

Board of Directors Meeting

Minutes: October 6 – 8, 2025



Association for Institutional Research Virtual Board of Directors Meeting October 6, 2025

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, David Rudden (Secretary)

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

Absent: Debbie Phelps

Call to Order

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

Approval of Meeting Minutes

Craig Abbey moved to accept the minutes of the September 19, 2025 Board meeting. Vincent Castano seconded.

The motion passed.

Board Updates

Global Executive Constraint Monitoring Report

David Rudden moved that the Global Executive Constraint Monitoring Report was delivered on time, that the interpretations are reasonable, and that the data supports the interpretations. Yenny Anderson seconded.

The motion passed with one abstention.

Financial Conditions and Activities Q 2 Monitoring Report

David Rudden moved that the Financial Conditions and Activities Monitoring Report for Q2 was delivered on time, that the interpretations are reasonable, and that the data supports the interpretations. Jillian Morn seconded.

The motion passed.

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Committee Reports

Future of AIR committee

Jillian Morn reported that the committee has had three meetings so far this year. The committee will be conducting an activity with the Board at the meeting on Wednesday (10/8). The Future of AIR committee also plans to hold a presentation at the 2026 AIR Forum.

Angie Bell left the meeting at 10:12a (EST).

Governance Orientation & Training Committee

Adrea Hernandez reported that the Governance Orientation and Training committee has held two meetings this far this year. The committee has reflected on board training of recent years, including feedback from participants, and decided not to contract with a third-party vendor for 2026 training. The committee has identified a body of materials from past Board trainings that had been used prior to recent work with vendors. This shift will likely yield a modest cost savings benefit. Discussion focused on the time and effort required to plan and deliver the training. The committee intends for this change to be implemented for the 2026-2027 Board training.

Angie Bell returned to the meeting at 10:16a (EST).

Lille Lekena-Bayaga joined the meeting at 10:21a (EST).

Shari Ellertson from NEC committee joined the meeting at 10:39a (EST).

NEC Ad hoc Committee on Board Election Criteria Update

Shari Ellertson shared the charge of the NEC Ad hoc committee, which is to consider the election process for Board members looking to continue service after their first term. NEC is a Board committee, but Shari noted that NEC procedures are not codified in policy in great detail (beyond structure), and it is not clear what the ad hoc committee can recommend as a result.

The challenge referenced is Board continuity given annual turnover and change; current bylaws allow for service of consecutive terms, but the full election process may be a disincentive for current Board members to run for another term. The desire is not for Board members seeking to serve a second term to automatically stay on, however. Relevant governance policies were referenced. Discussion included the NEC process experience, the role of policy governance, options for role length, and organizational memory.

There were questions about the Board's role in determining if/how the election process was to be adjusted for Board members seeking to run for a 2nd term. Would the Board be asked to approve a revised process identified by the NEC? Would the Board be expected to propose or suggest revisions to NEC for adjusting existing process? There were concerns about the potential conflict of interest for the Board voting on policy that affects Board service, and the committee noted the delicacy of navigating that space. Board Governance Policy GP

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XII.A.1 was referenced, which gives authority to Board to identify criteria for qualified individuals, but the authority for the process of identifying and electing those qualified individuals to the NEC.

An update from the NEC on the 2026 election process.

Shari Ellertson departed the meeting at 11:21a (EST).

Review of Rising Star Reworded Criteria

Brent Drake led conversation about the intent to make the award criteria broader per the September 2025 Board conversation. The suggested text is:

- I. A maximum of seven years of experience in the higher education data and analytics profession, including institutional research, institutional effectiveness, assessment, or related functions.
- II. Demonstrated exemplary performance and contributions to the field of higher education data and analytics, their institution's data functions, or both.
- III. Made positive contributions to projects, initiatives, and/or publications that demonstrate noteworthy early achievement, the potential for ongoing achievement, and interest in advancing the profession.
- IV. Realized increasing levels of responsibility, formal and/or informal, internal and/or external to their institution.
- V. Been generous with their time and ideas, including willingness to engage and share through mentoring and/or collaborative activities within and beyond their institution.

Discussion focused on the language involved in part II – use of “data and analytics”. The intent is to make this a broader statement. After consideration of options the language was refined to remove “and analytics” in statements I. and II. to read:

- I. A maximum of seven years of experience in the higher education data profession, including institutional research, institutional effectiveness, assessment, or related functions.
- II. Demonstrated exemplary performance and contributions to the field of higher education data, their institution's data functions, or both.

Brent Drake moved to accept the proposed language revisions to the Rising Star Award Criteria. Jillian Morn seconded. proposed a 2nd motion. Jillian seconded.

The motion passed.

