



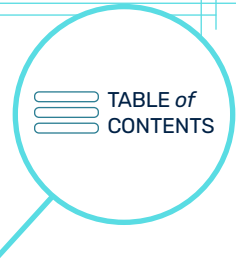
ASSOCIATION  
FOR INSTITUTIONAL  
RESEARCH

**2023-24**

Annual Report

*June 2023-May 2024*

# The Intersection of People and Data



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## Dear Colleagues,

As we reflect on the past year, we are proud to report that AIR remains deeply committed to our core mission and values: advancing the effective, ethical, and equitable use of data for the benefit of all students and institutions. This commitment is at the heart of the Board and staff's work as we strive to serve and support the members of the AIR community.

This year, AIR has focused on the vital intersection of people and data, where we work to build both individual and institutional competencies necessary to use data, information, and analytics in ways that are effective, ethical, and equitable. Reaffirming our community's long-held position that data without people and context are limited in their meaning and impact.

While AIR has traditionally focused on empowering individual professionals to use data, information, and analytics responsibly and effectively, we are expanding and intensifying our efforts to support institutions and the broader higher education community. This year, we took a significant step forward with the introduction of organizational membership in January 2024.

As of June 30, 2024, AIR proudly serves over 6,300 individual members, including 4,200 who access their membership through our 320 member organizations. Our reach continues to grow, extending our impact across more organizations and individuals interested in optimizing the use of data and analytics for better decision making in higher education.

Looking to the future, this year's Board continued its efforts to remove barriers and expand the pathways to create more diverse and inclusive leadership. The Board also developed additional tools and structures to better practice strategic foresight and better anticipate the impacts of emerging technologies such as artificial intelligence and machine learning on our association and our community.

We are excited about the journey ahead and the opportunities to work together with you to position AIR and the AIR community for a vibrant and successful future. Thank you for your continued support and partnership

Sincerely,



A handwritten signature in cursive script, reading "Jonathan S. Gagliardi".

**Jonathan S. Gagliardi**

2023-24 President



A handwritten signature in cursive script, reading "Christine M. Keller".

**Christine M. Keller**

Executive Director & CEO

# 01 AIR's Vision of Success

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. As AIR staff work to operationalize the mission set by the Board of Directors, the operational vision of success provides a strong beacon for programming, services, and resources:

## Vision of Success

AIR works at the intersection of people and data to build the individual and institutional competencies necessary to use data, information, and analytics in ways that are effective, ethical, and equitable.

Therefore, AIR programs, services, and resources are designed to serve the interests of three primary constituencies:



### **Higher education professionals, especially AIR members.**

AIR seeks to educate, elevate, connect, and support professionals who produce, analyze, and use data.



### **Higher education institutions.**

AIR works to build, sustain, and support institutional capacity and capabilities to use data and analytics for better decision making and institutional improvement.



### **Higher education community.**

AIR facilitates the informed use of data and analytics within higher education systems, institutions, and policies through advocacy and partnerships.



Historically, AIR has largely focused on serving individual professionals—"empowering higher education professionals to use data, information, and analytics in ways that are effective, ethical, and equitable." More recently AIR has intensified and expanded its efforts to serve institutions and the broader community through programs such as the Data Literacy Institute (DLI) and the addition of organizational membership.

Within the three constituent groups, AIR strives to include diversity of perspectives, approaches, and backgrounds to advance and model the effective, ethical, and equitable use of data, information, and analytics. This includes working with the AIR community to co-create and sustain a welcoming and inclusive association in which individuals find a sense of belonging, connection, and respect.



## 02

# Contract and Grant Deliverables: Expanding Data Production, Literacy, and Use

Data are powerful and consequential institutional assets. A higher education institution's capacity for leveraging data for 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 produce and use data in

ways that are effective, ethical, and equitable. And since data are produced, collected, and used everywhere, internally and externally—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 AIR projects, programs, and partnerships from the past year.



## Bill & Melinda Gates Foundation Investments

AIR is a collaborator in several Bill & Melinda Gates Foundation (Gates Foundation) projects and initiatives to further the work of institutional transformation in support of equitable student success. Gates Foundation 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.

