

2021-2022
Annual Report

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Colleagues,

It is our privilege to present to you the 2021-22 annual report for the Association for Institutional Research (AIR). With your support and engagement, AIR continues to rebuild from the impacts of the pandemic. Together we can celebrate many accomplishments from the past year, including the following:

- Winning the rebid of the IPEDS education and training contract for another five years, in collaboration with RTI International and other partners.
- Hosting our first in-person AIR Forum since 2019 with a high-quality program and fully engaged attendees.
- Creating a leadership development course for data and analytics professionals seeking leadership opportunities with greater responsibility and visibility.

And those are just a few examples of education, training, partnerships, and events that are detailed throughout this report.

AIR's mission to advance data-informed decision making within higher education, overarches and guides all of AIR's work. This year, the AIR Board of Directors made an important and significant change to our mission—adding a more explicit commitment to equity and ethics. Not only is AIR's purpose to advance the use of data and analytics, but to do so in a way that advances effective, ethical, and equitable decision making for the benefit of all students. This change builds on past efforts and challenges AIR to intentionally consider equity and ethics in our work, our interactions, and our operations.

While we applaud AIR's successes from the past year, we acknowledge that as a community, we are still navigating and recovering. Each of the members of our community has experienced a different journey over the last couple of years. Many of our journeys have included moments of doubt, loss, and frustration, but also, moments of inspiration and creativity as we have guided our offices, institutions, and profession through uncharted waters.

We invite you to review this annual report and what AIR has achieved with and for our community. AIR remains focused on serving your education, training, and collaboration needs through our programming, services, and events. We learn and grow with your help. Don't ever hesitate to reach out with your ideas, thoughts, and feedback.

Sincerely,



Junelyn Pangan Peeples
2021-22 President



Christine M. Keller
Executive Director & CEO



01

Expanding Data Literacy and Use

Data are powerful and consequential institutional assets. A higher education institution's capacity for leveraging its data assets in decision making and to support student-centered transformation reflects the collective efforts of its people. AIR focuses on empowering and strengthening that human capacity—the knowledge, skills, habits, and mindsets necessary to use data in ways that are effective, ethical, and equitable. And since data are produced, collected, and used everywhere—not just in IR and IE—AIR is committed to the expansion of data literacy and data use across the entire institution. This commitment is reflected in the following highlights across AIR projects, programs, and partnerships from the past year.

Bill & Melinda Gates Foundation Data Capacity Partnership

AIR is a collaborator in several [Bill & Melinda Gates Foundation \(BMGF\)](#) projects and initiatives to further the work of institutional transformation in support of equitable student success. BMGF recognizes the foundational role of data and institutional research within all activities, services, and decisions in the higher education environment, and has turned to AIR for leadership and expertise in this realm. AIR has a direct investment as a thought and data capacity partner in a BMFG-sponsored ecosystem designed to be an open marketplace for institutions and groups of institutions to receive assistance in foundational areas, including institutional research and data.

American Indian Higher Education Consortium

In a partnership with the American Indian Higher Education Consortium (AIHEC) with funding from the Bill & Melinda Gates Foundation, AIR delivered its course A Holistic Approach to IR to teams from the five Tribal Colleges and Universities (TCUs). Through an assessment of institutional capacities, AIHEC identified building data capacity as one of the high-priority areas for Intermediaries for Scale (IFS) capabilities. This initiative led AIHEC to co-develop a knowledge management plan, which outlines the need for a data working group. The data working group will need support in building IR practices to develop future technical assistance (TA) for TCUs. Participation in the course will help institutional teams jump-start conversations about IR, data capacity, data literacy, data governance, and more.



United Negro College Fund

In a partnership with the United Negro College Fund's (UNCF) Institute for Capacity Building with funding from the Bill & Melinda Gates Foundation, AIR conducted a landscape analysis by compiling various metrics used to monitor institutional health and identifying commonalities that might be used as models in the use of data and information for strategic decision making.



IR/Data Capacity Blueprint

With input from experienced IR/IE professionals, AIR is developing a blueprint to sketch out the critical elements necessary for building and sustaining institutional research and data capacity in support of institutional transformation for equitable student success. An institution's engagement with the National Student Clearing House (NSC) Postsecondary Data Partnership (PDP) is being considered as proxy of whether an institution's data function has the foundational elements required for student-centered transformation.



National Center for Education Statistics IPEDS Training

Funded by the [National Center for Education Statistics \(NCES\)](#), AIR continues to produce Integrated Postsecondary Education Data System (IPEDS) education and training to increase the quality of the IPEDS data collected and to expand its use. In 2021-22, AIR supported over 15,800 training interactions across three online delivery methods: workshops (1,373), courses (1,359), and tutorials (13,087). Additionally, the NCES Data Institute provided in-depth training on NCES datasets and research methodologies to 31 participants selected through a competitive application process. A significant accomplishment in 2022 was securing a new 5-year contract with RTI International and other partners to continue to offer IPEDS training and education through 2027 to the AIR community.

