

Board of Directors Meeting

Minutes: December 16, 2025



Association for Institutional Research Virtual Board of Directors Meeting December 16, 2025

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

Absent: Liile Lekena-Bayaga

Call to Order

Brent Drake called the meeting to order at 11:02a (EST). A quorum was established.

November Meeting Minutes

Vincent Castano motioned to accept the November meeting minutes. Jillian Morn seconded.

The motion passed with one abstention.

Asset Protection Monitoring

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

The motion passed.

Executive Director Updates

Christine Keller provided details on the AIR executive office's holiday closure, as well as AIR's activities and offerings related to the ACTS data collection. A number of free training opportunities for the AIR community have been developed, including coffee chats, office hours and monthly boot camps.

Strategic Foresight Exercise

November Activity – SWOT Analysis

Jillian Morn provided an overview of the Board's SWOT activity from the November meeting. Discussion included potential Board foci based on the strengths, weaknesses, opportunities and threats identified during that activity. Common issues identified across all four SWOT areas included: ethical use of AI, public perceptions of higher education, financial constraints being felt by many institutions and AIR's role as a community of knowledge within the higher education landscape.

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December Activity – Future-proofing AIR

The Board then engaged in the December activity around future proofing and envisioning.

Yenny left the meeting at 12:05p (EST).

New Business

None

Executive Session

The Board moved into executive session at 12:10a (EST).

Adjournment

Debbie Phelps motioned to adjourn the meeting at 12:27p (EST). Craig Abbey seconded.

The motion passed.

Brent Drake adjourned the meeting at 12:28p (EST).