### Data Capacity Partner

AIR has a direct investment as a data capacity partner in a Gates Foundation-sponsored ecosystem—Higher Endeavor. Higher Endeavor is designed to be an open marketplace where institutions and groups of institutions receive assistance in implementing solutions and strengthening foundational capacity areas, including institutional research and data. Through the Higher Endeavor ecosystem, AIR continues to partner with national organizations to provide professional development and training for institution-based higher education professionals within and beyond IR. 2023-2024 engagements include participation in the Complete College America (CCA) annual conference, two American Indian Higher Education Consortium (AIHEC) Tribal College and University conferences (one for IR professionals and one for institutional teams), and national ecosystem convenings. AIR also provided direct service to the American Association of State Colleges and Universities (AASCU).

### Analytics Playbook to Better Use Data

Together, AIR, EDUCAUSE, and NACUBO have a Gates Foundation investment to create a [Change with Analytics Playbook](#) designed to propel colleges and universities along their analytics journeys as described in the organization's [Joint Statement on Analytics](#), released in 2019. The analytics playbook, released in August 2024, features 16 key “plays” cross-functional institutional teams can customize to address key analytics-related topics, projects, and decisions.

### National Student Clearinghouse (NSC) Postsecondary Data Partnership (PDP) Training

The PDP is a data democratization tool that allows institutions to scale internal student success reporting and evidence-based decision making. AIR receives funding from the Gates Foundation to provide training for PDP institutions within and beyond the ecosystem. In 2023-2024, 994 individuals from 725 organizations engaged in [AIR PDP training opportunities](#).





## National Center for Education Statistics IPEDS Training

For over two decades, AIR has provided education and training for the Integrated Postsecondary Education Data System (IPEDS) to increase the quality of the IPEDS data collected and to expand its use. The training is funded by the [National Center for Education Statistics](#) (NCES) within the U.S. Department of Education. The most recent annual training report submitted to NCES was for the 2022-2023 training cycle. During that period, AIR supported over 16,800 training interactions across three online delivery methods: workshops, courses, and tutorials. AIR also delivered the NCES National Data Institute, which

provides an intensive introduction to NCES datasets and research methodologies.

With the assistance of the IPEDS educators, over 58 IPEDS workshops were held, and over 1,330 participants enrolled in one of the ten mentor supported IPEDS Keyholder online courses (Information for the 2023-24 training cycle is currently being compiled and has not been submitted to NCES.) Additional details on upcoming education and training offerings can be found in the [IPEDS Training Center](#).



# 03

## Programs and Services: Meeting the Needs of Stakeholders

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



### 1 Education and Training

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



### 3 Community and Networks

Create and engage professionals and organizations to learn, connect, and collaborate.



### 2 Knowledge and Research

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



### 4 Advocacy and Policy

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

## Education and Training

AIR's professional development opportunities reflect its commitment to building the skills and abilities of individuals, while advancing the institutional use of data and analysis through comprehensive, accessible training, and development. Offerings include options for individuals as well as institutional teams. Visit [www.airweb.org/calendar](http://www.airweb.org/calendar) for all upcoming professional development opportunities.

### Annual Conference

**AIR Forum:** AIR's annual conference, AIR Forum is the largest global gathering of higher education professionals who build and support data-informed decision cultures. This conference includes more than 250 presentations by colleagues and thought leaders representing all sectors of higher education and an Exhibit Hall featuring the latest tools and resources to support data use for decision making.

### Courses and Workshops

**Foundations Workshops:** These workshops are designed for those new to institutional research or looking to strengthen foundational skills. Topics include: research design, data, survey design, descriptive statistics, and effective reporting.

**A Holistic Approach to IR:** This online course emphasizes integrating all aspects of IR, IE, and assessment into a unified approach. It helps professionals see the bigger picture and apply data insights across various institutional functions.

**AIR LEADS:** This leadership development program prepares IR/IE professionals for leadership roles through a mix of virtual and in-person seminars. It covers essential leadership skills such as political savviness, effective communication, strategic planning, and advocacy for data-informed decision-making.

**Data Literacy Institute:** Aimed at building and sustaining a team's collective capacity to use data and analytics, the Data Literacy Institute is a 12-week course designed for a cross-functional group of individuals from one institution to learn and apply the concepts of data literacy.

### Training Centers

**IPEDS Training Center:** Training includes workshops (virtual and in-person), on-demand [tutorials](#), [keyholder courses](#), in-depth [workshops](#) on specific topics, and the [National Center for Education Statistics \(NCES\) Data Institute](#).

**Postsecondary Data Partnership (PDP) Training Center:** This center provides training on the use of PDP data for improving student success outcomes. [Workshops](#), [tutorials](#), and [resources](#) focus on analyzing academic momentum and retention using the PDP dashboards.

