juan Resort and Casino

Education

By Daniel J. Bennett, Chair, Education Committee

The Education Committee, new for this year, works in close collaboration with the Conference, Professional Development Institute, and International Relations Committees to develop educational curricula and programming that meet the professional needs of the NAGAP membership. Members of the committee created sessions and presented/moderated at the 2009 Annual Conference on a variety of topics. The Committee also is charged with initiating a focused and ongoing effort to bring senior leaders with expertise from the higher education community to present on a variety of timely and important topics on graduate enrollment management. For the 2009 Winter Institute and the Annual Conference we recruited Dr. Charlotte Kuh from the National Research Council and Dr. Richard Sleight from Yale University to present on the upcoming *NRC Assessment of Doctoral Programs*, the results of which will have a significant impact on doctoral program recruitment. The Committee also identified a list of potential speakers/presenters and is deeply engaged in the planning for future institutes and conferences.

Promotional Excellence Award

The Promotional Excellence Award is given in recognition of a new or existing methodology that clearly demonstrates best practices for other graduate enrollment management professionals. Topics change every year based on current events and trends.

The 2009 Promotional Excellence Award was presented to: **Florida International University, College of Business Administration**, Miami, Florida, for Branding a Graduate School or Program. Luis F. Casas, Director, Marketing & Recruiting, led the creation of FIU Business "Uncommon Thinkers" winning campaign.

Enrollment Management Research Grant for Graduate Students

The Enrollment Management Research Grant for Graduate Students is designed to encourage emerging knowledge and understanding of the complexities of graduate enrollment management including all aspects of admissions and recruitment, enrollment, retention, and graduation in higher education.

The 2009 recipients of the Enrollment Management Research Grant for Graduate Students were present to:

- **Kathryn B. Andre**, Iowa State University, College of Engineering, Ames, IA, for her proposal entitled: "What Aspects of the Graduate Experience are Perceived by On-Campus Engineering Graduate Students as Obstacles to their Persistence and Graduation?"
- **Katheryn G. McAnulty**, Assistant Director, Admissions & Recruitment, University of Louisville, School of Interdisciplinary and Graduate Studies, Louisville, KY, for her proposal entitled: "Predictors of Graduate Enrollment in Hard and Soft Academic Disciplines and the Impact of Socioeconomic Status, Gender and Ethnicity."

Membership Growth

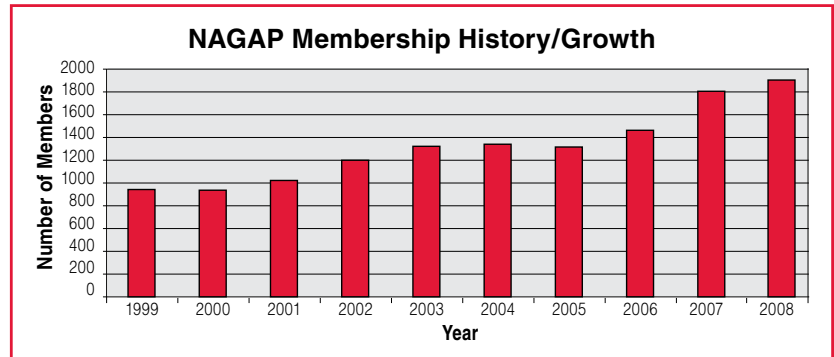
By James Crane, Marketing and Membership Relations Committee Chair

This past year has been exciting and rewarding as the Marketing and Membership Relations Committee has worked hard on initiatives that allowed NAGAP to “give back” to its membership while sharing the NAGAP message to prospective members around the globe. We are happy to report that our membership is vibrant and stands strong despite current economical challenges. We encourage our membership to continue reaching out to colleagues and invite them to participate with us.

