

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

January 19-20, 2024

In-Person Meeting, Washington D.C.

Board Members in Attendance: Hala Abou Arraj, Jackie Carter, Philip Hunt, Chris Huang, Ari Kaufman, Rhonda Kitch, Connie Newsome, Roslyn Perry, Julia Pomerenk, Tiffani Robertson, Brenda Selman, Rob Shomaker, Kristi Wold-McCormick

Incoming Board Members in Attendance: Carrie Jeffers

Staff Members in Attendance: Quintina Barnett Gallion, Tina DeNeen, Bill Gil, Melanie Gottlieb, Martha Henebry, Tiffany Hsu, Mike Simmons

Guests in Attendance: Adam Proger, William Donahue, Melissa Dunn

Board committees met on Thursday, January 18, 2024 from 9 AM – 2:30 PM EST.

Discussion List

New Board Member Orientation

The incoming board members were given an overview of each divisions within AACRAO. Each division leader gave a brief presentation on how the department works to support the goals of the strategic plan. A copy of the staff presentations can be found in AACRAO Exchange.

The Board resumed information and discussion session on Friday, January 19, 2024 at 9:02 AM EST.

Board Members in Attendance: Hala Abou Arraj, Jackie Carter, Philip Hunt, Chris Huang, Ari Kaufman, Rhonda Kitch, Connie Newsome, Roslyn Perry, Julia Pomerenk, Tiffani Robertson, Brenda Selman, Rob Shomaker, Kristi Wold-McCormick

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Call to Order

President Carter called the meeting to order at 9:02 AM EST on January 19, 2024.

Approval of Agenda

MOTION 2024.01.01 – It was duly moved and seconded to approve the agenda.

APPROVED

Approval of Minutes

MOTION 2024.01.02 – It was duly moved and seconded to approve the December 20, 2023 meeting minutes as presented. APPROVED

Committee Reports

Governance Committee

The Governance Committee is still in the process of reviewing the suggestions and changes made by attorney Matt Entenza to the AACRAO bylaws. The goal is to move sections that are more operational in nature over to a handbook as opposed to keeping it in the bylaws. At the next board meeting, the committee should have a version that is ready for Board approval.

Associate Executive Director Barnett Gallion noted that the Program Committee has reviewed the newest version of the PAC Handbook and made their comments. The next step would be to send the most recent version to the Governance Committee for comments and edits. There are a couple items in the handbook that would require a board vote and approval, and those relate to term lengths.

Human Resources & Compensation Committee

The committee continues to research the process of a 360 review for the Executive Director.

Program Services & Review Committee

The biggest task for the committee is to be the pilot review group for the annual Leadership Meeting. The tentative timeline is about a year to review using this new review process and to then report on recommendations for the Leadership Meeting.

Strategic Planning Committee

The committee met with Executive Director Gottlieb and Associate Executive Director Barnett Gallion yesterday and got a preview of the new dashboards that will be used to track progress on AACRAO objectives and priorities as listed in the strategic plan. The request from the committee was to publish those dashboards into the AACRAO Exchange.

Executive Director Gottlieb is requesting board approval for producing twice a year reports instead of quarterly reports. In the interim, the dashboards could be used to track progress on AACRAO's work towards meeting the objectives of the strategic plan. The AACRAO staff will still continue to work and track progress using a 90-day cycle plan.

MOTION 2024.01.03 – It was duly moved and seconded to approve twice a year reports to the Board instead of quarterly reports. APPROVED

Discussion List

Raymond James Presentation

Proger started off by giving the Board an overview of the 2023 portfolio and market performance followed by the 2024 market outlook. To close off the presentation, Proger presented to the Board his recommendation for how AACRAO can restructure its current portfolio. This approach includes setting aside 75% of the portfolio funds as long-term reserve funds and 25% for strategic initiatives. Executive Director Gottlieb explained that AACRAO has drafted a Strategic Spending Policy detailing how the funds can be spent, what's the process for spending the funds, and how much of it can be spent. In addition, Proger has worked on a draft revision of AACRAO's current investment policy to reflect this new approach and that draft needs to be reviewed by the FI&A committee along with the draft Strategic Spending Policy. Executive Director Gottlieb would like to have a finalized plan in place by the 2024 Annual Meeting in April to share with the membership at the Business Meeting.

