American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
June 24-25, 2026
In-Person Meeting, Alexandria, Virginia

Board Members in Attendance: Hala Abou Arraj, Scott Campbell, Wendolyn Davis, Chris Dorsten, Chris Huang, Carrie Jeffers, Cassandra Moore, Connie Newsome, Tiffani Robertson, Beth Warner, Max Xiong

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

Board committees met on Wednesday, June 24 from 9:00 AM – 12:15 PM EDT.

Call to Order
President Newsome called the meeting to order at 1:03 PM EDT on June 24, 2026.

Approval of Consent Agenda and Minutes
MOTION 2026.06.01 – It was duly moved and seconded to approve the consent agenda, and the May 20, 2026 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 Report
Executive Director Gottlieb directed the Board's attention to Exchange for additional details on her June report.

- Although the Assembly registration is trending lower than Tech & Transfer numbers, the AACRAO staff have been working hard to revise internal margin projections as this is a completely new programming. The original goal was for 300 participants, but the new goal is now targeting 200 participants. Combined with the support from Strada and strategic pricing, there may be a better financial performance.
- In order to save on costs and for continuous operational improvement, AACRAO will transition our 403(b) financial advisory services from MV Financial to Pentegra on July 31, 2026. TIAA will remain the same, despite the advisory partner changing. Pentegra will manage both the retirement fund and all federal compliance.

- Executive Director Gottlieb attended the Association of Registrars of the Universities and Colleges of Canada (ARUCC) and Pan-Canadian Consortium on Admissions & Transfer (PCCAT) joint meeting in Montreal on June 14-17. She presented on AACRAO's learning mobility work and also GDN's recognition work. While there, Executive Director Gottlieb also met with the President and new Executive Director of ARUCC to discuss partnership renewal and potential collaborations for the year.
- 1EdTech has asked Executive Director Gottlieb to join the 1EdTech Global Foundation Board. The time commitment is 8-10 days per year and has no financial commitment. This engagement would allow AACRAO deeper access to the foundation and ecosystem partners who could help advance AACRAO's agenda. Executive Director Gottlieb's role with GDN will decrease beginning October, so this work could be supported in the current workload.

MOTION 2026.06.02 – It was duly moved and seconded to authorize Executive Director Gottlieb to serve on the 1EdTech Global Foundation Board if she chooses to do so. APPROVED

MOTION 2026.06.03 – It was duly moved and seconded to accept the Executive Director's report for June 2026 as presented. APPROVED

Old Business

Awards Committee

Immediate Past President Moore, serving in her role as Board Liaison to the Awards Committee, provided an update on the committee regarding its leadership selection process, committee responsibilities, member terms, and communication with the membership.

It was noted that the Awards Committee Chair serves a one-year term, the Vice Chair serves a one-year term before succeeding to Chair for an additional one-year term, and committee members serve three-year terms. Immediate Past President Moore also explained the Awards Committee application process, noting that the application includes questions about the candidate's volunteer service and professional experience.

Immediate Past President Moore, the Awards Committee Chair, Associate Executive Director Henebry, and AACRAO staff members Lojko and Hunter will work together to develop a formal process for selecting the committee Vice-Chair and future committee leadership.

New Business

Membership Trends

Associate Executive Director Henebry and AACRAO staff Lojko presented an update on AACRAO membership following the implementation of the new membership structure in 2024. The presentation included an overview of the rollout timeline for the two major components of the transition: the opening of institutional membership rosters and the implementation of the new dues model.

The Board was reminded that, following feedback from small college members during the 2024 virtual town hall, adjustments were made to the membership structure. A temporary accommodation was provided to small colleges during 2024-2025, followed by the creation of a permanent membership category for 2025-2026. In addition, hospital-related expenses were removed from the institutional dues calculation to better reflect the financial profiles of smaller medical schools.

Since the opening of institutional rosters, AACRAO has added more than 10,000 new members, increasing total membership to more than 22,000. AACRAO staff Lojko reported that 85% of institutions have added additional members at no additional cost. The Board also reviewed member growth by institution type, changes in membership demographics, member areas of responsibility, and one-year institutional retention rates.

AACRAO staff Lojko concluded the presentation with an update on 2025-2026 membership dues collections, reporting that 98% of membership dues had been collected, totaling $3,247,267.

<u>Business Meeting</u>

Associate Executive Director DeNeen led the Board in a discussion regarding potential changes to the format and structure of future Business Meetings. She noted that the current Business Meeting serves multiple purposes, including conducting association business, presenting the Nominations & Elections report, recognizing volunteer leaders and outgoing Board members, celebrating leadership transitions, and promoting the upcoming Annual Meeting. As a result, meetings frequently exceed the allotted time, electronic voting can be affected by technology and connectivity issues, and governance actions often compete with reports, recognition, and ceremonial activities.

The Board discussed the goals of a revised Business Meeting structure, including preserving member voice and transparency, meeting governance and bylaw requirements, improving the member experience, ensuring a reliable voting process, and placing reports, recognition, and celebratory activities in more appropriate venues.