The Marketing and Membership Relations Committee has worked on the following projects:

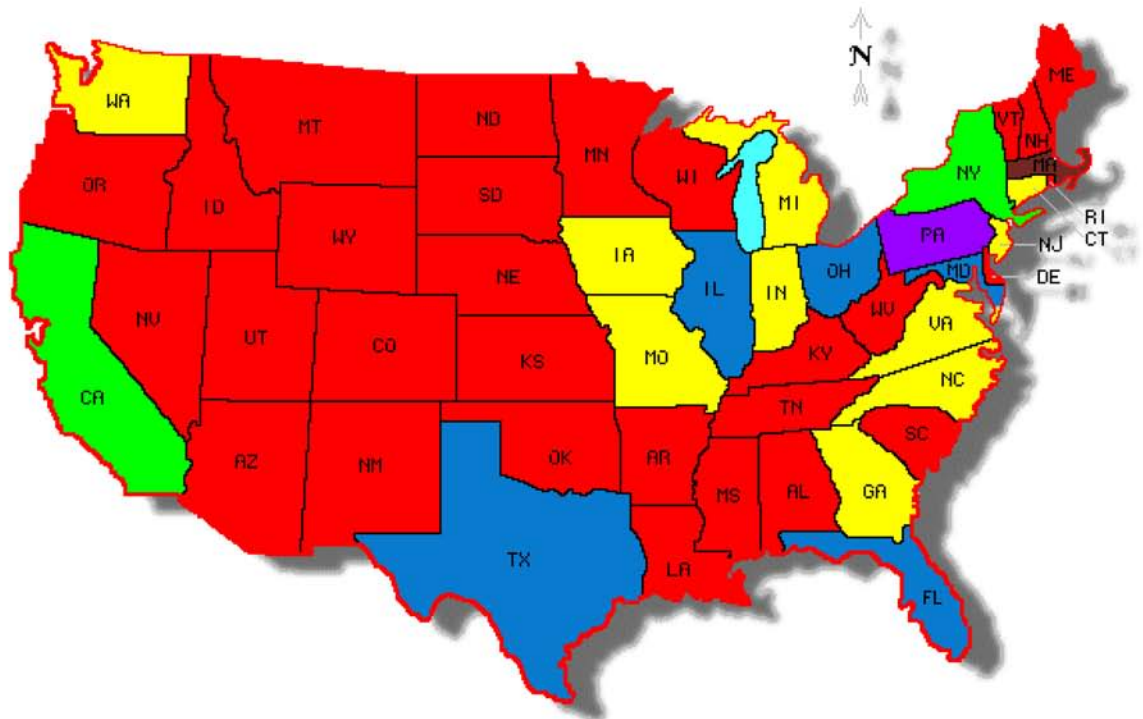
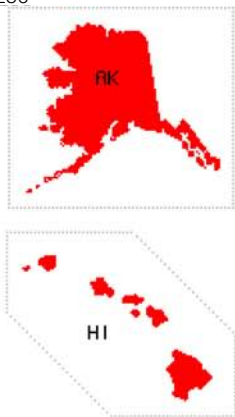
- Increased membership to approximately 2,000 members
- Enhanced the NAGAP Website
- Effective branding campaign with the tag line of “The Leader in Graduate Enrollment Management”
- Hosted a reception in Vancouver for Canadian members
- Two Grad Fair Receptions held during the past year in Chicago and Atlanta

- Adopted a “Going Green” policy and utilizing recycled paper products
- Designed a new NAGAP vinyl banner for recruiting and sponsor opportunities
- Created a marketing “I LOVE NAGAP” travel pillow set
- Created three marketing panels for display at exhibit events
- Created and passed a Retired Member Policy
- Videotaped portions of the Annual Conference and gathered testimonials which were put on You Tube and linked to the NAGAP Website



- 1 - 30
- 31 - 60
- 61 - 90
- 91 - 120
- 121 - 150
- 151 - 250

Membership by State



NOTES:

International Representations:
 Canada – 26 Members
 United Kingdom – 7 Members
 Italy, Scotland – 2 Members
 Chile, France, Mexico, Netherlands,
 Peoples Republic of China, Peru – 1 Member

Publications

By: Colleen Flynn Thapalia, Publications Committee Chair

Providing Members with Best Practices in Graduate Enrollment Management

NAGAP's premier publication is the quarterly newsmagazine, *Perspectives*, which covers topics relevant to graduate admissions and enrollment management professionals. Issues this past year highlighted coverage of international issues, research into graduate school choice, the graduate school transition, and Zogby's Global Generation, as well as extensive coverage of the 2009 Annual Conference in New York.

