

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

June 12-13, 2024

In-Person Meeting, Alexandria, Virginia

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

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

Guests in Attendance: Fred Magdaug

Some board committees met on Wednesday, June 12 from 9 AM – 12:00 PM EDT.

Call to Order

President Wold-McCormick called the meeting to order at 1:07 PM EDT on June 12, 2024.

Approval of Agenda

MOTION 2024.06.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes

MOTION 2024.06.02 – It was duly moved and seconded to approve the May 15, 2024 meeting minutes as presented. APPROVED

Officer Reports

Vice President for Access and Equity

The Black Caucus will be hosting a Juneteenth webinar called “Build Bridges, Not Walls: Juneteenth and A Discussion about the Future”. The webinar will be facilitated by Dr. Wendolyn Davis and Rakin Hall. The LGBTQIA Caucus will be holding a webinar on July 18 called “Enrollment Leadership Lessons from the Field: A Panel Discussion with Members of AACRAO’s LGBTQIA+ Caucus and Invited Guests”. The webinar will be facilitated by Chris Dorsten, Jordan Jameson, Tammy Johnson, and Vice President Perry.

Vice President Perry will be meeting with Maribeth Widelo (current Chair of the Small College Issues Committee) about possibly tweaking the Small Colleges PAC. After the meeting, Vice President Perry follow-up with Liesl Fowler about utilizing the Small College Issues PAC and making that PAC even stronger. Vice President Perry noted that PACs and Caucuses are as strong as their leadership.

Vice President for Admissions and Enrollment Management

Vice President Selman is working on putting the AO back in AACRAO. She has met with President-Elect Moore, AACRAO Staff Orcutt, and Executive Director Gottlieb on thinking of ways to engage with the people in the AACRAO membership who are in admissions roles.

Vice President for Finance

Vice President Kaufman noted the interest in the formation of a new caucus called the Neurodivergent Caucus. There was a session presented at the Annual Meeting by Caroline Jens and Elissa Thoman on their personal journeys of dealing with both diagnosed and undiagnosed ADHD in the workplace. The session was well attended and both presenters are interested in being Co-Chairs of the new Caucus. Vice President Perry noted that she is available to help get the caucus up and running if at least 10 people sign up (threshold to meet before a new caucus can form). There was also a suggestion about expanding the scope of this PAC to include all sorts of accessibility related issues. Vice President Perry will bring this back to by Caroline Jens and Elissa Thoman for their thoughts on expanding the scope of the PAC.

UMACRAO is hosting an upcoming meeting and has requested someone from the AACRAO Board to be a plenary speaker. Vice President Kaufman is interested in attending and is considering whether to be the plenary speaker as well (not required). He asked the Board for advice on what topic the plenary should be on. Vice President Pomerenk was the speaker at last year's meeting and volunteered to help. President Wold-McCormick also suggested that Vice President Kaufman could ask the UMACRAO group what topic they want the plenary session to cover.

Vice President for International Education

Vice President Abou Arraj noted that two new co-chairs have been selected for the Education Abroad Committee. The new co-chairs are Andrea Pool and Josee Riendeau. The chair position for that committee has been vacant for the past year.

A meeting with the Group 2 chairs was held in April 2024. During that meeting, it was proposed that the International Publications Review Committee change their name to the International Research Review Committee and that the Study Abroad Committee be changed to the Education Abroad Committee. It was also noted that traditionally Group Committees have not all had a vice-chair in each committee. In order to align with the other PACs, the Group 2 committee chairs will move forward with finding vice-chairs for their committees. Additional information about Vice President Abou Arraj's report can be found on her report in Exchange.

Vice President for Leadership and Management Development

Vice President Robertson sat in on her first S&R Coordinating Meeting last week with Johnika Dreyer and Katie Rendon (Respectively Chair and Vice Chair of the State and Regional Relations Committee). During the Saturday S&R breakout at the Leadership Meeting, one of the main goals will be to introduce the finalized partnership agreement and to inform the state and regional leaders that AACRAO will be reaching out to schedule a 30 minute meeting at one of their upcoming board meetings. The purpose of the meeting is to strengthen the connection and collaboration between each S&R association and AACRAO.

