**air** | ASSOCIATION FOR INSTITUTIONAL RESEARCH

**2022-2023**
Annual Report

# AIR in Motion

## Colleagues,

If you've ever studied principles of aerodynamics, you know that flight requires air in motion.

Over the past year, AIR has indeed been in motion—charting the flight path and reaching mile markers that will ensure a strong future for the organization.

As you'll read in this report, AIR's future direction is set by the Board of Directors and shaped by six operational priorities determined by the staff. Together, they are the map and compass that guide the organization toward achieving its mission on behalf of the AIR community. We celebrate several accomplishments over the past year, including:

- Refining our mission to more clearly communicate our commitment to equity and ethics, and to expanding data literacy.

- Identifying critical areas for attention and growth to ensure a strong future for IR and IE.

- A membership vote to update our Bylaws and Constitution to support a flexible, diverse, and productive volunteer leadership.

- Updating the AIR awards that celebrate our members.

- The launch of new programs and services that meet the needs of our community:

  - Leadership with Evidence, Analytics, and Data (LEADs) course

  - Postsecondary Data Partnership Training Center

  - Data Literacy Institute

We also look forward to initiatives on the horizon like the addition of AIR organizational membership in January 2024, which will allow institutions and organizations to join AIR so that all employees have access to membership benefits, resources, discounts, and training.

These accomplishments are significant milestones on AIR's journey to better support all of you as current members of this community. At a high level, the efforts bolster AIR's ability to educate and to demonstrate the value of IR/IE and the important role of data-informed professionals. These efforts provide AIR with the opportunity to build and strengthen the data literacy skills of more staff and faculty, which in turn increases the likelihood that the data and analyses you produce will be understood and used.

We invite you to join us on the journey!

Sincerely,

*Karen Webber*

**Karen Webber**
**2022-23 President**

*Christine M. Keller*

**Christine M. Keller**
**Executive Director & CEO**

# 01
# AIR's Mission and Operational Priorities

AIR remains focused on its core mission and values—advancing the effective, ethical, and equitable use of data for the benefit of all students and institutions. AIR's business operations and systems undergo continuous evaluation and improvement to ensure they operate within the limitations of AIR's current resources and add value to the IR/IE community as well as to higher education.

In May 2023, the AIR Board of Directors voted to amend the association's Ends policy, which serves as the organization's mission statement. The Ends policy communicates the association's existing and continuing commitment to integrating ethics and equity into its programming, services, resources, and practices. The policy also clearly articulates the organization's dedication to empowering all professionals across institutions to use data, analytics, and information effectively.

### Ends Policy

As a global association, AIR empowers higher education professionals to use data, information, and analytics in ways that are effective, ethical, and equitable. AIR supports data-informed decision making that amplifies student and institutional success. These must be done within AIR's available resources and in such a manner that the value to higher education is worth the investment of those resources.

- AIR educates higher education professionals and organizations on the value and role of institutional research and institutional effectiveness.

- 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.

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

## Operational Vision of Success

> Over the next four years, we will strengthen, diversify, and expand the community of higher education professionals served by AIR through relevant and high-value education, resources, and services.

Furthermore, to achieve this mission and realize this vision, six broad operational priorities shape AIR's goals, decisions, and activities now and into the near future.

**Ongoing Operational Priorities (2023-2026)**

*(See Contract and Grant Deliverables: Expanding Data Production, Literacy, and Use and Programs and Services: Meeting the Needs of Stakeholders for progress on these priorities.)*
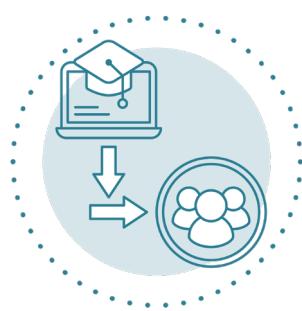
Achieve contract and grant deliverables to expand data production, literacy, and use.

Meet the needs of current stakeholders through programs, resources, and services.

Attend to staff capacity, required expertise, and organizational infrastructure to support current and new programming.

**Emerging Operational Priorities (2023-2026)**

*(See Emerging Priorities: Positioning for the Future for progress on these priorities.)*
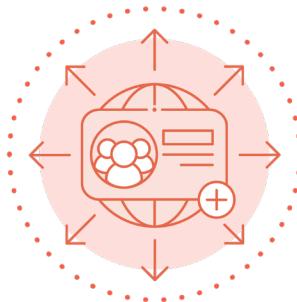
Implement the organizational membership option to expand the number of stakeholders, increase utilization of products and services, and raise the visibility of AIR within the higher education community.

Partner with higher education institutions and organizations to deliver products and services to their faculty and staff.

Inventory and evaluate existing programming and activities for value to the full community.

# 02

# Contract and Grant Deliverables: Expanding Data Production, Literacy, and Use

Data are powerful and consequential institutional assets. A higher education institution's capacity for leveraging its data assets in decision making and to support student-centered transformation reflects the collective efforts of its people. AIR focuses on empowering and strengthening that human capacity—the knowledge, skills, habits, and mindsets necessary to produce and use data in ways that are effective, ethical, and equitable. And since data are produced, collected, and used everywhere—not just in IR and IE—AIR is committed to the expansion of data literacy and data use across the entire institution. This commitment is reflected in the following highlights across AIR projects, programs, and partnerships from the past year.

# Bill and Melinda Gates Foundation Initiatives

AIR is a collaborator in several Bill & Melinda Gates Foundation (Gates Foundation) projects and initiatives to further the work of institutional transformation in support of equitable student success. Gates Foundation recognizes the foundational role of data and institutional research within all activities, services, and decisions in the higher education environment, and has turned to AIR for leadership and expertise in this realm.

