

**Association for Institutional Research
Board of Directors Meeting – Cleveland, Ohio
October 20-21, 2022**

Attendees in Person: Laura Palucki Blake, Karen Egypt, Braden Hosch, Mitchell Nesler, Christopher Peña, Wen Qi, Karen Vance, Karen Webber

Attendees Virtually: Jonathan Gagliardi, Maren Hess, Elizabeth Lee, Junelyn Peoples

Guests in Person: Christine Keller, Jason Lewis, Miguel Pineirovigo, and Leah Ross from the AIR Executive Office

Guests Virtually: Heather Kelly for Board Structure and Accountability Committee; Eric Atchison and Brent Drake for Future of IR committee; Michelle Appel and Ellen Peters as policy governance consultants

DAY 1: October 20

Call to Order

President Karen Webber called the meeting to order at 9:18 a.m. ET. A quorum was established. It was noted that Elizabeth Lee will join the meeting later.

Required Approvals and Acknowledgements

Meeting Minutes

Mitchell Nesler moved to accept the minutes of the September 12, 2022 Board meeting as presented. Maren Hess seconded. No additions or corrections were noted.

The motion passed.

Financial Conditions and Activities Monitoring Report (Q2)

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

Laura Palucki Blake moved to accept the monitoring report. Braden Hosch seconded.

The motion passed.

Global Executive Constraint Monitoring Report

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

Braden Hosch moved to accept the monitoring report. Jonathan Gagliardi seconded.

Discussion included correction to a typo on page 3 of the report.

The motion passed.

Committee Updates

Nominations and Elections Committee: Junelyn Peebles shared that the committee has been focused on garnering nominations and aligning the review rubric with relevant criteria. The committee nominated individuals who have served the Association in several roles. There are approximately 251 eligible candidates to date, as well as other individuals deemed ineligible per criteria. The committee is reaching out to eligible candidates to encourage completion of the questionnaires and will begin to review candidate profiles later this month. By early December, the NEC will share the final list of candidates, and voting will commence in February. Junelyn noted that the committee is working to address the Board Structure and Accountability Committee's request for focus on diversity of the nominee pool.

Discussion included ways in which to engage people who have interest in running for the Board but aren't selected for the slate, and those who are included on the ballot and aren't elected. Junelyn noted that appreciation is expressed to individuals through the process, including nominators and nominees. The question as to why the ballot is limited to two candidates for vice president and six for board at large was also raised, which may constrain the process and limit approaches to diversifying the pool. It was noted that these restrictions are in the Bylaws Section 6(b), which the Board may opt to address, perhaps as part of the Board Structure and Accountability Committee's work.

AIR Awards Committee: Mitch Nesler reported that the committee has started its work and will wrap up in December. The committee is considering existing award criteria and a potential new award for early career professionals. Any modifications will be incorporated for the 2024 awards processes as the 2023 processes are already underway.

Governance Orientation and Training Committee: President Karen Webber and Vice President Jonathan Gagliardi shared that they are co-chairing the committee to start with plans for Jonathan to take over moving forward. To date, the committee has been focused on training plans with attention to the evaluations of the June 2022 training session. The committee suggested that Michelle Appel and Ellen Peters be invited to continue as policy governance consultants and discontinue use of consultants from Charney and Associates. The committee also recommended continued use of the current policy governance video and books as resources. Once training plans are finalized, the committee will address plans for orientation.

In addition, Karen Webber noted the challenges of holding policy governance training timing and format-wise. Options are virtual or in person, and in tandem with Forum or as an additional travel event in summer. Overall, the Board agrees that in-person and at Forum is preferred. It was suggested that videos be used to help orient new Board members in advance of the training. Executive Director Christine Keller noted that even as policy governance evolves, there is value in having an anchor through an outside expert to help ensure that the core principles remain in view. It could be that Charney and Associates are not the right consultants for AIR, but there are other options when needed.

Future of IR Committee: Laura Palucki Blake provided an overview of the committee’s work to consider the role of IR/IE within the context of the future of higher education and related needs for the next three to five years. The committee is focused on a solutions-oriented approach with attention to steer away from broad theoretical musings (especially negative conversation), stories of personal experiences, and specific “doings” to suggest to the Executive Office. The committee’s work is being informed by AIR surveys, Board listening sessions, the work of other associations, and additional higher education sources, including literature. The framework guiding this work is focused in four areas—knowledge, skills, mindsets, and habits—with attention to making the outputs accessible by all professionals or offices regardless of size, resources, experience, etc.

{Elizabeth Lee joined the meeting at 11:15 a.m. ET}

Jason Lewis shared that the Association’s use of this framework (knowledge, skills, mindsets, and habits) stems from our data literacy curriculum. He clarified that knowledge is what we know, skills are what we *can* do, mindsets are what we *think*, and habits are what we *actually* do.

Laura engaged the Board in conversation about establishing priorities based on the information shared in visual quadrants of knowledge, skills, mindsets, and habits. Suggestions included “what is IR” with attention to what the R in IR represents (more than reporting and more than research; also, the difference between applied research and basic research); the value of the content in mindsets, which is an area in which the Association can truly make a difference; the value and side effects (mindsets, behaviors) that result from democratization of data; the need for flexibility in this work so it isn’t conveyed as imposing structures or similar; acknowledgement of the changing nature of higher education and, as a result, the work of IR/IE; how does IR/IE serve students?; and intercultural competence and adapting and leading others through change; IR/IE as a strategic function.