There was a consensus from the Board that they all liked this approach and the reinvestment back into the association.

Executive Director Gottlieb noted that in the next year or two, the Board should start to look at getting a new investment provider. AACRAO would need to do a contract review, which is something that hasn't been done in about four years. This is to ensure that AACRAO is being responsible.

Government Relations Update/How does AACRAO handle public policy issues

It was noted by AACRAO Staff Gil that the AACRAO Government Relations Team adheres to the guiding principles outlined in the Public Policy and Education Agenda. The agenda helps determine the areas of engagement for the association and provides the Executive Director and Government Relations staff guidance and flexibility for engagement as outlined in the document.

AACRAO Staff Gil noted that some areas identified under the Public Policy and Education Agenda include:

- Higher Education Reauthorization
- Department of Education Issues/Regulations
 - FERPA/Privacy office engagement
 - Negotiated Rulemaking
 - FAFSA implementation
 - Student Loan related Issues
 - NSLDS report
 - Transcript/partial transcript withholding
- Federal Funding for Higher Education
 - Pell Grants
 - Capacity Building Funding
- Privacy & Data
 - FERPA Issues
 - Reverse Transfer
 - Federal Privacy/Issues/Regulations
 - State Privacy Issues
 - 2012 Regulations
 - FERPA and Education Records
- Access and Equal Opportunity
 - Admissions Issues
 - Court rulings/affirmative action
 - Student Transfer
 - Best practices (research conducted by AACRAO Staff Kilgore)
 - Comprehensive Learner Record
 - Prior Learning
 - Skills based employment
 - Title IX
 - Student Identity/LGBTQIA+
 - Affirmative Action/DEI
- Department of Labor
 - Wage and hour modifications
- Veterans Issues
 - Regulatory Issues
 - Legislative Issues
 - VA reporting
- Immigration Issues
 - DACA

- International Student Issues
 - GDPR
 - International Students Enrollment
- Compliance Matters
 - Solomon Amendment
 - Clery Act
- Census Issues
 - Department of Commerce/Census Department
 - Census Workgroup

Some current federal issues that AACRAO is focusing on right now include the updated FAFSA Release, the College Cost Affordability Act, the FERPA Regulatory Update, the Department of Labor Salary Threshold, Transcript Withholding Regulations, Title IX regulations, and Veteran's Issues – Section 3691A. Additional details about each of these issues can be found on the presentation slide deck.

Executive Director Gottlieb gave the Board an overview of how AACRAO takes action when a political, social or regulatory issue arises. AACRAO goes through seven lenses when it makes a decision on how to move forward.

First, AACRAO starts off by following the guiding principles in the Public Policy Agenda. The document was created so that AACRAO doesn't need to go to the Board every time an issue arises to determine how to respond. This ensures that AACRAO can take care of issues in a timely fashion. The agenda gets reviewed every couple of years to be sure the items on that agenda are current.

AACRAO always reflects on its Vision, Mission and Values whenever an issue is being reviewed.

AACRAO is really focused on advancing the profession, fostering a culture of innovation and scholarship by producing best practices for its members. It's important that AACRAO provide accessible and credentialed career pathways for the professions that it represents. In addition, AACRAO is reimagining engagement and community and focused on developing and leading strong advocacy coalitions for the advancement of higher education. All of this is included in AACRAO's strategic plan.

AACRAO also thinks about engaging its stakeholders (AACRAO members) and it remembers that even though AACRAO engages with individual members, it's the institutions who are the actual members of AACRAO. When a statement is made on

something, AACRAO needs to ensure that it's a statement that will work and represent the entirety or majority of institutions and their best interests.

Lastly, AACRAO needs to consider its ability to impact. As a national association, AACRAO is unable to step into a state legislative issue. AACRAO does not want to be in a situation where it's dangerous for a member to engage with AACRAO.

