Board of Directors Meeting #1

April 19, 1997

A meeting of the Board of Directors (BOD) of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) was held Saturday, April 19, 1997 in the Park City Room of the Marriott Hotel in Salt Lake City, Utah. President Kathy Plante called the BOD meeting to order at 8:45 a.m. Rocky Mountain Time (RMT).

Board of Directors members present included:
Kathy Plante, President
Fred Fresh, President-Elect
Stanley E. Henderson, Past President -
Diana Guerrero, Vice President, Group I
Enrollment Management, Admissions and Financial Aid
Bill Paver, Vice President, Group II, International Admissions
Faith Weese, Vice President, Group III
Registration and Records Management
Bill Haid, Vice President, Group IV
Professional Development, Research and Publications
Louise Lonabocker, Vice President, Group V
Regional Associations and Institutional Issues
Melanie Moore Bell, Secretary-Treasurer

BOD Nominees present included:
Paul Anderson, President-Elect
Johnny Johnson, VP-Group II
Heather Smith, VP-Group IV

AACRAO National Office Staff present included:
Wayne Becraft, Executive Director -.
Roger Swanson, Associate Executive Director
Henny Wakefield, Assistant Executive Director

President Plante called for additions to the prepared agenda and Haid, Fresh, and Becraft added items.

Review of December 1996 BOD/March 1997 Conference Call Minutes
Agenda Item 2

Bell presented the minutes of the December 1996 BOD meeting and the March 31, 1997 Conference Call were reviewed.

M/S/Passed Henderson/Guerrero 9/0/0 To approve the December 1996 BOD minutes and the March 31, 1997 Conference Call.

Review Financial Statement
Agenda Item 3

Becraft referred to the dues segment on the Financial Statement and reported that he expects more revenue to come in. Annual meeting revenue will meet target. Publications income is above where we should be at this time. Total revenue is just less than $200,000 for the year. We will have no problem for the year. Net income is $376,000 and is well ahead of our projections. A cash flow crunch is still in existence; funds have been borrowed to fund up-front costs offset by revenue. Overall we are in great shape and ahead of projections at this time. We may have to dip into reserves for the cash flow crunch. The National Office is trying to get invoices out earlier this year to help this problem so that it gives us the cash now.

M/S/Passed Lonabocker/Weese 9/0/0 To accept the financial statement as presented.

Discussion of Proposed Budget and Constitution and Bylaw Changes (Strategic Plan A.1.a) Agenda Item 4

President Plante commended Weese on the Internet BOD list. President Plante commented on the use of the Internet and the amount of discussion on these topics. Becraft said that there are over 1200 names on Regist-L. We have an ambitious agenda for the business meeting. Plante, Fresh, Becraft, and Bell rehearsed their remarks yesterday. Sprotte suggested that someone at the head table is needed to identify the order of raised hands so that people can be called on to speak in order. It was suggested to have speakers go to the microphone in the audience. Haid suggested setting guidelines acknowledging that we have x number of proposals and that individual remarks be held to three or four minutes; President Plante has to be in control of the meeting. President Plante can ask, "Are you ready for the question?" If too many hands go up, then it may be smart to table that item. Haid suggested to allow five or ten minutes depending on the issue. Plante will encourage attendees to attend the Budget Roundtable for discussion on these matters in her earlier remarks prior to the day of the Business Meeting. Fresh observed that the amendments fall into two major segments:

1. budget; and
2. Constitution and Bylaws.

He further suggested that we focus on the budget first as dues income is revenue neutral anyway and schedule ten minutes for this discussion and then go to items which can be passed easily:

1. change name to CHEA;
2. removal of placement service;
3. change wording on higher education [5 minutes]; and
4. voting [10 minutes because Regist-L commentators were positive on this item].

The next group were more potentially problematic:

1. conduct of business beyond the Annual Meeting;
2. non-member categories;
3. change to FTE versus potentially problematic: 1) conduct of business beyond the Annual headcount;
4. source of data [dependent on outcome of #3];
5. change to HEPI index;
6. name change; and
7. Mission change.

