Board of Directors Meeting #11

November 14-17, 2003

Board Members in Attendance: Mike Allen, Paul Aucoin, Thomas Bilger, Betty Huff, Robert Morley, Ange Peterson (November 16-17), Joseph Roof, Heather Smith, Eric Staab, and Paul Taylor.

Board Members Absent: Ange Peterson (November 15 only)

Staff Members in Attendance: Janie Barnett, Diana Cecil, Barmak Nassirian, and Jerome Sullivan

Saturday, November 15, 2003

1. **Adoption of the Agenda**
   The Board of Directors reviewed the agenda.

2. **Approval of Minutes**
   The minutes from the October 15, 2003 conference call were reviewed and moved to the consent agenda for approval.

3. **Executive Director's Report**
   Membership
   Corporate and institutional membership categories continue to increase. Membership has increased each year for the last five years. If Board members attend meetings where AACRAO is exhibiting, it was suggested that they work with staff to meet with current corporate members as well as potential corporate members to help continue the growth in this category.

   Meetings
   The Technology Conference held in Austin, TX from October 19-21, 2003, was a success both programmatically and financially. Next year's Technology Conference was originally scheduled to be held in Washington, DC; however, locations in the Southern tier of the U.S. are being considered.

   The SEM Conference held in Boston, MA from November 9-12, 2003, was also a success. A significant number of institutions sent teams to the SEM Conference. Total attendance figures will be available soon.

   AACRAO expanded the available online courses by adding a session on Reg 101. The first online offering was directed to general management skills. The online version of Reg 101 has been well received and is currently oversubscribed. The potential for online offerings is vast and can provide professional development for many members. Narrowing some of the subject areas to very specific knowledge packets and offering these as separate pieces of Reg 101 could provide growth in the online offerings.

The planning process for the Annual Meeting is coming along fine with no notable problems.

Publications
Four new books will be available this fiscal year along with a series of foreign country titles. Essentials of Enrollment Management, Student Marketing for Colleges and Universities, and Gen Xers Return to College are some of the titles that will be available.

TCP
The online version of TCP was released and during the first 24 hours the site received over 700 hits. Since then there have been at least 60,000 hits. A print copy will be available. In addition, AACRAO would like to have more institutions act as reporters. It was suggested that if Board members are aware of institutions that could be potential contributors, please let staff know.

Consulting Services
There has been an increase in interest and in consulting contracts during the last few months. New contracts and visits are scheduled for New School University, Wittenberg University, Pacific Oaks College and Children's School.
International Education Services (IES)
It has been a successful year for IES. Net revenue has increased significantly but is also carrying a good deal of expense as AACRAO reinvests in the business. IES is attempting to develop a relationship with the government that will lead to future contracts.

AACRAO Enrollment Services
AES is coming along nicely and continues to enroll new institutions. AES exhibits at several meetings throughout the year which enables them to come into contact with institutions. AES has put together a good sales team and is utilizing a phone bank that is responsive to the callers' needs.
There is not a good description of AES on the website they work on that. AES sales people have many companies/businesses that are interested in being recontacted. Sales people signed seven new schools at SEM.

AACRAO Marketing Plan
A marketing plan for AACRAO was distributed for review by the Board members. Board members were asked to respond and send comments, additions or changes to Janie Barnett by December 15, 2003.
AACRAO Annual Meeting Fees
The Board discussed the request to increase Annual Meeting fees by $25 (from $350 to $375) for members. A comparison chart of fees charged by several national associations was distributed for review. It was also mentioned that the member fees cover the intellectual program content of the meeting and the profit would come from trade show.

After discussion, the Board recommended that future consideration of Annual Meeting fees should be referred to the Administration/Finance Subcommittee for discussion and action and that the Subcommittee should consider bringing into alignment meeting fees charged by AACRAO with other national organizations with a report to the Board of such actions. The Board motion to approve the $25.00 increase of the AACRAO Annual Meetings fees from $350 to $375 for members for the 2004 Annual Meeting and the request that the Administration/Finance Subcommittee approve future changes for Annual Meeting fees was moved to the consent agenda.

