

# PRESIDENT'S ANNUAL REPORT

## 2020-2021



# TABLE OF CONTENTS

Letter from the President .....	2
Vision, Mission, & Values .....	3
Strategic Goals .....	4
2020-2021 Board of Directors .....	5
AALHE By the Numbers .....	6
Community Highlights .....	7
Executive Committee .....	7
Collaborations & Partnerships Committee .....	8
Communications Committee .....	9
Conference Committee .....	10
Finance Committee .....	11
Infrastructure Committee .....	12
President's Committee on Diversity, Equity and Inclusion ....	13
Professional Development Committee .....	14
Publications Committee .....	15
Recruitment & Retention Committee .....	16
Engagement Platform Task Force .....	17
Executive Director Search Task Force .....	18
Knowledge Development Task Force .....	19
2022 Pre-Conference Task Force .....	20
Contact Us .....	21

# LETTER FROM THE PRESIDENT



Dear AALHE Member,

As I reflect on the work of AALHE over the past year, the characteristic that most impresses me about our community is resilience. Throughout this time, our members have demonstrated this quality in their continual commitment to our vision of creating a world in which assessment is a catalyst for learning. Although the last year has been characterized by uncertainty due to a global pandemic, climate change, political turmoil, and other challenges, the contributions of our members to our vision through volunteering, presenting, and engaging in AALHE-related events has made our community a point of strength for assessment practitioners as we have lived through this challenging period.

The Association for the Assessment of Learning in Higher Education is a very different organization than it was when I became president. Some major changes include the incorporation of a new committee focused on diversity, equity, and inclusion, the election of six new board members, and a new Executive Director. In the year before I became president, our organization developed several critical strategic goals. Due to challenges presented by the COVID-19 pandemic, progress on these goals has been slow. It has, however, been steady. As the strongest trees tend to grow in the strongest winds, our organization has continued to advance and strengthen despite current challenges.

When I reflect on AALHE's evolution, I think of Antipater, a Stoic philosopher, who used archery as an analogy to describe the aims of Stoic ethics. Antipater believed that a good Stoic was like a skilled archer: they should do everything they can to hit their target, but their happiness should not depend on whether they achieve this goal. Skills such as aiming well and shooting well are within the archer's control, but other conditions, such as wind, which impact the ability for an archer to hit their target are not. For Antipater, the critical component of a Stoic's craft, the art of living, rested on the person's ability to use their capabilities to do everything they could within their control to live a good life. For AALHE, the COVID-19 pandemic has presented our organization with some unique challenges largely outside of our control. This context has required us to reschedule two in-person conferences, renegotiate contracts with vendors, and consider alternate approaches to generating revenue to sustain our community and operations. Given these conditions, I am impressed by the progress we made. This report highlights some of our accomplishments.

In reading this report, I encourage you to reflect on the life of one critical member of our organization: Marsha Watson. More than ten years ago, Marsha founded this organization. It is a result of her vision that this community continues to thrive. At the end of July, Marsha, a friend, and colleague to many of us, passed away. Although no longer with us, her legacy lives on in the vibrancy of our community. In lieu of flowers, AALHE has already donated to the Cancer Research Institute in her memory. If any of you would like to make an additional contribution in her name, donations can be made to the [Cancer Research Institute](#). I view the continued engagement reflected among AALHE members as a celebration of Marsha's legacy.

It has been a privilege to lead the organization in the past year. Thank you for all your support and contributions. Heraclitus, a Greek philosopher, was right in stating "no man steps in the same river twice, for it's not the same river and he's not the same man." Our organization is much larger and stronger today than it was when I first joined the board more than five years ago and this opportunity has afforded me the opportunity to better connect with our members and better understand everything that it represents. I am grateful for the opportunity to serve you and I hope to see you at our next annual conference in June 2022.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Foisy".

André Foisy

AALHE President 2020-2021

## VISION

The vision of the Association for the Assessment of Learning in Higher Education is a world where quality assessment is a catalyst for learning.

## MISSION

Our mission is to develop and support a community of educators and inform assessment practices in higher education to foster and improve student learning and institutional quality.

## VALUES

The values of the Association for the Assessment of Learning in Higher Education are based upon the beliefs that our Association should actively improve the ability and opportunity of all individuals and groups to take part in all services and opportunities afforded by the Association and that our Association should promote ethical research and assessment practices that foster equity and inclusion.

