

# Board of Directors Meeting

Minutes: February 20, 2026



## Association for Institutional Research Virtual Board of Directors Meeting February 20, 2026

**Attendees:** Craig Abbey (Parliamentarian), Yenny Anderson, Angie Bell, Vincent Castano, Bethany Crowell (Treasurer), Brent Drake (Chair), Ivana Fredotovic, Adrea Hernandez (Vice Chair), Jillian Morn, Debbie Phelps David Rudden (Secretary)

**Guests:** Christine Keller, Jason Lewis, Miguel Pineiro Vigo, and Leah Ross from the AIR Executive Office; Shari Ellertson from the Nominations and Elections Committee

**Absent:** Liile Lekena-Bayaga

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### Call to Order

Brent Drake called the meeting to order at 11:03a (EST). A quorum was established.

### Required Approval and Acknowledgement

#### **Meeting Minutes**

Jillian Morn moved to accept the minutes of the January 30, 2026 Board meeting. Vincent Castano seconded.

**The motion passed with one abstention.**

#### **Treasurer Report**

Bethany Crowell reviewed the Board budget through December 2025. To date, the Board has spent just over \$12,000 of its \$90,000 budget, as planned and expected.

**David Rudden joined the meeting at 11:05a (EST).**

#### **Strategic Foresight Exercise**

Jillian Morn led the Board in horizon scanning to identify “weak signals” of changes on the horizon for higher education in general and how AIR might be able help address those issues. Signals identified in small group conversations include a return to “analog” (e.g., requests for paper forms for course evaluations); declining trust for and perceived value in higher education; changing metrics for accountability; shifts in credentialing and institutional scope; increasing costs; prioritization of data personnel; increasing volumes of data.

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Minutes: February 20, 2026



## Global Policy Monitoring Report

David Rudden moved that the Global Policy Monitoring Report was delivered on time, that the interpretations are reasonable, and that the data supports the interpretations. Debbie Phelps seconded.

Christine Keller noted that questions had been raised about the shift in membership renewal rate target from 85% for 2026 to 75% for 2027. Christine explained that renewal rate targets were adjusted to better match traditional industry average renewal rates for new memberships, which were found to range between 63% and 75% for professional organizations.

**The motion passed.**

## Treatment of Staff Monitoring Report

David Rudden moved that the Treatment of Staff Monitoring Report was delivered on time, that the interpretations are reasonable, and that the data supports the interpretations. Yenny Anderson seconded.

**The motion passed.**

## Extension of Financial Planning Monitoring Report

Christine Keller requested an extension of approximately two weeks to March 18, 2026 to submit the Financial Planning Monitoring Report. This will allow the report to include relevant incoming financial details that do not align with the current report due date and subsequent finance status presentation at the March 2026 Board meeting.

Angie Bell moved to extend the due date for the Financial Planning Monitoring Report to March 18, 2026. David Rudden seconded.

**The motion passed.**

## Executive Director Updates

Christine Keller shared updates on AIR's advocacy re: IPEDS ACTS and the 2026 AIR Forum schedule.

The Board expressed appreciation to the AIR executive team for their advocacy with the ACTS survey and constant communication with AIR members about ACTS survey updates.

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## Ad Hoc Committee to Review Board Requirements for Election

**Shari Ellertson joined the meeting at 12:04p (EST).**

Shari Ellertson reminded the Board of the question of process implications if Board members seek to serve multiple terms, which resulted in the creation of an ad hoc committee. The committee engaged in discussion with former Board and Nomination and Election Committee (NEC) members about three potential scenarios: (1) no change to the current process, (2) slightly modified NEC process for individuals seeking to serve again, and (3) for Board members to skip the NEC process and automatically proceed to the election slate. The overwhelming suggestion is for the current process to be maintained, which requires Board members interested in serving again to engage in the traditional process to ensure fairness and currency of perspective. As a result, the committee recommends no change to the NEC process but suggests that the Board further clarify the role of the Board NEC liaison, as the person serving as NEC liaison could have a slight advantage if running for reelection at the same time given the position's close work with the NEC.

Discussion included the implications of the process on NEC review and redaction procedures. The NEC will examine this process in the coming weeks. Craig Abbey suggested exploration of the delineation between governance policies and the discretion of NEC.

**Shari Ellertson left the meeting at 12:22p (EST).**

## New Business

None.

## Adjournment

Jillian Morn moved to adjourn the meeting. Ivana Fredotovic seconded.

**The motion passed.**

Brent Drake adjourned the meeting at 12:29p (EST)