## Data Capacity Partner

AIR has a direct investment as a data capacity partner in a Gates Foundation-sponsored ecosystem—Higher Endeavor. Higher Endeavor is designed to be an open marketplace where institutions and groups of institutions can receive assistance in implementing solutions and in foundational capacity areas, including institutional research and data. Through the Higher Endeavor ecosystem, AIR continues to partner with national organizations to provide professional development and training for institution-based higher education professionals within and beyond IR. 2022-23 engagements include participation in an American Indian Higher Education Consortium (AIHEC)-sponsored conference for IR professionals from Tribal Colleges and Universities, and a Jobs for the Future (JFF)-sponsored series of in-person and virtual trainings for cross-functional teams from North Carolina Community College System (NCCCS) institutions.

## Evaluating Capacity Integration via Analytics

Together, AIR, EDUCAUSE, and NACUBO have a Gates Foundation investment to create an actionable guide and prototype resource designed to propel colleges and universities along their capacity development journeys for institutional transformation, particularly around the practice of strategic data use that blends capacity domains from across an institution's operational strengths and functions. This output, due in spring 2024, is designed to be a succinct, action-oriented product that will reflect the key tenets of the field-aligned joint analytics statement from the three organizations and explore the ways in which they are interrelated.

### National Student Clearinghouse (NSC) Postsecondary Data Partnership (PDP) Training

The PDP is a data democratization tool that allows institutions to scale internal student success reporting and evidence-based decision making. Institutions in the Gates Foundation-sponsored Higher Endeavor ecosystem are required to participate in the PDP. AIR has a direct investment to provide training for PDP institutions within and beyond the ecosystem. In 2022-23, nearly 800 individuals from 567 institutions engaged in AIR PDP training opportunities.

# National Center for Education Statistics IPEDS Training

Funded by the National Center for Education Statistics (NCES), AIR continues to produce Integrated Postsecondary Education Data System (IPEDS) education and training to increase the quality of the IPEDS data collected and to expand its use. The most recent annual training report submitted to NCES was for the 2021-22 training cycle. During that period, AIR supported over 15,800 training interactions across three online delivery methods: workshops, courses, and tutorials. AIR also delivered the NCES Data Institute, which provides an intensive introduction to NCES datasets and research methodologies.

Importantly, AIR—with RTI International and other partners—successfully secured a new 5-year contract to provide IPEDS training and education through 2027, marking over two decades of providing IPEDS education and training to the higher education community. Additional details on upcoming education and training offerings can be found in the IPEDS Training Center.

# Data Literacy

AIR believes that data literacy is for everyone. When colleges and universities invest in ongoing data literacy training, faculty and staff can acquire the knowledge, skills, mindsets, and habits to use data to make more effective, ethical, and equitable decisions. Which in turn supports and sustains data-informed decision cultures. All AIR education and training opportunities seek to expand and improve data use and data literacy in support of improved institutional effectiveness and the success of all students; two specific initiatives focus specifically on data literacy.

## Data & Decisions Academy Data Literacy Program

The Data & Decisions Academy Data Literacy Program fosters and supports data-informed decision cultures at colleges and universities through investment in data literacy education for professionals across functional areas. The program establishes the knowledge, skills, mindsets, and habits needed to empower individuals to use and apply data strategically to make effective, equitable, and ethical decisions.

## Data Literacy Institute

The Data Literacy Institute (DLI) utilizes the Data & Decisions Academy Data Literacy Program's curriculum. The creation of the Institute was a collaboration with the Association of Public and Land-grant Universities (APLU) and funded by Ascendium Education Group. A second cohort of institutions successfully completed DLI in 2022-23. Each institutional team comprises up to 20 individuals from a variety of departments, units, and functions.

**2022-23 DATA LITERACY INSTITUTE COHORT**

Bowling Green University

Illinois State University

Miami University (Oxford, OH)

University of Maine

**In the words of 2022-23 Data Literacy Institute participants…**

*"Excellent tutorial videos and live facilitated discussions. I recommend the Data Literacy Institute (DLI) to campus teams as a great way to get to know institutional data for the purpose of informing decisions about policies and practices for student success."*

*"As a seasoned IT data professional who's new to Higher Ed, I may have been familiar with these concepts, behaviors, and data. But it was a very helpful learning experience seeing examples applied within my new industry and discussing them with my peers."*

# 03
# Programs and Services: Meeting the Needs of Stakeholders

To advance the effective, ethical, and equitable use of data and analytics to make better decisions, AIR provides programs, services, and resources in four areas:

## 1 Education and Training

Provide educational opportunities to meet the current and future training and professional development needs of the community.

## 2 Knowledge and Research

Serve as a center of knowledge and innovation for the creation and exchange of research, practice, and tools.

## 3 Community and Networks

Create and engage a community of professionals and organizations to learn, connect, and collaborate.

## 4 Advocacy and Policy

Advocate and support the expanded use of data and analysis in higher education, often through partnerships with other organizations and groups.

# Education and Training

AIR develops and delivers a variety of professional development opportunities for the higher education community to expand and improve data use and data literacy in support of improved institutional effectiveness and the success of all students.

Highlights from 2022-23 include the successful launch of *AIR LEADs: Leadership with Evidence, Analytics, and Data*, AIR's newest course, as well as a PDP Training Center with video tutorials, workshops and an online community. In 2023, AIR also opened its 12-week, interactive Data Literacy Program publicly to interested institutions.

