

# Board of Directors Meeting

Agenda: March 16, 25, 31



## Association for Institutional Research Virtual Board of Directors Meeting March 16, March 25, and March 31, 2026

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

**Guests:** Christine Keller, Miguel Pinero Vigo, and Leah Ross from the AIR Executive Office

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### March 16<sup>th</sup>, 2026

Brent Drake called the meeting to order at 10:03a (EST). A quorum was established.

#### **Required Approvals and Acknowledgement**

##### **Meeting Minutes**

Angie Bell moved to accept the minutes of the February 20, 2026 Board meeting. Vincent Castano seconded.

**The motion passed.**

**David Rudden joined the meeting at 10:06a (EST).**

#### **Report of AIR Election Results**

Yenny Anderson shared the 2026 election results. Yenny Anderson provided an overview of the 2026 election results which were certified by Shari Ellertson, chair of the Nominations and Elections Committee (NEC). There were no ties. Nasrin Fatima, Megan Lombardi, Christopher Pena, and Darrell Tyler were elected by the membership to the 2027 Board of Directors. Smriti Ingrole and Christine Pacheco were elected by the membership for the 2027 NEC.

#### **Policy Discussions**

##### **Proposed Amendment to GP VI. Board Chair's Role**

Brent Drake presented a proposed amendment, authored by Craig Abbey (Parliamentarian), to GP VI regarding the Board Chair's authority to grant a limited monitoring report delay. The proposed language is:

The Board Chair is authorized to approve a one-time delay of up to one (1) month for the submission of a required Monitoring Report identified in Board Relationship to Executive Director (BRE) III. Monitoring Executive Director Performance and scheduled in Appendix A. Board Operating Calendar, without a vote of the Board.

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- a. This authority is limited to delays of no more than one month and applies only to the timing of submission, not to the substance, scope, or method of monitoring.
- b. The Board Chair shall inform all Board members of the decision to grant such a delay within five (5) business days of making the decision, including the reason for the delay and the revised expected submission date.
- c. Any request for a delay longer than one (1) month—whether initiated by the Board Chair or the Executive Director—shall require approval by a vote of the Board at the next regularly scheduled Board meeting or at an emergency meeting, whichever occurs first.

Craig Abbey moved to accept the amendment to Governance Policy VI Board Chair’s Role. Vincent Castano seconded.

Brent Drake explained that the purpose of the amendment was to address recent past instances where external circumstances have necessitated the need to delay financial monitoring reports. Discussion included the timeframe of one month as a “normal business procedure” that does not materially impact the Board’s monitoring role, whereas delays of longer than one month require procedure.

**The motion passed.**

## **Proposed Amendment to GP XVI. Leadership Elections and Appointments**

Brent Drake presented a proposed amendment, authored by Craig Abbey (Parliamentarian), to GP XVI regarding notification and Board discussion of vacancies. The proposed language is:

1. The Board Chair shall ensure that the Board of Directors is informed of any vacancy occurring on the Board of Directors or the Nominations and Elections Committee within five (5) business days of the vacancy becoming known.
2. Notification to the Board shall include the position vacated, the effective date of the vacancy, and any immediate implications for Board or Committee operations.
3. Discussion of the vacancy shall occur at the next regularly scheduled meeting of the Board of Directors or at an emergency meeting, whichever occurs first. Such discussion shall include consideration of governance continuity and the Board’s responsibility and authority to fill vacancies by appointment for the unexpired term, as provided in the Association’s Constitution and Bylaws.

Yenny Anderson moved to accept the amendment to Governance Policy XVI Leadership Elections and Appointments. Jillian Morn seconded.

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Discussion included finding a balance in ensuring flexibility in the language so that the policy can be attentive to circumstances while not being too prescriptive for future Boards.

**The motion passed.**

## **Suggestion to Add Blind Process and More Explanation of NEC Liaison Role**

Brent Drake noted that current governance process does not provide much guidance regarding NEC processes and the role of the Board member serving as the NEC liaison. Prior to the updated Board practice of electing the chair and vice chair, the immediate past president would assume the NEC liaison role. Yenny Anderson had shared that there was little guidance regarding whether the liaison should act as a full member of NEC (e.g., attend meetings, evaluate candidates, vote) or have a separately defined role. This year, the NEC liaison didn't vote for the slate of candidates but was understood to serve as a tiebreaker if needed (it wasn't needed this year).

Discussion included the current "halfway in/halfway out" role and a question of whether the liaison should be codified as a full serving member of NEC. Brent Drake proposed putting together a formal charge for an ad hoc committee to explore incorporating a blind voting process into governance policies for the NEC and to further delineate the Board liaison's role. This charge will be presented for Board approval at the April meeting.

