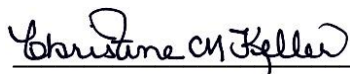


I. Ends Monitoring Report – Policy B

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



Christine Keller, Executive Director & CEO

July 31, 2025

Submitted (date)

This report provides updates on the success indicators for Policy B. Ends reports are provided quarterly for specific sets of policies (see BRE III).

Operational Vision of Success (contextual information)

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), training for institutional cohorts, organizational membership, and consulting services. The Global Ends language codifies these institutionally focused 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 variety 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.

B. Policy Language

AIR provides opportunities for professionals to develop the knowledge, skills, and abilities necessary to implement and lead data-informed cultures within higher education through:

- *Contextualizing data throughout higher education;*
- *Learning methods and tools of the institutional research and institutional effectiveness profession;*
- *Sustaining and advancing data literacy;*
- *Conducting research and scholarship.*

Interpretation – vision of success

The learning and professional practice needs of higher education professionals will be supported by AIR through quality programming, resources, and peer networks that help to develop the knowledge, skills, and abilities necessary to implement and lead data-informed cultures within higher education.

AIR will offer an array of professional education and training opportunities for stakeholders at various stages of their careers as described in the subsequent interpretations for Policies B-1 through B-4.

2024-2025 Indicators & Evidence

1. Offer the AIR LEADs course annually to support the leadership development of data professionals.
 - *2025 cohort launched with 56 participants; evaluations will be collected after completion.*
2. Host at least two learning opportunities on the ethical and/or equitable use of data and analytics.
 - *AIR met this goal through workshops, webinars, and Forum sessions focused on academic equity, student-centered continuous quality improvement, models for inclusive systems, and data ethics.*

Compliance Statement

The 2024–2025 indicators for Policy B have been met. I report compliance.

UPDATED INTERPRETATIONS & INDICATORS FOR 2025-2026

Policy B

Interpretation

Higher education professionals have access to effective, relevant, and inclusive professional learning experiences that build the knowledge, skills, mindsets, and leadership abilities necessary to implement and lead data-informed cultures within their institutions.

These opportunities equip professionals to:

- Contextualize and apply data in institutional settings
- Use the methods and tools of IR and IE effectively and ethically
- Sustain and advance data literacy across functional areas
- Conduct and disseminate research and scholarship that informs practice

- Exercise leadership to influence institutional culture, strengthen cross-functional collaboration, build and sustain data-informed decision-making

2025-2026 Indicators

1. **Perceived Value** – At least 75% of participants across major offerings rate the experience as valuable and applicable to their work¹.
2. **Skill Development** – At least 75% of participants report improved knowledge, skills, or leadership abilities tied to implementing or leading data-informed practices.
3. **Leadership Application** – At least 75% of participants in leadership-oriented courses report increased ability to apply leadership skills to their work.
4. **Access & Relevance** – Professional learning offerings engage diverse institutions, roles, and career stages, with content updated when appropriate.

B-1. Policy Language

AIR provides opportunities for professionals to develop the knowledge, skills, and abilities necessary to implement and lead data-informed cultures within higher education through...contextualizing data throughout higher education.

Interpretation – vision of success

AIR will boost the capabilities of higher education professionals to contextualize data. “Contextualize data” is broadly defined as the ability of individuals to interpret and understand the meaning of data within the surrounding circumstances, settings, influences, and/or information. AIR will also provide opportunities for our community to learn more about the current higher education environment, such as emerging issues, trends, and policies.

2024–2025 Indicators & Evidence

1. Offer two instances of the Holistic Approach to IR course annually with at least 75% of evaluation respondents rating the experience as valuable.
 - *Fall 2024 cohort: 93% of respondents reported improved knowledge of institutional research.*
 - *Spring 2025 cohort: 100% of respondents reported improved knowledge of institutional research.*
2. Offer the AIR LEADs course annually with at least 75% of evaluation respondents rating the experience as valuable.
 - *2024 cohort: 96% of respondents would recommend the course to a colleague.*
3. Offer at least two opportunities annually for members to learn more about the higher education policy, legislative, and/or regulatory environment.
 - *Offered webinar on post-election policy, provided a Forum keynote with federal policy updates, co-hosted a FVT/GE webinar, and maintained the FVT/GE regulation resource page.*

¹ The 75% figure used across the success indicators is consistent with what is considered a “good” Customer Satisfaction Scores (CSAT) across industries, typically between 65% and 80%. The 2025 average CSAT score for “education” is 64%. See <https://www.retently.com/blog/customer-satisfaction-score-csat/>.