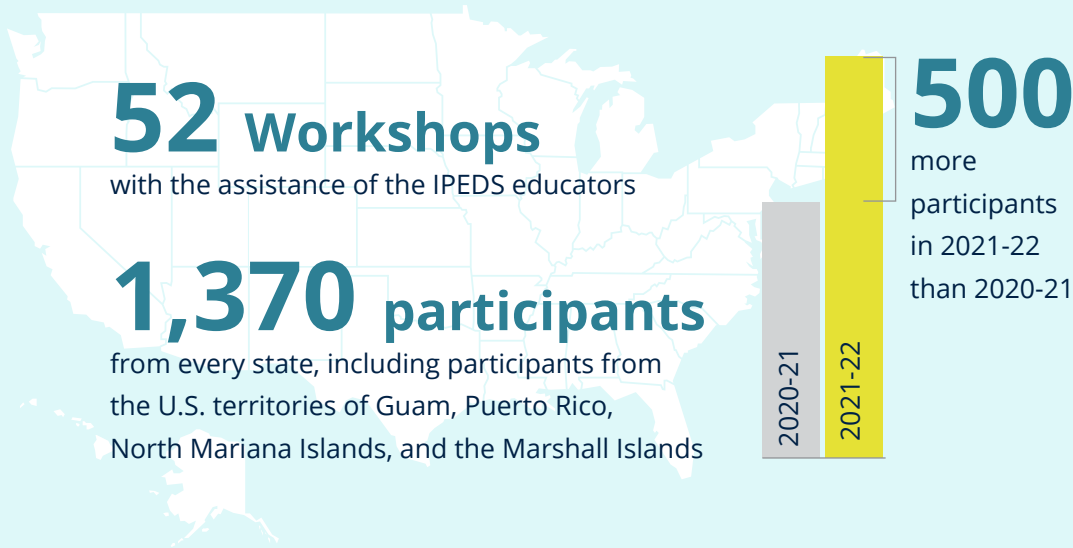
NEW CONTRACT THROUGH 2027

In recognition of AIR's continued success in delivering high-quality IPEDS education and training, AIR successfully secured a new 5-year IPEDS training contract in 2022.

In the words of a 2021 IPEDS training participant...

"The very practical nature of the [keyholder] course was its greatest strength. It tied together the requirements with the skills to meet those requirements. Few courses do both, and you did it exceptionally well."

IPEDS EXPANDED FREQUENCY AND REACH IN 2021-22



Data & Decisions Academy Data Literacy Program

The Data & Decisions Academy Data Literacy Program fosters and supports data-informed decision cultures at colleges and universities through investment in data literacy education for professionals across functional areas. The program establishes the knowledge, skills, mindsets, and habits needed to empower individuals to use and apply data strategically to make effective, equitable, and ethical decisions.

Data Literacy Institute

The [Data Literacy Institute](#) is a pilot program utilizing the Data & Decisions Academy Data Literacy Program's curriculum. The Institute is a collaboration with the Association of Public and Land-grant Universities (APLU) and funded by Ascendium Education Group. The first cohort of institutions began work in 2021 and successfully completed in spring 2022. The second cohort started in fall 2022 and will finish in spring 2023. Each institutional team comprises up to 20 individuals from a variety of departments, units, and functions.

In the words of 2021-22 Data Literacy Institute participants...

"A vivid look at the inner workings of institutional research in university settings."

"I appreciate that the topics are broken down in a way that is both easy to understand and relatable to my work in higher education."

2021-22 DATA LITERACY INSTITUTE COHORT

Kent State University

Montclair State
University

Oakland University

University of
Minnesota Duluth

Wright State University

2022-23 DATA LITERACY INSTITUTE COHORT

Bowling Green
University

Illinois State University

Miami University
Oxford

Tennessee State
University

University of Maine

National Student Clearinghouse Postsecondary Data Partnership Training

AIR has worked with the [National Student Clearinghouse \(NSC\)](#) since 2019 to provide education, training, and support for the Postsecondary Data Partnership (PDP). The PDP is a data democratization tool that allows institutions to scale their internal student success reporting and evidence-based decision-making. In fall 2021, AIR was awarded a multi-year grant from the Bill & Melinda Gates Foundation to expand its PDP training options and outreach to help users better understand and effectively use their PDP data. PDP workshops and other training opportunities will be available at no cost to the AIR community beginning in fall 2022.



02

Focusing on Equity and Inclusion

In 2021-22, the AIR Board and staff took important steps to ensure the association's policies and practices are in line with its values by considering different perspectives and exploring ways to honor and promote diversity, equity, and inclusion.

Changes to Mission (Ends Policy)

On May 9, the AIR Board of Directors voted to amend its [Ends policy](#), which serves as the organization's [mission statement](#).

The Board added just 8 words, but those additions communicate the association's existing and continuing commitment to integrate ethics and equity into its programming, services, resources, and practices. The vote was the culmination of the Board's months-long work to ensure AIR intentionally operates with a focus on equity and inclusion.