NAGAP's monthly electronic newsletter was redesigned using Vertical Response. The new HTML format is visually more appealing, and allows for greater use of photographs and graphics. In addition, analytic tools permit the Publications Committee to determine the most appealing articles from the readers' point of view. The newsletter continues to provide information about NAGAP events and opportunities, profiles of members, as well as current news articles of interest to enrollment management professionals.

Research and Global Issues 2008-2009 Report

By Kristen Sterba, Research and Global Issues Committee Chair

In Fall 2008, the Research and Global Issues Committee conducted the biennial Membership Survey. A total of 743 NAGAP members (46% of 1,620 members invited in November 2008) completed the survey. Survey respondents continue to be largely female (74%) and most hold a minimum of a master's degree (74%), consistent with data from the 2006 survey. Annual salaries ranged from \$20,000 to \$160,000. The average salary for all respondents was \$58,910, while the median salary was \$55,000. The 75th percentile salary was \$70,000. Salaries continue to be directly correlated to educational level, and women earn less than their male counterparts at both public and private colleges and universities.

The committee also reviewed applications for the NAGAP Graduate Student Enrollment Management Research Grant. This grant was designed to encourage emerging knowledge and understanding of the complexities of graduate enrollment management including all aspects of admissions and recruitment, enrollment, retention, and graduation in higher education. Four applications were received with the following two selected for funding:

Kathryn Andre (Iowa State University): What aspects of the graduate experience are perceived by on-campus engineering graduate students as obstacles to their persistence and graduation?

Katheryn McAnulty (University of Louisville): Predictors of graduate enrollment in hard and soft academic disciplines and the impact of socioeconomic status, gender and ethnicity

Kathryn and Katheryn were acknowledged at the 2009 NAGAP Annual Conference in New York. They will present the results of their research at the 2010 NAGAP Annual Conference in San Francisco.

International Relations

By Christiane Roth, International Relations Committee Chair

Almost two years ago during NAGAP's Strategic Planning Meeting, the Governing Board acknowledged the growing globalization in the field of education, and for the first time in the 23-year history of NAGAP, a committee was introduced that would open the organization on international level and the International Relations Committee started its work in June 2008.

continued on page 7

Message from NAGAP Investment Management Company

By: Laura A. Guerra, Vice President, Financial Advisor
Bernstein Global Wealth Management

About the Firm

Bernstein was established in 1967 to manage investments for families and individuals. Its mission grew to include sell-side research and institutional asset management, but advising private clients has remained a central focus throughout our successful history. As of midyear 2009, we oversaw more than \$66 billion in private capital invested across the world's markets.

The Recent Downturn

The recession that took hold in 2008 and continued into 2009 has been unusually severe because it was the result of a credit crisis. A precipitous drop in lending, triggered by the US subprime housing market, spread globally to infect all aspects of lending, from consumer finance to the letters of credit that grease the wheels of world trade, causing a slowdown of economic activity worldwide. Faced with a sudden restriction of credit and uncertain about the extent of its potential damage, investors reacted with panic. Many lost faith in stocks and bonds and sought refuge in cash. From the start of 2008 through the first quarter of 2009, stock markets around the world dropped some 50% to 60%, resulting in the first negative 10-year rolling returns since the 1930s.