All motions need to be introduced. Voting needs discussion and people on Regist-L made it clear that more than just attendees at the Annual Meeting need to vote. It was suggested that some members be approached ahead of time to call for the question. At this point, Henderson "quacked and quacked with his quacker."

A negotiable item is "conduct of business at annual meeting" in the Bylaws, Section 2. If the voting method is not passed, then this one should be withdrawn. The "nonmember categories" may go down. If the FTE does not work, then we would withdraw source of data; these two are connected. The last set includes index, name, and mission. Henderson said that it is both appropriate and conciliatory to move to table and that this is not adversarial. Guerrero will be the official timekeeper. Vice President's will need to choose the rows for counting of hands. The current Nominations and Elections members will count the votes. Moderate discussion will be permitted on name and mission. If we move to table the name change, then the mission may not need to be voted on. The BOD is to meet immediately after the Budget Roundtable in Plante's suite to review the discussion and prepare more strategy for the Business Meeting. Sprotte's ruling is that modifications of motion do not require 4/5 vote. A new item requires 4/5 vote. Smith suggested that the member be required to write out the modification. Henderson wanted to be sure to keep the options open through the Roundtable. We could craft a compromise on the mission statement. Haid is worried about this without having broader discussion. Paver said the key is if we can move the voting to mail; BOD will then have a better opportunity of approvals. He agrees with Haid. The lynch pin is to get the vote by mail. BOD listens to comments and then in the spring go out and vote. Henderson indicated that this BOD has effected more change than any other BOD. Henderson suggested a coalition might be made using Wade Robinson's proposal (to be in written form) following the Roundtable discussion. Wade Robinson was turned around in his stance. Real complaints are about dropping higher ed wording, and the other part is working out some way to keep registrar and admission officers in the mission statement. It was observed that Robinson will not be an obstructionist. Haid expressed concern about BOD members being absent to attend the Caucus meetings; BOD members were encouraged to answer questions and return as quick as they can to the Budget Roundtable. Henderson believes that the name change must be voted on by mail. Fresh suggested discussion via mail, obtain a number of options for study and discussion, and later bring to mail vote. Paver believes that a bad compromise must be avoided, but the key is to move voting to mail to allow new BOD to provide leadership on issues and craft the issues and the strategies over the next year. The BOD must speak plainly, honestly, and clearly. Henderson indicated that the keys are having higher education back in and keeping the terms admissions officers and registrars in the title and name/mission statement.

Review Script for Annual Meeting (Strategic Plan A.1.d)
Agenda Item 5

Swanson reviewed the script for the Annual Meeting and emphasized some of the items to ensure the BOD understood where they were to be present at all times and the location as well. The BOD recorded changes to be added to his/her individual script as Swanson coached. Swanson was commended for the excellent work on the script.

The BOD took a break at 10:20 a.m. and continued the meeting agenda at 10:40 a.m.

NACES Letter
(Strategic Plan C.VIII.b)
Agenda Item #6

President Plante reviewed their concerns which center on their concerns about OIES and AACRAO performing credential evaluations, which we only perform for members. Paver provided background on this and noted the importance of this service and Dale Gough's contributions, which include publications, PIER, evaluations, and responding to member questions. President Plante emphasized that we have kept to our agreement. Paver said that there was an ongoing series of letters and no matter how definitively we write, they still keep coming back. Johnson says that they are the backbone of some of our sessions on international issues. They have a lot of expertise. Paver tried to get some NACES representatives on committees; they are not going to walk away from AACRAO. President Plante asked for closure on this issue. Paver said to just thank them for their letter. Johnson will draft a letter of response for President Plante to forward.

(Agenda Item #7, Review and Approve Proposal for Implementation Certification for Enrollment Professionals, was deferred to the afternoon.)

Select Year 2002 Annual Meeting Site
(Strategic Plan A.I.d)
Agenda Item #8

Henderson reported on the site visits to Kansas City and Minneapolis and on the results and analyses. Both are in convention centers and hotels are attractive and adjacent to the convention center. Kansas City is excellent and facilities surround a central square with underground walkway (like Indy), but local transportation is problematic. He noted contrasts of airfares and room rates. Minneapolis is connected to shopping and activities via skyways; it has a lovely new convention center and impressive hotels; gambling is available; and there is civic vitality. The bottom line is that Kansas City is cheaper and Minneapolis is more attractive to members.