AIR'S MISSION

*AIR is a global association of higher education professionals. AIR exists to empower those individuals at all levels to **use** data, analytics, information, and evidence to make decisions **that are effective, ethical, and equitable** and take actions that benefit **all** students and institutions and improve higher education. This must be done within AIR's available resources and in such a manner that the value to higher education is worth the investment of those resources.*



Changes to Nominations & Elections Committee Processes

Based on recommendations from the previous Nominations & Elections Committee (NEC), the 2021-22 NEC updated their evaluative processes to consider broader leadership experiences and types as an appropriate qualification for AIR leadership.

Changes to Voting Rules

AIR graduate student members can now vote in AIR leadership elections as the [AIR Bylaws](#) were updated by a vote of the members present at the AIR Annual Business Meeting in June 2022. Removing the restriction in the AIR Bylaws that prohibited AIR graduate student members from voting was recommended by the 2020-21 NEC to enhance the inclusiveness of the association.

Recommended Changes to Board Structure and Operations

To improve the overall effectiveness, continuity, and accountability of the AIR Board, the Board Structure for Accountability and Effectiveness committee examined the size of the Board, the length of terms, the selection of Board leadership, and the structure of the NEC. The committee drafted a set of recommendations that were presented as individual motions to the full Board. The approved motions were presented to AIR members for discussion and feedback and translated into proposed changes to the AIR Constitution and Bylaws. A membership vote on the recommended changes is scheduled for early 2023. Visit airweb.org/motion for the status of the Committee's work.

Expansion of Membership Options

A committee of AIR members, staff, and board members recommended expanding AIR's current membership options to include an organization-level membership. The goal of expanding membership options is to provide greater access to AIR's products, resources, and services for all individuals who use and/or produce data within higher education. See the "Work of Board Committees" section of this report for details.



03

Programs and Services

To advance the effective, ethical, and equitable use of data and analytics to make better decisions, AIR provides programs, services, and resources in four operational areas.

1

Education and Training

Provide educational opportunities to meet the current and future training and professional development needs of the community.

2

Knowledge and Research

Serve as a center of knowledge and innovation for the creation and exchange of research, practice, and tools.

3

Community and Networks

Create and engage a community of professionals and organizations to learn, connect, and collaborate.

4

Advocacy and Policy

Advocate and support the expanded use of data and analysis in higher education, often through partnerships with other organizations and groups.

Education and Training

AIR develops and delivers a variety of education and professional development opportunities for the higher education community to expand improved data use and data literacy in support of improved institutional effectiveness and the success of all students.

Highlights from 2021-22 include the introduction of a new leadership development course for IR/IE professionals seeking leadership opportunities with greater responsibility and visibility: [AIR LEADs: Leadership with Evidence, Analytics, and Data](#). Ongoing education and training such as the virtual [Foundations Workshops](#) and the mentored-supported [Holistic Approach to IR](#) provided opportunities for professionals at all levels to increase their knowledge, skills, habits, and mindsets. [Webinars](#) and informal “[coffee chats](#)” allowed community members to engage with emerging topics in the field, discuss challenges, and exchange ideas and practices for professional growth.

[IPEDS education and training](#)—courses, tutorials, and workshops—were offered exclusively online during 2021-22, but we were able to expand their frequency and reach. With the assistance of the IPEDS educators, over 52 IPEDS workshops were held, reaching over 1,370 participants from every state, including participants from the U.S. territories of Guam, Puerto Rico, North Mariana Islands, and the Marshall Islands. This is an increase of 500 participants over the previous year.



Knowledge and Research

To support and expand data-informed decision making within higher education, the association contributes to the production, collection, and dissemination of innovative research, practice, and tools.

National Survey of IR Offices

Over 530 institutions participated in the third iteration of the [National Survey of IR Offices \(NSIRO\)](#) in fall of 2021. NSIRO is a nationally representative, longitudinal study of the institutional research (IR) function within U.S. higher education institutions, with previous administrations in 2015 and 2018. The survey collects information about IR office structure, leadership, resources, and effectiveness to better understand and improve IR office operations. Results from NSIRO 2021 were released in late summer of 2022 and will continue in 2023.

NSIRO BRIEFS

View various [briefs](#) highlighting results from the 2021 survey, including:

- Staff Roles, FTE, and Characteristics
- Full-time Staff Salaries
- Staff Job Functions and Salary Expenditures
- Leadership and Management

Table 3 reports the average annual full-time salary expenses for the IR office.

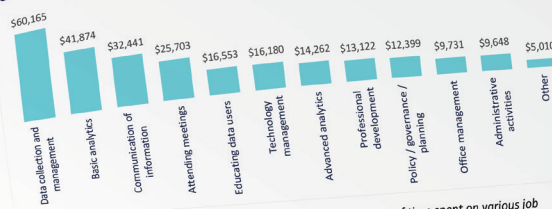
Table 3. Average Full-time Salary by IR Staff Role

Staff Role	Average Annual Full-time Salary*	Average FTE**	Average Annual Full-time Salary Expenses***
Office leader	\$100,308	1.0	\$99,505
Assistant/Associate Directors	\$81,853	0.4	\$36,332
Senior Analytical Staff	\$74,469	0.4	\$31,521
Analytical Staff	\$61,539	1.0	\$64,512
Technical Staff	\$66,331	0.3	\$16,855
Administrative Support Staff	\$46,183	0.2	\$8,988
TOTAL		3.3	\$257,712

*Data reported in the 2021 AIR National Survey of IR Offices: IR Office Full-time Staff Salaries
 **Data reported in the 2021 AIR National Survey of IR Offices: IR Office Staff Roles
 ***Salary expenses per staff role were calculated by multiplying the average annual salary by the average full-time equivalent (FTE) for each staff role.