### Webinars and Coffee Chats

**Webinars:** AIR's webinars focus on timely topics relevant to institutional research and data analytics, including trending topics, best practices, and relevant policy updates.

**Coffee Chats:** These informal, virtual gatherings provide opportunities for community members to discuss current challenges, share insights, and network with peers in a relaxed setting.



## Data Literacy Institute

The Data Literacy Institute is a 12-week experience that brings together a cohort of up to 30 individuals from across an institution, including faculty, advisors, administrators, and other staff. The Institute guides the cross-functional, institutional team in learning and applying the knowledge, skills, mindsets, and habits of a data literate professional. The Institute follows AIR's data-informed decision-making process through six sections:

- Start with a question
- Connect questions to data
- Reveal data's information
- Communicate information
- Take prudent action
- Close the loop... and continue it

In 2020, AIR [launched](#) Data Literacy Institute as a grant-supported pilot program with the Association of Public and Land-grant Universities that leveraged a peer learning community model to improve data literacy skills across institutions. Over 200 higher education professionals across 12 public universities successfully completed the pilot program.

In 2023, AIR opened the [Data Literacy Institute](#) to all institutions, including community colleges and private institutions as well as public universities. Join the institutions already utilizing the Institute to support their institution's data and analytics journey by emailing AIR at [air@airweb.org](mailto:air@airweb.org).



## 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](#) (National Survey) in fall 2021. The National Survey 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 the 2021 National Survey were released in 2022-23. The fourth iteration of the survey will be administered in late 2024.

### NATIONAL SURVEY BRIEFS

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

- [Staff Roles, FTE, and Characteristics](#)
- [Full-Time Staff Salaries](#)
- [Staff Job Functions and Salary Expenditures](#)
- [Leadership and Management](#)
- [Executive Leadership for the Data and Analytics Function](#)
- [IR Office Work](#)
- [IR Office Reporting Relationships](#)
- [Data Literacy, Capacity, and Maturity](#)
- [Professional Development](#)

### AIR Community Surveys

In 2020, AIR began a series of surveys focused on the impact of the COVID pandemic on the IR/IE community. In spring 2023, we reintroduced AIR Community Surveys to focus on current issues impacting our community. View recent surveys, including:

- [Financial Value Transparency and Gainful Employment Reporting Regulations](#)
- [The Use of Generative Artificial Intelligence in Institutional Research/Effectiveness](#)





## AIR Professional File

Articles published in the [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. Under the leadership of Iryna Muse, editor, and Inger Bergom, assistant editor, two issues were published in 2023-2024.

### FALL 2023

*A special issue edited by Henry Zheng and Karen Webber featuring four articles on artificial intelligence and advanced analytics.*

- Article 161: Predictive Analytics in Higher Education: The Promises and Challenges of Using Machine Learning to Improve Student Success by Kelli Bird
- Article 162: Centering Student Voice in Developing Learning Analytics and Artificial Intelligence-Embedded Supports by Emily Oakes, Yih Tsao, and Victor Borden
- Article 163: Advising at Scale: Automated Guidance of the Role Players Influencing Student Success by Randhir Rawatlal and Rubby Dhunpath

- Article 164: Reflections on the Artificial Intelligence Transformation: Responsible Use and the Role of Institutional Research and Institutional Effectiveness Professionals by Mike Urmeneta

### SPRING 2024

- Article 165: In Search of Institutional Servingness: Institutional Characteristics and Outcomes of Minority-Serving Institutions by Jacqueline Mac, Kandi Bauman, Karen Bussey, Esen Gokpinar-Shelton, Shane Schellpfeffer, and Claudine McLaren Turner
- Article 166: Convergence Issues for Disability Measures at Public 2-Year Institutions by John Zilvinskis
- Article 167: Will Fit Work Here? Using Multiple Data Sources to Adapt a Student-Institution Fit Instrument to a New Institutional Context by Steven S. Graunke

## NCES Data Institute

Each year, as part of the IPEDS training contract, AIR partners with NCES to offer an intensive introduction to federal datasets and research methodologies to approximately 30 individuals interested in increasing their knowledge of IPEDS and NCES datasets and applying that knowledge in a group setting. The individuals are chosen through a competitive application process each fall and during the spring participate in an online course and capstone project that culminates in an in-person meeting in Washington, D.C., in June. Articles and presentations based on research started at previous Institutes can be found on the [Institute webpage](#).