Learning Mobility

Higher Education is in turmoil with state legislative challenges, demographic challenges, budget challenges, etc. AACRAO needs to rethink how it can help our members meet the needs of the new learners. Under this new umbrella of learning mobility, AACRAO will develop a space that allows for innovation, to ensure that all learners are prepared for the workforce and beyond.

AACRAO is a trusted name known to leading the way with its data, integrity and expertise. The challenge is that post-secondary education is falling short of meeting the evolving needs of learners and the workforce. Learners (both global and mobile) are seeking opportunities that align with their personal and career aspirations. Credentials are essential for communicating said learning. The goal is to prepare Admissions Operations and Records and Registration professions to lead their institutions through this challenge.

AACRAO is committed to shaping curricula, fostering support systems and providing continuous professional development opportunities so that our institutions can empower higher education professionals to lead institutional transformative changes for the benefit of learners. As a part of this initiative, AACRAO will prioritize community colleges and MSIs, because these are the institutions that serve learners who stand to gain the most.

AACRAO has an opportunity and an obligation to address several challenges in higher education which include:

- Creating a common ground: standards and principles
- Connecting credit and non-credit systems
- Prior learning assessment
- Mapping skills and competencies to learning outcomes
- Addressing the Business Model issue
- ROI
- Secondary and Post-Secondary
- Quality of Credentials
- Federal Credit Reporting Act (FCRA)

Executive Director Gottlieb made note of some projects that are currently in the pipeline. These include work related to Transfer, Common language & shared principles, Technology, Evolution of the Record, and Preparing members. AACRAO is urging its members to adapt to this new way of thinking and asking its Board representatives to help spread the work when they travel to state and regional association meetings. Board reps should speak about the work using the language of Learning Mobility to address its barriers. In addition, AACRAO is asking its members to help identify pockets of innovation and excellence that aligns with this work around the country so that it can begin to help remove structural barriers to bring equity for all learners.

Audit Presentation

William Donahue introduced himself and his colleague Melissa Dunn, as Partners from the Auditing Firm, Aprio. Donahue and Dunn then gave the FI&A committee a high level overview of the FY 2023 audit. Dunn gave an update for governance noting that there were no new accounting standards that were adopted. A management representation letter was issued noting that there were some misstatements however, they were immaterial to the financial statements. It was also noted that there was a significant deficiency relating to prior period cutoff errors. CLA has implemented proper cut off periods to ensure that the errors are not repeated again in the upcoming fiscal year. Overall, the audit team had no issues in performing and completing the audit.

Next, Donahue went over the financial reports with the committee noting that Assets, Liabilities, Revenue, and Expenses are all up slightly from the prior year. Overall expenses were higher in FY2023, however, the non-operating income (investment income) covers those expenditures. It was noted that AACRAO has a great diversification of revenue streams.

MOTION 2024.01.03 – It was duly moved and seconded to accept the FY2023 audit as presented. APPROVED.

Formation of Executive Committee

There was some discussion around whether or not the formation of an Executive Committee would be something that Executive Director Gottlieb would like to have or saw a benefit to having. Executive Director Gottlieb noted that if the Board felt strongly about the formation of such committee, the Governance Committee would need to draft a charge and fully think about how this committee would function. This formation would also require a bylaw change.

This topic will go under “Unfinished Business” on the Board of Directors Action Items

list and will be revisited in 2026.

Staff Reports

Executive Director Gottlieb directed the Board's attention to Dropbox for additional details on her report.

Old Business

The Board reviewed the action items list in Exchange and AACRAO Staff Hsu made edits to the document.

New Business

External Board Member Proposal

Executive Director Gottlieb presented to the Board, two possible directions that AACRAO could go in with the search of a new External Board Member. The first direction would be to reach out to EDUCAUSE, which is a nonprofit association who could help AACRAO in the space of technology. AACRAO is currently targeting EDUCAUSE in a strategic partnerships to help AACRAO support and strengthen the relationship with the SIS vendors, to support members in strengthening their competencies and relationships in the technology space.