The Road to Recovery

Every credit crisis is ultimately about overleveraging, or excessive debt, and the road to recovery is a process of deleveraging, or shedding debt, which involves some combination of debt repayment, bankruptcies, and write-downs or write-offs through restructuring. What will signal economic recovery? While there will never be an "all clear" bell, we are watching key indicators that would show confidence returning to the markets. For example, two developments have been driving the continuing stock market rally—the release of surprisingly strong earnings for most United States companies and heartening economic indicators that suggest the downturn is losing steam. More than 70% of U.S. companies posted earnings that beat analysts' estimates. Even though this good news was driven largely by cost cuts and productivity gains rather than enhanced revenue, investors were "surprised" in a positive way, and the market reacted favorably. The macroeconomic news suggests that the rate of decline across a broad swath of economic measures is slowing, creating optimism about recovery.

Bernstein's Strategy and Performance

With short-term risks elevated, our equity portfolios are highly diversified and carefully balance long-term opportunities against current uncertainties. Many stocks—both growth and value—are attractively priced relative to their longer-term earnings potential. As of the end of the third quarter, all of our equity portfolios posted significant year-to-date gains. Our bond portfolios also gained, with our taxable bond portfolio posting robust returns as waning risk aversion caused interest rate spreads to narrow from extraordinarily wide levels. Given that spreads are still wide by historical standards, we believe opportunity remains.

International Relations, *continued from page 6*

In the first year of existence, the International Relations Committee started to establish contacts with other organizations outside the United States that work in the same field.

One of the most prominent organizations is the agreement with European Association for International Education (EAIE), a European-based, but internationally expanding, organization in the field of international university collaboration. Both organizations have agreed to a partnership status, offering participation at each other's conferences, as well as representation through a dedicated session. Additionally, first contacts with other organizations in Europe, the United States and Asia have been started in an effort to explore the possibilities of collaboration.

A specific effort has been dedicated to Education USA Overseas Advisors. This organization had record participation from its members at the Annual Conference in New York.

The International Relations Committee has been working to increase the discussion on subjects related to international admissions. The Pre-Conference Institute (PCI) that was held at the New York Annual Conference was dedicated to international recruitment and saw a record participation with 90 attendees. The New York Annual Conference also included well-attended sessions on global issues as well as a round-table discussion on the topic of international admissions.

The world has been growing smaller, and we strongly believe that we in the profession of graduate enrollment should be at the forefront of developing insight and expertise in the area of international recruitment and enrollment. The work of the committee will continue with that goal in mind and with the hope of establishing NAGAP as a reference for both United States and overseas professionals to become leaders in Graduate Enrollment Management.

Financial Management

Message from Treasurer Dave Fletcher

It goes without saying that this year has been financially challenging for all of us—and no less so for NAGAP. Overall for the fiscal year 2008-2009, NAGAP experienced a net loss of **\$249,543**. This is possibly the only year in which we have had a fiscal loss (I don't have records going back far enough to determine) but it certainly is the most significant loss we've ever experienced. It will also not surprise you to learn that the substantial portion of this loss is related to our investment portfolio and our 2009 Annual Conference. Because of the significant expense of holding a conference in a top-tier city like New York, and in their effort to put on a first rate conference (which they certainly did!) the Conference Planning Committee spent about \$14,000 above what had been budgeted. Furthermore, because of the tight budgets that many of you were experiencing in your own institutions, attendance and sponsorships were significantly below last year's results. Income from exhibitors/ sponsorships at this year's conference was \$130,850, compared to \$149,700 the year before (a difference of \$18,850). Registration revenue was \$302,445 this year, compared to \$339,375 last year (a difference of \$36,930). Together these account for \$55,780 less in revenue this year compared to last year. The three PDIs also experienced a small overall loss.