Ongoing education and training, such as the virtual *Foundations Workshops* and the mentor-supported *Holistic Approach to IR* course provided opportunities for professionals at all levels to increase their knowledge, skills, habits, and mindsets. Webinars and informal Coffee Chats allowed community members to engage with emerging topics in the field, discuss challenges, and exchange ideas and practices for professional growth.

IPEDS education and training—courses, tutorials, and workshops—were offered exclusively online during the 2021-22 training cycle, but their frequency and reach were expanded. With the assistance of the IPEDS educators, over 52 IPEDS workshops were held, reaching over 1,370 participants from every state, including participants from the U.S. territories of Guam, Puerto Rico, North Mariana Islands, and the Marshall Islands. This is an increase of 500 participants over the previous year.

# Knowledge and Research

To support and expand data-informed decision making within higher education, the association contributes to the production, collection, and dissemination of innovative research, practices, and tools.

## National Survey of IR Offices

Over 530 institutions participated in the third iteration of the National Survey of IR Offices (NSIRO) in fall 2021. The National Survey of IR Offices (NSIRO) is a nationally representative, longitudinal study of the institutional research (IR) function within U.S. higher education institutions, with previous administrations in 2015 and 2018. The survey collects information about IR office structure, leadership, resources, and effectiveness to better understand and improve IR office operations. Results from NSIRO 2021 were released in 2022-23. The fourth iteration of the survey will be administered in 2024.

**NSIRO BRIEFS**

View various briefs highlighting results from the survey, including:

- Executive Leadership for the Data and Analytics Function

- IR Office Work

- IR Office Reporting Relationships

- Data Literacy, Capacity, and Maturity

- Professional Development

## AIR Community Surveys

In 2020, AIR began a series of surveys focused on the impact of the COVID pandemic on the IR/IE community. In spring 2023, we reintroduced AIR Community Surveys to focus on current issues impacting our community.

## AIR Professional File

Articles published in the biannual *AIR Professional File* volumes are journal-length publications grounded in relevant literature that synthesize current issues, present new processes or models, or share practical applications related to an institution's data function, including institutional research and institutional effectiveness. Under the leadership of Iryna Muse, editor, and Inger Bergom, assistant editor, two special issues facilitated by guest editors are planned for 2023-24.

## NCES Data Institute

Each year, as part of the IPEDS training contract, AIR partners with NCES to offer an intensive introduction to federal datasets and research methodologies to approximately 30 individuals interested in increasing their knowledge of IPEDS and NCES datasets and applying that knowledge in a group setting. The individuals are chosen through a competitive application process each fall and during the spring participate in an online course and capstone project that culminates in a face-to-face meeting in DC in July. Articles featuring research projects started at past Institutes are featured in the Spring 2023 volume of *AIR Professional File*.

**TWO ISSUES WERE PUBLISHED IN 2022-23:**

**SPRING 2022**

**Article 156:** Generalizability Theory and Its Application to Institutional Research

**Article 157:** Process Tracing for the Institutional Researcher

**SPRING 2023**

**Article 158:** Does the Starting Point Matter? Analyzing Bachelor's Degree Attainment for Adult Students by Institutional Type

**Article 159:** How Do Hispanic-Serving Institutions Serve Latinx Students? A Panel Analysis of Institutional Characteristics and 6-Year Graduation Rates

**Article 160:** Examining Factors That Influence BIPOC Students' Enrollment in STEM Postsecondary Majors

The AIR
**Professional File**

# Community and Networks

AIR provides spaces and opportunities for the higher education community to learn, collaborate, and connect around topics of interest, including effective data visualizations, college rankings, IR staffing, equity in analytics and machine learning, and leadership in building data-informed cultures—to name just a few.

### 2023 AIR Forum

The 2023 AIR Forum was held May 29 – June 2 at the Huntington Convention Center in Cleveland, Ohio. Over 1,300 higher education professionals working in institutional research, institutional effectiveness, assessment, and other data/analytics fields attended the four-day event learning and sharing through over 250 concurrent sessions, discussion groups, poster sessions, and panels. Opportunities for networking and building professional connections were also integral to the conference agenda. Over 100 representatives from 44 organizations and companies also showcased the latest tools, software, and solutions that support data and analytics work as sponsors and exhibitors. Additionally, more than 500 attendees contributed knowledge, expertise and scholarship as session presenters. The second in-person conference since the pandemic, the 2023 Forum exhibited growth in many areas. Participants rated the conference as high-quality and worthwhile, with over 90% indicating they would recommend the AIR Forum to a colleague.

## AIR Hub

Launched in May 2020, AIR Hub is an online community open to all stakeholders within the AIR community. It is a space for participants to ask and answer questions, share resources, and connect around topics related to the production and use of data, office management, emerging higher education trends, leadership and more. AIR Hub includes dedicated groups for community colleges, system offices, graduate students, and small IR offices to discuss their special challenges and experiences.

This year, AIR Hub also began hosting the IPEDS Knowledge Exchange, taking the place of the IPEDS ListServ, which was discontinued May 1, 2023. Free for AIR members and nonmembers alike, AIR Hub offers an enhanced way for the IPEDS community to connect, share resources, and ask each other questions. As of June 30, 2023, the IPEDS Knowledge Exchange had welcomed 1,250 users.

**BY THE NUMBERS**
As of June 30, 2023:

# 4,592

**Total Community Members**

# 6,891

**Total Posts**

## JOIN AIR HUB

### VOLUNTEERS

Members of the IR community served in more than 300 volunteer roles, helping with the AIR Forum, publications, and much more. Thank you to our 2022-23 volunteers!