4. **Financial Update**
Vice President Joe Roof reported that the financial highlights of FY2003 included the following:
    - SEM monthly ended the year with $101,000 deficit. Funds were not transferred from the strategic investment fund but instead funded totally out of the operating budget. The Board had made a pledge almost two years ago to move $100,000 out of the strategic investment to fund this, but those funds were never transferred The 2003 Annual Meeting net income was positive
    - The $17,000 invoice noted on the financial statement is for consulting done in a previous year but not reported until the current fiscal year;
    - The consulting services brought a net loss for the current fiscal year;
    - No income for AES;
    - The meeting workshops net income increased to $85,000 over FY2002 with a significant increase from the SEM Conference. However, it is important to note that the secondary meetings are beginning to generate some significant income through the association;
    - One time settlement fee from the PIER contract resulted in $50,000 addition to the association;
    - Revenues were 94 percent of budget;
    - Member dues/corporate dues are ahead of projections;
    - IES is ahead of its budget projection by 9 percent;
    - Annual Meeting was at 88 percent of budget;
    - Publication sales were 66 percent of budgeted amount;
    - Projects in contracts revenue were 40 percent of budget;
    - Expenses were 94 percent of budget;
    - Consulting Services, salaries, legal and accounting were over budget;
    - Revenues were just under $5 million and expenses were very close which means that the net operating income for the year was just over $1,000.

    In 2002 there was a loss in investments and in 2003 there was a $120,000 gain in investments for the year. Investments are beginning to turn to the positive side.

    A four-year comparison indicates that over the last two fiscal years AACRAO has continued to operate in the black. An increaseed portion of AACRAO’s revenue (40 percent) is from member and corporate dues. Compared to last year, the IES represents 15 percent of the budget this fiscal year compared to 12 percent last year. Revenue from meetings and workshops has increased from 7 percent last year to 12 percent this year.

5. **AACRAO Budget Building Process**
An AACRAO management plan was distributed and discussed by the Board. Sullivan explained the process, indicating that the environmental scan is conducted in June and July by the Board of Directors. After the environmental scan has been completed the organization's mission and goals are reviewed. A set of issues is developed, followed by a set of strategies to respond to the issues. An operating plan is then developed that reflects those issues and strategies. Using a chart of accounts as a bridge, a budget is developed that reflects that operating plan. This operating plan will begin October 1, 2004. Starting December 1, there will be a series of budget-building exercises within the AACRAO office. A budget is then created. The budget developed by staff will be submitted to the Board for approval in February. Following approval by the Board, the recommended budget is submitted for approval by the membership at the Business Meeting at the Annual Meeting. Once the budget is approved by the membership it is then revised in June and becomes the operating budget for the organization beginning in October.

The integrated marketing plan is being developed at the same time as the operating plan. Performance matrices are being developed for the departments and as soon as that has been refined that will become a part of future Executive Director's report. A satisfaction survey will be sent to the entire membership and the results of the survey and the marketing plan become part of the feedback loop back to the environmental scan and the process begins again.

Following discussion, the Board suggested that the document should be renamed the AACRAO Planning Process and dates should be included in the planning process diagram. Also, "Staff" should be added to the diagram under position descriptions.

6. **Dues Task Force**
Vice President Roof reported that the Dues Task Force met on October 3–5, 2003 in Washington DC. Members of the task force included Suzanne Blasi, John Credille, John Hall, Brad Myers (Chair), Beth Tedrow and Richard Yount. Joe Roof, Jerry Sullivan and Martha Henebry also attended the meeting.

The Board asked the task force to address five specific issues:

- Should AACRAO assess member dues as institutional dues or individual memberships?
- Should AACRAO develop a more equitable membership dues structure based less on student headcount and more institutional budgets or other factors?
- Are AACRAO's current per member dues appropriately set to provide value for the membership services provided?
- Should the Board set member dues without obtaining member approval?
- Should membership approval be required to enact the budget?

Action items of the task forced included the following:

- The task force indicated that they needed more data before the assignment could be completed. They need to look at data that would break out revenue by institutional types, percentages of certain types of institutions that were members of AACRAO, other factors that they could look at to begin modeling such as FTE.