Compliance Statement

The 2024–2025 indicators for Policy B1 have been met. I report compliance.

UPDATED INTERPRETATIONS & INDICATORS FOR 2025-2026

Policy B1

Interpretation

Professionals can interpret and apply data in ways that inform decision-making at institutional, system, state, and/or national level, and lead conversations that connect data meaningfully to policy, strategy, and practice.

2025-2026 Indicators

1. **Educational Opportunities** – AIR offers multiple educational opportunities annually that enhance professionals’ ability to contextualize data.
 2. **Application of Contextualization Skills** – At least 75% of participants report improved ability to interpret and communicate data in context.
 3. **Leadership Engagement** – At least 75% participants report improved ability to facilitate discussions that shape policy, planning, or strategy at their institutions.
 4. **Policy Awareness** – At least 50% participants report increased understanding of how national or state policy impact their work and/or institutional strategy.
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B-2. Policy Language

*AIR provides opportunities for professionals to develop the knowledge, skills, and abilities necessary to implement and lead data-informed cultures within higher education through ...**learning methods and tools of the institutional research and institutional effectiveness profession.***

Interpretation – vision of success

The “methods and tools of the IR and IE profession” are defined as the knowledge, skills, and abilities necessary for the effective, ethical, and equitable production, use, and communication of data and analyses for decision making. AIR will provide opportunities and resources for professionals to learn and apply these methods and tools, including training for compliance reporting.

2024–2025 Indicators & Evidence

1. Offer two instances of the Holistic Approach to IR course annually with at least 75% of evaluation respondents rating the experience as valuable.
 - *Two offerings; 93% and 100% of respondents in fall and spring cohorts reported improved knowledge of institutional research.*
2. Offer the Foundations Workshop series twice, with at least 75% of evaluation respondents rating the experience as valuable.
 - *Two cycles delivered plus one bootcamp and one institution-specific cohort; 95–100% of respondents across all instances would recommend workshops to colleagues.*

3. Offer high-quality experience for participants at the 2025 AIR Forum in Orlando.
 - *2025 AIR Forum held in Orlando with 1,274 attendees; 91% of respondents would recommend the event.*
4. Conduct 50 IPEDS workshops during the 2024-2025 contract period with a total of 1,000 or more participants. 80% of the evaluation respondents will rate the workshops as valuable.
 - *52 workshops, 1,249 participants; 93% of respondents reported improved IPEDS knowledge.*
5. Offer at least 12 PDP workshops within the reporting period with a total of 500 or more participants, 75% of evaluation respondents will rate the workshop as valuable.
 - *35 workshops, 1,022 participants; 76% of respondents would recommend (low survey response rate).*
6. Plan and develop a new Foundations Workshop to deliver in 2025
 - *Development halted due to IPEDS contract transition; priorities shifted new ways to deliver IPEDS courses without federal funding.*
7. Conduct the fourth administration of the AIR National Survey of IR Offices and distribute the results
 - *Administered in late 2024 with 633 responses (38% response rate); initial results shared via 2025 Forum sessions and external presentations; briefs in development.*

Compliance Statement

The 2024–2025 indicators for Policy B2 have been met. I report compliance.

UPDATED INTERPRETATIONS & INDICATORS FOR 2025-2026

Policy B2

Interpretation

IR and IE professionals are equipped with knowledge, skills, tools, mindsets, and leadership capabilities to produce, analyze, and communicate data effectively, ethically, and impactfully, and lead work that integrates these practices across the institution.