# Advocacy and Policy

AIR participates in a wide range of conversations and collaborations at the regional, national, and global levels to advance evidence-based decision making and support collaborations around expanded data literacy across higher education functional areas.

In 2022, AIR, EDUCAUSE, and NACUBO secured grant funding from the Gates Foundation to continue their work around application of the joint analytics statement released in 2019, Change with Analytics. In January 2023, the three associations convened a group of leaders from institutional research, finance, and informational technology to assist in the drafting of an analytics guide to help institutions build and sustain data-informed decision cultures. Resources in the guide will address topics such as data strategy, data literacy, data governance, analytics capacity, the ethical use of data, and more. The joint project team is currently gathering input from the three communities through mechanisms such as association conference sessions and webinars. The completed analytics guide will be available in late spring of 2024.

## AIR STAFF OUT AND ABOUT

- **June 2022:** New England College Assessment Conference, session
- **June 2022:** UNCF Unite Conference, session
- **July 2022:** China AIR Conference, keynote
- **July 2022:** NCAIR Summer Drive In, session
- **August 2022:** Nuventive, panel discussion
- **October 2022:** Assessment Institute, sessions
- **October 2022:** AACRAO Community of Practice Event, panel discussion
- **November 2022:** APLU Annual Meeting, panel discussion
- **November 2022:** NEAIR Conference, keynote
- **November 2022:** CAIR Conference, keynote
- **February 2023:** North Carolina Community College System Retreat, session
- **February:** National Student Clearinghouse (NSC) Meeting of Postsecondary Partnerships Third-Party Partners, attended
- **March 2023:** Higher Learning Commission's Annual Conference, session
- **March 2023:** Bill & Melinda Gates Foundation Grantees Meeting, attended
- **March–April 2023:** NASPA annual conference, panel discussion
- **March–April 2023:** NASPA First Scholars Leadership Academy, attended
- **May 2023:** IPEDS Coordinator Workshop and State Data Conference, attended
- **May 2023:** Council of Higher Education Management Associations Spring Meeting, attended

AIR advocates for policies, regulations, and legislation to support data availability, infrastructure, transparency, and accountability. The association also lends the perspective of data professionals in policy and regulatory discussions. Activities include:

- College Board Admissions Research Consortium Advisory Board

- Higher Endeavor—Bill & Melinda Gates Foundation (Gates Foundation) Postsecondary Ecosystem

- IHEP Postsecondary Data Collaborative

- College Scorecard Technical Review panel

- IPEDS Technical Review Panels

- IPEDS National Postsecondary Education Cooperative

- 2023-24 National Postsecondary Student Aid Study (NPSAS:24) Technical Review Panel

- Faculty, Academic Careers, and Environments (FACE) Advisory Board

- Common Data Set Advisory Board

In serving as an expert source for the media, AIR provides important background about the critical role of IR/IE while advocating for the importance of data informed decision making in higher education.

**June 16, 2022**
Where the Rankers Meet the Ranked
*Chronicle of Higher Education*

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**July 20, 2022**
5 Institutions Building Data Literacy to Support Student Success
*Campus Technology*

# 04
# Emerging Priorities: Positioning for the Future

AIR adopted three emerging priorities to guide its work in the near future:

- Implement the organizational membership option to expand the number of stakeholders, increase utilization of products and services, and raise the visibility of AIR within the higher education community.
- Partner with higher education institutions and organizations to deliver products and services to their faculty and staff.
- Inventory and evaluate existing programming and activities for value to the full community.

Two large-scale initiatives have already begun in support of these priorities.

# Organizational Membership

Coming in January 2024, AIR will add the option of organizational membership, which gives staff and faculty institution-wide access to AIR's professional education, training, networking, resources, and member pricing.

The addition of an organizational membership increases AIR's ability to empower higher education professionals to use data, information, and analytics in ways that are effective, ethical, and equitable and to support better decisions. It will support AIR's efforts to break down the silos that get in the way of data-informed decision making through education, training, and collaboration.

AIR and our community will benefit from the addition of an organizational membership in a number of ways:

- Members' professional networks can be expanded, strengthened, and diversified across staff functional areas and academic departments.

- Opportunities for collaboration and cross-pollination across other professions and disciplines will increase.

- Greater access to build and strengthen the data literacy skills of more staff and faculty, which in turn increases the likelihood that the data and analyses produced by IR/IE professionals will be understood and used.

- The reach, visibility, and influence of AIR and our members will be extended within the higher education community around informed data use.

- AIR will be better positioned to demonstrate the value and role of institutional research and institutional effectiveness to senior leaders and to other staff and faculty within a college or university.

- AIR membership options and expectations will be better aligned with those of other professional and higher education associations.

