March 22, 2021

**Attendees:** Laura Palucki Blake, Soon Merz Flynn, Marty Fortner, Michele Hansen, Braden Hosch, Wendy Kallina, Heather Kelly, Elizabeth Lee, Mary Lelik, Junelyn Peeples, David Troutman, Eric Yang

**Excused Absence:** Marty Fortner and Michele Hansen will be late to the meeting.

**Guests:** Christine Keller, Jason Lewis, Miguel Pineirovigo, and Leah Ross from the AIR Executive Office.

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**Call to Order**

President Heather Kelly called the meeting to order at 11:04 a.m. ET. A quorum was established.

**Executive Director Updates**

Christine Keller provided an update on upcoming events and new products, including an equity-related coffee chat, Forum, and the launch of foundational courses. She also shared the Executive Office goals for 2021: achieve contract grants and deliverables; support needs of stakeholders through programs, resources, and services; gain knowledge and experience to recalibrate our future business model; and balance the budget. Detailed information about the budget and EO goals were reviewed.

Michele Hansen and Morty Fortner joined the meeting during Christine’s updates.

**Required Approvals and Acknowledgements**

**Meeting Minutes**

David Troutman provided a review of the February 19, 2021 virtual meeting and moved to accept the minutes. Laura Palucki Blake seconded.

The motion passed.

David Troutman provided a review of the March 9, 2021 virtual meeting and moved to accept the minutes. Soon Merz Flynn seconded.

The motion passed.

**Treatment of Staff Monitoring Report**

David Troutman confirmed that the monitoring report was received on time and stated that the interpretations were reasonable, the data support the interpretations, and that no additional information is needed. Marty Fortner moved to accept the monitoring report. Eric Yang seconded.

The motion passed.
Financial Planning Monitoring Report

David Troutman confirmed that the monitoring report was received on time and stated that the interpretations were reasonable, the data support the interpretations, and that no additional information is needed; he moved to accept the monitoring report. Marty Fortner seconded.

The motion passed.

Ends Monitoring Report

David Troutman confirmed that the monitoring report was received on time and stated that the interpretations were reasonable, the data support the interpretations, and that no additional information is needed; he moved to accept the monitoring report. Junelyn Peeples seconded.

The motion passed.

Committee Reports

Nominations and Elections: Marty Fortner noted that the Board has already certified the 2021 election results and reminded the Board that the committee will join the meeting tomorrow to present and review recommendations for the committee’s future work. Christine Keller shared that the email announcing election results will be sent to the AIR community on Thursday, March 25, 2021. Heather Kelly expressed sincere gratitude to Marty Fortner and members of the committee for their work to shepherd a successful election process, and acknowledged the support of Jenny Chu and other members of the Executive Office staff.

Governance Orientation and Training: Junelyn Peeples shared that the committee has been focused on making connections and on knowledge continuity. Orientation will take place May 21, 2021 and policy governance training will take place July 19-20, 2021. Four sub-committees have been focused on planning content for the upcoming trainings and building relationships among Board members. Part of that work is the Board buddies program, meetings for which will begin in April and continue through summer. Christine Keller added that Bill Charney’s policy governance training videos will be made available to the Board and noted that he will distribute a pre-training questionnaire to Board members in April.

Membership: Eric Yang reported that the committee met earlier this month to discuss feedback from the advisory committee. In summary, the advisory committee provided overall support for the change to organizational membership and expressed concern about implementation of the relevant infrastructure and about how institutions will pay for organizational membership. Eric noted that the advisory committee is comprised of individuals who are very involved with AIR and have a lot of knowledge about the structure of the association and do not necessarily reflect the understanding of the general membership. As such, information will be gathered in from general stakeholders to further inform this work. The membership committee has also discussed the impact of a change to organizational membership on the association’s voting structure. Information from CHEMA has informed the committee’s discussions on these key topics. Heather Kelly expressed appreciation to Eric, the committee members, and the Executive Office staff for work on this initiative.

Board Structure for Accountability and Effectiveness Committee: Heather Kelly shared that the committee is crafting a proposal for the Board’s consideration that will include Board and NEC structures. Recommendations will likely involve a vote of the membership for changes that require amendments to the
Constitution and Bylaws.