The Association for the Assessment of Learning in Higher Education values:

- 1. ADVOCACY** promoting the value of quality assessment to the public for the purpose of effecting positive change.
- 2. COMMUNITY** fostering an environment of belonging through scholarship, engagement and networking to create a place where each person matters.
- 3. CRITICAL REFLECTION** welcoming diverse perspectives and honest, open dialogue to make decisions about the organization and the practices of assessment.
- 4. INTEGRITY** applying ethical standards and principles consistently and transparently.
- 5. SCHOLARSHIP** advancing the practice of assessment through inquiry using appropriate evidence-based methodologies.
- 6. SOCIAL JUSTICE** building intentional assessment systems that affirm all learners and assuring that these systems value the wisdom and ways of knowing of individuals and communities, especially those that have been historically devalued.
- 7. STEWARDSHIP** managing human and fiscal resources responsibly for sustaining progress toward its mission now and into the future.

# STRATEGIC GOALS

July 2020 - December 2023

## I. Cultivate a Community of Assessment Practitioners

The Association for the Assessment of Learning in Higher Education will support assessment practitioners and cultivate a professional community.

## II. Lead and Advocate for Assessment

The Association for the Assessment of Learning in Higher Education will lead and advocate for assessment that will have a positive impact on higher education and its stakeholders now and into the future.

## III. Provide a Quality Membership Experience

The Association for the Assessment of Learning in Higher Education will continuously monitor and enhance the value of membership.

## IV. Increase and Diversify Revenue

The Association for the Assessment of Learning in Higher Education will diversify revenue streams to mitigate risk and provide resources to support organizational success.

# BOARD OF DIRECTORS

2020-2021



Josie Welsh  
AALHE President-Elect  
Southern California  
University of Health Sciences



J. André Foisy  
AALHE President  
Excelsior College



Jane Marie Souza  
AALHE Past President  
University of Rochester



Angela Hoffman-Cooper  
AALHE Executive Director



Moreen Carvan  
Rosalind Franklin  
University



Teresa (Terri) Flateby  
Higher Education and  
Assessment Consultant



Kathleen Gorski  
Waubensee Community  
College



Steven Hawks  
University of Minnesota



Oscar Hernández  
Texas Southmost College



Timothy Melvin  
Marshall University



Shannon Milligan  
University of California,  
San Diego



Erin Milne  
Massachusetts College of  
Liberal Arts



Jeremy Penn  
University of Iowa



Tara Rose  
Louisiana State University



Monica Stitt-Bergh  
University of Hawai'i at  
Mānoa



Emily Turner  
William Woods University



# AALHE BY THE NUMBERS

10

COMMITTEES

...Carried out the mission, vision, and values of AALHE.

1. Collaborations and Partnerships
2. Communications
3. Conference
4. Executive
5. Finance
6. Infrastructure
7. President's Committee on Diversity, Equity, and Inclusion
8. Professional Development
9. Publications
10. Recruitment and Retention

145+

VOLUNTEERS

Served on committees and led AALHE.

750+

MEMBERS

Comprised the dynamic community of AALHE.

45+

INSTITUTIONS

Maintained Institutional Membership with AALHE.

480+

ATTENDEES

Were at the AALHE 2021 Online Conference: Exemplars, Echoes, and Enigmas.

## SEVERAL PROFESSIONAL DEVELOPMENT AND NETWORKING OPPORTUNITIES

- The Annual Conference
- Webinars
- Publications including Intersection, Emerging Dialogues, and Conference Proceedings
- Assessment Learning Exchanges
- Assessment Book Club
- Assessment Works Podcast
- TwitterChats
- Methodology Resources
- Member Directory
- ...and more!

# COMMUNITY HIGHLIGHTS

## EXECUTIVE COMMITTEE

### Chair: André Foisy Committee Members as of June 2021:

Jane Marie Souza (Past President), Josie Welsh (President - Elect), Angela Hoffman-Cooper (Executive Director)

