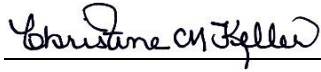


## Monitoring Report I: Global Executive Constraint

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



Christine M Keller, Executive Director & CEO

September 29, 2025

Date

### A. Policy Language

*The Executive Director will not cause or allow any organizational practice, activity, decision, or circumstance which is ... unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.*

### Interpretation

I interpret “unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices” to mean that AIR’s operations must comply with legal standards, ethical norms, and established professional practices in all key functional areas.

Evidence of compliance is found in the Board’s acceptance of monitoring reports submitted throughout the year for the eight executive limitations. These reports contain specific interpretations and verifiable evidence aligned with the Global Executive Constraint.

### Evidence

The monitoring reports cover eight executive limitation policies across four constituent groups/areas: 1) stakeholders (including members), 2) staff, 3) the Board, and 4) AIR as an organization. During the reporting period (September 2024 to August 2025), the monitoring reports for these executive limitations were accepted by the Board as submitted on time and with reasonable interpretations. (See Appendix A for a list of monitoring reports and dates.)

### Compliance

I report compliance with Global Executive Constraint Policy A.

**B. Policy Language**

*The Executive Director will not cause or allow any organizational practice, activity, decision, or circumstance which is ... in conflict with the Association's Constitution and Bylaws.*

**Interpretation**

I interpret "in conflict with the Association's Constitution and Bylaws" to mean that AIR's operations must uphold and protect the rights granted to members and stakeholders under those governing documents.

Compliance is demonstrated through the Board's prior acceptance of monitoring reports whose interpretations and evidence confirm alignment with these rights, including access to membership, non-discrimination, participation in governance, and access to services.

**Evidence**

A selection of the monitoring reports from the reporting period, accepted by the Board as reasonable interpretations, demonstrates the alignment of executive limitations and the ability of individuals to exercise the rights guaranteed by the AIR Constitution and Bylaws. (See Appendix B for additional details on the alignment.) Past monitoring reports can be found in the Board of Directors Teams account ([Monitoring Reports - HISTORY](#)).

**Compliance**

I report compliance with Global Executive Constraint Policy B.

**Appendix A: Detailed Evidence for Global Executive Constraint Policy A**

<b>Group(s)</b>	<b>Executive Limitations Policy</b>	<b>Monitoring Frequency</b>	<b>Date Submitted by Executive Director</b>	<b>Date Accepted by Board</b>
Stakeholders	II. Treatment of Stakeholders	Annually	8/29/2025	9/19/2025
Staff	III. Treatment of Staff	Annually	1/28/2025	2/10/2025
Organization	IV. Financial Planning	Annually	3/31/2025 <sup>1</sup>	4/14/2025
Organization	V. Financial Conditions and Activities	Quarterly	9/27/2024 12/18/2024 3/28/2025 6/26/2025	10/14/2024 1/13/2025 4/14/2025 7/9/2025
Organization Staff	VI. Emergency Executive Director Succession	Annually	10/29/2024	11/11/2024
Organization	VII. Asset Protection	Annually	11/26/2024	12/9/2024
Organization Staff	VIII. Compensation and Benefits	Annually	7/30/2025	8/26/2025
Board	IX. Communication and Support to the Board	Annually	5/16/2025	5/20/2025

**Appendix B: Detailed Evidence for Global Executive Constraint Policy B**

<b>Right granted in Constitution or Bylaws</b>	<b>Corresponding Policy Supported in Monitoring Reports</b>
<i>Access to Membership</i>	Treatment of Stakeholders (Part D): Executive Director has not <i>“allowed stakeholders [including members] to be unaware of what may be expected and what may not be expected from services.”</i>

<sup>1</sup> In mid-February 2025, the Board voted to grant a one-month extension to the deadline for the EL IV monitoring report until March 31, 2025 given the significant changes occurring at the U.S. Department of Education and the potential impact on AIR’s IPEDS training subcontract.

Right granted in Constitution or Bylaws	Corresponding Policy Supported in Monitoring Reports
<i>Access to Membership</i>	Treatment of Stakeholders (Part I): Executive Director has not, for those stakeholders who are members, <i>“caused them to be unaware of the membership categories, dues, voting privileges, and access to Association services.”</i>
<i>Non-Discrimination</i>	Treatment of Stakeholders (Part C): Executive Director has not <i>“failed to provide access to information, products, or services through appropriate accommodations for consumers with disabilities.”</i>
<i>Non-Discrimination</i>	Treatment of Stakeholders (Policy F): The Executive Director has not <i>“discriminated in opportunities, activities, or practices because of age, mental or physical disability, genetic information, ethnic or national origin, race, color, religion, sex, sexual orientation, gender identity, transgender, marital status, pregnancy, veteran status, or any other protected classifications.”</i>
<i>Non-Discrimination</i>	Treatment of Staff (Policy D): The Executive Director has not <i>“discriminated in employment opportunities or practices because of age, mental or physical disability, genetic information, ethnic or national origin, race, color, religion, sex, sexual orientation, gender identity, transgender, marital status, pregnancy, veteran status, or any other protected classifications.”</i>
<i>Participation &amp; Utilization</i>	Treatment of Stakeholders (Global Policy): Executive Director has not <i>“caused or allowed conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive.”</i>
<i>Participation &amp; Utilization</i>	Treatment of Stakeholders (Part C): Executive Director has not <i>“failed to provide access to information, products, or services through appropriate accommodations for consumers with disabilities.”</i>
<i>Contribution to Governance</i>	Treatment of Stakeholders (Part H): Executive Director has not <i>“caused or allowed the inhibition of members’ participation, as appropriate, in Association functioning.”</i>
<i>Contribution to Governance</i>	Communication and Support to the Board (All Sections): Executive Director has not <i>“permitted the Board to be uninformed or unsupported in its work.”</i>