2025-2026 Indicators

1. **Educational Opportunities** – AIR offers multiple educational opportunities annually that support professionals in developing and applying IR/IE methods and tools.
 2. **Skill Acquisition** – At least 75% of participants report skill improvement.
 3. **Leadership Application** – At least 50% of participants report improved ability to lead projects that apply IR/IE methods/tools.
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B-3. Policy Language

*AIR provides opportunities for professionals to develop the knowledge, skills, and abilities necessary to implement and lead data-informed cultures within higher education through ...**sustaining and advancing data literacy.***

Interpretation – vision of success

The ability to implement and lead a data-informed culture within a higher education institution depends in large part on the collective efforts and alignment of its faculty and staff. AIR will provide opportunities for professionals to improve their knowledge, skills, habits, and mindsets necessary for sustaining and advancing data literacy.

2024–2025 Indicators & Evidence

1. Deliver the Data Literacy Institute (DLI), with at least 75% of the evaluation respondents reporting improvement in their data literacy skills.
 - *Four cross-functional cohorts at three institutions; 100% of evaluation respondents reported skill improvement, with 78% indicating moderate to very high improvement.*
2. Facilitate a workshop, conference session, or other type of presentation to advance data literacy.
 - *Two sessions delivered at the 2025 Forum focused on integrating data governance and advancing data literacy.*
3. Assesses the degree to which institutions are providing data literacy training to their employees.
 - *2024 AIR National Survey showed 59% of IR/IE offices provide institutional data literacy training, up 30+ percentage points since 2018.*

Compliance Statement

The 2024–2025 indicators for Policy B3 have been met. I report compliance.

UPDATED INTERPRETATIONS & INDICATORS FOR 2025-2026

Policy B3

Interpretation

Data literacy is sustained and advanced across institutions through AIR’s professional learning, equipping participants with improved data literacy skills and the ability to lead cross-functional teams in building shared capacity for effective and ethical data use.

2025-2026 Indicators

1. **Educational Opportunities** – AIR provides multiple professional learning opportunities annually that strengthen institutional data literacy capacity across functional areas.
 2. **Skill Advancement** – At least 75% of participants report improved data literacy skills.
 3. **Leadership in Literacy** – At least 75% of DLI graduates report improvements in their ability to lead or co-lead institutional initiatives to increase data literacy.
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B-4. Policy Language

AIR provides opportunities for professionals to develop the knowledge, skills, and abilities necessary to implement and lead data-informed cultures within higher education through ...conducting research and scholarship.

Interpretation – vision of success

AIR will provide opportunities for higher education professionals to learn research skills and to disseminate research and effective practices.

2024–2025 Indicators & Evidence

1. Incorporate content on research methodologies and/or methods into professional education offerings.
 - *Webinars, Foundations courses, and multiple Forum workshops provided training on research design, statistics, forecasting, and specialized methods.*
2. Publish original research and effective practices from the field in AIR Professional File at least twice during the reporting period.
 - *Three issues published, including a special issue on inclusive systems and volumes addressing advanced analytics and retention.*
3. Provide opportunities for NCES Data Institute participants to publish and/or present the results of their group research papers.
 - *Despite offers, no participant submissions were received for presentations or publications.*
4. Deliver the Data Literacy Institute (DLI), with at least 75% of evaluation respondents reporting improvement in their data literacy skills.
 - *Four cross-functional cohorts participated at three institutions; 100% of respondents reported skill improvement, 78% indicated moderate to very high improvement.*

Compliance Statement

The 2024–2025 indicators for Policy B4 have been met. I report compliance.

UPDATED INTERPRETATIONS & INDICATORS FOR 2025-2026

Policy B4

Interpretation

Higher education professionals build research expertise and lead efforts to apply research findings in ways that influence practice, policy, strategy, and/or student success.

2025-2026 Indicators

1. **Educational Opportunities** – AIR provides multiple educational opportunities annually to enhance professionals' research skills and their ability to apply research findings.
2. **Research Skills** – At least 75% of research methods participants report improved skills.
3. **Scholarship Output** – AIR publishes at least two AIR Professional File issues annually featuring research and effective practices from the field.