### Highlights:

- Maintained continuity of operations during the national Executive Director search with Administrative Assistant Lorna Keach serving as Interim Executive Director August 2020 - January 2021.
- Established the Executive Director Search Task Force to conduct a national search for a new AALHE Executive Director, resulting in the hire of Angela Hoffman-Cooper in January 2021.
- Established the President's Committee on Diversity, Equity, and Inclusion.
- Managed AALHE conference financial and contract obligations in the midst of the COVID-19 pandemic, including shifting the 2021 Conference contract to 2024 allowing for the hosting of an online conference experience for 2021.
- Renegotiated the 2022 Conference contract to reduce obligations by approximately 50% with awareness of the continued impact of the COVID-19 pandemic on higher education and individual professional development budgets and travel plans. The 2022 Conference is planned to be an in-person experience hosted at the Omni Providence Hotel, June 6-9, 2022 in Providence, Rhode Island.
- Hosted an AALHE Open House in February to provide an opportunity for members to meet the new Executive Director and learn more about leadership opportunities in the organization including the Nominations and Elections process for the Board of Directors.
- Assumed management of AssessmentCommons.org with future plans to migrate this to the AALHE website.
- Past Presidents and Board Members Jane Marie Souza and Tara Rose edited Exemplars of Assessment in Higher Education: Diverse Approaches to Addressing Accreditation Standards, an AALHE publication through Stylus Publishing in June 2021 and donated all royalties to AALHE.
- Set up a new Association mailing address and phone number to align with the Association's founding and registered non-profit status in Kentucky.
- Continued improvements to Association financial management including maintaining services with a CPA, implementing Quickbooks Online, and selecting bank and credit accounts.
- Introduced Rules for the Journey for Board of Directors Meetings and aligned Board Meetings with the Association's Strategic Plan. Made plans to conduct exit interviews with departing board members and to hold Board Orientation with all new and returning board members for the 2021-2022 year.



# COMMUNITY HIGHLIGHTS

## COLLABORATIONS & PARTNERSHIPS COMMITTEE

Chair: Jen Sweet

Vice Chair: Robert Wilkinson

Board Liaison: Shannon Milligan

Committee Members as of June 2021:

Sesime Adanu, Metta Alsobrook, Coral Bender, Rick Breault, Julia Deisler, Ronald Gray,  
Pamela Macpherson, Marc Scott

### Highlights:

- Discussed collaboration and partnership opportunities.
- Established subcommittee to address collaboration and partnership policies.
- Established subcommittee to lead consideration of collaboration opportunities.

# COMMUNITY HIGHLIGHTS

## COMMUNICATIONS COMMITTEE

Chair: Courtney Vengrin

Vice Chair: Mindy James

Board Liaison: Steven Hawks

Committee Members as of June 2021:

Natalie Azzouni, Leigh Robinson, Sarah Young

### Highlights:

- Managed social media accounts on Twitter (1,637 followers), Instagram (179 followers), and LinkedIn (949 followers) platforms. Discussed future of the Facebook account (1,390 likes; 1,474 followers)
- Coordinated content for the monthly member newsletter.
- Hosted Twitter Chats each month.
- President André Foisy coordinated the hosting of 4 episodes this year of the AssessmentWorks Podcast with co-host Erin Milne.
- Proposed brand guidelines and secondary color palette that was approved by the Board of Directors for implementation. Further updated the brand guide to align with visual/digital accessibility guidelines.
- Marketed AALHE 2021 Online Conference offerings including posts with each individual conference session graphic.
- Created and executed sponsor social media shout-outs for the AALHE 2021 Online Conference.
- Supported other Committees' marketing needs including the Membership Drive, Nominations and Elections, Publications announcements, Professional Development activities, survey announcements/reminders, etc.

# COMMUNITY HIGHLIGHTS

## CONFERENCE COMMITTEE

Co-Chair: Josie Welsh

Co-Chair: Angela Hoffman-Cooper

Administrative Support: Lorna Keach

Committee Members as of June 2021:

Terry Barmann, Scott Benson, Amanda Bylczyński, Jordan Denton, Meghan Deyoe, Christina Dryden, Patricia Gregg, Steven Hawks, Amanda Karls, Jessica Lamendola, Cyndi Loudon, Kara Moloney, Glenn Phillips, Terrel Rhodes, Matthew Ruane, Claudia Stanny, Kimberly Thompson, Sharon Valente, Holt Zaugg

