



2025-26 Annual Report

June 2025 – May 2026

Table of Contents

Use the interactive element to return to the Table of Contents from any section in the report.

5 Priority: Strengthen Institutions

AIR Data & Decisions® Consulting

6 Priority: Develop Professionals

Annual Conference

AIR Data & Decisions Academy

9 Priority: Connect the Community

Membership

2026 AIR Forum

AIR Hub

Coffee Chats

Volunteers

Recognition

12 Priority: Shape Policy and Practice

Building AIR's National Policy Presence

Grounding Policy in Practitioner Expertise

Supporting Institutions Through Change

15 Strategic Partnership and Sponsored Work

Gates Foundation Investments

Lumina Foundation Investment

17 Association Governance

Work of the Board

20 Financial Report

22 Leadership



Dear Colleagues,

For 60 years, AIR has been more than a professional association. It has been a community—one built by professionals who believe that better data leads to better decisions, stronger institutions, and greater opportunities for students.

As we celebrate this milestone, what stands out isn't the longevity of the organization. It's the strength of the community that has sustained it for six decades. AIR exists because generations of members have chosen to learn together, volunteer their expertise, mentor colleagues, contribute scholarship, and advance the profession they care deeply about. That spirit of generosity continues to define who we are today.

And what a year it has been.

Higher education continues to navigate extraordinary change. Federal policy is evolving rapidly. Reporting requirements are growing more complex. Institutions are balancing increasing expectations with limited resources. Artificial intelligence is transforming how data work gets done. These challenges affect every corner of our profession—and they underscore why a strong professional community matters more than ever.

Throughout this past year, AIR continued to invest in that community and in the institutions it serves. We expanded educational opportunities through the AIR Data & Decisions Academy, grew AIR Data & Decisions® Consulting to help institutions strengthen their data capacity, advanced national policy conversations on behalf of data professionals, and fostered new research, partnerships, and resources that support evidence-informed decision making. Together, these efforts reflect AIR's commitment to supporting the profession, strengthening institutional capacity, and advancing the field.

That momentum is made possible by you.

Today, AIR includes more than 8,200 professionals representing 462 member organizations—a community that is larger, more connected, and more engaged than at any point in our history.

Whether presenting at AIR Forum, mentoring a colleague, volunteering on a review committee, contributing research findings to *AIR Professional File*, participating in an AIR Hub discussion, or sharing expertise with peers through an eAIR article, our members continue to demonstrate that the greatest strength of AIR has always been one another.

This year also marked an important chapter in AIR's own evolution. Following the conclusion of our long-standing IPEDS training subcontract, we continued to build a sustainable path forward by expanding consulting, growing educational programming, and thoughtfully investing in new opportunities that align with our mission. While change is never easy, it has reaffirmed something we have known for 60 years: AIR's greatest asset is not a single program or service. It is the expertise, commitment, and resilience of this community.

As we look toward the future, our purpose remains clear. We will continue supporting the professionals who make data meaningful, strengthening the institutions they serve, and ensuring that the voice of the data community remains an essential part of the conversations shaping higher education.

Thank you for being part of AIR's story. Whether you've been a member for decades or joined us this year, you are helping write the next chapter of a community that is 60 years strong—and just getting started.

With appreciation,

Brent Drake

2025–26 Chair, AIR Board
of Directors

Christine M. Keller

Executive Director & CEO

Priorities

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

Strengthen Institutions

AIR works with institutions and systems through consulting, technical assistance, and team development to strengthen data capacity and improve how evidence is used in decision making.

Connect the Community

AIR brings people together to share expertise, learn from one another, solve common challenges, and strengthen the practice of using data across higher education.

Develop Professionals

AIR provides education and training that help professionals build the knowledge, skills, judgment, and leadership needed to turn data into useful evidence and meaningful action.

Shape Policy and Practice

AIR brings practitioner expertise and evidence into policy conversations and develops research, resources, and guidance that help the field understand and respond to emerging issues.

