

**American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors**

June 22-24, 2022

In-Person Meeting, Washington DC

Board Members in Attendance: Jackie Carter, Karee Head, Philip Hunt, Ari Kaufman, Rhonda Kitch (virtual), Rock McCaskill, Cassandra Moore, Connie Shipman Newsome, Julia Pomerenk, Tiffani Robertson, Tiffany Robinson, Rob Shomaker, Sherry Waldon-Wells

Staff Members in Attendance: Melanie Gottlieb, Tiffany Hsu

Guests in Attendance: Martha Henebry, Alex Lojko

Call to Order

President Kitch called the meeting to order at 1:00 PM EDT on June 22, 2022

Discussion List

Membership Model Restructure

AACRAO staff Henebry and Lojko started off with introducing themselves to the Board and then proceeded to give an overview of the current membership structure noting that the current structure is made up of various categories such as: Institutional, Affiliate, Organizational, Corporate, and Individual memberships. Each individual department has their own membership. For example, The University of Texas at Austin membership is separate from The University of Texas at Austin – International Admissions. Institutional membership make up 95% of the AACRAO membership. Current fees are based on total enrollment which is defined as Full-time Enrollment plus 1/3 Part-time Enrollment. With the current dues structure, the membership fee increases each year based on CPI-U. AACRAO implemented this current dues structure in 2007-2008 based on Full Time Equivalency (FTE) rather than headcount.

Due to a decline in enrollment, a need to diversify revenue streams for AACRAO, and a need for adjustment and growth of the marketplace, AACRAO would like to propose a change to the current membership structure. AACRAO Staff Lojko presented a couple goals that AACRAO hopes to achieve with the new membership model structure.

1. Goal 1: Inclusivity & Innovation – This includes creating a more active membership
2. Goal 2: Create Career Pathways – This is part of AACRAO's strategic plan
3. Goal 3: Remove Barriers from Professional Development
4. Opportunity to Reinvent Ourselves – As the current education climate changes, AACRAO has the opportunity to try something new.

AACRAO staff Lojko further noted that other associations have an open roster and/or use the IPEDS Total Expense to calculate dues and/or enrollment. Other associations outside of North

America have a flat fee structure. These were all accounted for when developing the new membership structure proposal.

AACRAO is proposing to implement a new membership model structure that calculates dues based on IPEDS Total Expenses, as well as an open roster. This new membership structure should open opportunities for people who wanted to join the AACRAO roster, but maybe didn't have the funds or support from their supervisor.

MOTION 2022.06.01– It was duly moved and seconded to accept the proposal for the new membership model structure as presented. AACRAO staff will work on refining the details of the new structure to ensure that the new structure does not create any unintentional barriers for members. The proposal, when finalized, will then go out to the membership for feedback.
APPROVED

Approval of Agenda

MOTION 2022.06.02 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes

MOTION 2022.06.03– It was duly moved and seconded to approve the meeting minutes of the Board of Directors from the May 20, 2022 meeting as presented. APPROVED

Officer Reports

Vice President for International Education

Vice President Head didn't have a report other than she's meeting with the Program Coordinator for her group to discuss the committee rosters during the Leadership Meeting on Friday and Saturday.

External Board Member

The employer retention survey had over 3,700 responses and the team is currently going over the data. External Board Member Shomaker hopes to have a draft form available sometime this week.

External Board Member Shomaker shared with the Board that CUPA-HR is moving to a completely remote workforce and is currently in the process of liquidating all their properties. He is also working on a draft for a four-day work week (eight hour days) for the entire CUPA-HR staff.

President-Elect

President-Elect Carter would like for AACRAO to start every new project or initiative with an equity framework through an equity lens. This ensures that diverse voices are heard.

President

NEACRAO is celebrating their 75th anniversary on November 2-4, 2022. President Kitch was asked to stop by and do a quick 15 minute hello at their business meeting. UMACRAO's meeting is also taking place during the same timeframe. President Kitch was asked to attend UMACRAO's meeting so that she could be there for all the events in memory of Past President Falkner. Vice President Kaufman was asked to take her place at the NEACRAO meeting so that President Kitch could attend the UMACRAO meeting.

President Kitch wanted to share with the Board her experience at the CHEMA Meeting and gave Executive Director Gottlieb a shout out for being the Chair-Elect in the organization. There was a very targeted agenda where attendees had the opportunity to share their struggles and wins. President Kitch found the National Association of Diversity Officers in Higher Ed's presentation on a framework for anti-racist strategy on campus to be one of the highlights of the meeting.