M/S/Passed Henderson/Bell 9/0/0 To select Minneapolis as the site of the 2002 Annual Meeting.

Review Proposal to Provide for Funding
Single Rooms for Committee Members
(Strategic Plan X.c)
Agenda #9

Henderson brought a request from a task force member to modify the existing BOD policy which is not to fund single rooms for committee members except when gender pairings do not work out. NACAC funds private rooms. The requesting member strongly suggested single rooms. Becraft noted this was done up to the Dallas meeting. Henderson supported reasons for the request but noted that there will be important financial impacts. No action was taken by the BOD; the current policy stands as is.

Travel Guidelines and State and
Regional Association Information
(Strategic Plan A.I.e; B.II.a,b)
Agenda Item #10

Lonabocker included in the Agenda packet information about the state and regional meetings and she has scheduled individuals for all the state and regionals who asked for an AACRAO rep. There are only two that she has not heard from. State and Regionals were asking for persons based on topics and Daren Bakst was even sought even though he was not on the list; he is scheduled for two meetings. Included in the packet are the forms that are to be distributed at the state and regional meetings. BOD is to duplicate these forms for their own distribution.

Idaho ACRAO, Puerto Rico, and Arab ACRAO
Requests to be Included in State and Regional Roster
(Strategic Plan A.I.e)
Agenda Item #II

Lonabocker conveyed the requests from Idaho, Puerto Rico, and Arab ACRAO. Henderson moved and Lonabocker seconded the motion to accept them as regional ACRAOs or affiliates. Henderson then divided the motion into 1) to approve Idaho and Puerto Rico, and 2) to approve the concept of affiliation with Arab ACRAO and designate the National Office to develop appropriate policy including financial implications for international affiliations to be reviewed at the July BOD meeting in Chicago and to send BOD representative to their next meetings.

M/S/Passed Henderson/Lonabocker 9/0/0 To approve Idaho and Puerto Rico for the State and Regional Roster and to send a BOD representative to each of their next meetings.

M/S/Passed Henderson/Lonabocker 9/0/0 To approve the concept of affiliation with Arab ACRAO and designate the National Office to develop appropriate policy including financial publications for international affiliations to be reviewed at the July BOD meeting in Chicago.

Text for Nominations and Elections
Committee Letter Regarding Board Positions
(Strategic Plan A.I.f)
Agenda Item #12

Lonabocker requested approval of text for the Nominations and Elections letter to nominees to help them understand the level of commitment to serve as a Board member. Fresh added that Internet connectivity/E-mail capability be strongly encouraged.

M/S/Passed Henderson/Lonabocker 8/0/0 To endorse this handout and to include a statement to strongly suggest to have e-mail capability and to encourage N&E to use this to recruit candidates for nomination.

Committee on Credential Fraud and Abuse Proposal
(Strategic Plan A.1.b)
Agenda Item #13

Lonabocker requested approval of Committee on Credential Fraud and Abuse proposal. Various media were discussed for survey distribution; committee would do the analysis. Haid said it is a good committee request and the BOD needs a proposal. Becraft reported that surveys in the Data Dispenser do not yield much. Plante concurred with Haid that a proposal needs to be prepared. Haid noted that any projected costs would need to be known and approved ahead of time by the BOD. Wakefield suggested that the committee needs to identify the impact on the committee long range plan. Henderson reminded the BOD that times are different; the reality is that there is a mandate to enroll students on many campuses and not adhere to some standards. The BOD consensus was to encourage the committee to move forward and to prepare a proposal with a budget.

A lunch break was taken at 12:02 p.m. and the BOD reconvened at 12:40 p.m.

Contingency Fund Requests for College and University
Related Expenditures
(Strategic Plan A.I.i)
Agenda #14

Haid presented a $1200 funding request from the 1996/97 Contingency Fund for expenses incurred by Steve Gawkoski, the newly appointed Editor of College & University. President Plante indicated that funds would have to come from reserves because there are no contingency funds. Lonabocker suggested that funds be taken from Group IV funds.