Using the data reported in Table 3, we can calculate the average salary expenses associated with each job function (Chart 2). We found that the average IR office spends over \$100,000 in staff salaries in data collection, data management, and conducting basic analyses. An additional \$32,000 is spent in staff salaries communicating information.

Chart 2. Annual IR Office Salary Expense by Job Function



Note: Salary expenses were calculated by multiplying the percentage of time spent on various job functions by staff role in Table 2 with the average salary expenses in Table 3.

AIR Professional File

Articles published in the biannual [AIR Professional File](#) volumes are journal-length publications grounded in relevant literature that synthesize current issues, present new processes or models, or share practical applications related to an institution's data function, including institutional research and institutional effectiveness.

In fall 2021, long-time *AIR Professional File* editor, [Sharron Ronco](#), retired after seven years of volunteer service. AIR is grateful for her commitment to advancing scholarship within the field and for her mentorship of many within the AIR community. AIR welcomes a new editor, Iryna Muse from the University of Alabama System, and assistant editor, Inger Bergom from Harvard University, and their contribution in continuing the tradition of high-quality research within the IR and IE fields.



THREE VOLUMES WERE PUBLISHED IN 2021-22:

SPRING 2021

[Article 152: The Use of a Viability Index as a Better Measure of Departmental and Program Strength](#)

[Article 153: Student Trajectories for Enrollment Forecasting, Management, and Planning](#)

FALL 2021

[Article 154: Using State Workforce Data to Report Graduate Outcomes](#)

[Article 155: How Noncredit Enrollments Distort Community College IPEDS Data: An Eight-State Study](#)

SPRING 2022

[Article 156: Generalizability Theory and Its Application to Institutional Research](#)

[Article 157: Process Tracing for the Institutional Researcher](#)

Community and Networks

AIR provides spaces and opportunities for the higher education community to learn, collaborate, and connect around topics of interest, including effective data visualizations, college rankings, IR staffing, equity in analytics and machine learning, and leadership in building data-informed cultures—to name just a few.

2022 AIR Forum

In June 2022, the association welcomed the AIR community back to the first in-person [Forum](#) since 2019—an important milestone in the association’s transition out of the pandemic. The 2022 AIR Forum in Phoenix featured keynote speakers on the intersection of education, technology, and equity as well as Indigenous data governance. Over 1,000 higher education professionals working in institutional research, institutional effectiveness, assessment, and other data/analytics fields shared their knowledge, expertise, and innovative solutions through 208 concurrent sessions, discussion groups, and panels. Over 100 representatives from a variety of companies also showcased their tools, software, and solutions that support data and analytics work. Although the 2022 AIR Forum attendance was smaller than in pre-pandemic years, participants rated the conference as high-quality and worthwhile, with over 90% indicating they would recommend the AIR Forum to a colleague.



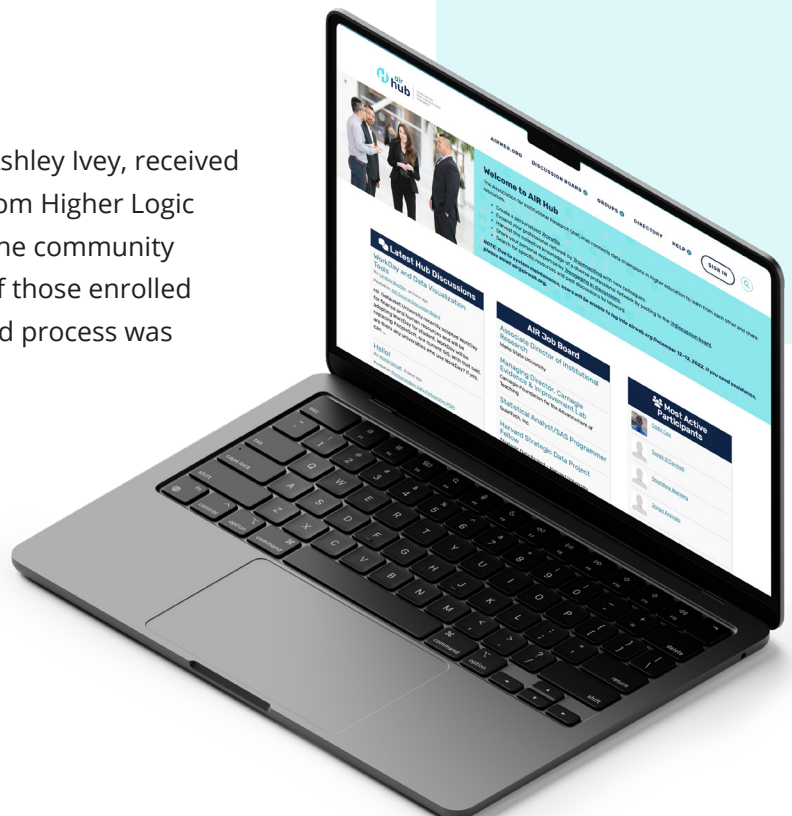


AIR Hub

Launched in May 2020, [AIR Hub](#) is an online community open to all stakeholders within the AIR community. It is a space for participants to ask and answer questions, share resources, and connect around topics related to the production and use of data, office management, emerging higher education trends, leadership and more. AIR Hub includes dedicated groups for community colleges, system offices, graduate students, small IR offices, and those interested in the Postsecondary Data Partnership (PDP).