Associate Executive Director DeNeen presented several concepts for consideration, including holding the Business Meeting virtually prior to the Annual Meeting to conduct association business and electronic voting. Under this model, the Nominations & Elections report, introduction of the incoming Board, and the incoming President's address could also take place during the virtual meeting.

Additional proposals included moving the President's address, Executive Director's remarks, strategic updates, recognition of outgoing Board members, and volunteer recognition to the

Annual Meeting's zero hour session, while relocating the introduction of Volunteer Co-Chairs, the host city video, and the invitation to the next Annual Meeting to the Closing Plenary.

Following discussion, the Board expressed general support for exploring a virtual Business Meeting format. The Board requested that staff consult with the Parliamentarian regarding the proposed changes and return with formal recommendations for future consideration.

Strategic Plan Update
Vice President Jeffers reported that the Strategic Planning Committee's next meeting is scheduled for July 24. The committee will review the new Strategic Plan dashboard and the new Executive Director report template. Additional updates will be provided following the committee meeting.

State and Regional Support
Executive Director Gottlieb provided an overview of AACRAO's current support for state and regional (S&R) associations, noting that there are 41 S&R associations. AACRAO provides support in various ways for S&R associations. Current support includes Annual Partnership Agreements, annual check-in calls with S&R leaders, the MemberClicks Tier 1 subsidy, participation in S&R visits, assistance with the AACRAO Annual Meeting S&R pre-conference workshop, support for Leadership Meeting attendance (including per diem for S&R leaders and AV support for the S&R breakout session), and support for S&R webinars.

Executive Director Gottlieb presented the financial impact and staff time associated with these support activities. While some initiatives have a greater financial impact, others require significant staff time. For example, the MemberClicks subsidy and S&R visits represent higher financial investments, whereas webinar support and annual partnership check-ins require a greater commitment of staff resources. Executive Director Gottlieb emphasized that both financial and staff resource commitments should be considered as the Board evaluates S&R support during the FY 2027 budget planning process.

Executive Director Gottlieb further noted that the current funding model for the MemberClicks Tier 1 subsidy is not financially sustainable and that the Board will need to determine an appropriate long-term funding approach. In addition, the current MemberClicks contract concludes following the 2027–2028 cycle, requiring the Board to consider whether to renew the agreement or pursue an alternative vendor. The Board also discussed opportunities to refine AACRAO's approach to S&R visits, including strategically assigning Board representatives based on geographic location or requests, increasing the use of virtual or pre-recorded updates, and limiting in-person participation to regional meetings and select state conferences. These items will be considered as part of future planning discussions.

The Board resumed information and discussion session on Thursday, June 25, 2026 at 9:01 AM EDT.

Board Members in Attendance: Hala Abou Arraj, Scott Campbell, Wendolyn Davis, Chris Dorsten, Lenell Hahn, Chris Huang, Carrie Jeffers, Cassandra Moore, Connie Newsome, Tiffani Robertson, Beth Warner, Max Xiong

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

New Business

Approval of Policies by the BOD from the Governance Committee

Vice President Abou Arraj presented five policies for the Board's review and consideration.

Policy 1 – Stipend and Honorarium Policy: The proposed policy is a revision that consolidates the previous Stipend Policy and Contracts Policy into a single document. The revised policy provides greater clarity regarding eligibility for stipends and honorariums, the types of work that qualify, and the required approval process.

Policy 2 – Membership Policy: The proposed policy includes significant new content outlining AACRAO's membership categories, voting and non-voting membership types, the current membership structure, and dues policies.

Policy 3 – Gifts, Sponsorships, and Gratuities Policy: This policy was substantially revised by legal counsel, Attorney Wolk, to provide updated guidance on the acceptance of gifts, sponsorships, and gratuities, including when acceptance is permissible and the types of gifts that may be accepted.

Policy 4 – Travel Policy: The revised policy modernizes existing language and incorporates the Alcohol Policy into a single comprehensive Travel Policy. Additional updates include guidance on involuntary travel delays, revised mileage reimbursement references, updated reimbursement processing procedures, and revised appendices identifying reimbursable and non-reimbursable expenses.

Policy 5 – Executive Director Contract Renewal. Clarifying content has been added on who oversees the contract of the Executive Director and what the timeline is for determining renewing the Executive Director’s contract. This policy was discussed, but needs further review by the Governance Committee. The Governance Committee is awaiting the Executive Director performance review from the Human Resources and Compensation Committee.

MOTION 2026.06.04 – It was duly moved and seconded to accept the revised Stipend and Honorarium Policy as presented. APPROVED

MOTION 2026.06.05 – It was duly moved and seconded to accept the revised Membership Policy with an amendment to read as institutional membership. APPROVED

MOTION 2026.06.06 – It was duly moved and seconded to accept the Gifts, Sponsorships, and Gratuities Policy as presented. APPROVED

MOTION 2026.06.07 – It was duly moved and seconded to accept the revised Travel Policy as presented with the intent for AACRAO staff to make formatting changes before it gets published on the Governance Policies and Procedures webpage. APPROVED

Annual Meeting 2027 and Beyond – Changing Travel Days

President Newsome led a discussion regarding potential changes to the Board's travel schedule for the 2027 Annual Meeting. Traditionally, Board members travel on the Thursday preceding the Annual Meeting; however, it was noted that the available meeting time has not been fully utilized, as Board business has typically concluded early on Saturday.

