Board of Directors Meeting #10

March 26, 2005

Board Members in Attendance: Tom Bilger, Paul Aucoin, Luz Barreras, Betty Huff, Bob Morley, Angé Peterson, Joe Roof, Eric Staab, Paul Taylor, Paul Wiley

Board Nominees in Attendance: Jerry Bracken, Dan Garcia, Wanda Simpson

Staff Members in Attendance: Janie Barnett, Paula McArdle, Barmak Nassirian, Jerry Sullivan

1. **Call to order/Adoption of agenda**
   President Bilger called the meeting to order at 8:10 A.M. EST.

   The agenda was reviewed and adopted.

   Approval of Minutes

   MOTION

   Huff moved to approve the minutes from the February 11-14, 2005 Board meeting in Washington, D.C. as amended. **ADOPTED (10/0)**

2. **Officer Reports (Written Reports Appended)**
   Bilger reported that the officers' reports were collected and are in the Board book. If there are any questions on reports they will be discussed under new business.

   Paul Aucoin, Vice-President for Association and Institutional Issues, said the calendar for Outreach efforts could be found at the end of his report.

3. **President Report**
   President Bilger reported that the year had been successful, that nearly all revenue measures and membership numbers increased and that reports from state and regional visits concerning AACRAO have been consistently positive. He indicated that the New York Annual Meeting is likely to break records for general attendance and workshop enrollment.

4. **Executive Director Report**
   Sullivan reported that we have contracted with the Web-Ex Corporation to provide what we are calling "webinars." This technology provides for the delivery of educational/informational content through interactive teleconferences with audio/video capability. We will broadcast four sessions from the Annual Meeting. Features of this technology are a permanent recording of the session and a complete e-commerce solution to registration. As of last week, we had 96 registrants signed up for these webinars. This level of participation, which is a real value for participating schools, will also cover the long distance and licensing expenses for several months. The most popular sessions deal with FERPA and the IPEDS Unit Record issues. The IPEDS session will have some of the top spokespersons in the country on this topic.

   Sullivan reported that technical and accounting improvements have been made that allow for on-line credit card processing and reconciliation in the bookstore operation.

An Annual Meeting presentations page on the AACRAO website has been created and we have asked presenters to send us their PowerPoints and other handouts for posting on this page to allow members to review them prior to attending the meeting. Aucoin mentioned that in the future this service should be restricted to people who had already registered for the conference. A Board nominee mentioned his concern about intellectual property rights and copyright issues in posting presentations on the web. Sullivan acknowledged that it is a concern and we will need to work this out in the future.

Aucoin stated that he thought the technical assistance provided to the Rocky Mountain regional association website was most beneficial and he hoped that it could be expanded to other state and regional associations. Sullivan concurred. Barreras asked if there was a cost involved. Sullivan reported though we originally planned to charge a fee, we have not yet done so. He added that at the current level of activity it is manageable without charging a fee, but that if volume increases we would need to pass on our expenses to the state and regional associations. Huff expressed concern that it will create a public relations problem if we offer service for free and then later begin to charge associations. Nassirian indicated that a contract exists saying there is a charge even if we have not billed.

Sullivan reported that the Annual Meeting in New York will likely be larger than the Las Vegas Annual Meeting and that the trade show is equally successful but the costs of New York City will affect the net revenues generated by the meeting. Seventeen individual members of the press and thirteen media organizations will be in attendance. These include *The Chronicle of Higher Education*, *Financial Times*, *The New York Times*, *The Atlantic Monthly*, *The New York Review of Books,* and a major Japanese television network to name a few. Sessions concerning diploma mills, student transfer issues, and affirmative action are several of the topics drawing media attention. A week after the conference we should expect a good deal of media attention for the Annual Meeting.

Roof questioned why demographics of meeting attendees have changed. Now, two-thirds of the attendance is voting members. Sullivan responded that he did not know the cause for this.

Sullivan thanked the Board members who contacted unpaid members about their dues. The Board recognized Simpson for following up on numerous institutions.

Sullivan indicated that there had been solid Membership growth over the past two years which is a good indicator of the general strength of the Association. He also indicated that as of this date, we were down slightly in corporate memberships and that he had provided in his written report an analysis for this. Sullivan also indicated that there is a need for a Board discussion on our lack of criteria for corporate membership.

Staab suggested that the new United Kingdom publication should be given to the Council for review. Bilger questioned why we are changing the Technology Conference name to the AACRAO Student Services Technology Conference. A general conversation concerning the Technology Conference followed. Morley suggested that the 2006 Technology Conference be moved from October to a summer month. Barnett said that we have been looking at the end of June to avoid conflicts and that the attendees at the 2004 conference were surveyed with no definitive preference for any one month. A Board nominee cautioned that a BYU technology conference as well as others held in the summer dissolved. Sullivan suggested that the actual operation of the conference was probably not a suitable Board issue considering the large agenda and limited time. However, if the Board wished to deal with this topic, it might best be delegated to a Board committee.

Taylor suggested that an abbreviated Executive Director's report should be posted in minutes along with officers' reports.