Subsequent conversation centered on the actions the Association and the Board should take given the priorities noted, with realization that not everything can happen, or happen all at once. The goal of the committee is to provide a set of broad priorities in its January 2023 report. Conversation included the value of partnership with other higher education associations; targeted requests related to Forum presentations; the role of IR/IE as a profession versus IR/IE professionals; highlighting exemplar IR offices that partner with their administrations and/or presidents who promote the value of IR; the Board is in charge of policy and can do things like amend Ends statements, set limitations, and also has a directive to address the future of IR, which can result in a statement or similar, and inform the Board ambassador roles, but cannot recommend programs to the Executive Office or similar; and ways to inform this conversation (e.g., Forum sessions).

{Maren Hess exited the meeting before or around 10:45 a.m. ET}

Board Structure and Accountability Committee: Heather Kelly shared that the committee plans to provide its final draft for changes the Constitution and Bylaws in November, which will then go to a vote by the membership in February 2023. All information is provided on airweb.org/motion. Changes will be implemented upon vote, but the language will clarify that any relevant changes match the nominations and election cycle.

Membership Committee: Braden Hosch reflected on challenges attracting people to listening sessions at Affiliated Organization events, though the questions for which the Board seeks answers are posed in all conversations (e.g., receptions, meals). The collection of Fall 2022 sessions/information gathering will be

summarized for the committee with attention to development of protocol for future listening sessions. Discussion included whether and how to share the committee’s learning beyond the Board, if deemed relevant and useful beyond situational and idiosyncratic information, how to engage in listening sessions at virtual conferences, how to reach the right people and knowing what we want to communicate to them, and the expansion of IR across the world.

{Elizabeth Lee left the meeting and Maren Hess rejoined the meeting at 1:30 p.m. ET}

Board Budget Report

Treasurer Braden Hosch highlighted report line items through September 30, 2022. Upcoming expenses include this in-person Board meeting and travel to listening sessions at relevant conferences. NEC does not plan any in-person meetings this year. President Karen Webber noted that \$130,000 is allocated for the cost of governance; remaining (unused) funds are returned to the Association.

Braden noted that given that this is his last year on the Board, identification of a Treasurer-designate by March 2023 will help ease the transition and assist in budget planning.

IRS Form 990 (2021)

Jason Lewis shared an overview of the 990 as a compliance document, which contains financial, human resource, and policy information for a holistic view of the organization. The 990 is submitted to the IRS like other tax-related documents. The Board reviews the form because it is publicly displayed and available to the general public, but the Board does not “approve” the form.

The 990 under discussion at this meeting spans January 1, 2021, to December 31, 2021. The information included in the 990 is contained in the annual audit and/or the Association’s other IRS filings. All the information in these filings is derived from information that is already provided to the federal government. Jason highlighted AIR’s status as a 501(c)(3) organization and not a trade association per the founding documents.

{Elizabeth Lee returned to the meeting at 2:15 p.m. ET}

Executive Office Updates

Executive Director Christine Keller shared some timely updates: 1) the sale of the building in Tallahassee will close in late October, 2) a stakeholder survey opened today, with approximately 10,000 people invited (members, previous members, and individuals who have never been members), 3) the list of volunteers has been updated on the website, and 4) the call for proposals for the 2023 Forum will close in a few days.

The AIR Mission and Global Ends were reviewed to ground conversation about 2022 and 2023 priorities. Christine provided an overview of the Gates Foundation ecosystem that seeks to support innovative work with an equity-first lens to support institutional transformation and improved student outcomes; AIR serves as the data capacity partner for the ecosystem.

{Elizabeth Lee departed the meeting at 2:40 p.m. ET}

Christine also shared updates to the Association's finances as of August 31, 2022. The expected end of year loss for 2022 will be approximately -\$318,000. This reflects use of the \$300,000 surplus last year to create a break-even situation and allows the Association to restart processes that were halted during the COVID-19 pandemic.

(This update will be continued tomorrow.)

{Elizabeth Lee rejoined the meeting at 3:20 p.m. ET}

Policy Governance

Michelle Appel and Ellen Peters led a conversation about the application of policies within policy governance.

DAY 2: October 21

Executive Session

Other Business

Listening Session: Maren Hess shared her experience hosting a listening session at the SAIR 2022 conference. Conversation included use of the PowerPoint slides and questions provided by the Membership Committee with focus on three different topics and plans for upcoming listening sessions.

{Elizabeth Lee rejoined the meeting at 11:00 a.m. ET}

Executive Office Updates continued

Executive Director Christine Keller noted that the Forum is the most visible example of new patterns of engagement in professional development post-pandemic. As such, the Association needs to reset expectations, especially about Forum attendance. The working hypothesis is that people, regardless of role or employer, are operating within significant financial, time, and staffing constraints that result in professional development becoming a luxury.

These challenges lead the Association to revisit our value proposition and the ways in which professional development and membership are developed and organized. For example, AIR's involvement in the Gates Foundation ecosystem removes some uncertainty because we have direct involvement with institutions with leaders who have already committed to transformation and value key capacities, including IR/IE. The grants from the Gates Foundation related to this work creates a marketplace for which AIR has support to create the capacity and structures for products and services that will be sold.

Adjournment

Mitch Nesler moved to adjourn the meeting. Braden Hosch seconded. President Karen Webber adjourned the meeting at 11:52 a.m. ET.