Vice President for Records and Academic Services

Vice President Pomerenk will have an opportunity to serve on a commission called LEARN (Learning Evaluation and Recognition for the Next Generation). The commission is focused on topics such as: Learning Mobility, CPLA, and the transfer of credit between high schools.

Executive Director Gottlieb and AACRAO Staff Gil have gained some feedback from the membership on needing assistance/guidance for closed and merged institutions. Since this is under Vice President Pomerenk's umbrella, she will be assisting with the efforts to get more guidance on that topic.

Vice President Pomerenk will be attending RMACRAO next month in Denver.

Vice President for Information Technology

Vice President Huang noted that the AACRAO Technical Advisory Council (ATAC) is looking to conduct a technology survey audit from the membership.

Vice President at Large

Vice President Newsome noted that she was selected to participate in AACRAO Hill Day and is grateful for the opportunity to be able to experience that.

Past President

Past President Carter attended FACRAO and noted that the group was very engaged. In addition to attending, Past President Carter delivered a presentation on the power in relation and purpose to driving student success.

President-Elect

President-Elect Moore thanked Executive Director Gottlieb for organizing the Leading Associations Board Member Training and the opportunity to connect with fellow board members on how to become a better Board.

President-Elect Moore challenged the Board to think of three perspectives as it relates to board service. These three concepts are inspired by some books written by one of her favorite authors, Kobi Yamada.

1. What do you do with an idea?
2. What do you do with a problem?
3. What do you do with a chance?

Committee Reports

Strategic Planning Committee

The committee has been reviewing the Strategic Planning Topics list that's on the Board Action Items list and determining what to prioritize and what needs to be clarified.

Finance Investments and Audit Committee

The FI&A Committee met in the morning and went over the financial statements. Some key highlights:

- The 109th AACRAO Annual Meeting in Columbus Ohio generated an estimated revenue of \$1.7 million. The event incurred an estimated \$1.3 million in expenses.
- Service fees are below budget and they do fluctuate based on when the services were provided. This is especially true when it comes to the grants.
- Membership dues exceeded the year-to-date budget by \$150,000.

CFO Magdaug will follow up with Robbie Williams from CLA to be sure the Form 990 has been submitted.

Executive Director Gottlieb has been in contact with Adam Proger from Raymond James and let him know that AACRAO intends to pay down the bond by \$1.5 - \$2 million, by September. By August, the Board should authorize Executive Director Gottlieb with the exact amount to pay down.

A budget town hall has been scheduled for July 30 at 2 PM ET to discuss the FY25 budget. Members will have the opportunity to see the budget and comment before the Board finalizes that budget at the August meeting. Executive Director Gottlieb noted that the draft budget will be brought forth to the FI&A committee for review at the July meeting where the committee will also have the opportunity to discuss the strategic spending policy and what the ask amount would be so that it can be presented to the membership during the town hall meeting.

Governance Committee

The Governance Committee is still going through the bylaws to determine what to keep and what to move to the handbook. The goal is to get those recommendations finished and to the Board by the September meeting so that there's enough time to get those bylaws change proposals

presented at a January/February Town Hall for the membership to provide feedback on. The membership will then vote on those changes at the 2025 Annual Meeting.

Human Resources and Compensation Committee

The timeline still had language about conducting a 360 survey for Executive Director Gottlieb and since the committee decided to go against that, the language to the timeline needed to be updated. The committee has made edits to the timeline language and Vice President Robertson will drop off an updated copy of the language in the AACRAO Exchange.

Program Services and Review Committee

The Program Services Committee continues to review the Leadership Meeting as a part of the pilot program review.

