I. Ends Monitoring Report – Policy C

I certify that the information contained in this report is true.
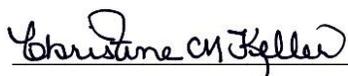
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October 30, 2025
Submitted (date)

This report provides updates on the success indicators for Policy C. Ends reports are provided quarterly for specific sets of policies (see BRE III and/or the Board Operating Calendar).

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's work has centered on empowering individual professionals to use data effectively, ethically, and impactfully. In recent years, AIR has expanded its focus to include institutions and the broader higher education community through initiatives such as the Data Literacy Institute, organizational membership, and consulting services. Across these constituencies, AIR seeks to reflect a range of perspectives and experiences while fostering a welcoming and diverse professional community grounded in inclusion, respect, and collaboration.

C. Policy Language (pre-February 2025)

AIR provides and promotes equitable opportunities for the development of diverse and inclusive professional networks.

2024-2025 Interpretation

AIR's role is to provide opportunities for the development of professional networks so that individuals are welcomed, able to contribute, and supported in their professional learning and growth. AIR's approach to providing opportunities will be to include and encourage a broad range of perspectives, backgrounds, experiences, and identities.

Current programs, activities, and partnerships contribute to AIR's efforts to provide a range of opportunities for network development.

- AIR continues its work within areas of common interest with other associations that represent other professions (e.g., APLU, EDUCAUSE, NACUBO).
- AIR continues to build relationships within the Gates ecosystem with organizations that support underrepresented communities and/or Minority Serving Institutions (e.g., AIHEC, Growing Inland Achievement, UNCF).

The following section reflects the final monitoring cycle under the prior interpretation and before the February 2025 policy revision.

2024-2025 Interpretation Success Indicators

1. **Provide data services and technical support within the Gates ecosystem to higher education institutions that are working to transform their institutions to increase the success of Black, Latino, Indigenous, and low-income students.**

   AIR continued to expand and deliver targeted data services and technical support to institutions within the Gates network, with a focus on strengthening institutional capacity and advancing student success for Black, Latino, Indigenous, and low-income students.

   - *AIR and AIHEC built a comprehensive set of services for Tribal Colleges and Universities (TCUs). To date the services delivered include AIR organizational membership for TCUs and our Foundations series of workshops. AIR staff continue to participate in AIHEC events, including the annual TCU IR conference.*
   - *AIR initiated services to UNCF institutions to complete National Student Clearinghouse (NSC) enrollment and degree verification services. AIR staff continue to participate in UNCF events, including a presentation at the annual UNITE conference.*
   - *AIR continues to provide services for Growing Inland Achievement (GIA) institutions that meet individual schools' training and data infrastructure needs. We also provided a data governance series of workshops and our Postsecondary Data Partnership (PDP) submission course for GIA cohorts. AIR staff partnered with GIA to deliver a presentation at the annual NCORE conference.*

Together, these partnerships demonstrate AIR's active role in supporting institutional transformation efforts and in providing scalable, equity-focused data services across multiple sectors of higher education.

2. **Assess the interest among AIR community members for AIR to provide space or time for smaller community or interest groups to gather in person or virtually.**

   AIR explored members' interest in forming smaller, topic- or identity-based communities within the AIR network.

   - *Leaders of affiliated organizations expressed strong interest in dedicated opportunities to exchange ideas and practices.*
   - *A dedicated in-person gathering was offered during both the 2024 and 2025 AIR Forums.*
   - *An AIR Hub group was launched in spring 2025 to provide a year-round online space for continued discussion.*

   These steps confirmed member interest and demonstrated AIR's responsiveness in facilitating connections among smaller communities within the broader association network.

3. **Better understand the profiles and professional development needs of the individuals who access their AIR memberships through their organizations. Use the information to support the development of strategies to include and welcome these new members into the AIR community and networks.**

   AIR engaged organizational members to better understand the professionals who access AIR benefits through institutional memberships and to identify ways to strengthen their engagement.

   - *A focus group of organizational administrators met during the 2025 AIR Forum to share feedback on their experiences and member needs. Participants were generally satisfied with AIR's organizational membership model and offered suggestions to simplify renewals and reinforce member communications.*
   - *Results from the 2025 Stakeholder Survey were also considered to guide improvements.*

   AIR staff have begun implementing some of these suggestions, including improved renewal processes, efforts to build greater awareness of AIR products/services, and clearer messaging about benefits. This work supports AIR's efforts to welcome and integrate professionals who connect through organizational memberships into the broader AIR community and professional networks.

4. **Investigate the potential interest in forming a "young professionals advisory group" for the Executive Office to more explicitly consider the perspectives of younger professionals and learn more about their professional development needs.**

   AIR sought to better understand the perspectives and professional development needs of early-career data professionals and to consider potential structures for ongoing engagement.

- *A focus group of young professionals met during the 2025 AIR Forum to provide input on member needs, including clarifying which resources are free as member benefits.*
- *A "Young IR Professional Spotlight" feature was introduced in eAIR to highlight emerging professionals and share their insights with the broader community.*
- *Input from the 2025 Stakeholder Survey and the Forum focus group has already informed member engagement strategies.*

Due to current staffing constraints, formation of a formal advisory group has been paused; however, less formal opportunities at Forum and other events will continue to be used to gather input from early-career professionals. These efforts have helped AIR strengthen understanding of this growing segment of the field while maintaining momentum toward deeper engagement as resources allow.

Compliance Statement

The 2024–2025 indicators for Policy C have been met under the prior interpretation. I report compliance.

C. Policy Language (as of February 2025)

AIR provides and promotes opportunities for the development of professional networks.

UPDATED INTERPRETATIONS & INDICATORS FOR 2025-2026

Interpretation

AIR provides and promotes opportunities that enable higher education professionals who collect, analyze, interpret, or use data to build meaningful professional networks that enhance their learning, collaboration, and collective impact across the field.

Success is demonstrated when AIR's efforts strengthen professional connections through two complementary avenues.

1. *Individual and Peer Networks*. Professionals connect with peers who share common interests and challenges, mutual learning, and professional growth.

2. *Community and Sector Networks*. AIR cultivates partnerships that connect individuals, associations, and organizations across the higher education sector, expanding collective understanding and advancing the effective use of data for the improvement of higher education.

Together, these avenues reflect AIR's role in linking people, institutions, and ideas so that data can be used more effectively, ethically, and collaboratively across higher education.

1. Individual and Peer Networks

AIR enables professionals to connect with and learn from one another.

- Evidence of increased or sustained participation in AIR events, communities, and learning environments where peer connections occur.
- Survey or evaluation data indicate that participants feel welcomed and find it easy to connect with peers.
- Representation across institution types, professional roles, and experience levels reflects a broad and inclusive community.

2. Community and System Networks

AIR contributes to a connected higher education data community.

- Active partnerships or initiatives with associations, foundations, and other organizations.
- Engagement metrics show expanding reach of AIR-shared materials, events, or advocacy.