# Data Literacy Program

The Data Literacy Institute is a 12-week experience that brings together a cohort of up to 30 individuals from across your institution, including faculty, advisors, administrators, and other staff. The Institute's curriculum establishes the knowledge, skills, mindsets, and habits of a data literate professional. The Institute follows AIR's data-informed decision-making process through six sections:

- Start with a question
- Connect questions to data
- Reveal data's information
- Communicate information
- Take prudent action
- Close the loop… and continue it

In 2020, AIR announced the launch of the Data Literacy Institute, a grant-supported pilot program that leveraged a peer learning community model to improve data literacy skills across institutions. In 2023, AIR opened the Data Literacy Program to all institutions.
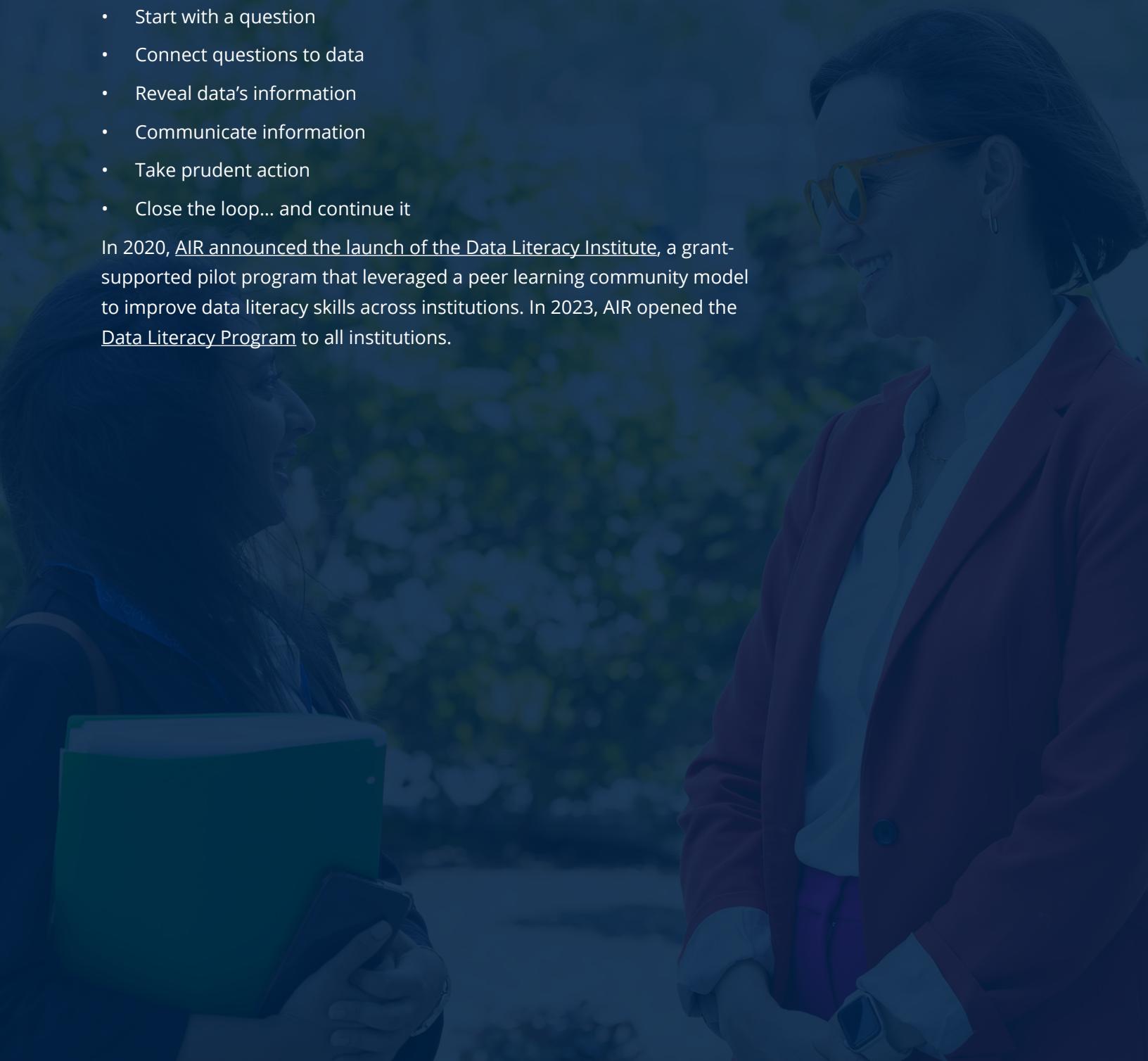
# 05
# Association Governance

As the governing body of the association, the Board of Directors sets expectations for what AIR will accomplish on behalf of its members and stakeholders. The Board also establishes the association's mission, purpose, and vision. For over 10 years, AIR has operated within a governing system called "policy governance," which is based on a system of integrated principles and agreements on how the Board will work together. Those principles outline how the Board will empower and hold accountable the association's executive director, how the Board will articulate the AIR's purpose (the "Ends") and set up the association for movement in that direction, and how the Board understands the role of members and stakeholders in the governance of the association.

## Work of the Board

To fulfill its charge, the Board regularly gathers information on the future of higher education and the IR/IE profession from multiple sources. The Board engaged directly with AIR members and stakeholders to understand their perspectives, objectives, and needs by facilitating small group discussions during Coffee Chats and holding several Board "office hours" and sessions at 2023 AIR Forum. These interactions and conversations allow the Board to plan more effectively for the association's future and to create policies that support association stakeholders and advance the profession.

**UPDATED MISSION**

*In May 2023, the AIR Board of Directors voted to amend its Ends policy, which serves as the organization's mission statement. See AIR's Mission and Operational Priorities for more information about these changes.*

### Listening and Learning

As part of its effort to listen and learn, the Board has been engaging in conversations to gauge how inclusive and welcoming the association is to all stakeholders and how we might improve. Through various listening sessions, the Board has gathered feedback about AIR's leadership nomination and candidate selection processes, communications, programming, and other aspects of the membership experience. While the conversation is ongoing and several shifts have already begun, the first step was to invite open and candid feedback from the AIR community.