Staff Reports

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

Associate Executive Director Henebry gave a membership renewal update. The new structure was rolled out to support AACRAO Strategic Plan Goal #3 and #4 which includes: Inclusivity and Innovation, Creating Career Pathways, Removing Barriers, and the Opportunity to Reinvent Ourselves. The project to rethink this new membership structure started in early Fall 2021 and the effort was led by President-Elect Moore who was Chair of the Governance Committee at that time. With the new structure rollout, AACRAO held a series of Town Halls and talked about this potential change at Annual Meetings, the Leadership Meeting, and through AACRAO Exchange, along with emails to the various PACs and individual members. The new structure was launched in two phases with phase one being the opening of the rosters followed by phase two which is the new dues pricing structure. Following feedback from small college members at the 2024 Town Hall meetings, AACRAO made some adjustments to the new dues structure. The dues were adjusted slightly to align closest with their 2023-2024 dues. This resulted in a loss of around \$200,000, but the AACRAO Board did feel it was necessary to adjust the dues to better support AACRAO's small college members. In November 2023, AACRAO had around over 10,700 members and with the new structure, AACRAO now has over 15,500 members spanning across more than 2,300 institutions. The average roster size has also increased over 47% since the rosters opened.

Some next steps with this new membership model are:

1. Develop a plan for small college dues in the 2025-2026 membership year
2. Encourage more members to join through open rosters
3. Relook at hospital expenditures in IPEDS and consider removing this from expenditure totals for institutions with hospitals attached to them. This is following feedback from the membership
4. Continue to campaign for renewals, recruiting past members, and engaging current members

Associate Executive DeNeen informed the Board on some of the challenges with running a hybrid meeting, noting that the virtual component is not only costly and continues to increase in cost, but also the attendance on the virtual component continues to decrease. In 2021 when AACRAO hosted their hybrid Annual Meeting, the virtual registration was at 1,510 attendees. In 2024, that number dropped to 127. AACRAO continues to provide live virtual access to the Business Meeting at the Annual Meeting, but the proposal is for AACRAO to eliminate the virtual component of the annual meeting and instead, record select sessions at the meeting, and then package them for a la carte delivery.

Vice President Kaufman asked if the virtual cost of livestreaming is high because of the number of sessions being livestreamed or if livestreaming the bigger sessions (plenaries) cost more. Associate Executive Director DeNeen noted that every room being broadcasted live cost a lot. Each livestream room requires two staff members to coordinate on the technology being used to broadcast live. President Wold-McCormick suggested that perhaps for some of the more popular sessions, the presenters may be willing to do a follow-up webinar for their session so that might be a route to explore. Executive Director Gottlieb noted that not only is the AV cost high when running hybrid meetings, but the AACRAO staff is essentially running two different meetings. This is because a staff body needs to be present in each hybrid meeting room to not only monitor the online chat, but also to bring the microphone to those asking the question, so that it can be recorded properly, and so that the virtual attendee could hear the questions and answers. Executive Director Gottlieb noted that colleague associations hosting a virtual component are hosting a meeting at a separate time, separate cost, and this current hybrid meeting structure needs to be reworked.

Associate Executive Director Barnett Gallion gave the Board some quick background information on why AACRAO participated in the Advancing Racial Equity Community of Practice project from September 2023 – March 2024. The project included dedicated coaching and consulting support and a \$250,000 grant that was to be used to support any implementation plans that came out of the experience. For this project, the Advisory Group and AACRAO Executive Team took a look at strengths, challenges, and opportunities as it relates to advancing racial equity. To better understand this project, AACRAO decided to focus on prioritizing and improving racial equity at a system level and that includes prioritizing equity in strategies for impact. Throughout the process, it was important to note that in order to advance equity as an organization, the organization needs to:

1. Articulate why racial equity matters
2. Diagnose where the organization is today
3. Set actionable priorities for addressing barriers and advancing equity

The commitment to advancing racial equity has been reflected in AACRAO's efforts for over decades. A majority of AACRAO members identify as female and most AACRAO members

work in public institutions. It was noted that the AACRAO Board is more diverse than the membership as well as the AACRAO Leadership. It was through recent member engagement that reinforced the importance of ensuring access to and quality of programming for all members and not just the majority of members.