In addition, President Kitch noted some potential action items for the Board to consider:

- Developing a grievance policy/procedure
- Removal of a member policy
- State and Regional evaluation tool. There is currently a tool in place. Should we start using it?
- Board of Director's in-person evaluation. Is this something we should continue?
- Departing board member debrief with an AACRAO staff member. President Kitch will check with Past President Miner to see what the process was
- Board of Director transitions – what's next for departing BOD members?
- Engaging younger professionals – caucus potentials?
- Voting – where does AACRAO stand on campaigning?

President Kitch reminded the Board to follow up on their Connect article assignments and deadlines.

See – Separate Executive Session minutes

The Board was dismissed for the day.

The Board resumed regular session on Thursday, June 23, 2022 at 8:34 AM EDT.

Board Members in Attendance: Jackie Carter, Karee Head, Philip Hunt, Ari Kaufman, Rhonda Kitch (virtual), Rock McCaskill, Cassandra Moore, Connie Shipman Newsome, Julia Pomerenk, Tiffani Robertson, Tiffany Robinson, Rob Shomaker, Sherry Waldon-Wells

Staff Members in Attendance: Melanie Gottlieb, Tiffany Hsu, Michele Sandlin

Guests in Attendance: Christine Apple, Quintina Barnett Gallion

Discussion List

Caucus and PAC Formations

The conversation around caucus and PAC formations continued with a presentation by AACRAO staff Apple and Barnett Gallion. AACRAO staff Apple directed the Board's attention to Dropbox where a number of files centered around the caucus and PAC formations could be found. In particular, AACRAO staff Apple wanted to point to a couple revisions that she made based upon Board Member feedback from the May meeting.

1. The roster count minimum was removed for emerging networks or new group creations
2. New Caucuses and Affinity Group Creations – The roster count minimum was reduced to 10. In addition, AACRAO may support roster recruitment via communication channels

Some measurements of success for community segments was then introduced and those include:

- Sustained (or growing) member roster
- Leadership succession occurring per group bylaws
- Annual Meeting presence/Leadership Meeting presence
- Submission of annual action plan and activity report
- Complementary to AACRAO strategic priorities and/or mission, vision, values, goals
- Delivery of thought leadership, networking and/or peer learning activities
- Contributions to content development

Strategic Planning

Vice President Hunt led the Board through a review and discussion of the strategic plan and current PAC structure. The discussion started off with a review of the process for updating the PAC Handbook. AACRAO staff Hsu will make changes to the PAC Handbook and then hand them off to AACRAO staff Apple so that she can share it during the onboarding of new PAC leaders.

AACRAO staff Hsu pulled up the PAC listing on the AACRAO website and the Board went through and reviewed each committee asking each Board member in charge of that group to give their thoughts.

Group 4: Vice President Hunt started off with a review of the committees that fall under the Group 4: Leadership and Management Development category. He noted that the Federal Compliance Committee has a small committee roster. It was suggested that perhaps AACRAO staff Mott could work with the committee and have them take the Federal Compliance online course to see what's missing. Vice President Robertson also suggested asking those who didn't make it as PPAG (Public Policy Advisory Group) members to consider joining the Federal Compliance Committee. AACRAO staff Hsu will update the website and change Mentor

Services Committee to New Member Engagement Committee. There was some discussion around whether or not two subgroups (New to the Profession and New Member) should be formed under the New Member Engagement Committee.

Group 1: Vice President Wells then shared her thoughts on all the committees that fall under Group 1: Admissions and Enrollment Management. First, she would like to eliminate the School College Relations Committee and move the two current members over to the Recruitment and Marketing Committee. Currently, the School College Relations Committee has only two members and no Chair. Executive Director Gottlieb asked Vice President Wells to ask the leaders of Group 1 whether or not they feel it would be necessary to establish a Dual Credit Committee.

Group 2: Vice President Head reviewed her list of committees and asked the Board whether or not the International Publication Advisory Committee should be renamed the International Research Group. This ensures that all international publications, even electronic databases such as AACRAO EDGE, are included.

Group 3: Executive Director Gottlieb made a suggestion to Vice President Pomerenk to rethink titles and descriptions with all the crossover areas. For example, Academic Progress v. Transfer Articulation. It was also suggested that perhaps Vice President Pomerenk could organize the committees based on competencies. Another suggestion was that perhaps CLR could be included in the description for Student Records.

Group 5: Vice President Moore noted that she is in charge of a big group with lots of caucuses and lots of committees. She asked that AACRAO staff Hsu transfer the Mission of each of the caucuses and include them in the description used for the caucuses.

