

**Association for Institutional Research
Board of Directors Virtual Meeting
February 14, 2022**

Attendees: Laura Palucki Blake, Michele Hansen, Braden Hosch, Heather Kelly, Elizabeth Lee, Mitchell Nesler, Junelyn Peeples, Christopher Pena, David Troutman, Karen Webber

Excused Absences: Maren Hess and Mary Lelik in full, Laura Palucki Blake in part

Guests: Christine Keller, Jason Lewis, and Leah Ross from the AIR Executive Office

Call to Order

President Junelyn Peeples called the meeting to order at 1:01 p.m. ET. A quorum was established.

Required Approvals and Acknowledgements

Meeting Minutes

David Troutman provided a review of January 10, 2022, virtual meeting.

The minutes were accepted as amended.

Ends Monitoring Report

David Troutman confirmed that the monitoring report was received on time and stated that the interpretations were reasonable, the data support the interpretations, that no additional information is needed. Braden Hosch moved to accept the monitoring report. Laura Blake seconded.

The motion passed.

Treatment of Staff Monitoring Report

David Troutman confirmed that the monitoring report was received on time and stated that the interpretations were reasonable, the data support the interpretations, that no additional information is needed.

Discussion included the role of this monitoring report within policy governance as well as operationalizing the process of review and discussion of monitoring reports as review of policies.

Mitchell Nesler moved to accept the monitoring report. Christopher Pena seconded.

The motion passed.

Committee Updates

Governance Orientation and Training Committee: Karen Webber shared that orientation is planned for the morning of Monday, June 6. Training will take place in two parts, with a third if needed. Part 1 is planned for the afternoon of Thursday, June 9 with one hour on general overview, perhaps with Bill

Charney, and the rest focused on the application of policy governance as it applies to AIR with the assistance of Michelle Appel and/or Ellen Peters. Part 2 would take place at the August Board meeting with focus on monitoring reports, which Michelle and/or Ellen would join as well. Part 3, if needed, could take place in the fall with or without Michelle and/or Ellen.

{Laura Palucki Blake departed the meeting at 1:26 pm ET}

Nominations and Elections Committee: Heather Kelly shared an update on voting rates. Voting will close in late February and results will be shared with the Board at the March meeting.

Membership Committee: Braden Hosch provided an overview of the committee's work and provided an overview of changes to the recommended membership policy language regarding the graduate student membership category and the naming of membership types. The Board will vote on the committee's recommendations.

Board of Director's Role as Ambassador of AIR Committee: Michele Hansen presented the committee's final recommendations for *Role of Board as an Ambassador* policy addition moved to accept the document as part of the governance policy and governance process. Mitchell Nesler seconded.

The motion passed.

Policy Governance Operating Calendar

David Troutman provided an overview of the Board operating calendar and moved to add it as Appendix A in policy governance documents. Heather Kelly seconded.

Discussion included changing the language regarding the Board interfacing with the Executive Office staff as there is no longer an office to visit, and the need to maintain consistency between the calendar and communication and expectations about time commitments for the Board and Nominations and Elections Committee.

The motion passed.

Board Structure for Accountability and Effectiveness Committee

Heather Kelly moved to update Governance Policies GP VIII. Parliamentarian's Role as: Add E. Provide Board members objective guidance on understanding the principles and application of policy governance. The role of the Parliamentarian is advisory, not executive. Add F. Parliamentarian is a full member of the Board of Directors and participates in meetings to the same extent as any other board member (i.e., make motions, participate in debate and vote on any motion.) Add G. Parliamentarian will not interfere with the prerogative of the Board Chair. Braden Hosch seconded.

Discussion included review of the proposed language "not interfere" and "Board chair". The motion was amended to strike section G.

The motion passed.

{Karen Webber has stepped away from the meeting at 2:19 and then returned a few minutes later.}

Heather Kelly moved to update the Constitution to reflect the Parliamentarian role as part of one of the

Board's responsibilities. Braden Hosch seconded.