The Executive Team and Board conducted a member climate survey that was rolled out in March 2024 to gain a better understanding of the member experience. Over 800 members responded to the survey, but only 454 respondents fully completed it. 76% of those who completed the survey identified as white with 46% noting that they've been members for 10 or more years and 67% had been in their roles for at least five years. BIPOC respondents overall had shorter average tenure as members. The survey responses for individual racial and ethnic groups were so small that AACRAO couldn't disaggregate at the level to determine if the experience of racially minoritized members differs from that of the white respondents. As a result, the Executive Team held three one-hour focus groups at the 109th AACRAO Annual Meeting with the goal of better understanding the participant's experiences at the conference and as members overall. The focus groups aimed at better understanding the sample of BIPOC survey participants. The small college experience was also included in the focus groups. Each focus group included five to seven participants. They were asked a series of questions ranging from topics about their member experience to the impact of AACRAO opening its rosters and AACRAO's ability to support BIPOC members. As a result of the survey, AACRAO will focus on strengthening its ability to serve members from all backgrounds. AACRAO's main focus will be on building the community first. In order to increase access and equity, AACRAO can start by empowering the committees and caucuses under Group 5: Access and Equity.

Vice President Perry made a note that as board members, it's important to be aware of what the needs of some of the PACs are and to have those conversations with the leaders to see where they can help, whether that be the suggestion of a co-chair, name change to the PAC to be more inclusive or supportive, etc. It is also important for board members to nominate individuals for various leadership roles. Collectively, these efforts will help build the AACRAO community. Vice President Selman noted the importance of some important targeting to be inclusive of those who work in the admissions field because a lot of the individuals serving on the PACs are in Registrar type roles.

Executive Director Gottlieb noted that as AACRAO works more externally with grant work to forward the strategic goals, it is important to inform the AACRAO Board on the work that AACRAO is doing in the grant space. Associate Executive Director Simmons put together a list of the grants that AACRAO is working on and went through to give a brief description of the work with each grant. The document also includes a brief description of each grant explaining the purpose of the work, and also who the individual key players are. Grants are not only

reflective of the activity, but also of the work and AACRAO's participation also elevates the AACRAO name in that particular space of the grant work.

The Board was dismissed for the day at 5:01 PM EDT.

The Board resumed information and discussion session on Thursday, June 13, 2024 at 3:32 PM EDT.

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

Staff Members in Attendance: Tina DeNeen, Melanie Gottlieb, Martha Henebry, Tiffany Hsu, Mike Simmons

Staff Reports

Executive Director Gottlieb presented a visualization of AACRAO Volunteer Opportunities and noted that AACRAO Staff Selman Boucher will present a version of this to the Leadership Meeting attendees. During the 2023 Leadership Meeting, there was a lot of feedback from the members who attended who didn't have a good understanding of the organization and structure of the committees. The presentation is intended to illustrate the pathways for individuals to get involved and engaged in AACRAO, but also clarify the relationship between each of the roles and the supporting staff. Vice President Selman noted that the AACRAO Board could probably help to clear up some confusion with some of the naming conventions for various positions such as Program Committee and PAC. It can be confusing for members if the names for various groups sound very similar. In addition, it may be more useful to step away from using terms such as Group 1 and simply just address the group by the topic area (Admissions and Enrollment Management). The shorthand may not be transparent for those who are outside of the PACs.

AACRAO Staff Hsu gave the Board a quick overview of how to upload officer/committee reports into Exchange and where to find upcoming meeting documents.

Old Business

President Wold-McCormick walked the AACRAO Board through the list of Action Items and made updates to each item.

New Business

President Wold-McCormick tasked the Governance Committee to look over the Parliamentary report that Parliamentary Booker sent over and bring back anything that needed the Board's attention.

Executive Director Gottlieb gave an update on the External Board Member position noting that she has not been successful in finding someone to fill that role. Past President Carter suggested that Executive Director Gottlieb could start a conversation with NADOHE, as that organization supports AACRAO's DEI and accessibility work.

MOTION 2024.06.03 – It was duly moved and seconded to support Executive Director Gottlieb in pursuing NADOHE for an External Board Member candidate. If that search is unsuccessful, Executive Director Gottlieb can approach another association that she feels would support the strategic goals of the organization. APPROVED.

The meeting was adjourned at 4:48 PM EDT.

Attachments

Agenda

May 15, 2024 Meeting Minutes

ED Report June 2024

Parliamentarian Report

Hybrid Meeting Delivery Presentation

Grants Update

VP Admissions and Enrollment Management Report – June 2024

ARE Presentation

Membership Presentation

Hala June Report 2024

May 2024 Governance Committee Minutes/Report

Visualization of Volunteer Opportunities (Pre-Reading)

Huang Officer Report June