Priority: Strengthen Institutions

AIR Data & Decisions® Consulting

In 2025–26, AIR Data & Decisions Consulting expanded, diversifying both the institutions it serves and the kinds of support it provides—an extension of AIR’s long-standing work at the intersection of people and data. AIR’s consulting work spanned 20 engagements with 16 institutions and organizations across the higher education landscape, including Tribal colleges and universities, state systems, public and private institutions, and national organizations and associations.

This year’s engagements spanned:

- **Data Governance & Literacy:** Helping institutions build the governance frameworks, infrastructure, and data literacy needed to use data responsibly across functional areas.
- **Institutional Research/Effectiveness (IR/IE) Office Reviews:** Independent assessments of office structure, staffing, and workflow to strengthen IR/IE operations.

- **Technical Assistance:** Embedded support for Power BI, data visualization, and reporting.
- **Enrollment Forecasting:** Applied projects to help institutions plan enrollment with greater confidence.
- **Federal Reporting Support:** Direct assistance with ACTS and IPEDS reporting requirements as institutions navigated shifting federal guidance.

Several of this year’s engagements extend AIR’s role as a data capacity partner in the Gates Foundation’s Higher Endeavor ecosystem ([see Strategic Partnership and Sponsored Work](#)).

AIR Consulting reflects the association’s broader strategic shift: as the organization’s long-standing IPEDS training subcontract ends, consulting has become a primary way AIR translates decades of practitioner expertise into direct, sustained support for institutions and systems working to turn data into evidence-informed action.

Learn more at airweb.org/consulting.

Priority: Develop Professionals



Professional education has been central to AIR's mission for 60 years. Through courses, workshops, resources, and on-demand learning, AIR helps higher education professionals build the skills, judgment, and leadership they need to use data effectively, ethically, and with impact. The AIR Data & Decisions Academy and other professional development opportunities provide accessible, high-quality learning experiences designed to support professionals at every stage of their careers and prepare them to meet the evolving demands of the field. Visit airweb.org/calendar for upcoming educational offerings.

Annual Conference

[AIR Forum](#) is AIR's annual conference and 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.



AIR Data & Decisions Academy

Courses and Workshops

Foundations Workshops: These workshops are designed for those new to IR/IE 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.

NEW The Art and Science of Managing an IR Office: This course prepares new and aspiring IR office managers to successfully transition from individual contributor to leader. Participants develop practical strategies for managing people, priorities, resources, and workflows while building the leadership and communication skills needed to guide high-performing IR teams.

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 savvy, effective communication, strategic planning, and advocacy for data-informed decision making.

NEW Fundamentals of Enrollment Forecasting Workshop: This workshop introduces the principles, methods, and best practices of enrollment forecasting for higher education professionals. Participants learn practical approaches to developing reliable forecasts, interpreting results, and communicating projections to support strategic enrollment planning and institutional decision making.

NEW LEADIng Change with Analytics Workshops: Based on the *Change with Analytics Playbook* developed by AIR, EDUCAUSE, and NACUBO, this workshop series helps cross-functional teams build the knowledge, strategies, and leadership practices needed to foster data-informed cultures. Participants learn practical approaches for using analytics to support organizational change, strengthen decision making, and advance student success.

Training Centers

[AIR IPEDS Training Center](#): The AIR IPEDS Training Center provides workshops, courses, and resources that help higher education professionals build confidence in IPEDS reporting and strengthen their understanding of institutional data. Through practical, expert-led training, participants develop the knowledge and skills needed to support accurate reporting and make more effective use of IPEDS data.

[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

[Webinars](#): AIR's webinars focus on timely topics relevant to data professionals, including top trends, best practices, and policy updates.



Priority: Connect the Community

Connection and shared learning are essential to a strong profession. Through AIR Forum, member networks, peer-learning opportunities, and other community spaces, AIR brings together professionals who analyze, interpret, and act on higher education data. These connections create opportunities to exchange ideas, learn from one another's experiences, tackle shared challenges, and build relationships that strengthen both individual practice and the broader higher education data community.