# 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.



## 2024 AIR Forum

The 2024 AIR Forum was held May 27 – 31 at the Colorado Convention Center in Denver, Colorado. More than 1,500 higher education professionals working in institutional research, institutional effectiveness, assessment, and other data/analytics fields attended the four-day event learning and sharing through over 250 concurrent sessions, discussion groups, poster sessions, and panels. Opportunities for networking and building professional connections were also integral to the conference agenda. More than 100 representatives from 33 organizations and companies also showcased the latest tools, software, and solutions that support data and analytics work as sponsors and exhibitors. Additionally, more than 400 attendees contributed knowledge, expertise and scholarship as session presenters, and more than 200 members supported the event by volunteering to review proposals and provide feedback and guidance on program content and general planning. 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, and small IR offices to discuss their special challenges and experiences.

AIR Hub also hosts the [IPEDS Knowledge Exchange](#). Free for AIR members and nonmembers alike, AIR Hub offers an enhanced way for the IPEDS community to connect, share resources, and ask each other questions. As of June 30, 2024, the IPEDS Knowledge Exchange had welcomed 1,375 users.

### AIR HUB BY THE NUMBERS AS OF JULY 31, 2024

5,665

Total Community  
Members

8,761

Total Posts

JOIN AIR HUB

## 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 2022, AIR, EDUCAUSE, and NACUBO secured [grant funding](#) to continue their work around application of the joint analytics statement released in 2019, [Change with Analytics](#). In January 2023, the three associations convened a group of leaders from institutional research, finance, and informational technology to assist in the drafting of an analytics guide to help institutions build and sustain data-informed decision cultures. Resources in the guide address topics such as data strategy, data literacy, data governance, analytics capacity, the ethical use of data, and more. The completed [Change with Analytics Playbook](#) is available now.

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
- Higher Endeavor—Bill & Melinda Gates Foundation (Gates Foundation) Postsecondary Ecosystem
- IHEP Postsecondary Data Collaborative
- 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



### FVT/GE RESOURCE CENTER

During the fall of 2023 the Department of Education (ED) released several regulatory packages that add new and expanded reporting requirements for institutions. These include Financial Value Transparency (FVT) and updated Gainful Employment (GE) rules, which will significantly impact members of the IR/IE community. In response, AIR hosted various webinars and events and launched the [FVT/GE Resource Center](#) to keep the community up-to-date on the latest news and guidance.

## VOLUNTEERS

Members of the IR community served in nearly 400 volunteer roles, helping with the AIR Forum, publications, and much more. Thank you to our [2023-24 volunteers!](#)



## AIR STAFF OUT AND ABOUT

- **July 2023:** Higher Learning Commission, presented
- **July 2023:** APLU Commission on Information, Measurement, and Analysis (CIMA), attended
- **August 2023:** Gates Foundation Capacity Partners meeting, attended
- **August 2023:** National Postsecondary Student Aid Study (NPSAS) Technical Review Panel, attended
- **August 2023:** Korean Association for Institutional Research (KAIR) Online Forum, presented
- **September 2023:** Understanding Faculty, Academic Careers, and Environments in Service of Equity (FACE) Advisory Board meeting, attended
- **October 2023:** EDUCAUSE Annual Conference, attended
- **October 2023:** IPEDS Technical Review Panel, attended
- **October 2023:** Higher Education Stakeholder Accelerate Convening for digital credentials, attended
- **November 2023:** IPEDS National Postsecondary Education Cooperative (NPEC) meeting, attended
- **November 2023:** Michigan AIR Conference, keynote
- **December 2023:** Council of Higher Education Management Associations (CHEMA) Fall Meeting, attended
- **January 2024:** ARC Advisory Committee meeting, attended
- **January 2024:** Council of Higher Education Management Associations (CHEMA) Steering Committee meeting, attended
- **February 2024:** Completion by Design and Frontier Set Reunion, attended
- **March 2024:** Digital Credentials/Learner & Earning Records meeting, attended
- **March 2024:** IPEDS Technical Review Panel, attended
- **April 2024:** Bill & Melinda Gates Foundation grantee convening, attended
- **May 2024:** Council of Higher Education Management Associations (CHEMA) Spring Meeting, attended



# 04 Organizational Membership

In January 2024, AIR added the option of [organizational membership](#), which gives staff and faculty institution-wide access to AIR's professional education, training, networking, resources, and member pricing.

