

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

March 28-29, 2025

In-Person Meeting, Seattle WA

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

Incoming Board Members in Attendance: Wendolyn Davis, Beth Warner, Max Xiong

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

Guests in Attendance: Peter Wolk

Call to Order

President Wold-McCormick called the meeting to order at 2:30 PM PDT on March 28, 2025.

Approval of Consent Agenda and Minutes

MOTION 2025.03.01 – It was duly moved and seconded to approve the consent agenda, and the February 13-15, 2025 meeting minutes as presented. APPROVED

Board committees met on Friday, March 28, 2025 from 10:00 AM to 2:00 PM PDT.

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.

Discussion List

Anti-DEI Movement Discussions

The Board held a discussion, with Attorney Wolk present, about the Anti-DEI movement.

Staff Reports

Executive Director Gottlieb directed the Board to Exchange for her March report and called attention to a couple highlights on the report:

- 1) Previously said the next Business Solutions Showcase was on 4/10/2025. It will now be moved to 5/21/2025. It was moved because the initial date was too close to Annual Meeting. The topic will be focused on Transfer Solutions.
- 2) AACRAO has been continuing the work with Mighty Citizen. This is the group that was hired to do the brand refresh for AACRAO SEM (the brand, not the conference). Mighty Citizen presented to the AACRAO SEM Brand Leads and Vice President Selman, high-level findings. They also put together a full report.
- 3) The AACRAO website RFP is live and the RFP window will close on April 25, 2025.
- 4) AACRAO has been actively collecting affiliation agreements from each State and Regional (S&R) organization. Historically, many S&Rs reported challenges with database management. In response, during Mike Reilly's tenure as Executive Director, he and former IT Director Greg Osburn explored software solutions that could be offered to S&Rs at a discounted rate. At that time, AACRAO negotiated 20 MemberClicks subscriptions, which were quickly filled.

As demand from additional S&Rs grew, AACRAO continued allowing them to join the program. Initially, the cost for these 20 licenses was approximately \$60,000 per year. However, since MemberClicks was acquired by Personify, the pricing and subscription structure have changed significantly.

The plan is to renew the contract starting in June 2025, aligning all participants on the same billing cycle. Under the new agreement—now costing approximately \$86,000 per year—Executive Director Melanie Gottlieb is seeking Board reaffirmation that AACRAO should continue subsidizing MemberClicks access for the S&Rs.

To inform this decision, Executive Director Gottlieb and AACRAO staff member Hsu will host a meeting with current S&R MemberClicks users. They will assess whether S&Rs are willing to commit to one-, two-, or three-year agreements, as longer commitments offer greater discounts. AACRAO also wants to gauge whether S&Rs still find MemberClicks valuable and if they prefer to continue with it in the coming years.

A longer-term contract would provide time to conduct a formal RFP process, should the S&Rs wish to explore alternative platforms.

Following extensive discussion, the Board expressed support for continuing to offer MemberClicks to S&R organizations. Additionally, there was interest in AACRAO taking a more strategic approach to its engagement with S&Rs to strengthen those partnerships.

MOTION 2025.03.02 – It was duly moved and seconded to approve the March 2025 Executive Director report as presented. **APPROVED**

The Board resumed information and discussion session on Saturday, March 29 at 9:00 AM PDT.

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

Incoming Board Members in Attendance: Wendolyn Davis, Beth Warner, Max Xiong

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

Old Business

Non-voting members – Board exceptions

The Board continued its discussion on whether to allow non-voting members to participate in AACRAO PACs. A small working group was formed to develop a rubric for evaluating exceptions to the current policy. This group includes Vice Presidents Robertson, Huang, Xiong, Selman, and Jeffers. Vice President Robertson will lead the group, with AACRAO staff member Hsu providing scheduling support.

N&E Handbook

Past President Carter presented an updated version of the N&E Handbook. The document had been reviewed by the current and incoming N&E Chairs and Vice-Chairs, in collaboration with AACRAO staff member Hsu. Now that feedback has been collected from both groups, the next steps include:

- AACRAO Staff Hsu will finalize the document ensuring that the formatting is correct and that board member feedback is incorporated.
- A clarification will be added stating that the N&E Committee is responsible only for tallying completed votes.
- Once finalized, the updated Handbook will be posted to the N&E Exchange Community Library.
- AACRAO Staff Hsu will also coordinate with the Content and Curriculum Team to update the N&E online course accordingly.

MOTION 2025.03.03 – It was duly moved and seconded to approve the updated N&E Handbook as presented. APPROVED

Community Engagement Agreement and Norms

A small group—consisting of Past President Carter, Vice Presidents Huang, Newsome, Perry, and Pomerenk—were tasked with revising the document for Board review and approval, with Past President Carter leading the effort. The Board discussed the document and suggested some

minor wording changes to improve clarity. AACRAO staff member Hsu will incorporate the Board's feedback, revise the document, and present it for approval at the May Board meeting.

Ethics Committee/Grievance Policy

External Board Member Laguerre-Brown and Associate Executive Director DeNeen provided the Board with an update on the development of AACRAO's Grievance Policy and Ethics Committee/Taskforce. This initiative aims to strengthen AACRAO's *Statement of Ethics & Practice* by establishing a formal grievance process and enhancing governance mechanisms to address ethics-related concerns.