AIR has grown from 2,500+ individual members to

8,200+
professionals representing

462
member organizations.

Membership

For 60 years, AIR has been powered by a community of professionals committed to advancing the ethical and effective use of data across higher education. What began as a small gathering of Institutional Research pioneers has grown into a vibrant network of data professionals who learn from one another, share expertise, mentor emerging leaders, and strengthen institutions through evidence-informed decision making.

Since introducing organizational membership in 2024, AIR has expanded from approximately 2,500 individual members to a community of more than 8,200 professionals representing 462 member organizations. This growth reflects more than increasing participation—it represents a broader vision for the role of data across higher education.

By extending membership beyond more traditional IR and IE areas, AIR is helping connect professionals from enrollment management, student success, finance, student affairs, financial aid, information technology, and other functional areas. These cross-functional perspectives strengthen both the AIR community and the institutions our members serve.

Organizational membership has also expanded access to professional development, research, networking, and collaboration, enabling more professionals across campuses to benefit from AIR's resources and contribute their own expertise.

As a result, AIR's reach—and the impact of data-informed decision making—continues to extend beyond a single office or discipline to influence the broader higher education enterprise.

As AIR celebrates its 60th anniversary, this growing and increasingly diverse community reflects the enduring belief that meaningful progress happens when professionals learn together, collaborate across institutional boundaries, and use evidence to improve outcomes for students and institutions alike.



2026 AIR Forum

Before AIR was formally established in 1966, higher education professionals gathered to share ideas, learn from one another, and strengthen the emerging field of Institutional Research. Those early meetings laid the foundation for the community that became AIR 60 years ago. Today, [AIR Forum](#) remains the premier global conference for higher education professionals who advance data-informed decision making. This year, nearly 1,290 attendees gathered in Washington, D.C., learning and sharing through more than 250 concurrent sessions, discussion groups, poster sessions, and panels, and exchanging research, exploring emerging trends, building professional connections, and discovering innovative tools that support higher education. More than 100 representatives from 25 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 approximately 250 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 more than 90% indicating they would recommend AIR Forum to a colleague.

AIR Hub

[AIR Hub](#) is an online community that provides 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 BY THE NUMBERS

As of June 2026



7,570

Total Community Members



15,264

Total Posts

Coffee Chats

[Coffee Chats](#) are informal, virtual gatherings where members can discuss current challenges, exchange insights, and connect with peers in a relaxed setting. This past year, AIR hosted more than 30 Coffee Chats, bringing members together around timely topics ranging from the unique challenges of small IR offices to ACTS and FVT/GE reporting.

Volunteers

AIR's work is strengthened by the expertise, generosity, and commitment of its volunteers. This past year, members of the AIR community served in more than 350 [volunteer](#) roles—contributing their time and perspectives to AIR Forum, publications, professional learning, community activities, and other initiatives. Their contributions help AIR create relevant, practitioner-informed experiences and resources while providing volunteers with opportunities to connect, contribute, and help shape the profession. Thank you to the many volunteers who make AIR's work—and our community—stronger.

Recognition

Each year, AIR honors members of its community whose leadership, scholarship, service, and emerging contributions strengthen the profession. In [2026](#), AIR recognized Edward L. Delaney, Jr., posthumously with the John Stecklein Distinguished Member Award and Kavya Mariboyina with the inaugural Edward L. Delaney, Jr., Rising Star Award & Scholarship. AIR also presented the Charles F. Elton Best Paper Award to Emily Braught, Megan Palmer, Christen Priddie, and Amy Ribera of Indiana University for *Not Just Another Climate Survey: Leading a Change-Oriented Survey Administration*.

Priority: Shape Policy and Practice

As the higher education policy landscape continues to evolve, AIR has expanded its [advocacy efforts](#) to ensure the expertise of IR/IE and other data professionals informs the conversations shaping higher education. By elevating practitioner perspectives, providing technical expertise, and engaging with policymakers and partner organizations, AIR helps advance policies that support institutions, strengthen data infrastructure, and promote evidence-informed decision making.