### Highlights:

- Hosted the AALHE 2021 Online Conference, the Association's second online conference and 11th Annual Conference.
- Coordinated the call for proposals, the review and selection process, and communication with proposal authors. Included the call for Conference Proceedings on the call for proposals.
- Coordinated the hosting of 56 live sessions, 34 on-demand sessions, 3 keynotes, and 6 networking events during the conference.
- Provided an engaging educational experience and opportunities for networking to the over 480 attendees.
- Coordinated each conference attendee receiving a complimentary copy of the book, Exemplars of Assessment in Higher Education: Diverse Approaches to Addressing Accreditation Standards, edited by Dr. Jane Marie Souza and Dr. Tara Rose who also served as keynote speakers at the conference; the editors are donating all royalties to AALHE.
- Secured sponsorships for the conference from 12 sponsors. Exemplar sponsors included: AEFIS, Blackboard, ExamSoft, Explorance, James Madison University - The Center for Assessment and Research Studies, NimblyWise, Watermark, and Weave. Exhibitor sponsors included: Adams State University, Anthology, and Xitrac. Additionally the AALHE Executive Committee sponsored registration grants.
- Provided 66 attendees with registration grants thanks to the generous support of our sponsors, fulfilling all grant requests.
- Prepared over 200 graphics for the online conference to market individual sessions. Posted the graphics on the AALHE website slider, Facebook page, ASSESS listserve emails, member emails, and shared the graphics with the Communications Committee to post to social media.
- Coordinated attendee engagement opportunities including new attendee welcome materials, a New Attendee Welcome Lounge, and six networking sessions during the conference.
- Supported the conference experience by preparing Zoom backgrounds, moderator training, attendee guidelines, and accessible presentation templates.

# COMMUNITY HIGHLIGHTS

## FINANCE COMMITTEE

Chair: Jeremy Penn

Treasurer: Jane Marie Souza

Committee Members as of June 2021:

Katherine Cermak, André Foisy, Oscar Hernández, Josie Welsh

### Highlights:

- Coordinated the 2021 budget request process and prepared the proposed budget that was approved by the Board of Directors to take effect January 1, 2021.
- Coordinated the submission of Payroll Protection Plan loan applications to manage the impact of the COVID-19 pandemic on Association finances and operations.
- Opened bank accounts and allocated funds so all accounts are within FDIC insured range and we are maximizing earnings available on interest rates.
- Opened credit account to build Association credit history and earn cash back rewards for the Association.
- Set up Amazon Smile account so Amazon users have the opportunity to direct 0.5% of the price of your eligible purchases to AALHE.

# COMMUNITY HIGHLIGHTS

## INFRASTRUCTURE COMMITTEE

Chair: Eric Riedel

Vice Chair: Chris Hightower

Board Liaison: Moreen Carvan

Committee Members as of June 2021:

Laura Aboyan, Frederick Burrack, John Cooper, Jessica Evans, Leslie Harris, Vanessa Preast, Mitch Robertson, Marc Scott

### Highlights:

- Coordinated the Board of Directors Nominations and Elections process under the new timeline established at the end of last year's board term.
- Administered the Environmental Scanning Survey.
- Administered the Website Usability Survey, reviewed results, and made plans for additional user testing of the website to inform updates.
- Conducted a policy inventory to locate and organize Association policies and identify additional needed policies.
- Supported with website updates and special web posting requests from other committees including Member Testimonials, Conference Proceedings, etc.

# COMMUNITY HIGHLIGHTS

## PRESIDENT'S COMMITTEE ON DIVERSITY, EQUITY, & INCLUSION

Chair: Divya Bheda

Board Liaison: André Foisy

Committee Members as of June 2021:

Sesime Adanu, Tracey Bartholomew, Melanie Davis, Carley Dear, Meghan Deyoe, Joel Farrell, Sean Fitzpatrick, Ronald Gray, Patricia Gregg, Nora Hatton, Yao Hill, Jeanne Horst, Pam Humphrey, Susan Kahn, Jill Kern, Laura Kertz, Shannon Milligan, Kara Moloney, Amanda Simpfenderfer, Xiaomei Song, Kimberly Thompson, Amy Topper, Constance Tucker, Catherine Wehlburg, Karen White-Goyzueta, Melissa Williams, Sarah Wu

### Highlights:

- Launched the committee with a review of the committee's established charge, input from members on insights and perspective on diversity, equity, and inclusion work, as well as needs, concerns, and expectations to foster a community of trust.
- Identified four subcommittees: Policy, Procedures and Culture; Scholarship and Teaching Subcommittee; Needs Assessment; and Communications to carry out the Committee charge.
- Provided monthly diversity, equity, and inclusion updates and considerations in the AALHE Member Newsletter.
- Held a holiday gathering to share intentions for 2021.
- Prepared a Policy, Procedures, and Culture Subcommittee Report with recommendations.
- Made recommendations for keynote speakers for the AALHE 2022 Conference.