The addition of an organizational membership increases AIR's ability to empower higher education professionals to use data, information, and analytics in ways that are effective, ethical, and equitable and to support better decisions. It also advances AIR's efforts to break down the silos across functional areas that often get in the way of data-informed decision making at higher education institutions and other organizations.

As of June 30, 2024, AIR has nearly tripled its scope of reach through membership, serving 6,383 total members. That number continues to grow, as does the number of individuals accessing the information, tools, and resources AIR has to offer.





AIR Memberships by Type	
Members	6,383
People with individual memberships	1,881
People with memberships through an organization	4,182
People with both individual and organization memberships	320
Member Organizations	281
Association or Nonprofit or K-12 institution	10
Government Agency	8
System Office	8
Private or Public Company	4
International institution or organization	13
U.S. College or University	238

Source: Association Anywhere, Membership Census Report as of 6/30/2024

“AIR organizational membership helps our colleagues in the Registrar, HR, Faculty Affairs, Financial Aid, Libraries, and Finance offices all speak the same language, since we all have the same access to the incredible tools and trainings offered by AIR.” — Justin Shepherd, Emory University

# 04

# 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") 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

Each new Board has the honor and opportunity to build on the accomplishments of previous Boards and Presidents. In keeping with that, the 2023-24 Board continued to develop various initiatives important to the IR/IE community.

- **Continued IR Future Committee and established a new standing committee based on the work.** Beginning in the 2022-23 Board year, the IR Future Committee was launched to reposition the Board to better look ahead to the opportunities and challenges shaping the field and the association. The work resulted in a series of core pillars meant to help guide the strategic work of the Board. Led by Laura Palucki Blake and a membership composed of Board, NEC, and AIR community members, the ad hoc committee continued its work in the 2023-2024 Board year, culminating in the recommendation that the Board convert the ad hoc committee into a [permanent standing one](#), and the development of a toolkit intended to codify looking toward the future. This resulted in the creation of the Committee on the Future of AIR, and the discontinuation of the ad hoc committee.
- **Recalibrated the policy governance training as a part of the Governance Orientation and Training Committee.** Evaluations of recent governance and Board orientations revealed

a desire among Board and NEC members to revise the in-person trainings offered leading up to the AIR Forum. As such, the Governance Orientation and Training Committee partnered with Govern for Impact, adopting a modularized course intended to provide more hands-on experience on matters related to policy governance. Led by 2024-25 Board Chair Brent Drake, the committee also successfully revised the in-person training to focus on unpacking what it means to be a Board member for an organization that has adopted policy governance, with an emphasis on identifying ends versus means, effective communication with the chief executive officer, effective review of monitoring reports, and the appropriate use of data to inform the strategic decision making undertaken by the Board. Evaluations indicate that the revised training was well-received by Board and NEC members, and future sessions will build on the progress made during Board year 2023-24.

- **Established an ad hoc committee focused on reviewing the pathways to leadership opportunities.** During the 2023-24 Board year, the Board concluded a successful multi-year engagement campaign with members of the AIR community. Conversations with past presidents, coupled with learnings that surfaced from a series of in-person and virtual listening sessions, highlighted a hunger among community members to have their voices heard. Moreover, members expressed a desire for future iterations of the Board to reflect the breadth, depth, and diversity of leadership throughout the field. Christopher Peña, the Board Secretary, led the creation of the Ad Hoc Committee on Volunteer Leadership Pathways, which was composed of members of the Board and NEC

and AIR community and generated a series of recommendations designed to lower barriers to participation in Board and NEC leadership, memorialize the approach taken by the NEC during the 2023-2024 election cycle, and provide further support to would-be AIR leaders. Examples included the launch of a pilot launch of a pilot program to support Board travel to the Forum program, the recommendation to consider developing a more robust mentorship program, and a more streamlined nominations process—the details of which were outlined in multiple Board Corners by Paige Borden, the 2023-2024 Chair of the NEC, and Karen Webber, the 2023-2024 Immediate Past President and Liaison to the NEC.