Building AIR's National Policy Presence

A significant milestone in AIR's advocacy efforts came with its acceptance into the Washington Higher Education Secretariat (WHES), a national coalition of higher education associations working collaboratively on federal policy issues. Through this membership, AIR brings the perspective of data and analytics professionals to discussions on legislation, regulation, accountability, and the future of higher education. Since joining the Secretariat,

AIR has participated in numerous coalition advocacy efforts, including letters addressing federal-higher education partnerships, reporting requirements, data infrastructure, and other issues affecting colleges and universities.

Grounding Policy in Practitioner Expertise

In 2026, AIR further strengthened its advocacy efforts by establishing the [AIR Data Policy Advisory Panel](#), a national group of recognized leaders representing a wide range of institution types, sectors, and professional roles. The panel provides practitioner-grounded expertise to inform AIR's policy positions, particularly on federal data collections and postsecondary data policy. By drawing directly on the experience of professionals who collect, analyze, and use institutional data every day, the panel helps ensure AIR's advocacy is technically sound, operationally feasible, and grounded in institutional realities.

Throughout the year, AIR also regularly surveyed members as significant policy issues emerged to better understand how proposed regulations, reporting requirements, and federal guidance would affect institutions. These rapid-response surveys helped identify implementation challenges, surface potential blind spots, and ensure AIR's advocacy reflected the experiences and perspectives of professionals across the field. Together, member feedback and the expertise of the Data Policy Advisory Panel enabled AIR to represent the profession with both credibility and confidence.

Supporting Institutions Through Change

AIR's advocacy extends beyond representing the profession in national conversations. Throughout the year, AIR provided timely resources, technical guidance, educational programming, and analysis to help institutions navigate rapidly evolving federal policy and reporting requirements. During implementation of the Admissions and Consumer Transparency Supplement (ACTS), AIR became a trusted source of support by developing practical resources, elevating practitioner perspectives through policy engagement, and helping institutions respond to changing federal guidance. These efforts reinforced AIR's role as both an advocate for the profession and a trusted partner to institutions during periods of significant change.

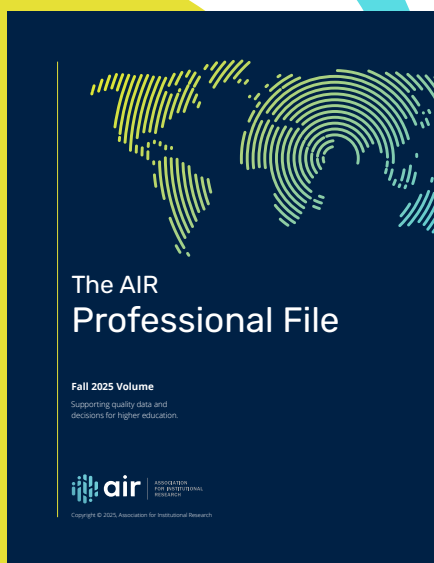
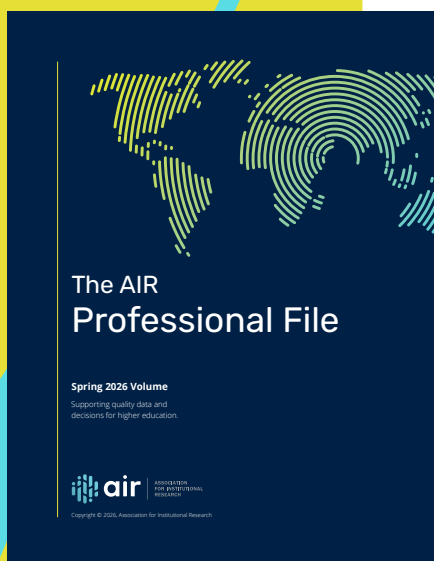
For 60 years, AIR has helped advance the effective and ethical use of data in higher education. Today, that commitment extends beyond supporting individual professionals and institutions to ensure the voice of IR/IE and other data professionals is represented where policies are shaped, decisions are made, and the future of higher education is defined.