- The task force also recommended removal from the task force charge the issue of member approval of dues because the bylaw change enacted last year addressed that issue. (The Board could increase dues equivalent to the cost of the CPI and any other dues increase would need to go before the membership).
- The task force recommended that the issue of dues equity and dues amount be combined into one issue for further review.
- The task force reached consensus on exploring the possibility of moving to a more equitable fee structure, possibly based on FTE. This will require some modeling based on data and will be completed by the task force.
- The task force recommended continuing institutional membership and developing options on how to include and pay for additional members.
- The task force recommended that voting should remain simple and that “all members have the right to vote”.
- The task force will host a “forum” at the AACRAO Annual Meeting to discuss progress to date and to gauge membership support for any changes in dues, membership criteria or dues assessment.
- The national office will set up a listserv for the task force to communicate with each other.
- Based on the availability of data needed, the task force may meet in February during the SACRAO annual meeting to review data and do some modeling.
- Brad Myers was elected chair of the task force and Joe Roof will continue to serve as Board liaison until the election of a new Vice President of Finance.

Next steps include:

- The task force does not want to move forward with any change in dues for this Annual Meeting
- The task force felt that it was important to do some work, come up with some scenarios, receive feedback at the forum, and to engage member support.
- The task force may suggest changes for the 2005 Annual Meeting.

After discussion by the Board it was suggested that additional members may be added to the task force to assure that the task force is representative of all types and size of institutions.

7. **Diversity and Leadership Task Force**
President Taylor reported that the task force met on October 3-5, 2003 in Washington, DC. Task force members included: William Haid (Chair), Josephine Figueras, Larry Friedman, Jo Henderson, Adrienne McDay, Glenn Munson, Michael Poindexter, Kathie Rawding, Paul Taylor, and Barmak Nassirian.

The task force was charged with reviewing issues and questions relating to accessibility, processes, and barriers that may impact diversity in leadership and membership of AACRAO.

President Taylor reported that the task force reviewed the charge, brainstormed the issues, broke into small groups, to again discuss the issues. The Board reviewed the recommendations of the task force.

The recommendations are:

- Incorporate AACRAO's commitment to diversity into the AACRAO mission statement and all relevant publications
- Add diversity initiatives to AACRAO's strategic and operating plans.
- Fund diversity initiatives according to priorities indicated in the strategic plan.
- Address diversity and leadership development in the AACRAO mission statement, strategic plan, operating plan, and budget.
- Elevate the level of responsibility for diversity and the association's commitment to diversity within the Board of Directors.
- Responsibility for diversity should be added to every Board of Directors member's positions description.
- A new Board of Directors position, with a title such as Vice President for Access, Equity and Diversity, should be created and assigned primary responsibility for the association's diversity efforts.
- Create the necessary committee structure or realign existing committees to support the new Vice President.
- Implement processes that lead to diversity in all AACRAO activities, including committees and task force appointments.
- Incorporate diversity initiatives into all AACRAO activities. Develop committee/task force expectations and requirements for diversity participation including reporting of results.
- Consistently practice openness and communication of the association's activities.
- Adopt a theme for 2005: Celebrate Diversity.
- For the Annual Meeting in New York, adopt a theme that embraces diversity and highlights the association's commitment to diversity.
- Develop and communicate a list of position qualifications for all leadership positions.
- A list or matrix of required and desired qualifications should be determined for each elected and appointed position (Board, committees, chairs, task forces, etc.).
- Qualifications should be the basis of selection for any nomination or appointment to all association positions.
- Provide diversity training for the Board, committees, Nominations and Elections Committee, and staff.
- Provide diversity training, from both internal and external sources, as part of orientation for AACRAO Board, Nominations and Elections Committee, professional activities committees, and AACRAO office staff.
- Increase the diversity of members of the association.
- As part of a diversity campaign, ask institutional contact members to add more diverse members to their institutional rosters.
- Encourage state and regional associations to collaborate with AACRAO in the

promotion of diversity.

- Evaluate and make necessary changes in the nominations and elections process to promote openness and communications that will assist all members to better understand how that process works within AACRAO. We recommend that Nominations and Elections Committee take the following actions:
- Develop and communicate written guidelines, policies and procedures for the operation of Nominations and Elections.
- Start the process of soliciting nominees prior to the annual meeting.
- Certify that the pool of candidates for the slate of officers and Nominations and Elections positions is sufficiently diverse before proceeding with its deliberations.
- Provide a statistical summary of the candidate pool in the final report.
- Ensure accountability to the members by implementing communication strategies that promote member awareness.
- All appointments and decisions at AACRAO should be communicated and explained openly to the members with appropriate accountability.
- The association's activities and Board of Directors' actions should be clearly articulated in both a written and spoken format so as to be understandable by all members.
- Report the results of this task force to membership.
- Report of the task force should be available on the AACRAO web site.
- Board actions as a result of the task force should be reported.
- A session from this task force should be added to the Annual Meeting program.
- Monitor progress of diversity annually.
- As part of the responsibility of the Vice President, the status and progress of diversity in AACRAO should be monitored, evaluated, and reported to the membership annually.