- **Developed an ad hoc committee that reviewed the qualifications needed to serve as a member of the Board.** As a follow-up to the successful 2023-24 Board cycle, and led by Brent Drake, 2023-24 Board Chair, and Paige Borden, 2023-24 NEC Chair, the ad hoc committee reviewed Governance Policy XIII, which articulated the eligibility qualifications and expectations of Board and NEC members. The work continued during the early part of the 2024-25 Board year, resulting in the creation of [revised eligibility qualifications and expectations](#) of Board and NEC members.
- **Supported the successful launch and pilot of the organizational membership option.** A multi-year effort by Boards of Directors and the Executive Office led to the pilot and launch of the AIR organizational membership option in Board year 2023-24. The first-year focus for the organizational membership outreach was to generate interest among IR/IE professionals and was a resounding success.



- **Inaugurated the AIR Rising Star Award and launched a new recognition ceremony.** An Awards Review working group led by Mitch Nessler, the 2022-2024 Board Parliamentarian, created the Rising Star Award to recognize institutional research professionals who are early in their careers and are emerging leaders. Linli Zhou of Lasell University graciously accepted the inaugural award in 2024. Additionally, in partnership with the Executive Office, the Board launched a new awards recognition ceremony at the AIR Forum to better honor AIR award recipients. The initial ceremony was well-received by attendees. In addition to Linli Zhou, Julie Carpenter-Hubin accepted the John Stecklein Distinguished Member Award, and Michelle Siebert Appel received the Outstanding Service Award.
- **In partnership with the Nominations and Elections Committee, completed a successful elections cycle.** The 2023-24 NEC deployed the leadership and succession amendments to the AIR Constitution and Bylaws passed by AIR members in February 2023. The internally elected Chair and Board Liaison structure helped to provide greater continuity for NEC leadership and maintained the critical link to the Board of Directors. 2023-24 NEC activities included 17 new initiatives to recruit the strongest pool of nominees and submit an expert-level slate for the membership voting consideration. Activities included streamlining the nominations questionnaire, conducting additional outreach activities, and enhancing the candidate evaluations. The committee also assessed their process and generated recommendations for continued improvements in the 2024-25 cycle.

These achievements reflect the leadership of Board, NEC, and AIR community members, and demonstrate the commitment of our community to AIR's mission, vision, and values.

## Elected Leadership 2024-25

As outlined above, the NEC then produced a [slate of candidates](#) for the AIR membership to vote on.

Elections for new AIR officers were conducted throughout February 2024, and the results of the election were certified on March 5, 2024.

In all, 14.8% of individual members voted in the election as well as all the voting delegates for the 8 institutions with organizational membership at the time.

Congratulations to our new officers, who took office during AIR's annual business meeting in May 2024.

### Board Members-At-Large

- **Yenny Anderson**, Associate Vice President for Institutional Data, Lehigh University
- **Bethany Crowell**, Associate Vice Provost for Institutional Research & Decision Support, University of Wisconsin-Madison
- **Adrea Hernandez**, Executive Director, Institutional Research, University of Notre Dame
- **David Rudden**, Managing Director of Institutional Research, Elgin Community College

### Nominations and Elections Committee

- **Timothy Chow**, Director of Institutional Research, Rose-Hulman Institute of Technology
- **Yesenia Espinal**, Associate Vice Provost of Data Analytics, Howard University

# 06

# Financial Report

Collectively, the AIR Board members are responsible for overseeing the financial health of the organization. Specific leadership responsibilities are delegated to the Treasurer, Karen Vance. 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 [2023 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, 2023, audit was discussed and accepted by the Board on May 13, 2024.

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 showed no reportable significant deficiencies or material weaknesses in internal controls over major federal programs. This is a specialized audit done because of AIR’s IPEDS training contract.
- 3

AIR’s net assets at the end of 2023 increased by \$231,780, for a year-end total of \$3,142,725.
- 4

Revenues from operations and investments were \$4,551,438 in 2023, an increase of \$883,291 from 2022. Expenses for operations were \$4,319,658, an increase of \$539,066 from 2022.

2023 REVENUE FROM OPERATIONS

\$4,288,420



Grants and Contracts



AIR Forum



Membership Revenue



Education Programs and Services

# 08 Leadership

## 2023–2024 Board of Directors



**PRESIDENT**

**Jonathan S. Gagliardi**

Northern Arizona University



**VICE PRESIDENT**

**Brent Drake**

The John N. Gardner  
Institute for Excellence in  
Undergraduate Education



**PAST PRESIDENT**

**Karen L. Webber**

The University of Georgia



**Craig W. Abbey**

University of Buffalo



**Angela Bell**

University System of Georgia



**Karen M. Egypt**

Cecil College



**Maren Hess**

Campbell University



**PARLIAMENTARIAN**

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