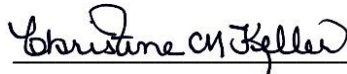


## I. Ends Monitoring Report – Global Policy

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



*Christine Keller, Executive Director & CEO*

April 28, 2025

*Submitted (date)*

**This report provides updates on the success indicators for Policy A.** 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](#)).

### Contextual Information – Vision of Success

#### 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 impactful. 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 impactful.

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 impactful.”

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 a diversity of perspectives, approaches, and backgrounds to advance and model the effective, ethical, and impactful 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 internal AIR operations, programming, and planning/strategy.

The allocation of time, resources, and money for the operational priorities will be considered and balanced with ongoing commitments and activities. As stated in 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.”

## **Updates for April 2025 Ends Report**

### **A. Policy Language**

*AIR educates higher education professionals and organizations on the value of institutional research and institutional effectiveness.*

### **Interpretation – vision of success**

The disciplines of institutional research and institutional effectiveness will be recognized for their contributions to advancing institutional success, enhancing student outcomes, and promoting continuous improvement within higher education through the effective, ethical, and impactful use of data.

IR and IE are distinct and specialized disciplines focused on addressing the challenges and opportunities faced by higher education institutions. IR and IE professionals contribute value to their institutions by leveraging their domain expertise, contextual knowledge, data integration capabilities, student-centric approach, and strategic decision support.

Educating higher education professionals and organizations on the value of the disciplines of IR and IE and the contributions of the professionals who work within these disciplines are long-term, multi-layered, and complex endeavors. Yet the resources and reach of AIR are not unlimited, so priority will be given to achieving the following:

- Development and distribution of programming, tools, services, and/or resources that leverage and augment IR and IE in effective, ethical, and impactful data-informed decision making within higher education institutions.
- Establishing and strengthening partnerships, outreach, and programming that incentivize higher education institutions, government agencies, and organizations to engage AIR and its stakeholders as key allies in increasing IR/IE expertise and capacity; institution-wide data literacy; expanded use of data/analytics in decision-making; and the development and implementation of appropriate governmental policy and regulations that optimize data access and use.

#### Policy A: 2024-25 Success Indicator Results

2024-25 Indicators	Results as of April 2025
1. Continue the partnership work with NACUBO and EDUCAUSE to finalize, promote and distribute the analytics playbook, which will be released in August 2024.	<ul style="list-style-type: none"> <li>• The <a href="#">Change with Analytics Playbook</a> was released by AIR, EDUCAUSE, and NACUBO in August 2024 on <a href="https://changewithanalytics.com">changewithanalytics.com</a> and marketed and presented widely by the three associations.</li> <li>• Press coverage includes articles in CampusID News and the Chronicle</li> <li>• Won <a href="#">Association TRENDY Award</a> for Best Association Book/Manual/Catalog</li> <li>• Presentations at AIR, EDUCAUSE, and NACUBO conferences and events Presentations at UNCF UNITE conference and the Tribal College and University IR Consortium conference</li> </ul>
2. Deliver the Data Literacy Institute (DLI) to a cross-functional cohort of higher education professionals during 2024 and 2025, with 75% of the participants reporting improvement in their understanding of their institution.	<ul style="list-style-type: none"> <li>• The DLI was delivered in Summer 2024 to Aurora Community College and in Fall 2024 to Ball State University.</li> <li>• At Ball State University, 100% of participants reported at least a slight improvement in their understanding of their institutions because of the DLI. 91% reported a moderate to very high increase in their understanding.</li> <li>• At Aurora Community College, 83% reported at least a slight improvement in their understanding of their institutions because of the DLI. However, only 33% reported a moderate to very high increase in their understanding.</li> </ul>

2024-25 Indicators	Results as of April 2025
	<ul style="list-style-type: none"> <li>The difference in the evaluation results for Aurora Community College as compared to Ball State can be attributed in part to the way the cohort was selected – the participants at Aurora were required to participate rather than being given a choice. In addition, the institutional planning was rushed and less organized as compared to the approach taken by Ball State. These results demonstrate the important role that the institutional team plays in the successful delivery of the DLI.</li> </ul>
<p>3. Continue AIR's contributions within the Gates ecosystem as a national data capacity partner and within the Gates community as a Postsecondary Data Partnership (PDP) trainer and service provider. AIR will provide professional development, technical assistance, and/or consulting services through at least three engagements with partner organizations and/or institutions within the network over the next 12 months.</p>	<p>AIR engaged in the following activities and training between April 2024 and March 2025 through Gates connections or funding.</p> <ul style="list-style-type: none"> <li>Power BI assistance was provided (and continues) for Norco College.</li> <li>Virtual data governance training was provided to Growing Inland Achievement (GIA) institutions</li> <li>Organizational membership was provided to AIHEC Tribal Colleges and Universities.</li> <li>AIR staff provided content expertise for the creation of the GIA Student Success Continuum.</li> <li>Developed and delivered a wide variety of virtual workshops on PDP use and one course to support the submission of PDP data, all of which are housed AIR's <a href="#">PDP Training Center</a>.</li> <li>AIR staff participated in partner conferences and events including the Tribal College and University IR Consortium conference, the UNCF UNITE conference, several National Student Clearinghouse (NSC) Postsecondary Data Partnership (PDP) events, and Higher Endeavor ecosystem convenings.</li> </ul>
<p>4. Leverage opportunities to contribute the perspectives and expertise of IR and IE to the development and implementation of federal policy/regulations and offer training and support for the implementation of federal policy/regulations to as appropriate.</p>	<ul style="list-style-type: none"> <li>In fall 2024, AIR applied and was accepted to membership in the <a href="#">Washington Higher Education Secretariat</a> to better represent the perspective and expertise of the data community in national policy discussions and advocacy efforts.</li> <li>AIR partnered with other associations and community experts to provide guidance on the federal reporting requirements for the Financial Value Transparency and Gainful Employment regulations (FVT/GE) including the delivery of two</li> </ul>

2024-25 Indicators	Results as of April 2025
	<p>free webinars, two AIR Forum presentations, and a <a href="#">dedicated webpage</a>.</p> <ul style="list-style-type: none"> <li>AIR hosted expert panel discussions of higher education policy issues at the 2024 AIR Forum and in November 2024 at a free member webinar.</li> </ul>

### Success Indicators for 2025-2026

1. Deliver the Data Literacy Institute (DLI) to a cross-functional cohort of higher education professionals during 2025 and 2026, with 75% of the participants reporting improvement in their understanding of their institution.
2. Continue AIR's contributions within the Gates ecosystem as a national data capacity partner. AIR will provide professional development, technical assistance, and/or consulting services through at least three engagements with partner organizations and/or institutions within the network – at least through the end of the current grant period (12/31/2025).
3. Leverage opportunities to contribute the perspectives and expertise of IR and IE to the development and implementation of federal and/or state policy/regulations and offer training and support for their implementation as appropriate.
4. Deliver at least three services to institutions through AIR's Data and Decisions Consulting.