

Board of Directors Meeting

Minutes: November 21, 2025



Association for Institutional Research Virtual Board of Directors Meeting November 21, 2025

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

Absent: Craig Abbey (Parliamentarian)

Call to Order

Brent Drake called the meeting to order at 10:32a (EST). A quorum was established.

Discussion of NEC Slate of Candidates

Shari Ellertson provided an update on the work of the Nominations and Elections Committee (NEC) to date. The 2025-2026 election cycle saw an increase in the number of eligible nominations and completed nominee applications when compared to the 2024-2025 cycle. Discussion focused on the nominating and review process, development of the slate of candidates and next steps for the NEC. The election will take place in February, 2026.

Yenny Anderson joined the meeting at 10:39a (EST).

Jillian Morn joined the meeting at 10:43a (EST).

Approval of Minutes

Vincent Castano moved to accept the October 2025 Board meeting minutes. Yenny Anderson seconded.

The motion passed with one abstention.

Treasurer Update

Bethany Crowell shared that there had been no spending since the last update provided at the Board's October 2025 meeting.

Ends Monitoring Report (Policy C)

David Rudden moved that the Ends Monitoring Report Policy C was delivered on time, that the interpretations are reasonable, and that the data supports the interpretations. Jillian Morn seconded.

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The motion passed.

Emergency Executive Director Succession Monitoring Report

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

The motion passed.

Review of Form 990

Jason Lewis provided an overview of the Form 990 for the year ending December 31, 2024. Although the Board does not approve the Form 990 submission, the Board's responsibility is to review and ask questions about the submission.

Executive Director Updates

Recognition of Executive Director Achievement

Brent Drake asked to celebrate the recognition of Executive Director Christine Keller's by U.S. News and World Report as one of America's Best Leaders in Education.

<https://www.usnews.com/news/leaders/articles/best-leaders-2025-christine-m-keller>

ACTS Update

Christine Keller recognized Jason Lewis and his team for their work in coordinating feedback to the Department of Education for comments related to change in IPEDS reporting. She shared updates on AIR's response to the new IPEDS survey component, the Admissions and Consumer Transparency Supplement (ACTS), including the resources AIR has made available to members and events being held to educate the IR community about the new survey.

Strategic Foresight Exercise Set Up

During October 2025 meeting, the Board had identified a need and opportunity to utilize strategic foresight activities to help in implementing a forward-facing mindset for the Board. Jillian Morn provided an overview of a SWOT activity that Board members will complete in preparation for discussion during the December 2025 Board meeting.

New Business

None.

Adjournment

Jillian Morn moved to adjourn. David Rudden seconded.

The motion passed.

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Brent Drake adjourned the meeting at 11:53a (EST).