# Work of Board Committees

Board Committees provide an opportunity for a subset of the Board, often working with members of the AIR community as advisors, to delve deeper into a particular topic area, work on a specific project/task, or prepare policy options and implications for Board discussion and deliberation. The work of this year's Board Committees is as follows:

### Awards Committee

During the 2022-23 Board Year, the AIR Awards Criteria Committee met to review the current AIR awards and consider any new awards that the association might develop. The Committee developed recommendations for the AIR Board's consideration. The Committee did not recommend changing the name of any current awards. The Committee recommended language modifications to the existing awards, for example, to differentiate the Sidney Suslow Scholar Award from the John Stecklein Distinguished Member Award. The Committee also suggested that biographies be included for the named awards so newer members appreciate those individuals who the awards are named for. A new award, The AIR Rising Star Award was proposed to recognize institutional research (IR) professionals who are early in their careers and are emerging leaders. The purpose of this award is to recognize a member's potential to contribute to the field of IR. The Committee recommendations were adopted by the AIR Board. Nominations for the new AIR Rising Star Award will open in late 2023, along with the other three awards.

**AIR BOARD MEMBERS OUT AND ABOUT**

- Indiana AIR (INAIR), Listening Session
- Northeast AIR (NEAIR), Listening Session
- Overseas Chinese AIR (OCAIR), Listening Session
- Pacific Northwest AIRP (PNAIRP), Listening Session
- Southern AIR (SAIR), Listening Session
- Tennessee AIR (TNAIR), Listening Session
- AIR Forum Session: Demystifying Answering the Call to Serve: Leadership and Engagement Opportunities
- AIR Forum Session: AIR Town Hall, Exploring DEI Perspectives and Practices
- AIR Forum Session: The Next Steps in Building AIR's Leadership Capacity for Continuity and Effectiveness
- AIR Forum Session: A Conversation with AIR Leaders: Shaping the Direction of Our Profession

## Board Structure for Accountability and Effectiveness Committee

The Board Structure for Accountability and Effectiveness Committee is charged with reviewing the structure of the Board to improve its overall effectiveness, continuity, and accountability to the association and its stakeholders. In November 2022, the AIR Board of Directors approved a set of recommended changes to the AIR Constitution and Bylaws, AIR's governing documents. These recommended changes are intended to help the organization grow and better serve its members and stakeholders by diversifying leadership, providing continuity, and developing an even more productive AIR Board of Directors and Nominations and Elections Committee (NEC). These recommended changes were approved by the Board after an extensive period of discernment and consideration of feedback from AIR members. Opportunities for feedback included a presentation at last year's Forum, an open comment period from June to September, and a Coffee Chat in October. The approved language was published on December 16, 2022, and voting took place January 17 through February 1, 2023. Ninety percent of voting AIR members approved the changes. The Committee drafted Implementation Plans for the Board and the NEC which were approved by the Board on March 16, 2023. The Committee's work culminated with drafting language changes for the Governance Policies which were approved on May 29, 2023. Visit airweb.org/motion for more information.

## Future of IR Committee

The Future of Institutional Research (IR) Committee began its work to develop a set of ideas and possible actions that take into consideration the role of IR/IE within the context of the future of higher education by gathering and reviewing information from the 2021-22 National Survey of IR Offices (NSIRO), other higher education professional associations (Educause, NACUBO), higher education literature, and the listening sessions run by the Board's Membership Committee. After mapping a wide array of potential considerations, the Committee advanced framing principles as well as four critical areas (Diversity, Equity and Inclusion, Demonstrate the Value of IR/IE, Amplify Student and Institutional Success, and Cultivate Leadership for the IR/IE Professional) to the Board in January of 2023. These four critical areas focus on the needs and issues of IR/IE professionals and will inform AIR's work over the next 3-5 years. The four critical areas were affirmed by the Board in February and shared at the 2023 AIR Forum to gather additional feedback. The Committee has continued its work by aligning the Board's policy governance documents with these four areas and expects to present the Board with a summative set of ideas and actions for its consideration in 2023-24.

## Governance, Orientation, and Training Committee

The Governance, Orientation, and Training Committee (GOTC) plans and delivers orientation, training, and education to new and continuing members of the Board of Directors (BOD) and new and continuing members of the Nominations and Elections Committee (NEC). The group met biweekly throughout the year to refine the BOD and NEC Orientation, as well as the Policy Governance Training for the BOD, both of which take place during Annual Forum. The BOD and NEC Orientation will focus on providing members a high-level overview of relevant information related to AIR, the Board and NEC, such as relevant policies and the Policy Governance Framework; establishing a clear understanding of the relationship between the Office of the Executive Director, the purpose of the Board and NEC, and the unique roles embedded within these structures as well as their contribution to AIR's mission, vision, and values; and generating a shared sense of AIR's strategic direction by describing the ongoing work of standing and ad hoc committees, the work of the board across multiple years, and how those converge in support of our community. The 2023 Policy Governance Training was led by past AIR presidents Michelle Appel and Ellen Peters during the AIR Forum.

## Membership Committee

During the 2022-23 Board Year, the Membership Committee created a listening session template for Board members, summarized feedback from listening sessions, and received a report from the Executive Director about implementation of the organizational membership structure. Listening sessions were in general sparsely attended, and Board members made efforts to extend prompts from the protocol into side conversations. Early listening sessions also described changes to AIR governance to be adopted in early 2023. Overall conversations with participants at regional IR meetings identified AIR should continue to refine and communicate its value proposition for members of the IR community and the value proposition for IR for the higher education community. The Membership Committee recommended that as Board Members fulfill their ambassador responsibility to conduct listening sessions (GP IV.F.4), they forward reports directly to the Future of IR Committee, and the charter for the Membership Committee should lapse.

