

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

December 17, 2025

Virtual Meeting

Board Members in Attendance: Hala Abou Arraj, Wendolyn Davis, Chris Huang, Carrie Jeffers, Caroline Laguerre-Brown, Cassandra Moore, Connie Newsome, Tiffani Robertson, Brenda Selman, Beth Warner, Kristi Wold-McCormick, Max Xiong

New Board Members in Attendance: Scott Campbell, Chris Dorsten, Lenell Hahn

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

Guests in Attendance: Fred Magdaug

Call to Order

President Moore called the meeting to order at 2:32 PM EST on December 17, 2025.

Approval of the Consent Agenda and Minutes

MOTION 2025.12.01 – It was duly moved and seconded to approve the consent agenda and October 15, 2025 meeting minutes as presented. APPROVED

Officer Reports

All officer reports were uploaded to AACRAO Exchange and approved as a part of the consent agenda.

Committee Reports

All committee reports were uploaded into AACRAO Exchange and approved as a part of the consent agenda.

Staff Reports

Executive Director Gottlieb directed the Board to Exchange for her December report. Some key highlights from her report:

- 96% of membership dues have been collected. This is around \$3,162,000 in dues. The total revenue is still down by around \$75,000. The membership team is undergoing an analysis of non-renewing institutions.
- The audit is almost complete. Aprio will have a draft management letter to present the FI&A committee at the committee's January meeting
- An internal program review process has commenced. The new process will review two programs on a quarterly basis to ensure sources are being used effectively

- AACRAO is launching a new compliance webinar series. This is the first opportunity for a paid webinar structure. The series is free for members and is centered around a workshop on the new ACTS reporting in IPEDS
- A LOI was submitted to Ascendium for a grant to improve the transfer evaluation processes
- Interviews are ongoing for the Director for Government Relations position. AACRAO is interviewing both individual candidates and an outsourced firm. A decision should be finalized by February
- The HR role will be moved in-house by March to improve coordination and reduce costs
- AACRAO EDGE - There is a 5-year partnership with Credential Engine to automate the credential list updates. This will improve data quality and also reduce manual labor
- Executive Director Gottlieb will attend a congressional hearing called *Building a Talent Marketplace: How LERs Empower Workers and Expand Opportunity*. Alex Kaplan, an AACRAO consultant who has been working with AACRAO on the LER Accelerator and Infuse Projects was invited to testify, along with Scott Cheney from Credential Engine, Scott Pulsifer from Western Governors University, and Greg DiDonatao from EBSCO
- The LEARN Commission Report has been finalized. AACRAO will use Strada funds to update its transfer designation with a targeted launch date in 2026

Old Business

Strategic Planning Update

Vice President Jeffers and Associate Executive Director Barnett Gallion updated the Board on the progress of the new strategic plan. The Strategic Planning Committee is finalizing the strategic plan for a vote at the February board meeting by incorporating feedback from the town hall, S&R leadership, member feedback, and feedback from the staff and board. It was also noted that Goal 3 will now be merged with Goal 4 to streamline the framework. A draft of potential tactics will be developed at the January staff retreat by AACRAO staff.

MOTION 2025.12.02 – It was duly moved and seconded to approve Executive Director Gottlieb’s December 2025 report as presented. APPROVED

New Business

FI&A Member-at-Large Update

Vice President Xiong informed the board that Melissa Manuel, the current Member-at-Large, is no longer an institutional member due to a recent layoff from her position at NEOM. The primary role of the Member-at-Large is to provide an external, non-board perspective during the Form 990 review. While this is considered a best practice, it is not a bylaw requirement.

Manuel has returned to the United States and is pursuing a graduate degree. Vice President Xiong would like to make a motion to allow Manuel to serve out the remainder of her term, despite no longer meeting the institutional membership requirement. Her term is scheduled to expire at the 2026 Annual Meeting.

Additionally, the committee is currently reviewing candidate applications for the Member-at-Large position. The committee will pick a finalist at the January FI&A committee meeting.

MOTION 2025.12.03 – It was duly moved and seconded to grant an exception allowing Melissa Manuel to complete the remainder of her term as Member-at-Large on the FI&A Committee, despite no longer being an institutional member. APPROVED

Awards Committee Recommendations

Immediate Past President Wold-McCormick informed the board that the Awards Committee reviewed 57 nominations for AACRAO awards. The board will need to review the honorary recipient list and approve the selection. It was noted that Don Hossler was selected for two categories, The Janie Barnett Distinguished Service Award and also Honorary Membership. To ensure that the Janie Barnett Distinguished Service Award go to a single recipient to avoid redundant recognition, the board voted to remove Don Hossler from the Janie Barnett Distinguished Award category and to receive only honorary membership.

MOTION 2025.12.04 – It was duly moved and seconded to grant Don Hossler Honorary Membership only. APPROVED

MOTION 2025.12.05 – It was duly moved and seconded to accept the presented slate, with an edit to remove Don Hossler from the Janie Barnett Distinguished Award category. APPROVED

MOTION 2025.12.06 – It was duly moved and seconded to accept the honorary membership slate. APPROVED

October Financials

CFO Magdaug went over the October 2025 financials with the board noting the following highlights:

- As of October 31, AACRAO has about \$13.6 million in combined cash and investments. About \$7.3 million is available in operating reserves, which equates to around six months of operating expense coverage
- By the end of October, \$56,000 of the \$400,000 that was designated for strategic spending has been spent on the new website redevelopment. There is a remaining balance of \$344,000
- Total assets declined by \$652,000. The primary reason is a \$1 million reduction in cash. Cash flow has been challenging for the past couple of months. Revenue for the association has continued to remain flat with increasing expenses
- There was a decrease in liabilities by \$121,000 compared to last year. This is due to monthly payments on the bond
- Net assets have decreased by \$531,000
- The net deficit is at \$254,000 for the first month of the fiscal year

- Service fees and sponsorship has fallen short of budget by \$51,000 and \$59,000 respectively. A grant revenue was received earlier than anticipated, which brings the budgeted revenue ahead by \$158,000. Sponsorship revenue from the SEM meeting will be recognized on the November financials

Executive Director Gottlieb noted that the AACRAO budget managers are trying to improve budgeting processes by budgeting for the exact month the revenue will actually be received in a rather than spreading the revenue evenly across all months for the year.

New Board Member Onboarding Update

President-Elect Newsome noted that the first new board member orientation session was held on December 8. Three of the four incoming board members have been paired with mentors. The next session is scheduled for January 22, featuring a presentation from AACRAO's attorney, Peter Wolk.

The Board meeting was adjourned at 4:03 PM EST.

Attachments

[Agenda](#)

[BOD Meeting Minutes – October 2025](#)

Finance, Investments & Audit Committee Report – December 2025 Report

VP for Finance – December 2025 Board Report

Strategic Planning Committee Report – December 2025

VP at Large December 2025 Report (Jeffers)

PREZ-ELECT Newsome Report DEC 2025

Past President Report – December 2025

VP for Records & Academic Services Board Report – December 2025

Awards Committee Report

ED Report Nov-Dec 2025

VP at Large December Report Davis

President's Report December 2025

VP International Education Report December 2025

Governance Committee Report

VP Admissions and Enrollment Management Report – December 2025

Vice President for Information Technology Officer Report

October 2025 Financials

FI&A Committee – Motion for Exception for Non-Voting Member to Serve

HRC Committee Report December 2025

VP Leadership Report December 2025