The motion passed.

Heather Kelly moved to update the Constitution and Bylaws to reflect that Special Rules of Order are employed by the Board. Michele Hansen seconded.

Discussion included clarity on the difference between Special Rules of Order and Robert's Rules of Order. It was decided to hold the discussion and motion for the March meeting when Mary Lelik can participate.

Executive Office Updates

Christine Keller noted that registration for the 2022 Forum will open at the end of February and reminded to Board of the in-person meeting at the Hyatt Regency Phoenix on March 31 (all day) and April 1 (morning).

Other Business

Consultant for JEDI Framework on Ends: Junelyn Peeples shared that a consultant has been identified to assist the Board with this work and she will join the Board for the first day of its March meeting with follow-up at the April meeting.

{Laura Palucki Blake rejoined the meeting at 2:32 pm.}

Future of IR through a JEDI Framework: Junelyn Peeples reflected on the Board's work in this area in the past year and the roles of the Board and the Executive Office within this work. The *Statement of Aspirational Practice for IR* was referenced as a framework for investigating whether the Ends represent the values the Board intends to convey regarding JEDI.

Adjournment

Junelyn Peeples adjourned the meeting at 2:55 p.m. ET.

POLICY TYPE: GOVERNANCE PROCESS (GP)

IV. Role of Board as AIR Ambassador

Association for Institutional Research (AIR) board members are uniquely positioned to be successful ambassadors for AIR and ensure the attainment of the Ends. Additionally, AIR Board members have an important role to play in supporting the mission of AIR. Board members can help AIR attain the Ends by facilitating awareness, interest, and engagement of members. Board members have a role in making AIR's mission more visible. The role of AIR Ambassador means that board members have the responsibility to cultivate active linkages between the Board of Directors and stakeholders; ensure the Board is well informed about stakeholders' perspectives, needs, and values; and stakeholders are informed of the Board's work on their behalf. All activities and decisions should be in the best interest of AIR and its stakeholders, not in the best interest of the individual board member.

The AIR Ambassador activities must be conducted with support of the Executive Office and the Board of Directors. The roles and responsibilities of board members as AIR ambassadors include the following:

- A. Be alert to stakeholders' concerns and/or evolving needs that can be addressed through AIR 's mission and Ends.
- B. Play an active role in identifying opportunities to advance AIR's mission.
- C. Help communicate and promote the Association via email, social media, networking or speaking engagements, blog posts, and more to stakeholders.
- D. Periodically refine the Ends priorities and policies to reflect changes in the higher education community and stakeholders' needs.
- E. Identify and define what it means that stakeholders are being well served by AIR.
- F. In collaboration with the Executive Office, AIR Board members may engage in the following activities in an effort to better understand stakeholders' needs:
 - 1. Conduct surveys and self-administered questionnaires.
 - 2. Participate in AIR Annual Business meetings and listen to stakeholders' voices.
 - 3. Host inter-board linkages (EDUCAUSE, NACUBO, CIMA, NASPA, and others).
 - 4. Deliver formal listening sessions held at affiliate meetings.
 - 5. Conduct focus groups.
 - 6. Arrange for invited presentations at AIR board meetings.
 - 7. Participate in public forums.

8. Participate in meetings with selected groups in the IR community.

9. Other activities as determined by the Board and Executive Office.

G. Successful ambassadors cultivate active linkages with stakeholders and work to achieve the following types of outcomes:

1. Stakeholders recognize the role of AIR Board members as trustees and servant leaders.

2. Board members understand evolving stakeholders' needs.

3. Input from stakeholders is used to help the Board make better decisions.

4. Stakeholders can cite and refer to examples of issues affecting the AIR organization.

5. Periodically refine Ends priorities and policies to reflect changes in higher education and stakeholders' needs.

6. Stakeholders understand how AIR serves the larger IR community.

7. Individuals desire to be on the board and voting participation increases.