The Board discussed the potential cost savings associated with adjusting the travel schedule and considered shifting Board travel to Friday or Saturday. Following discussion, the Board expressed a preference for beginning the meeting on Saturday rather than Friday.

PSR Reviews – AACRAO Connect, AACRAO Collective

Vice President Warner discussed the findings from the two most PSR review areas, which are AACRAO Connect and the AACRAO Collective.

PSR Committee Charge Revisions

Vice President Warner led the Board through the changes that were made to the PSR Committee Charge. The committee charge revision includes a more thorough explanation that the PSR Committee is now responsible for a thorough review of the findings from the internal operational review of programs and services.

MOTION 2026.06.08 – It was duly moved and seconded to accept the revised Program Services Review Committee Charge as presented. APPROVED

2026 Parliamentarian Report

The Board discussed several recommendations included in the Parliamentarian's report. Among the recommendations were implementing a blended voting process for the Business Meeting, in which in-person voting members would vote using manual voting cards while virtual attendees would vote through the online voting platform, and adding the Parliamentarian as a standing member of the Governance Committee.

The Board expressed support for the blended voting approach for the Business Meeting, but did not support adding the Parliamentarian as a standing member of the Governance Committee. The consensus was that the Parliamentarian should continue to be consulted as needed rather than serving as a permanent committee member.

The Board also agreed to engage the Parliamentarian in future discussions regarding the potential transition to a fully virtual Business Meeting, including conducting all membership voting in advance of the Annual Meeting, consistent with earlier discussions held during the meeting.

FY 2027 Budget Discussions Continued

The Board continued its discussion of the FY 2027 budget. President Newsome conducted a quick check to determine whether the Board was comfortable presenting a deficit budget or preferred that the Executive Director revise the draft budget to achieve a balanced operating budget. The majority of the Board indicated they were comfortable moving forward with a deficit budget for FY 2027. However, members agreed that the cost-saving measures discussed during the Finance, Investments & Audit (FI&A) Committee meeting should be viewed as temporary solutions while AACRAO identifies longer-term strategies to achieve a sustainable balanced budget in future years.

The Board also reviewed four proposals presented by Executive Director Gottlieb:

1) Reserve Allocation: Approve funding the Leadership Meeting ($163,000) and State and Regional support ($120,500) through Board-designated reserve funds rather than the FY 2027 operating budget.
2) ASCEND Program: Endorse pausing the FY 2027 ASCEND program, which currently serves up to 40 participants at an estimated cost of approximately $223,977. The pause would allow completion of the Program & Services Review (PSR), while providing staff the opportunity to identify cost reductions and operational efficiencies without compromising the member experience.
3) Journals and Publications Overhaul: Approve $150,000 in strategic spending from Board-designated reserves to develop a subscription model featuring AI-enabled search across AACRAO's research, guidance, and publications.
4) AI Resource Development: Approve $100,000 in strategic spending from Board-designated reserves to support staff and member teams in developing timely AI-related resources and educational offerings for members.

MOTION 2026.06.09 – It was duly moved and seconded to approve the request to fund the Leadership Meeting and State and Regional Support, a total of $283,500 from the board-designated reserve funds. APPROVED

MOTION 2026.06.10 – It was duly moved and seconded to pause endorsement of the ASCEND program for FY2027. APPROVED

MOTION 2026.06.11 – It was duly moved and seconded to approve the request for $150,000 in strategic spending reserves to build a subscription model for AI-enabled search across AACRAO research, guidance, and publications. APPROVED

MOTION 2026.06.12 – It was duly moved and seconded to approve the request for $110,000 in strategic spending reserves to support staff and member teams to develop time-sensitive new resources and education for members. APPROVED

The meeting was adjourned at 2:35 PM EDT.

Attachments
Agenda
May 20, 2026 Meeting Minutes
FY 2027 Draft Budget
FY 2027 Budget Presentation
S&R Support_June 2026
AACRAO Business Meeting Proposal
Membership Trends Update_June 2026
President Newsome Report June 2026
2026 Parliamentarian Report
VP for Information Technology Board Report – June 2026
Immediate Past President (IPP)_June 2026
HRC Committee Report June 2026
VP at Large Report – Davis
VP for Records & Academic Services Board Report_June 2026
PSR Committee Charge_Description w_Revisions
PSRC Findings_AACRAO Connect Review
PSRC Findings_AACRAO Collective Review
June 2026 Program Services Review Committee Report
President Elect June 2026 Report
VP for Admissions and Enrollment Management – June 2026 Board Report
Strategic Planning Committee Report – June 2026
AACRAO April 2026 Financials (Corrected)
Finance, Investments & Audit Committee Report – June 2026 Report

VP for Finance – June 2026 Board Report
VP for Access & Equity BOD Report June 2026
VP for Leadership Report June 2026