## Nominations and Elections Committee

The 2022-2023 Nominations and Elections Committee (NEC) successfully slated the 2023-2024 Board and the Nominations and Elections Committee candidates stipulated by the Constitution and Bylaws. The slate of candidates was presented to the membership for their consideration and vote in January of 2023. In fall 2022, the Nominations and Elections Committee (NEC) identified AIR members who were particularly engaged in the organization and leveraged its networks to nominate more than 500 candidates, providing a much larger initial pool of nominees. At the close of the nomination period, 619 nominations were secured. The total number of 2022-23 nominations was more than four times higher than 2021-22, and more than three times higher than 2021-22. Of the 619 nominations, 244—or 39%—were eligible to move to the next stage by being an AIR member for at least 3 years and holding current membership. Of those eligible, 52—or 21%— completed their questionnaire for evaluation to become a candidate.

NEC used the approved transition plan to elect its new incoming 2023-2024 Chair from its current eligible committee members. This structural change should alleviate knowledge continuity issues with the nominations and elections process and minimize obstacles and barriers in deriving a diverse, inclusive, and equitable slate of candidates. The NEC submitted an official report detailing all the activities and outcomes of the 2022-2023 year, including suggestions and recommendations for the incoming NEC and Board of Directors to consider.

# Elected Leadership 2023-24

Elections for new AIR officers were conducted throughout February 2023, and the results of the election were certified on March 7, 2023. In all, 15.9 percent of AIR members voted in the election. Of note, this was also the first year our graduate students were invited to vote, per an update to the AIR Bylaws approved by the membership in May 2022.

Congratulations to our new officers, who took office during AIR's annual business meeting in May 2023.

## Vice President

**Brent Drake**, Senior Vice President for Operations and Research, The John N. Gardner Institute for Excellence in Undergraduate Education

## Board Members-At-Large

**Craig Abbey**, Vice Provost for Institutional Analysis and Planning, University at Buffalo

**Angela Bell**, Vice Chancellor for Research and Policy Analysis, University System of Georgia

**Deborah Phelps**, Executive Director of Institutional Effectiveness, Cowley County Community College

## Nominations and Elections Committee

**Eric Atchison**, Vice President for Strategic Research, Arkansas State University System

**Shari Ellertson**, Senior Executive Director Institutional Effectiveness, Boise State University

**Henry Zheng**, Vice Provost for Institutional Effectiveness and Planning, Carnegie Mellon University

# 06 Association Snapshot

## AIR Stakeholders

The AIR community includes over 15,000 higher education professionals representing 4,000 colleges, universities, associations, companies, and other entities across all U.S. states and territories and 100 countries.

| AIR Member Counts by Category | | | | | |
|---|---|---|---|---|---|
| | **2019** | **2020** | **2021** | **2022** | **2023** |
| Honorary | 136 | 141 | 141 | 144 | 138 |
| Graduate Students | 113 | 73 | 63 | 45 | 59 |
| Professional | 3,637 | 2,744 | 2,286 | 2,249 | 2,352 |
| **Total Members** | **3,886** | **2,958** | **2,490** | **2,438** | **2,549** |

*Sources: Association Management System, Association Anywhere Membership Statistics reports (as of June 30, 2019–2023)*

| **Characteristics of AIR Members** | |
| --- | --- |
| **Race/Ethnicity** (N=1,423) | |
| American Indian/Alaskan Native | 2% |
| Asian | 12% |
| Black/African American | 9% |
| Hispanic/Latino | 7% |
| Native Hawaiian/Pacific Islander | 0.3% |
| White | 70% |
| **Gender**  (N=1,630) | |
| Female | 63% |
| Male | 36% |
| Non-binary/Another | 1% |

*Sources: Association Management System, Association Anywhere, May 2023.*
*Submission of race, ethnicity, and gender data are voluntary and self-reported.*

| **Characteristics of Stakeholder Organizations** | | |
| --- | --- | --- |
| **Organization Type** | **With Member** | **All Organizations** |
| US Higher Education Institution/System | 91% | 92% |
| International Higher Education Institution | 4% | 2% |
| Association/Non-profit/K-12 | 2% | 2% |
| Public or Private Company | 2% | 2% |
| Federal/State/Local Government | 1% | 1% |

| Characteristics of Stakeholder Organizations | | |
| --- | --- | --- |
| **U.S. Institution Sector** | **With Member** | **All Organizations** |
| Private not-for-profit, 4-year or above | 36% | 32% |
| Public, 4-year or above | 43% | 34% |
| Public, 2-year | 19% | 23% |
| All other sectors | 2% | 11% |

*Source: Association Management System, Association Anywhere, May 2023*

| | | |
| --- | --- | --- |
| | | |
| 2023 | Cleveland, OH | 1,301 |
| 2022 | Phoenix, AZ | 1,123 |
| 2021 | Virtual | 1,273 |
| 2020 | Virtual | 717 |
| 2019 | Denver, CO | 1,882 |
| 2018 | Orlando, FL | 1,801 |
| 2017 | Washington, D.C. | 2,067 |

*Source: Internal Forum registration reports 2017–2023. Notes: Does not include staff. Does include sponsors, one-day passes.*

| AIR Staff Counts *(All AIR Staff work remotely as of fall 2021)* | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | **2018** | **2019** | **2020** | **2021** | **2022** | **2023** |
| Full-time | 22 | 26 | 29 | 20 | 18 | 20 |
| Part-time | 2 | 2 | 1 | 0 | 0 | 0 |
| **Total Staff** | **24** | **28** | **30** | **20** | **18** | **20** |

