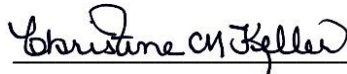


I. Ends Monitoring Report – Global Policy

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I certify that the information contained in this report is true.



Christine Keller, Executive Director & CEO

January 31, 2025

Submitted (date)

This report provides updates on the success indicators for the Global Ends Policy. Updates, changes, or additions are in blue font. Ends reports are provided quarterly for specific sets of policies (see BRE III and/or the [Board Operating Calendar](#)).

Global Policy Language

As a global association, AIR empowers higher education professionals to use data, information, and analytics in ways that are effective, ethical, and equitable. AIR supports data-informed decision making that amplifies student and institutional success. These must be done within AIR's available resources and in such a manner that the value to higher education is worth the investment of those resources.

Interpretation - vision of success

AIR works at the intersection of people and data to build the individual and institutional competencies necessary to use data, information, and analytics in ways that are effective, ethical, and equitable.

Therefore, AIR programs, services, and resources are designed to serve the interests of three primary constituencies:

1. *Higher education professionals, especially AIR members.* AIR seeks to educate, elevate, connect, and support higher education professionals who produce, analyze, and use data.
2. *Higher education institutions.* AIR works to build, sustain, and support institutional capacity and capabilities to use data and analytics for better decision making and institutional improvement.
3. *Higher education community.* AIR facilitates the informed use of data and analytics within higher education systems, institutions, and policies through advocacy and partnerships.

Historically, AIR has largely focused on serving individual professionals – “empowering higher education professionals to use data, information, and analytics in ways that are effective, ethical, and equitable.”

More recently AIR has intensified and expanded its efforts to serve institutions and the broader community through programs such as the Data Literacy Institute (DLI), organizational membership, and

consulting services. The Global Ends language codifies these expanded efforts as part of AIR's mission, noting that "AIR supports data-informed decision making that amplifies student and institutional success."

Within the three constituent groups, AIR strives to include diversity of perspectives, approaches, and backgrounds to advance and model the effective, ethical, and equitable use of data, information, and analytics. This includes working with the AIR community to co-create and sustain a welcoming and diverse association built on the values of inclusion, respect, and tolerance.

Framework for Success Indicators

The Executive Office continues to focus on three operational priorities. These operational priorities are not intended to encompass all of AIR's programs, events, or activities – many of which are important to the AIR community and AIR's financial viability. However, these priorities are areas of special focus to advance AIR's continued progress, sustainability, and expansion.

1. Grow, retain, and engage individual and organizational members.
2. Expand the delivery of consulting services and technical assistance to institutions.
3. Bolster the use of data and technology for operations, programming, and planning/strategy.

The allocation of time, resources, and money allocated to the operational priorities will be considered and balanced with ongoing commitments and activities. In the words of the Ends, "be done within AIR's available resources and in such a manner that the value to higher education is worth the investment of those resources." Specific considerations and commitments that will be balanced include the following.

- The level and sustainability of revenue streams and the size and composition of the audience.
- The grant and contract commitments.
- The required capacity, expertise, and organizational infrastructure.
- The value and benefit of the program, resource, or service to the AIR community.

January 2024-December 2024: Global Success Indicators

2024 Indicator	Results as of January 2025
<p>1. Successfully implement the organizational membership option, with a goal of adding at least 100 organizational memberships between the launch date of January 29, 2024, and December 31, 2024. Outreach will include efforts to recruit under resourced and minority-serving institutions as organizational members.</p>	<ul style="list-style-type: none"> As of December 16, 2024, there were 369 organizational members – surpassing the 2024 goal of 114. Targeted outreach was not pursued due to the interest and demand from current AIR members. However, we are currently working with the American Indian Higher Education Consortium (AIHEC) which has offered one year of AIR organizational membership to its 35+ member Tribal Colleges and Universities as part of its participation in the Gates Foundation Higher Endeavor ecosystem.
<p>2. Maintain at least 2,000 individual memberships in conjunction with the introduction of the organizational membership. (It is anticipated that individual memberships will decline slightly with the introduction of the organizational membership option as more members will inherit their membership from their organization. However, the total number of members – whether direct or inherited – is expected to increase.)</p>	<ul style="list-style-type: none"> The number of individual members decreased more than anticipated – likely due to the larger than anticipated number of organizational members. As of December 16, 2024, there were 1,768 individual members. The total number of individuals with membership as of December 16, 2024, was 7,182, which includes 1,593 with individual membership, 5,414 with membership through their organization, and 175 with both types of membership.
<p>3. Successfully provide direct services, education/training, or technical assistance to institutions.</p>	<ul style="list-style-type: none"> AIR delivered the Data Literacy Institute (DLI) at two institutions in 2024 – Aurora Community College and Ball State University. AIR completed an exploration of institutional data needs for a cohort of AASCU schools in 2024 and is currently in the midst of a benchmarking project for a private university. AIR and AIHEC are in the final stages of planning a comprehensive set of services for Tribal Colleges and Universities (TCUs) that will include core IR training, professional development, and technical assistance with nuanced attention to the unique needs of TCUs and IR professionals who work with Native communities and sovereign data. AIR is providing services for Growing Inland Achievement (GIA) institutions that meet individual schools' training and data infrastructure needs.

Success Indicators for 2025

1. Continue to grow the numbers of organizational members, with a goal of renewing 85% of the current organization members and adding 180 new organizations for a total of 490 organization members.
2. Gather additional information on the professional profile and needs of the individuals who are now AIR members through their organizations. The information and insights will be used to develop a more comprehensive recruitment, retention, and engagement strategy for these members.
3. Continue to expand and successfully deliver consulting services, education/training, and technical assistance to institutions.