**Treasurer’s Report**

Wendy Kallina provided background on how the now-additional in-person Board meeting held in January came to fruition in recent years. She opened discussion on how the Board wants to plan moving forward with regard to the number of in-person meetings held annually (post-pandemic), and whether the Board’s budget should be adjusted accordingly. The Board agreed to maintain the current budget and to plan for virtual meetings in 2021 with intent to meet in-person in 2022 if possible, depending on pandemic regulations and the desires of the incoming Board.

Braden Hosch departed the meeting at 3:58 pm EST.

**New Business**

Junelyn Peeples engaged the Board in conversation about whether the monthly meeting should be extended from 1 ½ hours to 2 hours. The primary purpose of the extended meetings would be to devote time to the future of IR every month. The Board discussed at length how to move from consideration of the future of IR and related topics to action for the association, how to structure conversation about the future of IR, and the intersection of Ends and Means.

**Recess**

Marty Fortner moved to recess the meeting; Soon Flynn seconded.

The motion passed.

The meeting was recessed at 4:45 p.m. ET.

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**March 23, 2021**

**Attendees:** Laura Palucki Blake, Soon Merz Flynn, Marty Fortner, Michele Hansen, Braden Hosch, Wendy Kallina, Heather Kelly, Elizabeth Lee, Mary Lelik, Junelyn Peeples, David Troutman, Eric Yang

**Excused Absence:** Marty Fortner will be late to the meeting.

**Guests:** Christine Keller, Jason Lewis, Miguel Pineirovigo, and Leah Ross from the AIR Executive Office.

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**Call to Order**

President Heather Kelly called the meeting to order at 12:06 p.m. ET. A quorum was established.

**Board Chair Updates**

Heather Kelly shared updates on the plan and timeline for the upcoming Executive Office staff survey. She also led the Board in a discussion about the Board’s responsibility for fiscal oversight and her proposal to codify the responsibility in a new policy in lieu of creation of a fiscal oversight committee. Discussion included a review of the Treasurer’s role and the process for the association audit. This would
become Global Policy III. Board Job Description J.

Action item: The Board will review the specified Treasurer, Secretary, and Parliamentarian roles at an upcoming meeting in tandem with Heather’s proposal.

Wendy Kallina left the meeting at 1:30 p.m. ET.

NEC Presentation to the Board

Marty Fortner joined the meeting, as did members of the Nominations and Elections Committee and guest Ellen Peters. The NEC shared its recommendations for foci and changes to the nominations and elections process with the Board, including:

1. Carefully consider whether the governing documents support the ability to attract and elect a diverse slate of candidates.
   a. Consider and clarify the qualifications for leadership under policy governance. Whereas leaders under certain governance models may be more actively involved in
   b. Consider revising term length.
   c. Consider all potential governance and leadership shifts through the lens of equity.
   d. Reconsider whether graduate students should be allowed to vote and serve in leadership positions.
2. Refine the processes and procedures impacting candidate selection and election.
   a. Empower the NEC to make thoughtful judgments about creating a balanced and equitable slate to achieve GP XI-A1-c-ix: “… are attentive to recruiting candidates who reflect the diversity of individuals and institutions represented by AIR.”
   b. Re-imagine and broaden the kinds of leadership opportunities that qualify someone for AIR leadership.
   c. Ensure the process for selecting candidates is consistent and fair and aligns with AIR governing documents and the NEC’s selection criteria.
   d. To welcome a broad array of potential leaders, transparently communicate information regarding qualifications, the nature of service under policy governance, and the candidate selection process.
   e. Consider whether leveraging the Board of Directors Past President as chair of the NEC is the most fair and effective approach.
3. Ensure AIR is welcoming and attractive to all within the profession.
   a. To better understand where to focus, determine to what extent AIR leadership reflects the association membership at large and, in turn, to what extent the association reflects the profession.
   b. Create initiatives to attract younger and newer professionals as well as graduate students into the association.
   c. Seek to understand whether there are unique barriers diverse populations face in joining and staying engaged with AIR.
4. Consider adding more volunteer and engagement opportunities within AIR to support future and supplement current leadership opportunities.
   a. Consider creating less-formal structures (e.g., committees, task forces, working groups, and project teams) that provide more opportunities for engagement at various commitment levels and outlets for active engagement that policy governance does not.
   b. Consider creating a network of past leadership that could mentor potential candidates.

Debrief NEC Presentation and Discuss Next Steps
Leah Ross has left the meeting at 3:30 p.m. EST.