Sullivan also reported that in the area of Government Relations AACRAO had been providing assistance to the GAO in doing survey work on the SEVIS question as well as a GAO plan to survey on the issue of the transfer of academic student work. Staab indicated that he would like to be kept informed on the transfer survey so that he can discuss it with his committee. The Public Policy Task Force is being kept in place. The Transcript continues to be popular with members and SEM Monthly has begun to attract contributors.

Sullivan pointed out that IES is having a successful year.

Sullivan explained that the office had run into contract negotiation difficulties with the Association for Institutional Research concerning the training subcontract we have had for several years. He was not sure what the final outcome would be. One possibility is that AIR would offer this training directly to state and regional associations.

Sullivan briefly mentioned the integrated marketing plan and distributed a short white paper concerning a more aggressive business plan for AACRAO's consulting service. He suggested that we delay the discussion until the phone conference in April. Sullivan also reported that he has prepared a Whistle-blower policy as required in the Action Items for the Board's consideration in April.

5. **Committee Reports**

Administrative/Finance Committee
Roof reported on his work over the past several months on restructuring the process of evaluating the Executive Director. He indicated that Sullivan has a contract with very specific language concerning such evaluations. He explained that the process he has provided to the Board in their Board book reflects the language contained in that contract as well as some procedural details that would help provide continuity between Boards. The primary procedural change Roof recommended is that the President should be assisted in his or her evaluation by the Finance/Administrative Committee.

MOTION
On behalf of the Administrative/Finance Committee, Roof moved to approve the Procedure for the Board Evaluation of the Executive Director.**ADOPTED (10/0)**

Roof discussed the history of determining future meeting sites and dates. In 2001, Sullivan suggested that we utilize competition between Marriot and Hilton to find the best options for locations, dates, and other concessions. In addition, we conducted two surveys of the membership for preferred Annual Meeting dates and utilization of dates close to the Easter holiday. The surveys showed that March was an acceptable month for future meetings and that a meeting around Easter in a desirable city would also be acceptable if there were significant savings in meeting costs Roof then reviewed the Annual Meeting dates and prices that were under consideration in 2001 for the years 2006-2011.

Wiley questioned whether the survey results were conclusive and suggested that we should not overstate the survey results in defense of the meeting dates.

Bilger recessed the meeting at 11:31 A.M. for lunch.

Bilger called meeting back to order at 12:40 P.M.

Financial Report

Wiley referred the Board to the AACRAO Board of Directors Financial Update. He highlighted that there have been good revenues from investments to date. Conference/meeting revenues have also been strong. Membership dues are up by ten percent which is a good overall sign for the Association. Our financial goal for Membership dues is 2 million dollars and we are currently at 1.973 million. Payroll taxes are up to date and income taxes are due in March. IES is behind budget, but is $132,000 ahead of last year and the best part of the year is still ahead of us in this area. Wiley suggested that the IES revenue budget may have been overly-aggressive.

Publication sales increased in February but are 13% below budget.

Wiley added that there has been little dissent over the FY 2006 proposed budget from members. A question has been raised, however, about the ability of members who are not in attendance at the Annual Meeting to vote on the budget. Morley questioned the nine percent loss we took in investments and whether that loss was related to AACRAO Enrollment Services. Wiley said it was not. Sullivan added that regardless of the investment loss, the net worth of the association increased.

Bracken questioned why inventory had gone up to $119,000. Nassirian indicated that three new publications had caused inventory to go up.

Wiley questioned the practice of allocating net assets in the 50/40/10 ratio and suggested that it might be clearer and more understandable to allocate only reserves in this way. The bottom line in our balance sheet would stay the same.

Membership and Operations Committee

Aucoin explained that a motion was never made to approve points toward honorary membership for the APEX and Distinguished Service Awards.

MOTION
On behalf of the Membership and Operations Committee, Aucoin moved that 25 points toward honorary membership be assigned to APEX and Distinguished Service Awards. **ADOPTED (10/0)**

MOTION
On behalf of the Membership and Operation Committee, Aucoin moved that the Board amend the descriptions of three new awards to read as follows:

The **Founders Award for Leadership** is presented for vision, leadership, and longevity of service to the profession. It is awarded to an AACRAO member who has contributed for seven or more years and has held two or more leadership roles in the association in such positions as Committee Chair, Task Force Chair, Special Project Director, Program Director, or member of the Board of Directors. This award is named in honor of those who had the foresight to recognize the needs of the profession and founded AACRAO to meet those needs. The recipient is chosen by the AACRAO Awards Committee based on nominations and approved by the Board of Directors. (15 points toward honorary membership).

The **Past Presidents' Citation for Service** is presented for service to AACRAO and is awarded to a member who has five or more years of service and has provided outstanding contributions to conferences and programs, special projects, tasks forces, committee assignments, or other positions. The Immediate Past President forms a committee of 3-5 past presidents and they will choose a recipient from nominations submitted to the committee. Upon approval of the Board of Directors, the Immediate Past President presents this award on behalf of all the past presidents at the annual meeting when s/he rotates off the board. (15 points toward honorary membership).