Ongoing Advisory and Advocacy Work

- [Washington Higher Education Secretariat](#)
- [College Board Admissions Research Consortium](#) Advisory Board
- The Council of Higher Education Management Associations (CHEMA)
- Exploring the Future of College Admissions Steering Committee
- [Higher Endeavor—Gates Foundation Postsecondary Ecosystem](#)
- [IPEDS Technical Review Panels](#)
- [Common Data Set](#) Advisory Board
- National Coalition to Accelerate Adoption of Learning and Employment Records in Postsecondary Education (LER Accelerator)
- [NCES Next: Building a Stronger Federal Postsecondary Data System](#)

Resources

[AIR National Survey](#): The National Survey is a comprehensive longitudinal study of the IR/IE function within U.S. higher education institutions, with previous administrations in 2015, 2018, 2021, and 2024. The survey collects information about IR/IE office structure, leadership, resources, and effectiveness to better understand and improve IR/IE office operations. Results from the 2024 National Survey were released over the summer and fall of 2025. The next administration of the survey will be in fall 2027.



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/Effectiveness (IR/IE). Under the leadership of Iryna Muse, editor, two volumes were published in 2025–26.

Fall 2025 Volume

Article 180: A Rising Tide Lifts All Boats: Assessing and Addressing Survey Nonresponse Results from Two National Surveys and Institutional Case Studies

Sanjeeva Karunaratne and John D. Nugent

Article 181: Identifying At-Risk Course Combinations for Freshman Students Using Market Basket Analysis

Fikrewold Bitew and Khoi To

Spring 2026 Volume

Article 182: Predicting Student Success in Higher Education: A Data-Informed Analysis of Key Institutional Variables

Prabesh Shrestha and Xiaowei Xu

Article 183: Understanding Ranking Volatility: How Methodology Inflates Apparent Change in U.S. News & World Report's National Universities Rankings

Don Rudawsky

Article 184: Strengths, Weaknesses, Opportunities, and Threats of Institutional Research: Reflections from Professionals in Institutional Research and Institutional Effectiveness

Katherine Gipalo, Samantha Nix, Eric Godin, Eric Atchison, and Ciera Merritt



Strategic Partnership and Sponsored Work

Through collaborative projects, grants, and strategic partnerships, AIR advances the effective, ethical, and impactful use of data while expanding institutional capacity, data literacy, and evidence-informed decision making. The following highlights reflect AIR's work with partners over the past year to support the profession, strengthen the practitioner voice in federal data policy, and help institutions navigate an increasingly complex higher education landscape.

Gates Foundation Investments

AIR is a collaborator in Gates Foundation projects and initiatives to further the work of institutional transformation in support of equitable student success. The Gates Foundation recognizes

the essential role of data capacity and IR/IE professionals 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 ecosystem—Higher Endeavor. Higher Endeavor is designed to be an open marketplace through which institutions receive assistance in implementing solutions and strengthening foundational capacity areas, including IR/IE and data. Through the Higher Endeavor ecosystem, AIR continues to partner with national organizations to provide professional development, consulting, and technical assistance to institutions within their networks. In 2025–26, engagements included data flow assessments and

an early alert system project for Growing Inland Achievement (GIA) institutions, federal reporting and PDP workshops and technical assistance for the GIA and UNCF networks, and expanded work with the American Indian Higher Education Consortium (AIHEC), including a new data visualization and AIMS Databook project alongside continued multi-service membership support.

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

The PDP is a data democratization tool that allows institutions to scale internal reporting and evidence-informed decision making. AIR received funding from the Gates Foundation to provide training for PDP institutions within and beyond the ecosystem. Through its PDP Training Center, AIR provides virtual and in-person workshops, a multi-week virtual submission course, video tutorials, and an online community.

Lumina Foundation Investment

With support from Lumina Foundation, AIR strengthened the connection between practitioner expertise and federal data policy this year. This investment supported the establishment of the AIR Data Policy Advisory Panel ([see Grounding Policy in Practitioner Expertise](#)), which has since informed AIR's positions on federal data collections and postsecondary data policy.

