Board of Directors Meeting #10

October 24 - 28, 2002

Board Members in Attendance: Heather Smith, Paul Aucoin, Paul Taylor, Mike Allen, Joe Roof, Gloria Nathanson, Bob Morley, Gene Schuster, and Will Corprew

Staff Members in Attendance via Telephone: Jerry Sullivan, Barmak Nassirian, Janie Barnett, and Amy Haavik

1. **Call to Order**
   President Heather Smith called the meeting to order at 9:00 am. The agenda was reviewed and approved without objection. *The minutes from the July 2002 Board Meeting and the August 21 and September 18 Conference Calls were reviewed and placed on the consent agenda for approval.*

2. **Executive Director Report**
   Executive Director Jerry Sullivan updated the Board on office activities. He talked about AACRAO's Financial Position, estimating that the end of year will produce a net of $50 - $100,000. He reported that membership renewals are doing well and enlisted the help of the Board in making phone calls to try and bring back dropped members.

   Executive Director Sullivan reported that vendor and sponsorships are up for the Annual Meetings. Bags and badges have been sold and Oracle will be taking care of the communication center. The last Registrar 101 meeting had to be closed due to over registration. The Board discussed establishing a more routine schedule for the meetings, as well as looking for other presenters. President-elect Paul Taylor proposed contracting a retired registrar. Executive Director Sullivan reported that 515 people had registered so far for what would be the largest SEM meeting yet.

   Associate Executive Director Barmak Nassirian updated the Board on application development for AACRAO. He explained how the Listserv Listener would be able to automatically thread and store information appearing on Regist-L. He also reported on the new TCP Online and making it open to multiple reporting officers from each state.

   The Resource Center is up and running and Vice President Mike Allen's content is being imported to the new Resource Center. Old C&U's are being scanned, the FPCO Web site is being imported and the last four months from Regist-L coded by topic. Vice President Allen inquired as to who is responsible for input and what editorial process it goes through, as well as the nature of the relationship between the knowledge base and the Resource Center. Content will only be published that has been approved by the editor. AACRAO needs to organize the volunteer effort. The Board suggested discussing the volunteer structure at a future Board meeting.

   Associate Executive Director Nassirian reported on the development of the online FERPA tutorial. He expressed the need for an expert to go through and update it.

The PACRAO Web site was demoed to the Board. It will be unveiled at the S&R Meeting. Executive Director Sullivan stressed the importance of creating and maintaining relationships with the state and regional associations.

Executive Director Sullivan identified the need to develop new publications for sale. He also reported that the marketing trips have proven effective. International Education Services (IES) has experienced significant growth creating efficiency problems etc. There may be a need for more staff for IES, as well as an increased reliance on IT.

Associate Executive Director Nassirian announced the new AACRAO publication, *SEM Monthly*, which will be distributed at the SEM meeting. Executive Director Sullivan reported on consulting projects for Walden University, Sylvan, and Central Florida University. In addition, two contracts have been renewed and the obligations are currently being fulfilled.

3. **Executive Director and Vice President Working Session**
   Executive Director Sullivan talked to the Board about working with strategic issues and building them into the 2003-2004 Operating Plan. Vice President Joe Roof and Associate Executive Director Barnett agreed to lead a conversation by telephone about the last process of preparing the Operating Plan and pinpoint what worked and didn't work. The Board discussed establishing a firm plan for developing and implementing the Operating Plan and the Strategic Plan every year.

   The Board discussed annual meeting sessions and the role of the program committee, in relation to the VP's, in developing the sessions. The Board also talked about reevaluating committees and delineating more clearly what they are responsible for. The need to engage people at a more substantive level and to make people feel as if they are part of the association was also presented. The idea of linking committees to the taxonomy was also discussed.