“PIVOT PRO SUPER FORUM” AWARD

Two AIR staff, Elaine Cappellino and Ashley Ivey, received the “Pivot Pro Super Forum” award from Higher Logic for their work to use the AIR Hub online community to enhance the learning experience of those enrolled in A Holistic Approach to IR. The award process was competitive and national in scope.



Advocacy and Policy

AIR participates in a wide range of conversations and collaborations at the regional, national, and global levels to advance evidence-based decision making and support collaborations around expanded data literacy across higher education functional areas.

In 2021-22, AIR, EDUCAUSE, and NACUBO, continued cross-organizational work to operationalize the [Joint Statement on Analytics](#) released in 2019. AIR and EDUCAUSE jointly hosted a webinar in August 2021 featuring the statement. In addition, AIR staff and members presented a session at the Assessment Institute conference in October 2021 to share how the principles are at work in the field, from the AIR, EDUCAUSE, and NACUBO perspectives. In November 2022, the three associations secured [grant funding](#) to continue work around application of the statement in 2023.

AIR also participated in events with various partner organizations on topics including data-informed decision making, data democratization, the future of IR, building equity-minded decision cultures, and data literacy. These engagements provide AIR important opportunities to further its mission, build networks, and share the importance of IR/IE and data-informed decision making.

AIR OUT AND ABOUT

- **June 2021:** West Virginia Board of Governors Summit, session
- **October 2021:** CUPA-HR Conference, session
- **October 2021:** Rocky Mountain Association for Institutional Research, keynote
- **October 2021:** Assessment Institute, workshop and session
- **October 2021:** Association of American Universities Data Exchange Consortium Meeting, invited presentation
- **November 2021:** Northwest Commission on Colleges and Universities conference, session
- **January 2022:** National Academies of Sciences, Engineering, and Medicine Board of Directors meeting, address
- **February 2022:** Penn State University Data Summit, keynote
- **May 2022:** IPEDS Coordinator Workshop and State Data Conference, workshop
- **June 2022:** New England College Assessment Conference, session
- **June 2022:** UNCF Unite Conference, session
- **July 2022:** China AIR conference, keynote

AIR advocates for policies, regulations, and legislation to support data availability, infrastructure, transparency, and accountability. The association also lends the perspective of data professionals in policy and regulatory discussions. Activities include:

- [College Board Admissions Research Consortium Advisory Board](#)
- [Department of Education Assessing Choices in Education \(ACE\) Working Group](#)
- [Gates Foundation Postsecondary Ecosystem](#)
- [IHEP Postsecondary Data Collaborative](#)
- [College Scorecard Technical Review panel](#)
- [IPEDS Technical Review Panels](#)
- [IPEDS National Postsecondary Education Cooperative](#)
- [2023-24 National Postsecondary Student Aid Study \(NPSAS:24\) Technical Review Panel](#)
- Faculty, Academic Careers, and Environments (FACE) Advisory Board
- Common Data Set Advisory Board

In serving as an expert source for the media, AIR provides important background about the critical role of IR/IE while advocating for the importance of data informed decision making in higher education.

March 25, 2022

[‘An Art and a Science’: Colleges’ Tricky Task of Selecting Peers](#)

Chronicle of Higher Education

April 6, 2022

[Do the ‘U.S. News’ Rankings Rely on Dubious Data?](#)

Chronicle of Higher Education



The [Leading Improvements in Higher Education](#) podcast, a service of the **Assessment Institute**, is a recipient of the 2021 APEX Award (Awards for Publication EXcellence) in the podcast category. The award-winning entry of 12 [podcast episodes](#) included an episode from AIR staff Leah Ross and Stephan Cooley. The podcasts were debuted during the Assessment Institute in October 2020.



04

Positioning for the Future

In a period of continued uncertainty, disruption, and financial constraints, AIR remains focused on its core mission and values—advancing the effective, ethical, and equitable use of data for the benefit of all students and institutions. AIR’s business operations and systems undergo continuous evaluation and improvement to ensure they operate within the limitations of AIR’s current resources and add value to the IR/IE community as well as higher education.

Planning for Success in 2022 and Beyond

Five broad operational goals shaped AIR’s priorities, decisions, and activities in 2022.

- 1** Achieve contract and grant deliverables.
- 2** Meet the needs of current stakeholders through programs, resources, and services.
- 3** Expand membership and programming to reach new individuals and/or markets.
- 4** Better leverage data and technology for decisions, operations, and programming.
- 5** Focus on actions that increase financial stability and flexibility.