Group 6: Vice President McCaskill noted that it might be worth condensing the Institutional Data Committee.

All board representatives will be responsible for communicating with the leaders in each of their groups during the Leadership Meeting and sharing their thoughts with them while asking for feedback/suggestions.

MOTION 2022.06.06 – It was duly moved and seconded to eliminate the School College Relations Committee and move the two current members over to the Recruitment and Marketing Committee. APPROVED

Traditionally, the PACs have only been responsible for creating session content for the Annual Meeting. The Board questioned why PACs aren't used for content all year long instead of just

for a specific event. Executive Director Gottlieb noted that in the past, the whole governance has been built around the AACRAO meetings, but perhaps the framework might need to be revisited because meeting attendance has been on a decline for the past couple years.

Regardless of what committee or caucus is created, it was agreed upon that the board member in charge of that group, the Group Coordinator, and Program Coordinator need to be informed and involved throughout the entire process. Vice President Hunt noted that it might be a good idea to re-do the current PAC structure. The Board will continue this conversation in the following months.

In the afternoon, the Board continued the conversation around Strategic Planning by taking a deep dive into AACRAO's Vision, Mission, Values and Goals. The goal of the exercise was so that the Board could gather a better understanding of the population AACRAO is trying to serve and how to reach that audience. The Board starting off with a brainstorming session and went over the list of AACRAO values to try and pull together core ideas to explore. Words such as Knowledge, Innovation, Scholarship, Engagement and Community, Advocacy, Accessibility were all words that explain "Why" AACRAO exists. The Board then went to think about the ways in which AACRAO engages. The following is a list of "How" AACRAO engages its membership and peers.

- Annual Meeting, Workshops/Training, International Institutes, SEM, Tech and Transfer Summit, Leadership Meeting
- Consulting
- The Board
- Google Groups
- Caucuses
- Online Courses
- Webinars/Coffee Breaks/ The Collective
- Podcasts
- Publications/Newsletters
- Research
- Advocacy
- EDGE, Policy Database, LSAC
- Committees
- Workgroups

The next step was identifying "Who" AACRAO is serving. The list includes:

- State and Regionals
- High Schools
- Vendors/Corporate Partners
- Legislators
- Government Entities
- Institutions (domestic and international)
- Professionals (AACRAO Professions)

- Students
- Peer Organizations
- Media
- Consultants
- Institutional Leadership
- Honorary Members
- Past Presidents
- Other professionals

Ultimately, the conclusion of this exercise and discussion led to the question of “How do we best organize our community to achieve our mission, by way our goals, through the lens of our values?”

Executive Director Gottlieb noted that if a group is formed to work on restructuring the current committee structure, they need to fully understand what we have, then do a survey of similar organizations to see what they’re doing, then engage in a series of activities to think through the items discussed in the brainstorming activity. Vice President Moore questioned whether or not the Governance Committee should continue revising the bylaws if AACRAO is going to think about restructuring the PACs. Members of the Board still felt like it was important to continue revising the current bylaws, because there are things in there that are no longer relevant to the direction of AACRAO’s strategic plan.

Vice President Hunt sees all this work moving forward as work of the full Board. He would like to see all board members involved because each board member contributes to a different part of the overall picture. The goal of this entire exercise is to build a sustainable future for AACRAO that is not dependent on one specific event.

The Board was dismissed for the day.

The Board resumed regular session on Friday, June 24, 2022 at 8:32 AM EDT.

Board Members in Attendance: Jackie Carter, Karee Head, Philip Hunt, Ari Kaufman, Rhonda Kitch (virtual), Rock McCaskill, Cassandra Moore, Connie Shipman Newsome, Julia Pomerenk, Tiffani Robertson, Tiffany Robinson, Rob Shomaker, Sherry Waldon-Wells

Staff Members in Attendance: Tina DeNeen, Melanie Gottlieb, Tiffany Hsu

Officer Reports

Vice President for Access and Equity

Vice President Moore gave her report as she was not in attendance during the meeting on Wednesday, June 22nd when the rest of the Board went over officer reports. Group 5 has been busy. Both the Black Caucus and the LGBTQIA held great webinars that were well attended the past month. During the LGBTQIA webinar, there were lots of young professionals, who had questions about how AACRAO supports the caucuses. Several attendees also asked about safe places to hold discussions during next year's meeting in Aurora, Colorado. Vice President Moore will be meeting with the committee and caucus chairs in her group during the Leadership Meeting to discuss ideas, as well as continued conversation on the topics that were discussed in yesterday's meeting around committee structure and gaps.