4. **Finance Report**
   Vice President Roof updated the Board on AACRAO's Financial Performance for FY 2002 as of September 30, 2002 and presented tentative year-end financial data. He reported that revenues are at 90% of the Budget and expenses are at 89% of the Budget. IES revenue exceeded budget projections. Most of AACRAO's revenue came from dues and annual meeting (over 60%), while IES carried 12% of the revenue and Publications 6% of the revenue. Vice President Roof reported that AACRAO has 3.6 million in assets with a small decline in net assets due to decreases in investment income.

   AACRAO received 8 responses to its RFP for an audit. Raffa and Associates was engaged after negotiations. Vice President Roof felt AACRAO could benefit by different auditors conducting the audit, even though XXXX has performed well for AACRAO.

5. **Strategic Plan**
   The Strategic Plan was reviewed and possible changes discussed. Vice President

Allen stressed that AACRAO needs to articulate the Strategic Plan to the membership in writing and that the membership needs to understand what the Board is doing. The Board discussed how best to do this and reassure members of process. It is necessary to communicate the connection between good planning and good outcomes. The Board also talked about unifying the committees with the Board on addressing the critical issues in the Strategic Plan.

The charges facing the Transfer Credit Task Force were addressed. Past-President Gene Schuster voiced seeing a weakness in not defining what academic credit is, though it is implied when you talk about portability. The Board discussed how AACRAO could begin to address this issue – through researchers, writers, and policy analysts spelling out what an "English 101" should look like.

6. **Finance & Audit Sub-Committee Report**
Vice President Roof reported that the Audit Committee was in the process of identifying a person to serve as member-at-large. VP Roof noted that the budgeting process is underway with the staff working on goals and strategic plan. He discussed the dues issue and the need to get approval for an increase from the members. Any change in dues would need to be clearly articulated and justified to the membership. He proposed only moving forward if there was a significant consensus and laying out a plan with the finance committee to orchestrate this. He suggested broaching the issue at the leadership meeting.

7. **Operations Sub-Committee Report**
Vice President Allen reported on the activities of the Operations Sub-Committee. He discussed the progress made in the proposal for the AACRAO Fellowship. He reported on the duties of the fellow and the assistance that AACRAO is willing to provide. Executive Director Sullivan raised the issue of pricing. The possible need for third-party support was introduced. The Board decided to look at other models and do some research for the time being. Surveying the membership to find out topics that graduate students in this area are writing and presenting on was suggested.

8. **Membership Sub-Committee**
Vice President Will Corprew talked about the Awards program and honorary membership, as well as where the awards should be presented and what type of publicity should accompany the awards. The possibility of announcing the Apex Award or Distinguished Service Award in advance was introduced. State and regional awards were also discussed, including publicizing them more to increase the volume of submissions. Other ideas for awards were presented including best practice within association, best article in C&U, etc… The Awards Committee will be charged to research other awards. There was a consensus among the Board to publicize awardees before the Annual Meeting. The issue of membership for employees who are fired was raised for the Membership Sub-Committee to investigate.

9. **Administrative Sub-Committee**
President Smith updated the Board on the work of the Administrative Sub-Committee. Related to this discussion, Vice President Bob Morley began a discussion of AACRAO's relationship with the Postsecondary Electronic Standards Council

(PESC). The Board requested that Vice President Morley to continue to pursue a further delineation of AACRAO's relationship with PESC.

10. **Officer Activity Highlights/Action Requests**

President

Public Policy Taskforce
President Heather Smith reported on a successful Public Policy Task Force Meeting in Washington, DC. The Public Policy Taskforce plans to deliver a Public Policy Statement to the Board by February 2003.

Vice President for Professional Development and Publications Changes
President Smith announced that she sent a letter to Paul Wiley, Vice Chair of the Nominations and Elections Committee concerning the possible changes to the VP for Professional Development and Publications position.

Past President
Past President Schuster reported that a motion should be passed to ensure that all committee members be members of AACRAO unless approved by the Board. ***The Board concurred and agreed to place on the Consent Agenda the requirement that all AACRAO committee members be members of AACRAO or have the approved of the Board to serve on committees.***

He emphasized the need to make sure that committee members do not have conflicts. Conflicts will be referred to the Admin Sub-Committee for disposition. Any person serving on a committee who is a high-level employee or volunteer is subject to the conflict of interest policy. .