Consistent with these operational goals, AIR restarted and expanded many of the programs, projects, and activities that were disrupted or scaled back in 2020 and early 2021. The AIR Forum successfully returned to its traditional in-person format. The IPEDS education and training contract was renewed for another five years. The financial situation stabilized, although revenue sources and staff capacity remain constrained due to the current economic environment and ongoing societal impacts of the pandemic.

The expansion of AIR membership and programming to reach new individuals and markets is critical to effectively positioning AIR for the future. Over the last year, the Data Literacy Institute is an important component of this effort with a focus on extending data literacy skills across higher education functional areas. In addition, over \$1.3 million in new grant funding was secured from the Bill & Melinda Gates Foundation to expand data and institutional capacity and use.

AIR will continue to pursue its mission set by the Board of Directors while applying lessons learned, strengthening our outreach, and responding to the current needs of our community to prepare our association for a vibrant and sustainable future.

05

Association Governance

As the governing body of the association, the Board of Directors sets expectations for what AIR will accomplish on behalf of its members and stakeholders. The Board also establishes the association’s mission, purpose, and vision. For over 10 years, AIR has operated within a governing system called “policy governance,” which is based on a system of integrated principles and agreements on how the Board will work together. Those principles outline how the Board will empower and hold accountable the association’s executive director, how the Board will articulate the AIR’s purpose (the Ends policy) and set up the association for movement in that direction, and how the Board understands the role of members and stakeholders in the governance of the association.

Work of the Board

To fulfill its charge, the Board regularly gathers information on the future of higher education and the IR/IE profession from multiple sources. The Board engaged directly with AIR members and stakeholders to understand their perspectives, objectives, and needs by facilitating small group discussions during Coffee Chats and holding Board “office hours” at 2022 AIR Forum. These interactions and conversations allow the Board to plan more effectively for the association’s future and to create policies that support association stakeholders and advance the profession.



Work of Board Committees

Board committees provide an opportunity for a subset of the Board, often working with members of the AIR community as advisors, to delve deeper into a particular topic area, work on a specific project/task, or prepare policy options and implications for Board discussion and deliberation. The work of this year's Board committees are as follows.

Board of Director's Role as Ambassador of AIR Committee

The charge of the Board of Director's Role as Ambassador of AIR Committee was to develop a proposal to include the role of "AIR Ambassador" as part of the responsibilities within the Board job description.

The rationale for the role of Board as AIR Ambassador included the following:

- 1 Board members are uniquely positioned to be successful ambassadors for AIR and ensure the attainment of the Ends policy (mission).**
- 2 Board members have an important role to play in supporting the mission of AIR.**
- 3 Board members can help AIR attain the Ends policy (mission) by facilitating awareness, interest, and engagement of members.**
- 4 Board members have a role in making AIR's mission more visible.**

The committee members developed recommendations for consideration by the full Board, and the Board accepted the proposal to include the role of AIR Ambassador into the AIR Governance Policies (effective February 14, 2022).

As AIR Ambassadors, the Board members are responsible for cultivating active linkages between the Board of Directors and stakeholders; ensuring the Board is well informed about stakeholders' perspectives, needs, and values; and that stakeholders are informed of the Board's work on their behalf.

Board Structure for Accountability and Effectiveness Committee

The Board Structure for Accountability and Effectiveness Committee is charged with reviewing the structure of the Board to improve its overall effectiveness, continuity, and accountability to the association and its stakeholders. The committee's work builds upon the recommendations of the 2018 Board Structure Committee and has examined the size of the board, the length of terms, the selection of Board leadership, as well as the structure of the Nominations & Elections Committee (NEC). The committee drafted a set of recommendations that were presented as individual motions to the full Board. Full detail on the motions can be found in the [December 13, 2021](#), [January 10, 2022](#) and [February 14, 2022](#) Board minutes. These approved motions were presented to AIR members for discussion and feedback and will be translated into proposed changes to the AIR Constitution and Bylaws. A membership vote on the recommended changes is scheduled for early 2023. Visit airweb.org/motion for the status of the committee's work.

Governance Orientation and Training Committee

To ensure consistent and high-level knowledge among AIR Board and NEC members, a multi-phase training session was developed. A general introduction to AIR governance and operations was held for all Board and NEC members in June 2022 during the AIR Forum. The Board members also participated in a training session focused on policy governance. Tom Keyse, Senior Consultant at Charney Associates, provided an overview of policy governance for nonprofit organizations, and past presidents Michelle Appel and Ellen Peters served as consultants to work with the members on the application of policy governance to AIR Board practice.

Membership Committee

Following three years of discussion, research, and consultation with members, the Membership Committee recommended AIR add an organizational membership category to better achieve the association's mission and to expand membership opportunities. Other existing membership categories will be retained. The fee structure for organizational members will be based on FTE enrollment and annual expenses, with discounts for smaller organizations and those with fewer resources. All employees of organizational members will be eligible for AIR member benefits and discounts. Work on operationalizing the new organizational membership option is ongoing and more details will be communicated in 2023 to the AIR community.