# COMMUNITY HIGHLIGHTS

## PROFESSIONAL DEVELOPMENT COMMITTEE

Chair: Patricia Gregg

Vice Chair: Karen White-Goyzueta

Board Liaison: Monica Stitt-Bergh

Committee Members as of June 2021:

Divya Bheda, Christy Cole, Melanie Davis, Carley Dear, Kimberly Fath, Paula Haines, Yao Hill, Jeanne Horst, Beth Janetski, Jay Kahl, Jill Kern, Kristina Lantzky-Eaton, Jason Lyons, Timothy Melvin, George Michna, Julie Morrison, Amber Nelms, Gina Polychronopoulos, Caroline Prendergast, Cari Ryan, Katy Selinko, Claudia Stanny, Sharon Stoerger, Roberta Teahen, Courtney Vengrin, Suzanne Wakim

### Highlights:

- The Webinar Subcommittee hosted a total of 6 webinars between September 2020 and April 2021.
- Held the Summer 2020 Assessment Book Club with the read Trends in Assessment: Ideas, Opportunities and Issues for Higher Education written by Stephen Hundley and Susan Kahn.
- The Certification Subcommittee created a concept map of competencies and requested to take on the curation of content for the Assessment Commons website in alignment with the competencies over the next year.
- The Match Subcommittee presented a session at the AALHE 2021 Online Conference on the Assessment Learning Exchange.
- The Match Subcommittee facilitated two rounds of the Assessment Learning Exchanges with three meet up dates at each round. The next Assessment Learning Exchange is planned to take place in the early fall.
- Coordinated feedback surveys on Webinars and the Assessment Learning Exchanges.
- Finalized selection of the Summer 2021 Assessment Book Club as the Exemplars of Assessment in Higher Education: Diverse Approaches to Addressing Accreditation Standards edited by Dr. Jane Marie Souza and Dr. Tara Rose.

# COMMUNITY HIGHLIGHTS

## PUBLICATIONS COMMITTEE

Chair of Intersection and Conference Proceedings: Kathleen Gorski

Intersection Vice Chair: Amy Topper

Intersection Assistant Vice Chair: Rebecca Gibbons

Emerging Dialogues Co-Chair: Kristin Buscher

Emerging Dialogues Co-Chair: Mary Tkatchov

Board Liaison to Emerging Dialogues: Erin Milne

Committee Members as of June 2021:

Alicia Ayodele, Giovanna Badia, Jeff Barbee, Lisa Bonneau, Chris Coleman, Sara Cushing, Calli Holaway, Suzanne Horwitz, Jihee Hwang, George Klemic, Lisa Mehlig, Heather Meissen, Fiorella Penaloza, Kate Pinder, Christine Robinson, Geraldine Rossiter, Karen Singer-Freeman, Sarah Southwick, Jessica Taylor, David Turbow, Catherine Wehlburg, Shauna Wilton, Alison Witherspoon, Sarah Wu

### Highlights:

- Restructured the Publications Committee to include three subcommittees: Conference Proceedings, Emerging Dialogues, and Intersection to support the focus of each group on the specific publication.
- Published 8 articles in the Spring 2021 Issue, 2 articles in the Winter 2021 Issue, 17 articles in the Fall 2020 Issue “Persevering During a Pandemic”, and 5 articles in the Summer 2020 Issue of Intersection: A Journal at the Intersection of Assessment and Learning.
- Published 2 articles for Emerging Dialogues this year.
- Posted the 2020 Virtual Conference Proceedings to the AALHE website.
- Implemented Scholastica for article submissions and publication of Intersection.
- Created Ethics Guidelines for Intersection and posted them to the AALHE website and Scholastica.
- Implemented Creative Commons copyright.
- Updated Emerging Dialogues Mission and Goals.
- Prepared training materials for Intersection for Editorial Board, Reviewers, and Scholastica.
- Presented a session on publishing at the AALHE 2021 Online Conference.
- Put out the call for 2021 Conference Proceedings.