The grant also helped sustain AIR's IPEDS training under the Data & Decisions Academy, continuing this support for the field following the conclusion of AIR's federal IPEDS training subcontract.

Lumina Foundation funding also supported AIR's work helping institutions navigate implementation of the Admissions and Consumer Transparency Supplement (ACTS) throughout the year—including engagement with federal officials on reporting timelines and guidance, member surveys documenting implementation challenges, and a series of trainings, webinars, and bootcamps that gave institutional data professionals practical guidance as requirements evolved.



Association Governance

As the governing body of the association, the Board of Directors establishes AIR's mission, purpose, and strategic direction while ensuring the organization remains accountable to its members and stakeholders. For more than a decade, AIR has operated under a policy governance model that clearly defines the Board's role in setting organizational priorities, monitoring performance, and empowering the executive director to achieve the association's Ends. This governance framework enables the Board to remain focused on long-term strategy while providing effective oversight and stewardship of the organization.

Work of the Board

Building on the work of previous Boards, the 2025–26 Board focused on strengthening governance, embedding strategic foresight into its work, and positioning AIR for continued success during a period of significant change for higher education.

Embedding Strategic Foresight into Board Governance

The Future of AIR Committee continued the Board's multi-year effort to incorporate strategic foresight into governance. Every Board meeting included structured future-focused exercises designed to help Board members anticipate emerging trends and opportunities. During the Board's extended spring meeting, EDUCAUSE facilitated a strategic planning exercise that further strengthened the Board's long-term planning capabilities. The committee also presented a session at the 2026 AIR Forum on future-proofing careers in IR/IE, extending this work to the broader AIR community.

Strengthening Governance Processes and Organizational Continuity

Throughout the year, the Board continued refining its governance policies to improve consistency, transparency, and long-term continuity. Governance updates included:

- Formalizing procedures for filling Board and Nominations and Elections Committee vacancies.
- Establishing a streamlined process for managing short delays in executive director monitoring reports.
- Beginning a review of the Board liaison role on the Nominations and Elections Committee and of the process for developing future election slates.
- Examining opportunities to strengthen continuity across Board leadership while preserving the association's commitment to member-driven governance.

Exercising Prudent Financial Stewardship

Recognizing the financial transition following the conclusion of AIR's long-standing IPEDS training subcontract, the Board intentionally reduced its operating budget and shifted to fully virtual meetings during the year. These actions reflected the Board's commitment to responsible stewardship while preserving the resources necessary to support AIR's mission and long-term sustainability. The Treasurer continued providing quarterly financial updates, ensuring the Board maintained active oversight throughout the year.

Engaging with the AIR Community

The Board remained committed to maintaining direct connections with members through multiple communication channels. Board members hosted Office Hours during AIR Forum, participated in AIR Coffee Chats, contributed Board Corner articles to eAIR, and continued publishing Board News updates on the AIR website. These efforts helped keep members informed while providing opportunities for dialogue during a year of significant change across higher education.

Maintaining a Strong Partnership with the Executive Director

Throughout the year, the Board worked closely with Executive Director & CEO Christine M. Keller as AIR navigated significant organizational and external change. Together, the Board and Executive Office continued advancing AIR's strategic priorities, expanding consulting services, supporting institutions through the evolving Admissions and Consumer Transparency Supplement (ACTS) reporting requirements, and positioning the association for long-term sustainability.

These accomplishments reflect the leadership of the Board of Directors, the Nominations and Elections Committee, and the Executive Office, as well as their shared commitment to strengthening AIR and serving the higher education data community.

Elected Leadership 2026–27

Elections for new AIR leaders were conducted throughout February 2026, and the results of the election were certified on March 3, 2026. In all, 13% of AIR individual members voted in the election, and 27% of organizational members voted.