The **Exemplary New Member Award** is presented to professionals who have, within the first five years of their membership, made an exceptional or unique contribution which demonstrates promise as a future AACRAO leader. The award may be given to up to five recipients annually. The recipients are chosen by the AACRAO Awards Committee and approved by the Board of Directors. (5 points toward honorary membership).

ADOPTED (10/0)

Aucoin, on behalf of Membership and Operations Committee, responded to Action Item 2003.9, Survey Structure, and proposed that the Institutional Research Committee examine the feasibility of providing assistance in developing and constructing surveys conducted by Vice-Presidents and Professional Activity Committees and perhaps even those conducted by the AACRAO Office. Sullivan suggested that regulating and policing the committees on surveys is a mistake and recommended that such a move should be permissive rather than mandatory. That is, the Institutional Research Committee might offer assistance but those conducting surveys would not be required to have the Institutional Research Committee's endorsement before conducting a survey. Nassirian said that formalizing and over-regulating surveys slows down the process. Huff clarified that the committee is suggesting that committees pass their surveys by the Institutional Research committee not for regulation or approval, but for editing and clean-up. Garcia suggested that the AACRAO staff screen committee surveys. The result was the Action Item was referred to the Institutional Research committee for its input.

Aucoin suggested that Sullivan investigate broadcasting the AACRAO Town Meeting and Annual Business Meeting through webcasts to members who are not in attendance at the

Annual Meeting and to allow those members to participate and cast votes in these meetings via technology. This action item was assigned to the Executive Director.

MOTION

On behalf of the Membership and Operations Committee, Aucoin moved that *College and University* continue as a quarterly publication, delivered in print with $15,000 in additional budget allocated annually for acquisition and enrichment of the journal's content. **ADOPTED (10/0)**

Simpson questioned whether the increase would change the policy on author remuneration. Nassirian said that we would keep our current practices on authors and the $15,000 would be available to the Editor of *College and University*. He suggested that some of this money be used for internal marketing—churning up interest among members who already receive C&U.

Morley suggested that committee minutes, goals, etc. be published on the web. This will be passed on to a new Board Committee chaired by Betty Huff.

Paul Aucoin thanked the Membership and Operations Committee and President Bilger for his support during his tenure as chair. President Bilger and the Board thanked Aucoin for his service as chair of the Membership and Operations Committee.

6. **Action Items**
   The Board updated the list of Action Items.

7. **Old Business**
   Huff reported that Caucus chairs would like to have a Board member at every caucus meeting on Tuesday at 5:30 P.M. Black (Huff), Latino (Barreras), Asian/Pacific Islander (Simpson), Gay/Lesbian (Peterson), American Indian (Aucoin).

   Past President Taylor noted that since the Charlotte Annual Meeting AACRAO has come a long way. He encouraged Board members to be bold leaders, make courageous decisions and not to succumb to detractors. Vice-Presidents Huff and Morley praised Taylor for his grace under pressure and perseverance during difficult times. Nassirian, speaking on behalf of the staff, expressed his sadness at seeing Taylor go and recalled how he handled the 2004 Town Meeting with personal courage. The Board responded with a round of applause in appreciation of Taylor's service on the Board.

8. **New Business**
   Morley will compose a white paper on PESC for the Board. He noted that he often felt that there was a conflict of interest while simultaneously serving on the AACRAO and PESC Boards. He suggested that perhaps Jerry Bracken might not want to serve on both Boards and that the AACRAO Board needs to clarify what direction the relationship with PESC should follow.

   Morley suggested that moving the Technology Conference from October to the summer will help alleviate the competition (with SEM) for resources in the AACRAO office. Jerry

Bracken expressed concern that moving the meeting to the summer months could be detrimental to the meeting.

Morley reported that he has released a call for authors for a technology publication. He will edit this book.

Morley indicated that there is a group interested in creating a clearinghouse for PDF academic transcripts. Taylor indicated that Tom Black from the University of Chicago had contacted him concerning the same initiative. The proposal concerns the creation of a transcript clearinghouse through a proposed partnership between the National Student Clearinghouse and other parties for providing transcripts. Nassirian indicated that his appeared to be a proprietary issue rather than a standards issue. Taylor will direct Black to Roof.

Peterson addressed the new admissions and registrar guide publication, which is now to be broken into two parts. She believes that the professional guide should be integrated as a single publication. With the advent of integrated enrollment management, this should be a guide for the whole profession, which is itself integrated. Barreras agreed that registrar and admissions topics should be integrated. Nassirian expressed his opinion that Records and Admissions are separate functions and should be treated as such. He also indicated that the former handbook had only two chapters dealing with admissions. He suggested that the vast number of chapter topics proposed and the resulting size of this publication requires that it be published in several volumes. He opined that the very size of the undertaking could prevent it from ever coming to closure.

9. Consent Agenda

MOTION

Staab moved that the officers' reports be accepted and appended to the minutes. **ADOPTED (10/0)**

10. Roof recognized President Bilger for his service.

11. **Adjournment**

MOTION

Aucoin moved that the Board of Directors meeting be adjourned. **ADOPTED (10/0)**

The meeting adjourned at 4:00 P.M. EST