Discussion of Comments for Request for Information (RFI) on Institute of Education Sciences (IES)

Christine Keller led discussion on ways in which the association can contribute to this conversation, which spans pre-kindergarten through workforce data. Key themes included:

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The burden of submissions is significant in general, further complicated by staffing levels at many institutions. There is potential for the U.S. Department of Education to partner with state systems to gather these data where possible to relieve institutional burden, but that would require adequate time between state-level collection and federal submission deadlines. Clarity is needed about which policymakers are using this information, and how. The cost of collecting data is high, especially when they're not used. The relationship between training and quality of data submitted is top of mind. Access to the data submitted, including the ability to connect them to other federal data, would be a benefit for institutions. It takes time to see trends; how long will it take to realize its usefulness? Additional conversation about useful variables included micro credentials, stackable credentials, collection of non-credit data, unemployment statistics and wage records.

New Business

None

Recess

Angie Bell moved to recess the meeting for the day. Craig Abbey seconded.

The motion passed.

Board moved into recess at 11:52a (EST).

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Association for Institutional Research Virtual Board of Directors Meeting October 7, 2025

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 (Secretary)

Guests: Christine Keller, Jason Lewis, Miguel Pineiro Vigo, and Leah Ross from the AIR Executive Office

Absent:

Call to Order

Brent Drake called the meeting to order at 10:05a (EST). A quorum was established.

Budget Update and Discussion

Christine Keller provided an update on AIR's budget including revenues and expenses for 2025; plans and budget forecasts for 2026; a multi-year roadmap to stabilize, adapt, and grow; and financial policies (EL IV and EL V) that guide AIR budgeting processes.

Discussion included the approach used to make projections, virtual vs. in-person events and consulting, and acknowledgement of the pressures currently facing higher education and other industries. Also it was noted that profit margin of revenue over expenses allow us to subsidize things that don't make money.

Liile Lekena-Bayaga joined the meeting at 10:45a (EST).

Questions about forecasts for forum attendance given cost increases. Also about the consulting services estimate, which are based on some early consulting services returns. Board appeared to agree that proposed forum fee increases should generally not be prohibitive for the majority of members.

Questions about virtual or in-person offerings. Consulting will be conducted virtually. Currently, they are planned to be conducted synchronously, but there may be an opportunity to offer asynchronous "toolkits" in the future as materials are developed

The Board expressed support for decisions that AIR executive team outlined.

Financial Audit

Jason Lewis noted that rotating audit firms is a good long-term goal with timing being a primary consideration. It is possible to make a change for 2026, but at this point in the year, the challenges increase. As a result, it would not be prudent to issue a request for proposals on work that is less than one year out which will result in fewer

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proposals at higher price points. Switching auditors comes with a steep learning curve for the auditors and increased workload for staff. As such, the recommendation is to extend the current firm's audit for two or three years after their current contact ends with the 2025 audit, which will be completed in spring 2026, if the current audit firm is available to do so. An RFP for a new firm would then be issued within one to two years, accordingly.

Governance Policy C.III.1 indicates that the Treasurer is tasked with providing a recommendation to the Board about the selection of an audit firm and Bethany Crowell indicated her support for the proposal to continue with the current firm for the next couple of years.

Debbie Phelps left the meeting at 11:42a (EST).
Vincent Castano left the meeting at 11:56a (EST).

Brent Drake motioned to allow the AIR Executive Team to negotiate with the current audit firm to continue the contract for the next 2 to 3 years. Craig Abbey seconded.

The motion passed.

Angie Bell left the meeting at 12:01p (EST).

Recess

David Rudden motion that we move to recess. Craig Abbey seconded.

The motion passed.

Brent Drake moved into recess at 12:02p (EST).

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Association for Institutional Research Virtual Board of Directors Meeting October 8, 2025

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 (Secretary)

Guests: Christine Keller, Jason Lewis, Miguel Pineiro Vigo, and Leah Ross from the AIR Executive Office

Absent:

Call to Order

Brent Drake called the meeting to order at 10:05a (EST). A quorum was established.

AIR Futures Activity

Jillian Morn provided an overview of the charge and activity of the Future of AIR Committee and the definition, role, and process activities of strategic foresight. She led the Board in an activity scenario planning within the framework of policy governance. Discussion included the consideration of scenarios by archetypes: growth, constraint, collapse, and transformation.

Liile Lekena-Bayaga joined the meeting at 10:35a (EST).

Specific questions explored during the activity included: (1) How is your institution engaging in strategic foresight; (2) How is your department preparing for many future scenarios; and (3) How are you future proofing your career in IR?

The Future of AIR Committee would like to devote time at each Board meeting moving forward to similar strategic foresight activities and exercises if time allows. Discussion focused on outcomes of such exercises – should they be theoretical (training the Board to help maintain a “future-focused” outlook for AIR) and/or practical (with the expectation that AIR Ends Policies will be adjusted as the result of such work

Response to Admissions and Consumer Transparency Supplement (ACTS) and Executive Director Updates

Christine Keller summarized the draft plan for commenting on the proposed ACTS data collection and sought any additional Board feedback. The draft plan included information collected from a member survey.

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The discussion focused on suggestions that a phased implementation timeline be adopted, limiting the scope of data and eliminating historical reporting, clarification of data definitions and reporting guidelines, establishing clear privacy standards, and restoring NCES training for this data collection effort.

New Business

None.

Adjournment

Debbie Phelps moved to adjourn the meeting. Ivana Fredotovic seconded.

The motion passed.

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