# COMMUNITY HIGHLIGHTS

## RECRUITMENT & RETENTION COMMITTEE

Chair: Fiona Chrystall

Vice Chair: Curtis Jefferson

Board Liaison: Tara Rose

Committee Members as of June 2021:

Angela Bryan, Christina Dryden, Sean Fitzpatrick, Teresa Flateby, Lori Fulton, Shannon Helfinstine, Oscar Hernández, Alana Malik, Maureen McCarthy, Tere Naylor, Jessica Turos

### Highlights:

- Reviewed and analyzed membership data regularly.
- Administered the Volunteer Experience Survey and analyzed, summarized, and distributed results to Committee Chairs and the Board of Directors.
- Administered the Non-member and Member Exit Surveys and the Annual Member Survey. Analyzed, summarized, and distributed results to the Board of Directors.
- Reviewed Membership Rates. Proposed changes (reduction) to the Institutional Membership Rates to provide an incentive discount for members to join as an institution. The change to Institutional Membership Rates was passed by the Board of Directors with an implementation date of July 1, 2021.
- Implemented the Membership Drive with member testimonials by video and quotes on the website and in email communications.
- Revised the Institutional Membership Project to relaunch in 2022 to provide a coach to an institution to assist with an assessment project.
- Reviewed, updated, and distributed the Volunteer Handbook, including updates to the Board Liaison, Chair, and Vice Chair descriptions and an outline of the process for selecting a Committee Vice Chair.
- Reviewed, revised, and launched the Volunteer Form for the 2021-2022 term.

# COMMUNITY HIGHLIGHTS

## ENGAGEMENT PLATFORM TASK FORCE

Chair: Lorna Keach

Task Force Members as of February 2021:

Meghan Deyoe, André Foisy, Patricia Gregg, Leslie Harris, Glenn Phillips, Leigh Robinson, Tara Rose, George Smeaton, Jane Marie Souza, Josie Welsh, Robert Wilkinson

### Highlights:

- Researched substantial engagement platforms available for online conference offerings and determined 26 platforms for close review.
- Created rubric and criteria for evaluating engagement platforms and applied rubric to 26 platforms to confirm 9 platforms for which a full demo were requested.
- Met with platform representatives and/or collected existing demo videos and documentation available to narrow the list to six options, to be included on a survey sent to the Task Force team volunteers to determine final preferences.
- Confirmed Whova as the conference platform for the AALHE 2021 Online Conference.

# COMMUNITY HIGHLIGHTS

EXECUTIVE DIRECTOR  
SEARCH TASK FORCE

Chair: André Foisy

Task Force Members as of January 2021:

Divya Behda, Steven Hawks, Oscar Hernández, Erin Milne, Jeremy Penn, Tara Rose,  
Jane Marie Souza, Josie Welsh

## Highlights:

- Conducted a national search to fill the Executive Director position.
- Supported the posting of the position description.
- Reviewed applications and conducted interviews.
- Made a recommendation to the Board of Directors for the hire of an Executive Director.

# COMMUNITY HIGHLIGHTS

## KNOWLEDGE DEVELOPMENT TASK FORCE

Chair: Teresa Flateby

Vice Chair: Yuerong Sweetland

Task Force Members as of June 2021:

Tracy Bartholomew, Fred Burrack, Joel Farrell, Abolfazi Ghasemi, Patti Greg, Susan Kahn, Jessica Taylor, Constance Tucker

### Highlights:

- Completed first round of institutional interviews with the institutions identified as having an institutional integration of curriculum, instruction, and assessment processes.
- Reviewed qualitative data from interviews by summarizing responses to each interview question posed, identifying pertinent quotes, and uncovering other emerging themes, and relevant information.
- Presented preliminary findings at an AALHE 2021 Online Conference session.
- Summarized and synthesized literature and prepared the literature review pertaining to an institutional-level integration of curriculum, instruction, and assessment processes.
- Identified case studies of “pockets of excellence” representing programs or colleges demonstrating a more limited integration.



# COMMUNITY HIGHLIGHTS

## 2022 PRE-CONFERENCE TASK FORCE

### Chair: Tara Rose Task Force Members as of March 2021:

Angela Hoffman-Cooper, Steven Hawks, Oscar Hernández, Timothy Melvin, Emily Turner

### Highlights:

- Reviewed the existing contracts for the AALHE 2022 Conference.
- Discussed impact of the COVID-19 pandemic and the state of higher education budgets on the AALHE 2022 Conference.
- Mapped out different scenarios, factoring in projected attendance, contract obligations, and contract cancellation fees.
- Made a recommendation to the Board of Directors to attempt to renegotiate the contract and reduce the obligation for the AALHE 2022 Conference.



## CONNECT WITH US

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**Association for the Assessment  
of Learning in Higher Education**

**AALHE**  
**PROMOTING ASSESSMENT FOR LEARNING**