The second direction, would be to recruit an external board member from NACUBO. Institutional budgeting will continue to be a crucial issue that impacts our members and forming a strategic partnership with NACUBO could help us support our members.

Executive Director Gottlieb would like to approach EDUCAUSE first for help with identifying one individual from the association to serve as the next External Board Member.

MOTION 2024.01.04 – It was duly moved and seconded to allow Executive Director Gottlieb to approach EDUCAUSE first to appoint an individual to serve as the next External Board Member. If that is unsuccessful, Executive Director Gottlieb can approach NACUBO to appoint an individual to serve as the next External Board Member. APPROVED.

The Board was dismissed for the day at 4:44 PM EST.

The Board resumed information and discussion session on Saturday, January 20, 2024 at 9:04 AM EST.

Board Members in Attendance: Hala Abou Arraj, Jackie Carter, Chris Huang, Ari Kaufman, Rhonda Kitch, Connie Newsome, Roslyn Perry, Julia Pomerenk, Tiffani Robertson, Brenda Selman, Rob Shomaker, Kristi Wold-McCormick

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Discussion List

Racial Equity Community of Practice Update

AACRAO received a Walmart funded grant to implement a racial equity plan for its membership. Most of the organizations who received the grant, are choosing to use the money on developing their staff. AACRAO decided to use the grant money to do racial equity work for its membership.

Associate Executive Director Barnett Gallion shared with the board a draft of what will be shared with the advisory group in the next couple of weeks. She started off by sharing the process for how the project was started and what the progress is. AACRAO started the project in October 2023 and work will continue through March 2024. As a part of the project, AACRAO has taken a racial equity lens to look at five core areas of our work, which include: Talent, Senior Leadership, Culture, Programs & Impact, and Operations. The first phase of the project focused on developing an understanding of where AACRAO is in its racial equity journey. As a part of the process, AACRAO began to identify a list of priorities to further advance racial equity.

AACRAO has a January 2024 meeting scheduled with the Advisory Group. In preparation for the meeting, Associate Executive Director Barnett Gallion asked the Board to reflect on the following questions:

- Do these learnings, especially those related to programs and impact, resonate with your experience as a member of AACRAO? Is there anything you would add?
- How well is AACRAO serving members? Are professional development offerings relevant and accessible?
- How can AACRAO better equip its members to advance racial equity within their institutions and in the field of higher education?

President Carter asked the AACRAO team to add the first Latino/Latina President and the first Asian American President to the timeline.

Town Hall Talking Points

Executive Director Gottlieb reviewed with the Board a draft of the new dues structure talking points. The Board reviewed, discussed, and provided their feedback. One suggestion was to see if a feature was available in AACRAO Exchange, that would allow members to see who the listed Primary Contact was for their institution.

Leadership Meeting

Executive Director Gottlieb noted that there were many challenges with selecting dates for the Leadership Meeting this year. She asked whether or not the Board had any feedback about decoupling Hill Day from the Leadership Meeting or switching up the location or day of the week the meeting would take place on. Overall, the general consensus was that the Board would like the AACRAO staff to make the decision based on what they felt was best. The Board was not opposed to decoupling Hill Day or hosting the Leadership Meeting in a different city other than Washington DC in order to get a better room rate.

The meeting was adjourned at 11:52 AM EST.

Attachments

Agenda

December 20, 2023 Meeting Minutes

2024 Division Overview Slide Deck

AACRAO Position Slide Deck

Advancing Racial Equity Cohort Slides

Membership Structure Change – BOD Talking Points

Learning Mobility Barriers

1.11.23 Cost Reduction Act – Bill Summary

FY23 Audit

Tiffani Robertson January HRC Committee and Officer Report

Gov Relations Update Powerpoint

Analysis – Final Regulations Survey

External Director Proposal

Huang Officer Report January

January 2024 VP Admissions and Enrollment Management Report

BOD Action Items List (Ongoing)