It was noted in the report that the task force consulted a document from 1989 that indicates that AACRAO had given serious and substantial attention to equal educational opportunity and affirmative action and reaffirmed AACRAO's historical commitment to diversity.

After extensive discussion by the Board, and to advance minority education in AACRAO, the Board recommended the following actions:

- Forward the report to the AACRAO office for publication on the web site.
- Forward recommendations on VP position to the Board of Directors' Administrative Subcommittee for drafting bylaws changes.
- Forward recommendations on Nominations and Election (N&E) to the chair of the N&E for consideration.
- Forward recommendation on the 2005 Annual Meeting theme to AACRAO President-Elect for action.
- Instruct the AACRAO office to study diversity training options, including a session at the February Leadership meeting.
- The Board reaffirmed that the AACRAO Strategic Plan has diversity as a strategic goal.
- Request that all VPs study the report to determine how it affects their activities.

- Send an e-mail blast from AACRAO to encourage minority appointments to committee rosters.
- Include diversity discussion in the State and Regional Meeting.
- Solicit from N&E baseline on race, ethnicity and gender of all nominees.

  Following discussion, the Board developed a resolution for action and placed it on the consent agenda for approval.

8. **Membership Subcommittee Report**

   - The subcommittee discussed and recommended wording for the Associate Membership Category. The subcommittee also discussed new initiatives for state/regional visits and identified the value of attending the meetings but realized the need to be cost conscious.
   - The Board discussed summary recommendations regarding purpose of committees and their value and if the committee structure is understood by the membership. The board recommended that there be sunset provisions or annual reviews of the committees so that the outgoing vice presidents could review their respective committees to determine if there are committees that could be retired. This information would be passed on to the incoming vice presidents.
   - The subcommittee recommended that all vice presidents assume the responsibility in lieu of the Past President for the appointment, maintenance and post of committees and chairs with the assistance of the AACRAO staff.
   - The subcommittee recommended that the vice presidents be available at a booth during the annual meeting to provide information for members about committee involvement. There would also be available an information piece or brochure listing the committees to distribute at the annual meeting and the state and regional meetings.
   - Committee chairs need to submit an annual report (possibly a formulated outline) which addresses what they did and considers any recommendations to alter, dissolve or continue this committee.

9. **Board of Directors' Reports**
   Report of the President
   The Board reviewed the Nominations and Elections report which will be available on the web site.

   Report of the President-Elect
   President-Elect Tom Bilger expressed thanks to the AACRAO staff for sending Annual Meeting confirmations electronically. A number of speakers have been lined up for the 2004 Annual Meeting including Scott O'Grady; Charles Hill, comedian; Norbert Hill, plenary speaker; David Cole, civil rights speaker; June Noronha, international luncheon.

   Report of the Vice President for Admission and Enrollment Management
   Vice President Ange Peterson reported that the committee chairs have been selected but not all have confirmed yet.

Report of the Vice President of Associations and Institutional Issues
Vice President Paul Aucoin distributed the state and regional meetings outreach calendar. The State and Regional meeting for newly elected officers will be held on December 5-7, 2003 in Washington, DC, with 26 attendees.

Report of Vice President for International Education
Vice President Eric Staab reported on the following:

- A project to update a previous publication and to have that publication available online has been launched. The publication: A Handbook on the Placement of Foreign Graduate Students will be online and will provide a list of countries with the credential requirement for each country. A demo slide of South Korea will serve as an example. Phase II of the project will hopefully include a list of 20 countries and authors. Phase III will provide a professional opportunity for members, the state department and overseas advisors. The project will be hosted and funded by Bill Paver's organization, but will be considered an AACRAO project.
- EAIE conference in Vienna was productive and an opportunity for AACRAO exists because of the expertise in the areas of enrollment and the management of record keeping.
- IPAC members are working on a few projects and the publications on Taiwan, and Brazil should be out soon; Kyrgyzstan has been completed and France is expected to be available in the spring.
- June Noronha, Associate Dean of Multicultural Education at the College of St. Catherine in St. Paul, MN, has agreed to speak at the international luncheon at the 2004 Annual Meeting.