M/S/Passed Haid/Guerrero 7/0/1 To approve Steve Gawkoski's request for $1200 and spend the funds out of the Group IV budget.

Scholarship Committee Report
Agenda #14A

Haid reported that over $10,000 have been collected to date with additional monies promised. Haid does not know how the member contributions are doing. Haid reissued the challenge to the BOD to contribute to the scholarship. Having an endowment permits giving directly to the endowment or on an annual basis. The committee has outlined a method to establish an endowment. Haid said that the strategies are good but we are not ready for the BOD to move on this yet. The other recommendation is to get a local scholarship person identified two years out instead of one year. Haid recommends these proposals for further study by the BOD and perhaps charge Heather Smith to investigate them and bring them back to the BOD for further action. Bell reviewed the July 1996 minutes regarding the endowment issue.

M/S/Passed Haid/Guerrero 7/0/1 To move that the BOD support the endowment.

Caucus & Roundtable Assignments
(Strategic Plan A.I.c)
Agenda Item #15

Haid shared the schedule for the caucuses. Smith agreed to represent the BOD at the Women's Caucus. Other assignments were made to attend the caucus meetings.

Hope Scholarships--AACRAO's Position
(Strategic Plan-B.II.a; B.III.a,b)
Agenda #19

Guerrero conveyed that a reporter contacted her about the Hope Scholarship. A handout was located in this section of the Agenda. Becraft said that the position of the BOD has to do with the impact on offices. This is being interpreted as we are opposed to the Hope Scholarship. Becraft is asking for positive words to make a statement on the Hope Scholarship issue. Haid indicated that the case that had been made already was a good one but that this was not interpreted as such with them. Guerrero suggested some wording to Becraft. Becraft incorporated this wording and read them to the BOD.

M/S/Passed Guerrero/Weese 8/0/0 To endorse the recommendation with modifications as follows- AACRAO should follow the lead of other "non-presidential" higher education associations by remaining relatively quiet on the issue. We should only take a position when we feel our concerns (particularly the administrative burden) are not being addressed. If the time comes to take a position, we should state: "AACRAO supports the idea of education tax credits. There are concerns about how those tax credits would be administered by institutions. If the Administration, Congress, and the higher education community work together, education tax credits can prove to be an efficient and effective means of promoting access to a postsecondary education."

Spouse Fee

The issue of spouse fee for the LAC was introduced. Fresh suggested two pieces- one for the LAC and another one for BOD.

M/S/Passed Paver/Fresh 6/1/1 To suspend the spouse fee for chairs of Local Arrangements Committee.

M/S/Passed Paver/Guerrero 6/0/2 That the fee for BOD member spouses be waived effective immediately.

President Plante will inform the LAC.

Credential Evaluation Services List Discontinued
(Strategic Plan A.I.j; C.VIII.b)
Agenda #16

Paver offered the history of AACRAO providing lists of credential evaluators including NACES designation because we are being criticized as to identifying the NACES people and old lists are being circulated to "legitimize" some companies. Gough is recommending that we cease distributing lists of credential evaluators altogether and that AACRAO should get out of the game. Johnson spoke also about the history of the list. Paver suggested that we could publish in the Directory just a list of credential agencies. President Plante suggested that it be an affiliate list. She indicated that we need to maintain a list. Wakefield suggested to place it on Document-on-Demand.- Plante asked Johnson to prepare something for the July 1997 meeting.