The updated policy introduces a structured grievance procedure, the formation of an Ethics Committee to oversee enforcement, and stronger protections against retaliation. It also emphasizes due process, confidentiality, and accountability, aligning with best practices from ASAE and peer associations. Additionally, AACRAO will expand member education efforts focused on professional integrity.

To support this effort, a new Ethics Committee will be established. A call for volunteers will be issued to the membership in the coming weeks. AACRAO is seeking nine members—along with an AACRAO staff liaison—who have expertise in ethics, compliance, or legal matters. This committee will be responsible for handling grievance investigations, appeals, and ongoing policy revisions.

An annual ethics report will be presented to the Board, summarizing complaint trends and policy developments. Additionally, an upcoming article on AACRAO Connect will include the call for task force applicants.

Timeline for Next Steps and Implementation:

- ✎ Q3 FY2025 – Issue call for task force applicants in AACRAO Connect
- ✎ Q4 FY2025 – Finalize policy language and Ethics Committee structure
- ✎ Q1 FY2026 – Develop an online grievance submission system
- ✎ Q2 FY2026 – Official policy approval by the Board & launch of ethics training

MOTION 2025.03.04 – It was duly moved and seconded to establish a taskforce on professional ethics. APPROVED

National Day for Leaders in the Enrollment and Academic Records Network (LEARN)

Vice President Kaufman thanked Associate Executive Director Barnett Gallion for her efforts in developing a proposal for a day to celebrate leadership across the enrollment and academic records network. Executive Director Gottlieb noted that, due to current staffing limitations,

AACRAO is unable to fully implement the initiative at this time. However, the organization could begin with lower-cost options to start to gain momentum for this new day. While a full campaign will not be ready for 2025, small initial steps can be taken toward official recognition. Additionally, no budget has been allocated to this initiative.

MOTION 2025.03.05 – It was duly moved and seconded to accept the proposal for establishing a National Day for LEARN (Leaders in the Enrollment and Academic Records Network).
APPROVED

Sponsorships

Vice President Perry raised concerns regarding AACRAO's current sponsorship performance and inquired about the reasons for not meeting established sponsorship goals. It was noted that AACRAO is actively exploring new strategies to engage corporate partners, as traditional models—such as exhibit booths and meeting sponsorships—are no longer sufficient. Corporate partners now seek more meaningful interaction with AACRAO members.

Director of Corporate Sponsorships, Chris Kalavsky, is actively pursuing new relationships and engagement models. One recent initiative, the *Business Solutions Showcase*—a webinar series—has already generated significant revenue for the organization. AACRAO Staff Kalavsky will continue to think about new opportunities to strengthen corporate partnerships and enhance sponsorship outcomes.

New Business

Annual Meeting Overview and Prep

AACRAO staff member Hsu provided an overview of Board responsibilities for the Annual Meeting. Board members were reminded to visit the exhibit hall and thank the sponsors for their support. Vice President Perry emphasized the importance of participating in the *Experience AACRAO* event.

Staff member Hsu also noted that the proposed bylaws will be presented during the Business Session, with voting to take place electronically for both in-person and virtual attendees. Additionally, Board members were reminded of their scheduled individual photo appointments and the group photo session on Wednesday morning.

Leadership Meeting Report from the Program and Services Review Committee

Vice President Pomerenk presented the Program Services and Review Committee's report for the AACRAO Leadership Meeting. Following a review of the program, the Committee recommended that the Leadership Meetings continue as a vital space for bringing AACRAO leaders together in community. These gatherings strengthen AACRAO and its leadership through connections—to the strategic plan, shared work, and to one another.

To further enhance the Leadership Meeting experience, the Committee offered the following recommendations:

1. Leverage Staff Expertise

Involve AACRAO staff, particularly those in the new Impact and Engagement area, in planning and supporting the Leadership Meeting.

2. Improve Evaluation Methods

- a. Prior to the meeting, ask participants to identify their goals for the experience.
- b. After the meeting, assess how well those goals were met.
- c. Collect feedback promptly following the meeting.

The meeting was adjourned at 2:38 PM PDT.

Attachments

Agenda

[February 13-15, 2025 Meeting Minutes](#)

ED Report – March 2025

Connect Article – Grievance Policy Work

AACRAO Leadership Meeting Review 2018-2024

HRC Committee Report March 2025

VP Robertson Officer Report March 2025

External Board Member Laguerre-Brown Report – March 2025

FI&A Report – March 2025

VP Kaufman Report – March 2025

Proposal – National Day for Leaders in the Enrollment and Academic Records Network (LEARN)

Hala Report March 2025

N&E Handbook (last updated March 2022)

Program Services Review Committee Report – March 2025

VP Pomerenk Officer Report – March 2025

Governance Committee Report – March

Huang Officer Report March

VP Admissions and Enrollment Management Report – March 2024

President Report – March 2025

VP, Access and Equity March 2025 Officer Report

Updated N&E Handbook and Board Norms Doc

President-Elect Report March 2025

C. Newsome_V-P At Large March25 Officer Report

Strategic Planning Committee Report