President-Elect
President-Elect Taylor noted that it is incumbent on the Vice Presidents to ensure an even distribution of members who present/preside/facilitate at the Annual Meeting. He announced tentative dates for the November 2003 Board Meeting.

Vice President for Institutional and Association Issues
Vice President Aucoin reported on the state and regional meetings attended by AACRAO Board members and AACRAO staff. He noted that AACRAO representatives should have AACRAO nametags at these meetings.

Vice President for International Education
Vice President Gloria Nathanson reported that PIER has been dissolved with the support of other members of the liaison group. They will continue with the Council and establish an agreement between major players in international education to serve as a certification for what is produced. It was agreed that members of the Council should meet in person at least once a year and that each member of the sponsoring organizations would contribute $500 to run operating costs of the Council.

The Board agreed to move the Memorandum of Agreement for the operations of the National Council on Evaluation of Foreign Educational Credentials to the

Consent Agenda for approval.

Vice President for Information Technology
Vice President Morley reported on the EDI Conference and his negotiations with members of the SPEEDE Committee. He proposed arriving at a new name for the EDI in Education Conference. SPEEDE would like to approve the promotional materials.

Vice President Morley said that he met with both the incoming and outgoing members of PESC/XML. He also began some conversation about a partnership with the MOSIS Workshop sponsored by SACRAO.

Vice President for Records and Registration

Registrar 101
Vice President Allen reported on the development of content for next year's Registrar 101 Workshops. He proposed that guidelines be established that would enable the workshops to be conducted without the need for his complete participation. He talked about outlining the coordinator's responsibilities and logistical information, unifying the content and identifying new coordinators and presenters.

Vice President for Admissions and Enrollment Management
Vice President Allen reported in Vice President Ange Peterson's absence that she is engaged in developing content for the admissions management workshop and a budget for stipends.

11. **Academic and Transcript Guide Taskforce Review**
Vice President Allen said that he had spoken to Pat Miller, chair of the Taskforce, who reported that they are making substantial progress on the new Academic Record and Transcript Guide and expect to have a first draft completed by the end of November. It was decided that the Board should have the opportunity to review the document individually and communicate any issues to Vice President Allen, Associate Director of Research Barbara Lauren or Taskforce Chair Pat Miller.

12. **Taskforce Updates**
Public Policy Taskforce
Associate Executive Director Nassirian updated the Board on the drafting of a public policy document for AACRAO. The final draft will be presented to the Board in February and taken to the membership in April at the Annual Meeting.

Transfer Taskforce
President Smith updated the Board on the activities of the Transfer Taskforce.

Authentication Taskforce
Vice Presidents Morley and Allen announced to the Board that they are tabling activity on this Taskforce for now.

13. **AACRAO Scholarship Discussion**
Vice President Corprew raised the issue of the future of the AACRAO Scholarship. The Board recommended looking at the DC Scholarship Program in order to narrow the search for scholarship recipients in DC. Asking corporate sponsors to subsidize it was a possible suggestion on how to increase the funds available for the scholarship. The Board agreed to continue administering the scholarship in the same manner as the previous year.

14. **Member Need Survey Discussion**
Executive Director Sullivan introduced a draft of a member wide survey to assess the needs of the membership.

15. **Consent Agenda**
1. To approve the minutes from the July 2002 Board Meeting and the August 21 and September 18 Conference Calls.

2. To approve the requirement that all AACRAO committee members be members of AACRAO or have the approval of the Board to serve on committees.

3. To approve the Memorandum of Agreement for the operations of the National Council on Evaluation of Foreign Educational Credentials

4. To approve continuing the 2001 process in which AACRAO collects donations for and distributes the awards for the AACRAO Scholarship program.

16. **Adjournment**
The meeting was adjourned without objection at 11:00 a.m. on October 28, 2002.