Following the 2021 AIR leadership elections, the 2020-21 Nominations & Elections Committee (NEC) offered several recommendations to enhance the inclusiveness of the association. One of these recommendations was to remove the restriction in the AIR Bylaws on graduate student members voting in AIR leadership elections. The Membership Committee reviewed this recommendation and proposed a revision of the Bylaws to allow graduate student members to vote. The committee also made recommendations to change "individual membership" to "professional membership" to reflect current practice as well as to clarify that employees of organizational members, not the organizations themselves, may hold elective office. A change to the procedure section within the Bylaws to clarify and update the application of Robert's Rules of Order was also proposed.

The [AIR Bylaws](#) were updated to reflect the Membership Committee's recommendations by a vote of the members present at the AIR Annual Business Meeting on Wednesday, June 8, in Phoenix.

Nominations & Elections Committee

The Nominations & Elections Committee (NEC) is elected by the AIR community and charged by the Board with recruiting a diverse and competent slate of nominees to serve as future leaders of the association. The 2021-22 NEC paid close attention to the recommendations made by the previous year's NEC, updating the evaluative processes to align with the nominations process and considering broader types of leadership opportunities that qualify someone for AIR leadership. The NEC is committed to ensuring AIR would benefit from strong and diverse leadership.

Elected Leadership 2022-23

The Nominations & Elections Committee (NEC) vetted and produced a [diverse slate of candidates](#), and 355 AIR members voted throughout February 2022.

Congratulations to our new officers, who took office during AIR's annual business meeting in June 2022.

Vice President

Jonathan S. Gagliardi, Vice President, Economic Mobility and Social Impact, Northern Arizona University

Board Members-At-Large

Karen M. Egypt, Director of Institutional Research, Cecil College

Wen Qi, Director of Faculty Analytics, Office of the Vice Provost for Faculty & Academic Affairs, Indiana University Bloomington

Karen Vance, Adjunct Instructor, The Pennsylvania State University

Nominations & Elections Committee

M. Paige Borden, Chief Analytics Officer, University of Central Florida

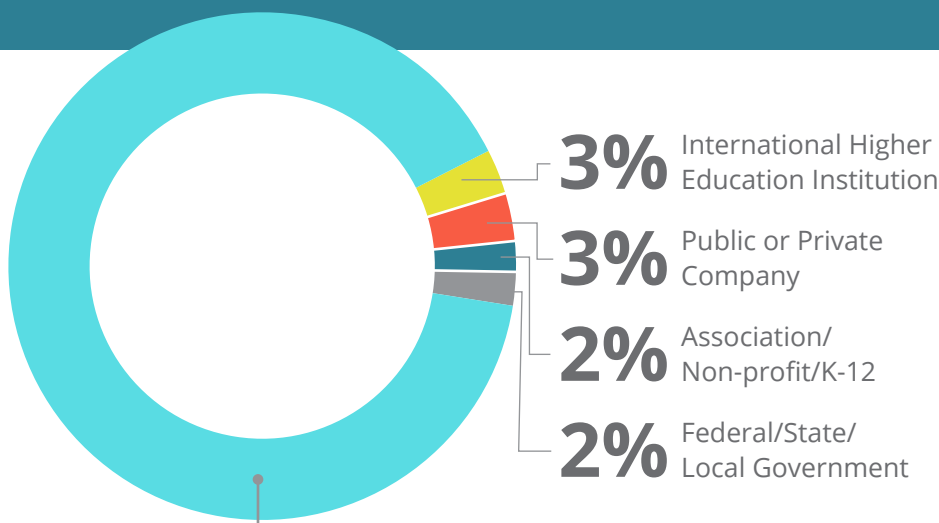
Meghal A. Parikh, Senior Director of Institutional Analytics, Rollins College

M. Suzanne Simpson, Assistant Provost of Institutional Research, Effectiveness, & Assessment, University of Alabama in Huntsville

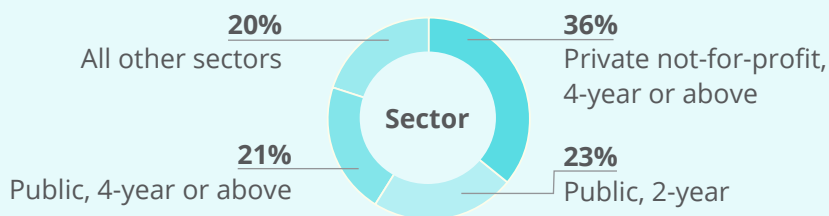
06

Association Snapshot

The AIR community includes over 13,000 higher education professionals representing 3,800 colleges, universities, associations, companies, and government entities across all U.S. states and territories and 100 countries around the world.