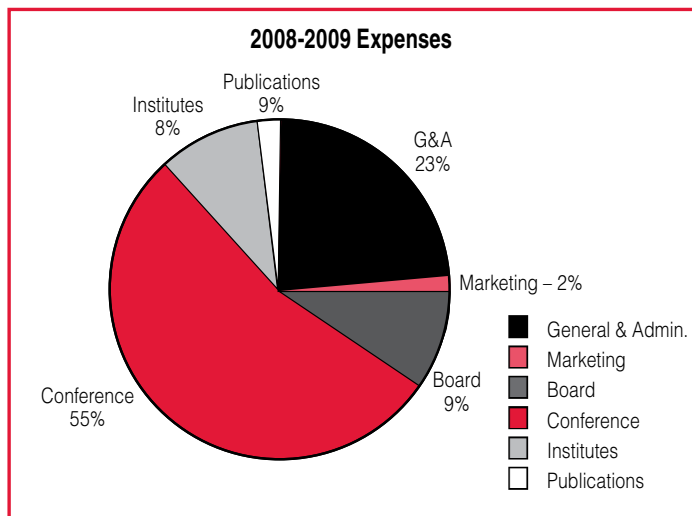
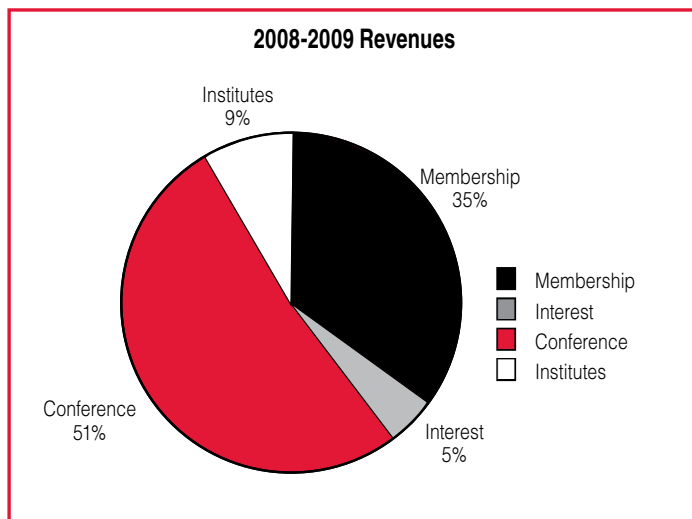
Your NAGAP Governing Board is very much aware of the fiscal concerns we are facing today. Our President, Jeffery Johnson, has declared 2009-2010 "the year of the budget" and has called on each and every board

member to be very cognizant of the approved budget—both in terms of achieving the revenue goals planned in the budget and in terms of holding spending to the budgeted amounts. Our Conference Planning Committee and NAGAP staff have already been in negotiation with the hotel in San Francisco to reduce the room charges, to make attending more affordable for you. The PDI Committee has also been hard at work to plan this year's institutes at locations that are affordable, yet accessible, and with sessions and speakers that are sure to support our registration goals. The Marketing and Membership Relations Committee is hard at work to maintain and increase our membership numbers. You can help by encouraging your colleagues to renew their membership (or join for the first time).

As you can see, the NAGAP Governing Board is continually vigilant with your association's finances to ensure that we continue to be the Leader in Graduate Enrollment Management for years to come.

Below is a summary of the 2008-2009 financial position as of June 30, 2009.

Current assets (checking):	\$115,666.17
Investments:	\$765,833.00
Other assets	
Receivables:	\$15,395.23
Prepaid expenses:	\$16,120.65
Total Assets:	\$913,015.05



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Committees

Conference Planning Committee
The Conference Planning Committee acts to bring members and all interested individuals together for an annual conference, during which new ideas and innovations in the practice and process of graduate admissions are exchanged. Emphasis is also placed on the role of professional development in the careers of admissions personnel. Committee members are responsible for the planning and execution of the annual event.

2009 Annual Conference Chair (New York, New York)
Debbie Lesperance
Columbia University

Moderators/Evaluations
Jamie Sosnow
Columbia University

Sponsorship/Exhibit Chair
Julia K. Bourquin
Harvard Graduate School of Education

Programming Chair
Winifred Watson-Florence
Howard University

PR/Communications/Marketing Chair
Deanna Ghozati
Columbia University, Teachers College

2010 Annual Conference Chair (San Francisco, California)
Julia K. Bourquin
Harvard Graduate School of Education

Programming Chair/Special Interest Forums Chair
Joshua LaFave
Clarkson University

Moderators/Evaluations
Stan Fasci
University of San Francisco

Sponsorship/Exhibit Chair
Christina Swift
Xavier University

PR/Communications/Marketing Chair
Deanna Ghozati
Columbia University, Teachers College

Awards Committee
The Awards Committee is responsible for overseeing the promotion of the awards that NAGAP offers and the selection of recipients for the following awards: Promotional Excellence Award, Building Bridges Award, Future Leader Award, Visionary Award, and the Distinguished Service Award. For more information, visit NAGAP's Website.