Committee Sunset Law for Committees
That No Longer Are Needed
(Strategic Plan A.I.a)
Agenda Items #17 and #26

Paver presented the sunset recommendations for committees which were generating programs but not important projects based on lacking sufficient energy and issues. The objective is to review committees for their continuing validity. Committees often repeat the same sessions year after year. The Program Committee needs to spur new and more relevant topics for Annual Meeting programs. One of the benefits of the Program Committee is to bring together old and new ideas. Becraft and Paver said that it is a new discussion. This affects the BOD structure. Johnson observed that this list is like mini AACRAOs. Becraft indicated that there is a lot of overlap. Becraft observed that this is for consumption; it is not written in stone. Guerrero pointed out that there is an absence in the service category, or is this included in all committees (service, that is). Henderson asked about the format for the previous consideration of committee and BOD structures. President Plante said that we have added more committees since then. Henderson observed that the list is the net gain of one vice president. President Plante said that this is to get the dialogue and thinking going on this situation. Paver suggested an idea of sunset law. Henderson said that this has implications for the BOD and the continuing of the transformation process. Fresh said that it is important to job this out to a subcommittee. Henderson conveyed that there has been an absence of Dolence and transformation in the discussions today. We need to think strategically. Nothing in listservs have said that we should stop transformation. Henderson said that one of the advantages of having someone like Dolence is the facilitation with the BOD. The BOD decided what we wanted to do; Dolence was the facilitator. Fresh said that Becraft and he have been talking about how Dolence can facilitate by giving an assessment of where he sees us and then we work plotting into the future. Henderson said that by bringing Dolence back in July, it says, "Look we are not going to be scared off of doing what needs to be done." We got scared away in Dallas and this paralyzed the BOD for several years. By bringing Dolence back one more time is saying that we are not being buffaloed; we do not have to run away from the process. Becraft says that we need a facilitator; it does not happen on its on. Henderson reminded us that Dolence understood the Association. Paver indicated that the reality is that we will become a more dynamic association and we need to know where we are going 5 years out; it is that simple. Paver also reminded us that we are at the point of where we need to flip our thinking and look at the next 5 years. President Plante said those are good points and that we need to self-evaluate.

M/S/Passed Fresh/Guerrero 8/1/0 To establish a committee of vice presidents to look at the committee structure and report back in July 1997 to the BOD

Guerrero was appointed chair of the VP committee because of her seniority on the BOD. Henderson says that this is not the way to go. We are not going the strategic path. It will lose the focus if we do not continue an involvement with an external source who understands fully what has gone on last year and who can pick up the thread and move from here. Fresh's view is that it is time to let the VP's spread their wings in bringing something back. Henderson asked who is going to be on the VP group that was part of the transformation subcommittee; there is a loss of history here. Fresh emphasized that this is a perfect opportunity to test. Henderson said that he would feel better if the VP group would take last year's transformation discussion, white papers, etc. Paver says that there was a natural group on the BOD that supported transformation. We have run into some disagreement. The next BOD may not follow the process. If the BOD that follows us does not pick it up, then it could let go.

Creation of USNEI and the Convention on the Recognition of Qualifications Concerning Higher Education in the European Region (Strategic Plan C.VIII.b) Agenda #18

Paver made the point on the concept of John Dupree of College Board that there were seven or eight voices speaking on American higher education issues. The group would act as a clearinghouse where requests would come in, be funneled to the appropriate people, and a coordinated response would be the result. UNESCO convention requires that everyone respond.

This is an effort on how there could be a coordinated effort when responding. The request would come into the international library and a response be coordinated to go out. This is about AACRAO partnering. A network of people would respond, The College Board, ACE, NAFSA, TOEFL, ETS, NACES, etc. would likely join.

M/S/Paused Paver/Henderson 9/0/0 For Becraft to write a reply to the National Library that AACRAO is interested in becoming a cooperative partner with the US Network of Education Information (USNEI).

Becraft noted that they would require two copies of all AACRAO publications.
A break was taken at 2:45 p.m. and the meeting resumed at 3 p.m.

Implementation of Certification for Enrollment Professionals (Strategic Plan A.I.c,d,e,f, g, h,i: B.II. a,b; IV.a,b;VI.a,b) Agenda #7

Henderson's presentation on Credentialing Task Force was put together via power point software; the task force was to come to the April meeting with a plan.

M/S/Passed Henderson/Haid 9/0/0 To accept the recommendations of the Credentialing Task Force and that the BOD support the proposal and that the BOD and National Office prepare this for presentation to state and regionals meetings.