90% US Higher Education Institution



INFO AT A GLANCE

13,000+
Stakeholders

2,400+
Members

500+
Volunteers

60+
Years of Leadership

20+
Executive Staff

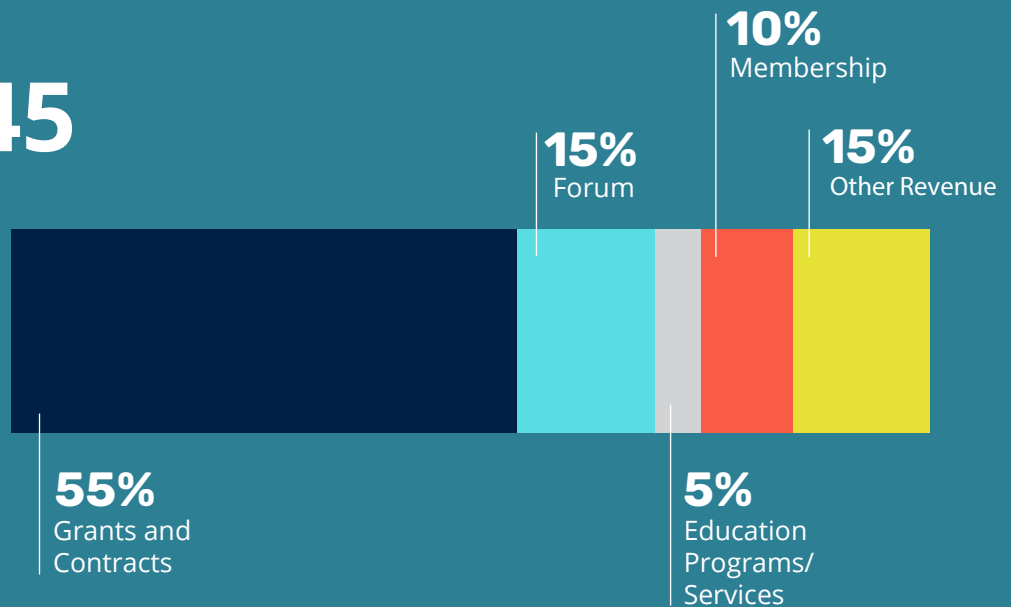


07

Financial Report

2021 Revenue

3,370,045



The AIR Board is collectively responsible for overseeing the financial health of the organization. Specific leadership responsibilities are delegated to the Treasurer, Braden Hosch. The treasurer provides leadership for the independent annual audit and reviews the financial statements and findings from the independent audit on the financial state of the association. The treasurer is also responsible for presenting an annual report of AIR's financial condition at the annual business meeting, managing Board travel, and researching comparable executive director compensation every three years. The treasurer ensures that the Board has sufficient information to make sound financial policies.

Three of the executive director monitoring reports reviewed and discussed by the Board annually deal specifically with the association's finances and evaluate how the executive director handles the executive limitations set by the Board—(1) financial planning, (2) financial condition and activities, and (3) asset protection. The governance policies and executive limitations related to the association's finances provide a level of protection, set boundaries, and serve as a warning mechanism, if needed.

The firm of Thomas Howell Ferguson P.A., Certified Public Accountants of Tallahassee, Florida, audited the [2021 financial statements](#) of the association. The auditors issued a clean audit report that indicated that the audit disclosed no instances of significant deficiencies and/or material weaknesses in the association's internal controls. The December 31, 2021, audit was discussed and accepted by the Board on May 11, 2022.

Key findings on the current financial health of the association:

1

The unmodified opinion issued on the AIR financial statements indicated no reportable instances of significant deficiencies or material weaknesses in internal controls, and no material instances of noncompliance.

2

The unmodified opinion issued on the major federal award programs with no reportable significant deficiencies or material weaknesses in internal controls over major federal programs.

3

While still recovering from the impact of the pandemic, AIR's net assets at the end of 2021 increased by \$326,481, for a year-end total of \$3,023,390.

4

Revenues from operations increased by just over \$300,000 from 2020, or about 10%. Expenses for operations decreased from 2020 by just over \$675,000, or about 18%. An investment gain and a loss on impairment of software make up the difference for the increase in total net assets.

Leadership

2021–2022 Board of Directors



PRESIDENT
Junelyn Pangan Peeples



VICE PRESIDENT
Karen L. Webber
The University of Georgia



PAST PRESIDENT
Heather Kelly
University of Delaware



Laura Palucki Blake
Harvey Mudd College



Michele Hansen
Indiana University-Purdue
University Indianapolis



Maren Hess
Campbell University



Braden J. Hosch
Stony Brook University



Elizabeth A. Lee
Consultant



Mary Lelik
NC State University



Mitchell S. Nesler
SUNY System
Administration



Christopher Pena
University of Denver



David Troutman
The University of
Texas System

2021-2022 Nominations & Elections Committee



Heather Kelly
University of Delaware



Craig W. Abbey
University at Buffalo



Yenny Anderson
Lehigh University



Bethany L. Miller
Macalester College



Iryna Muse
University of Alabama



David Rudden
Elgin Community College



Meredith Wentz
University of
Wisconsin-Stout

AIR Staff Leadership



**EXECUTIVE
DIRECTOR & CEO**
Christine Keller



**DEPUTY
DIRECTOR & CFO**
Jason Lewis



**ASSOCIATE DEPUTY
DIRECTOR**
Leah Ewing Ross