Joanne Canyon Heller
Roosevelt University

Ellen Driscoll
Suffolk University

Sarah Petrakos
Simmons College

Judith Baker
Nazareth College of Rochester

Education Committee
The NAGAP Education Chair is responsible for working in close collaboration with the Annual Conference Chair, Annual Conference Programming Chair and the Professional Development Institute Chair in the executive development, organization, and selection of educational curricula and programming that effectively meets the professional and developmental needs of NAGAP's diverse membership.

Education Committee Chair
Daniel J. Bennett
University of California – Los Angeles

Committee Members
Carolyn Payne
Iowa State University

Dan Stanford
New York University

Myron Thompson
University of Buffalo/
State University of New York

External Relations Committee
The External Relations Committee Chair is responsible for working closely with colleagues and organizations, associations, non-profit and government agencies and corporate entities to enhance the profile and impact of NAGAP.

External Relations Chair
Lisa Davis
University of Nevada — Las Vegas

Clint Fitzpatrick
Central Michigan University

Chris Machuca
Idealist.org

Membership and Marketing Relations Committee
The Membership and Marketing Relations Committee is responsible for disseminating information on all aspects of membership in NAGAP and for promoting the benefits of membership with individuals working in graduate recruitment, admissions, and education.

Membership and Marketing Relations Chair
James Crane
Brigham Young University

Committee Members
Christina Swift
Xavier University

Francesca (Fran) Reed
Marymount University

Judith Baker
Nazareth College of Rochester

Teisha Johnson
Illinois College of Optometry

Keith Brooks
University Maryland – Baltimore

Lyndon D. Perkins
Northern Illinois University

Jobie DeVinney-Walsh
Northern Kentucky University

Margaret Maybury
Xavier University

Stan Fasci
University of San Francisco

Betty Vu
Whittier College

Ellen Driscoll
Suffolk University

Valerie Robinson
Miami University

Jessie Pervall
Thomas Jefferson University

Publications Editor
The Publications Editor is responsible for publishing the NAGAP *Perspectives* four times a year to provide NAGAP members with timely and professional information and an opportunity to share views regarding graduate admissions and related topics in a printed format.

Publications Chair
Colleen Flynn Thapalia, Editor
The College of St. Rose

Professional Development Institute Committee
The Professional Development Chair is responsible for three NAGAP professional development events per year, one for beginning admissions professionals (new to the field), one for experienced admissions professionals, and one for upper level and decision-making executives.

Professional Development Institute Chair
Cammie Baker Clancy
Empire State College — SUNY

John Bury
The University of Tulsa

Michelle Howell Smith
University of Nebraska — Lincoln

Patricia Gardner
Central Connecticut State University

Research and Global Issues Committee
The Research and Global Issues Committee designs and implements research projects in a continuing effort to provide relevant comparative data on both professionally related activities and national issues that affect graduate school policies and requirements. The results of completed surveys are published and shared with NAGAP members and the broader graduate education community.

Research and Global Issues Chair
Kristen Sterba
University of Arkansas for Medical Sciences

Committee Members
Devon Skerritt
Harvard University Graduate School of Education

Hope Geiger
University of Tulsa

Scott Durand
Southern New Hampshire University

Susan Patterson
The College of St. Rose

Robert Detwiler
The University of Toledo

International Relations
The International Relations Committee establishes a long-term international vision for NAGAP. The committee is responsible for creation and implementation of strategies that will enhance the NAGAP brand internationally.

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