Braden Hosch has left the meeting at 3:30 p.m. EST.

Heather provided a summary of the conversation with the Board on the recommendations from the NEC. Allowing for agency for employees to participate in AIR and other efforts. Board members emphasized the importance of mentorship, measuring the commitment to the profession, empowering higher education professionals beyond IR experts (student services, advisors, etc.) to play a role in the Association. Institutional research function can be viewed as a very broad term that encompasses multiple types of university offices (budget office and financial aid).

Heather redirected the conversation to finalize the discussion on the proposed update on the board job description D. Heather motioned that the proposed language in the Board Job Description Eric seconded. Item d and the following items will be adjusted accordingly.

“D. Provide fiscal oversight of the Association’s financial health, integrity, and sustainability. As such, the Board will:

1. Hire an audit firm to conduct an annual audit based on the Treasurer’s recommendation and confirm auditor’s independence.
2. Assure that the audit firm has unfettered access to organizational management and records to render their decision.
3. Meet with auditors to review the audit process and findings, the audited financial statements, and any management letter provided by the audit firm.
4. Review and discuss annual Form 990 prior to submission to IRS.
5. Revise fiscal policies as appropriate based, in part, on the review of related monitoring reports (Financial Planning, Financial Conditions and Activities, Asset Protection).”

The motion passed.

Braden Hosch joined the meeting at 4:00 p.m. EST.

**Future of IR and Higher Education**

Heather introduced the conversation on the role of the Board and the future proactive approach to engage with the membership. Two things that we should be focusing 1) what does it mean to be an ambassador of AIR and 2) formal review of the ends statement.

The Board should be investing time discussing in IR, advocacy of IR, strong commitment of equity, diversity, and inclusion. Possible solutions would be to identify topics and create subgroups to discuss and explore with the membership. Based on the Future of IR and Higher Education Stakeholder survey results: communicating the value of IR/IE, top 10 issues, and top areas of skills, abilities and knowledge. Also, being prepared professionally for the future (advocate for the Future of IR, educational topics, career pathways, and partnerships).

A Board member mentioned that there is a missing aspect to the finding which is how to be communicate data in a way that translates to the stakeholder. A suggestion to focus on Christine’s 3-5 year plan. Suggestions on defining on the soft skills needed for IR professionals to be successful. What is
the information we need to gather from our members to truly understand the needs of members. Heather gave the Board members a list of questions to think about: how to define soft skills? How to achieve respect, seen as expert? How to become advocate for data? How to communicate options? What should be included among professional standards for IR/IE? How do you balance ad hoc and... Are there voids at your institution? How has data science impacted your role? How do you manage that data science disruption? What does senior leadership want from you now that you can’t deliver? What would convince SL value of IR? What internal relationships do you need to develop? External relationships? (who is gatekeeper to senior leadership)? How do you navigate when you don’t have support of SL? How has out-of-box consulting (e.g., EAB) impacted your life? What is the top change/improvement do you want to see in your IR office? What risks does your institution take on if nothing were to change/improve in IR? How do you navigate new initiatives and balance with current? How well aligned are your IR operations with Marketing and Communications goals/priorities? How do you know what key decisions senior leaders are making? Are you at the table? How you figured out a way to know this information if you are not able the table? Could we ask about how available/transparent your data are to students/parents/other and external constituents? What is the best organization structure based on current technology structure and change—what is the ideal for decision making?

**Promoting equity and inclusion in AIR**

What are the benefits serving in a leadership role?
What are the downsides?
What are important skills for AIR leaders to possess?
Describe a time when you did not feel welcome at AIR?
What makes serving on the AIR board an appealing opportunity/ What makes serving on the board an unappealing opportunity?

Heather will be using these questions to develop a questionnaire for future AIR focus groups and provide the opportunity for the Board to provide feedback.

Mary Lelik recommended that we consider AIR members whose voices are not being heard and how can we capture their voices. One technique is free is the eAIR newsletter. There are more than 8,000 individuals who receive the newsletter.

**New Business**

Soon Flynn asked if there is a role for past board members to play in AIR. Is there a role that past board members could play in NEC or other AIR activities.

**Adjournment**

Marty Fortner moved to adjourn the meeting. Soon Flynn seconded.

The motion passed.

The meeting was adjourned at 4.58 p.m. ET.