As a result of the election, the following took office during AIR’s annual business meeting in May 2026:

BOARD MEMBERS AT LARGE

- Nasrin Fatima
- Megan Lombardi
- Christopher Peña
- Darrell Tyler

NOMINATIONS AND ELECTIONS COMMITTEE

- Smriti Ingrole
- Christine Pacheco



Financial Report

The AIR Board of Directors is responsible for overseeing the financial health and long-term sustainability of the association. Specific leadership responsibilities are delegated to the Treasurer, who provides oversight of the independent annual audit, reviews the association's financial statements and audit findings, presents AIR's financial condition at the annual business meeting, and helps ensure the Board has the information necessary to establish sound financial policies.

As part of its governance responsibilities, the Board annually reviews three executive director monitoring reports focused on the association's financial planning, financial condition and activities, and asset protection. Together, these policies and monitoring processes provide accountability, establish prudent financial boundaries, and help ensure AIR remains a strong and sustainable organization.

The firm of Thomas Howell Ferguson P.A., Certified Public Accountants, audited AIR's 2025 financial statements. The auditors issued an unmodified ("clean") opinion, indicating that the audit identified no reportable instances of significant deficiencies or material weaknesses in the association's internal controls and no material instances of noncompliance. The December 31, 2025, audit was reviewed and accepted by the Board on May 8, 2026.

Although 2025 marked a significant transition following the conclusion of AIR's long-standing IPEDS training subcontract, the association continued to operate from a position of financial strength. Through thoughtful financial planning, careful stewardship of resources, and strategic investments in consulting, education, and member services, AIR continued building a sustainable foundation for the future while remaining focused on its mission to serve the higher education community.

Key Findings on the Current Financial Health of the Association

- 1 The auditors concluded that AIR’s financial statements present fairly, in all material respects, its financial position—including changes in net assets and cash flows—in accordance with U.S. generally accepted accounting principles.
- 2 The audit identified no significant deficiencies or material weaknesses in internal controls, and no material instances of noncompliance.
- 3 AIR’s net assets increased by just under \$270,000 in 2025, bringing AIR’s year-end total to \$3.84 million.
- 4 Operating revenue and investment income were \$4.3 million—down \$493,000 from 2024. Operating expenses were \$4.08 million—down \$317,000 from 2024.

2025 Financial Snapshot

\$3.84M

Net Assets

\$4.08M

Expenses

\$4.19M

Operating Revenue

\$147K

Investment Income

Source: AIR 2025 Financial Statements

Leadership

2025–26 Board of Directors



BOARD CHAIR

Brent Drake

The John N. Gardner
Institute for Excellence in
Undergraduate Education



BOARD VICE CHAIR

Adrea Hernandez

University of Notre Dame



PARLIAMENTARIAN

Craig W. Abbey

University at Buffalo



BOARD-NEC LIAISON

Yenny Anderson

Lehigh University



Angela Bell

University System of Georgia



Vincent Castano

Fayetteville Technical
Community College



TREASURER

Bethany Crowell

University of
Wisconsin–Madison



Ivana Fredotovic

Weber State University



Liile Lekena-Bayaga

Mangosuthu University of
Technology



Jillian Morn

University of Washington–
Seattle Campus



Deborah A. Phelps

Cowley College



SECRETARY

David Rudden

Elgin Community College

2025–26 Nominations and Elections Committee



NEC CHAIR
Shari Ellertson
Boise State University



BOARD-NEC LIAISON
Yenny Anderson
Lehigh University



Timothy Chow
Rose-Hulman Institute
of Technology



Yesenia Espinal
Espinal Advisory &
Analytics, LLC



Mel Jenkins-Simpson
The University of Alabama



C. Ellen Peters
Council of Independent
Colleges



Henry Y. Zheng
Carnegie Mellon University

AIR Staff Leadership



**EXECUTIVE
DIRECTOR & CEO**
Christine M. Keller



**DEPUTY
DIRECTOR & CFO**
Jason R. Lewis



**ASSOCIATE DEPUTY
DIRECTOR**
Leah Ewing Ross