## **Chair and Vice Chair Elections**

Christine Keller opened the floor for nominations for the Chair and Vice Chair positions for 2026-2027

Bethany Crowell nominated Jillian Morn for Chair. Jillian declined the nomination. Angie Bell nominated Adrea Hernandez. Adrea accepted the nomination. No other nominations were offered.

The Board engaged in a question-and-answer period with Adrea Hernandez about her interest in serving as Board Chair.

**Liile Lekena-Bayaga joined the meeting at 11:01a (EST).**

**Adrea Hernandez was elected as the 2026-2027 AIR Board Chair.**

Adrea nominated Jillian Morn for Vice Chair. Jillian accepted. Debbie Phelps nominated Ivana Fredotovic. Ivana accepted.

The Board engaged in a question-and-answer period with Jillian Morn and Ivana Fredotovic about their interest in serving as Board Vice Chair.

**Jillian Morn was elected as the 2026-2027 AIR Board Vice Chair.**

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## Adjournment

David Rudden moved to adjourn. Craig Abbey seconded.

**The motion passed.**

Brent Drake adjourned the meeting at 11:51a (EST).

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**Guests:** Christine Keller, Miguel Pinero Vigo, and Leah Ross from the AIR Executive Office

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## March 25<sup>th</sup>, 2026

Brent Drake called the meeting to order at 10:04 (EST). A quorum was established.

### **Presentation of Financial Planning for Organization**

Christine Keller shared AIR organizational financial planning information. She presented a report with supplemental information to the Financial Planning monitoring report including planning context, policy and process, 2025 updates, 2026 planning, and a multi-year roadmap to the Board.

Yenny Anderson joined the meeting at 10:21a (EST).

Debbie Phelps left the meeting at 10:59a (EST).

### **Required Approvals and Acknowledgement**

#### **Financial Planning Monitoring Report**

David Rudden moved that the Financial Planning Monitoring Report was delivered on time, that the interpretations are reasonable, and that the data supports the interpretations. Vincent Castano seconded the motion.

Discussion included the value of the presentation about financial planning to illuminate the monitoring report, but noted the confidentiality of that information.

The motion passed.

### **Executive Director Updates**

Christine Keller provided updates about the 2025 Forum and the ACTS IPEDS submission.

### **New Business**

Jillian Morn shared that there will be two members from EDUCAUSE presenting to the Board at the next meeting. They will share an article to be read in preparation for that meeting.

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## Adjournment

Jillian Morn moved to adjourn the meeting. Craig Abbey seconded.

**Brent Drake adjourned the meeting at 11:56a (EST).**

# Board of Directors Meeting

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**Attendees:** Craig Abbey (Parliamentarian), Yenny Anderson, Angie Bell, Vincent Castano, Brent Drake (Chair), Ivana Fredotovic, Adrea Hernandez (Vice Chair), Liile Lekena-Bayaga, Jillian Morn, Debbie Phelps, David Rudden

**Guests:** Christine Keller, Miguel Pinero Vigo, and Leah Ross from the AIR Executive Office; Jenay Robert and Nicole Muscanerll from EDUCAUSE

**Absent:** Bethany Crowell (Treasurer)

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## March 31<sup>st</sup>, 2026

Brent Drake called the meeting to order at 10:02 (EST). A quorum was established.

### AIR Futures Activity Presentation

Jillian Morn shared that the 2025-2026 AIR Board had established a goal of brainstorming future planning and provided a recap of the scenario planning activities that the Board had undertaken so far this year.

Adrea Hernandez joined the meeting at 10:04a (EST).

Jenay Robert and Nicole Muscanerll from EDUCAUSE led the Board in a strategic foresight. They noted that the strategic foresight work the AIR Board had conducted so far was primarily scenario planning. The next steps will be to move this planning work into implementation. In doing so, the focus should be on what the Board wants to happen in the future and identify how to turn that into reality.

Yenny Anderson left the meeting at 10:30a (EST).

Discussion focused on identifying potential actions that could be implemented by the Board in addressing potential opportunities and threats. Some proposals identified during this discussion included: forming stronger bonds with institutional IT groups and establishing collaborative attendance at both AIR and EDUCAUSE forums; collaboration with regional IR groups; professional development regarding advocacy; or establishing an advisory board for AIR with officers of regional groups.

Adrea Hernandez left the meeting at 11:30a (EST).

Liile Lekena-Bayaga left the meeting at 11:30a (EST).

Angie Bell left the meeting at 11:31a (EST).

### Discussion on AIR Awards

With loss of quorum, Christine Keller asked to postpone the discussion on AIR awards to the April meeting.

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## Adjournment

Jillian moved to adjourn the meeting. Craig Abbey seconded. **{Privileged quorum}**

**The motion passed.**

Brent adjourned meeting at 11:40a (EST).