Old Business

President Kitch went over and updated the action items list.

New Business

The new membership model structure was presented during AACRAO staff Henebry and Lojko's presentation on Wednesday, June 22, 2022.

Vice President Moore brought up that AACRAO staff Kilgore conducted a survey for exiting board members and there was a staff member who would follow up with an exit interview. Executive Director Gottlieb will connect with AACRAO staff Kilgore to see if she can bring up the survey again and President Kitch will connect with Past President Miner to see if he can remember which staff member conducted the actual exit interview.

Staff Reports

Executive Director Gottlieb directed the Board to Dropbox for her June report.

Some important things to note are:

1. AACRAO has joined the College Board, NACAC, and ACT to develop an amicus brief. Art Coleman is the lead on this. The brief is on the Harvard and UNC court case.
2. A group of honorary members shared a proposal to develop an honorary member working group or think tank. Additional details about the proposal are attached on the link that Executive Director Gottlieb shared on her report.

Committee Reports

Finance Investments and Audit Committee

Vice President Kaufman gave a quick update on the Accounting RFP that is currently out. The bid is out for a new Accounting Firm. Seven firms met with Consultant Gil Brown, Executive Director Gottlieb, AACRAO staff Henebry and AACRAO Staff Han on June 1st. The window for RFP submissions will close on July 1st. The subcommittee consisting of Vice President Kaufman, President-Elect Carter, Executive Director Gottlieb, Consultant Brown, and AACRAO Staff Henebry and AACRAO Staff Han hope to have a firm selected by August 1st.

Vice President Kaufman and Executive Director Gottlieb met with Paul Grambsch from Raymond James on June 17th. The balance in the portfolio has dropped 17.91% since the beginning of the year. Raymond James predicted that the portfolio balance would drop 18.17% so AACRAO is still doing well despite the dip in the portfolio balance.

Executive Director Gottlieb noted that AACRAO will need to go through a change in the bond index from LIBOR to SOPHR. The refinancing of the bond will not save AACRAO on operating expenses if AACRAO changes the bond index now. AACRAO's financial advisors will talk with the FI&A Committee to talk about the framework on how to make that a decision on when to switch.

Vice President Kaufman went over the April Financials. AACRAO Jobs online is currently doing well at \$149,600 compared to what was budgeted, which was \$125,000. This year's Annual Meeting did not make AACRAO a lot of money because the cost to host a hybrid meeting was expensive and the attendance was not as high as previous years.

Program Services and Review Committee

The committee will work on the items that were discussed during Wednesday's committee meeting which include:

- Communication for recruiting Reg101 & 201 faculty
- How to get PACs to meet virtually prior to Annual Meeting

Governance Committee

Vice President Moore needs to take some time to look over some documents with Executive Director Gottlieb. The committee also needs to review the recommendations provided by Attorney Entenza so they can see what a bylaw structure would look like based on recommendations provided by Attorney Entenza versus what the current structure looks like. The committee will then decide how to proceed and what to present to the Board.

Strategic Planning Committee

Vice President Hunt and Executive Director Gottlieb went over the *AACRAO Strategic Plans with Strategies.pptx*. Executive Director Gottlieb went over and did a recap of each of the goals and strategies. The next step for the committee, is to work with Executive Director Gottlieb to determine how to track the progress on where AACRAO is with each of the goals. Once a proposal is ready, Vice President Hunt will share it with the Board.

Vice President Hunt went over the "Issues to be Addressed" on the *Board Strategic Planning Topics for 2022-223.docx* as a refresher so that the Board can remember to keep these issues in mind as they move forward with their work.

Human Resources and Compensation

Vice President Wells and the committee had a conversation around the ways the committee can support the current Executive Director. She will ask Executive Director Gottlieb to set up time to meet on a regular basis so that the committee can help support Executive Director Gottlieb and thus in turn help support the AACRAO staff.

Attachments

Agenda

May 18, 2022 Meeting Minutes

Board of Directors – June 22, 2022-FINAL.pptx

ED Report June 22.docx

AACRAO Community Engagement Segments (updated).pdf

AACRAO New Community Segment_Group Creation (updated).pdf

AACRAO_Community_BODslides.pdf

Draft_SENSE OF COMMUNITY RUBRIC.pdf

2022 Leadership Meeting Agenda_Final.docx

BOD Action Items- Updated 5.18.2022.docx

AACRAO Financial Update FY22.doc