*Source: Internal HR and Payroll records as of January 1, 2023*

# Financial Report

## 2022 Revenue

**3,838,890**

**60%**
Grants and
Contracts

**20%**
Forum

**11%**
Education
Programs/
Services

**9%**
Membership
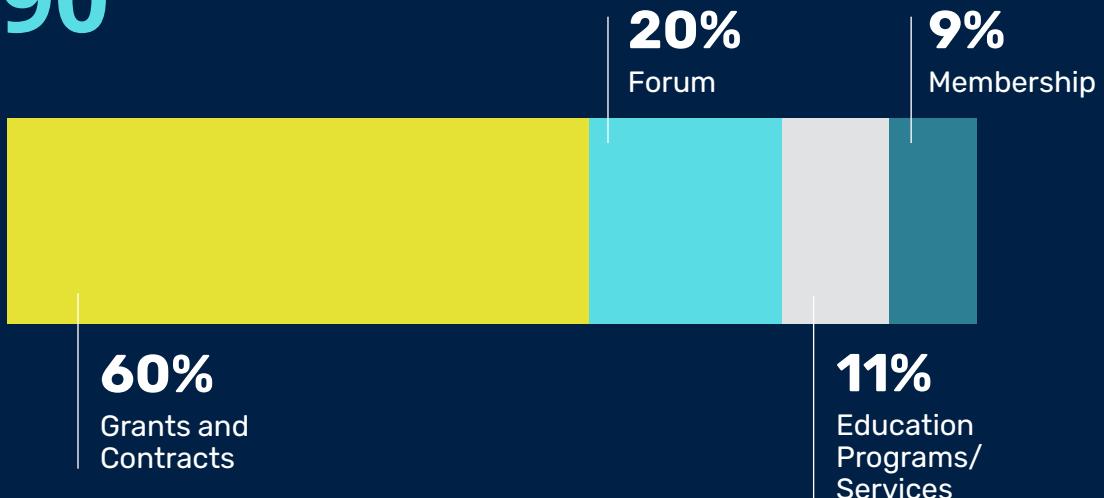
Collectively, the AIR Board members are responsible for overseeing the financial health of the organization. Specific leadership responsibilities are delegated to the Treasurer, Braden Hosch. The Treasurer provides leadership for the independent annual audit and reviews the financial statements and findings from the independent audit on the financial state of the association. The Treasurer is also responsible for presenting an annual report of AIR's financial condition at the annual business meeting, managing Board travel, and researching comparable executive director compensation every three years. The Treasurer ensures that the Board has sufficient information to make sound financial policies.

Three of the executive director monitoring reports reviewed and discussed by the Board annually deal specifically with the association's finances and evaluate how the executive director handles the executive limitations set by the Board—(1) financial planning, (2) financial condition and activities, and (3) asset protection. The governance policies and executive limitations related to the association's finances provide a level of protection, set boundaries, and serve as a warning mechanism, if needed.

The firm of Thomas Howell Ferguson P.A., Certified Public Accountants of Tallahassee, Florida, audited the 2022 financial statements of the association. The auditors issued a clean audit report that indicated that the audit disclosed no instances of significant deficiencies and/or material weaknesses in the association's internal controls. The December 31, 2022, audit was discussed and accepted by the Board on May 8, 2023.

Key findings on the current financial health of the association:

**1**  The unmodified opinion issued on the AIR Financial Statements indicated no reportable instances of significant deficiencies or material weaknesses in internal controls, and no material instances of noncompliance.

**2**  The unmodified opinion issued on the major federal award programs with no reportable significant deficiencies or material weaknesses in internal controls over major federal programs.

**3**  AIR's net assets at the end of 2022 decreased by $112,445 for a year-end total of $2,910,945, largely due to a loss on investments in the face of significant market volatility and declines in 2022.

**4**  Revenues from operations were $3,838,890 in 2022, an increase of $468,642 from 2021. Expenses for operations increased from 2021 by just over $809,000 to $3,780,592. Absent the loss on investments, operations broke even in 2022.

# Leadership

## 2022–2023 Board of Directors

**PRESIDENT**

**Karen L. Webber**
The University of Georgia

**VICE PRESIDENT**

**Jonathan S. Gagliardi**
Northern Arizona University

**PAST PRESIDENT**

**Junelyn Pangan Peeples**

**Laura Palucki Blake**
Harvey Mudd College

**Karen M. Egypt**
Cecil College

**Maren Hess**
Campbell University

**Braden J. Hosch**
Stony Brook University (SUNY)

**Mitchell S. Nesler**
SUNY Empire State College

**Christopher Peña**
University of Denver

**Wen Qi**
Indiana University Bloomington

**Karen Vance**
The Pennsylvania State University

## 2022–2023 Nominations & Elections Committee

**Junelyn Pangan Peeples**

**Yenny Anderson**
Lehigh University

**Paige Borden**
University of Central Florida

**Iryna Muse**
University of Alabama System

**Meghal A. Parikh**
Rollins College

**David Rudden**
Elgin Community College

**Melanie Simpson**
University of Alabama in Huntsville

## AIR Staff Leadership

**EXECUTIVE DIRECTOR & CEO**
**Christine Keller**

**DEPUTY DIRECTOR & CFO**
**Jason Lewis**

**ASSOCIATE DEPUTY DIRECTOR**
**Leah Ewing Ross**