Henderson stated that this is a very expensive project. As the budget is prepared for 98-99, the BOD should remember that the task force would cease and then a steering committee would oversee the Credentialing. The task force requested that some mention be made at this April meeting. There should be a roundtable in Chicago.

Role and Procedures of the AACRAO
Government Relations Department and 1997 Agenda
(Strategic Plan A.I.b;B.II.a)
Agenda Item #20

Becraft requested the BOD review the handout in Agenda materials, tab 20, and get back to him; he wants feedback. Becraft commended Darren Bakst for his work. Haid also commended Bakst for his work.

Proposal for Creation of an Advisory Group
for Strategic Planning
(Strategic Plan A.I.a,b,c,d,e,f,g,h,i,j;C.x.a,b)

Becraft indicated that Wakefield proposed this concept. President Plante does not want to step on toes of Task Force 2000. Becraft said it would not. Maybe this advisory group would come along after the task force 2000 makes its report. The advisory group on strategic planning would then be positioned to begin their work. Henderson approves a body of individuals to follow up with the Task Force 2000. President Plante indicated that there would be budget implications.

M/S/Failed Henderson/Guerrero 3/6/0 That the proposal be implemented as an advisory group on strategic planning and report to Wakefield.

Summits and Selection of Ideas for Future Summits
(Strategic Plan A.I.d,f,g,j;B.II.a,b;B.VI.a;C.X.a,b)
Agenda Item #22

Becraft indicated that planning needed to start now on summits for next year. Bell suggested a summit on Credentials Fraud/Misrepresentation in the Marketplace for both domestic and international and that this would stimulate a national focus on this rampaging situation. Paver suggested a national standard for placement of foreign students. Another suggestion included accreditation and assessment for performance-based experience.

Who Attends the July Leadership Conference
(Strategic Plan A.I.d,f;C.X.c)
Agenda Item #23

Becraft asked who attends the July Leadership Conference? All committee chairs, task force chairs? For this year, Fresh indicated that the same as last year (committee chairs) and task force chairs. Fresh will prepare a proposal for the April 25, 1997 BOD meeting.

InterAssociation Representative to the
National Association of College Deans,
Registrars, and Admissions officers (NACDRAO)
(Strategic Plan A.I.c,e,g; B.II.a,b)
Agenda Item #24

Becraft reminded the BOD that Chuck McKinney was the representative. This is an organization of these individuals from historically black colleges. Typically the representative is a BOD member.

M/S/Passed Paver/Lonabocker 9/0/0 To appoint Fred Fresh as the AACRAO BOD representative to the National Association of College Deans, Registrars, and Admissions Officers.

Support for the President's American Reads Challenge
(Strategic Plan B.II.a.b; E.III.a,b)
Agenda Item #25

M/S/Passed Henderson/Lonabocker 8/0/0 That AACRAO endorse the President's American Reads Challenge and support its goals.

National Office Lease

Becraft reviewed lease options and current plans for the NACUBO space on the fifth floor of the NCHE Building at One Dupont Circle when NACUBO moves out. This is excellent space and there is a lower rate based on a ten-year lease ACE would arrange for less-than-prime rate build-out (repayment over life of the lease) or $3/sq ft additional cost. This would accommodate staff, allow for growth, allow percentage of equity/ownership interest, and go for 7200 sq. ft to 8-9,000 sq. ft. Four or five groups are planning to move out of the building, such as NACUBO and the Association of Land Grant College. Becraft asked the building decision makers for more space so that the National Office staff can all be together. We now have that chance. Becraft wants to consider that move to expand to 8000 sq. feet on the fifth floor of the building. With a 10-year lease, a there is a 22% equity interest in the building and would have ownership interest. If the building was sold, then we would get some of the funds. Becraft indicated that they would vacate Suite 330, 360, 370 and move to fifth floor, adding an additional 1000 square feet.

M/S/Passed Henderson/Haid 9/0/0 To authorize Becraft to carry through on obtaining additional space in the NCHE building at One Dupont Circle

Henderson moved to adjourn and Haid seconded the motion. President Plante adjourned the meeting at 4:40 p.m.

Cordially Submitted By,

Melanie Moore Bell
Secretary/Treasurer