Report of Vice President for Information Technology
Vice President Robert Morley reported the following:

- The Technology Conference held October 19-22, 2003 in Austin, TX was very successful with 350 attendees. The conference received many favorable comments.
- VP Morley attended the PACRAO meeting on November 2-5, 2003 indicating that the program was well presented with the focus of the meeting on diversity.
- Met with the SPEEDE committee prior to the Technology Conference and explained the role of PESC. Worked on the technical schema for the XML transcript and agreed that the acceptance of the XML transcript schema standard would be pursued.
- Attended the Postsecondary Education Standards Council (PESC) Board meeting in July where the discussion centered on the role of PESC in the standards setting world and their primary role as a facilitator rather than a developer. At the end of the Technology Conference, Morley attended a PESC Board meeting and a general membership meeting where the AACRAO XML transcript schema was submitted for standards approval.
- Morley will serve as chair of the AACRAO Enrollment Services Student Information Exchange Steering Board. Tom Stewart will serve as facilitator and Sean Hainer, Bill Cramer and Mark Setash will serve as resources. Steering

Board members include: Shelby Stanfield, University of Texas Austin; Jacqueline Nottingham, Virginia Tech; Clare Smith-Larson, Iowa State University; Jeanenne Rothenberger, Purdue University; Angela DeBose, University of South Florida; Susan O'Flaherty, Western Michigan University; and, Tandy Elisala, University of Phoenix. The Steering Group is charged with the identification, oversight and promotion of services that facilitate the electronic exchange of student information with the AACRAO community and its constituencies.

Report of the Vice President for Leadership and Management Development
Vice President Betty Huff reported the following:

- Attended the PACRAO meeting and discussed putting together a working group to establish a mentor program for young professionals.
- Has begun to define competencies for leadership and management development and has discussed the concept of putting together a structured program that might actually lead to a certificate. Discussions will continue.
- Discussed creating a Women's or Special Issues Committee.
- A barrel will be available for scholarship donations at the 2004 AACRAO Annual Meeting. These donations will be available for scholarship awards at the 2005 Annual Meeting. Scholarship collection will continue to be a voluntary function within the organization. The restricted scholarship funds account of $3285.00 will be available for awards at the 2004 Annual Meeting.

Report from the Vice President for Records and Academic Services
Vice President Michael Allen reported that five Reg 101 workshops were successfully completed and an online Reg 101 workshop will begin in November. Discussed developing a Reg 201 and the Registrars Institute but there is no further activity at this time. If Reg 201 is developed there needs to be a series of workshops focusing on a narrow range of subjects such as course scheduling. With regard to the Registrars Institute, there was preliminary agreement that the initial effort needs to be structured around the triangle of the registrar, bursar and financial aid but there is not a plan of action in place at the moment.

10. **Office activity and action reports**

AACRAO is in the process of reevaluating continuing the SEM Monthly publication and will prepare a report for the Board
The Committee list web site with the discussion board has been moved to the AACRAO website. This move will allow the vice presidents to update their committee lists and will also allow the committee chairs to update their committee. A listserv will replace the discussion board. Vice President Allen will work with AACRAO staff to refine the process.

11. **New Business**

The Board discussed:

- The perception that volunteerism has diminished and ways to address the issue as well as ways to express value to the association's members.

- The authentication of students and how to deal with the issue and how the association can become a player. A suggestion was to partner with another association that is working on this issue.

12. **Consent Agenda**
The Board moved to approve the following consent agenda. The motion passed unanimously.

- Approve the Minutes from the October 15, 2003 Board of Directors conference call meeting.
- Approve the increase of the AACRAO Annual Meetings fees for members by $25.00 for the upcoming Annual Meeting and refer all future discussion of increased fees to the Administration/Finance Subcommittee.
- Approve the following resolution for the Diversity and Leadership Task Force Report:

  WHEREAS, diversity and leadership development are essential to the vitality of the Association; and

  WHEREAS, the AACRAO Task Force on Diversity and Leadership was convened in October, 2003, to make recommendations on steps the Association may take to improve its efforts at diversity and leadership development; and

  WHEREAS, the Task Force submitted its recommendations to the Board in October, 2003;

  BE IT THREFORE RESOLVED, that the Board thanks the Task force and favorably accepts its report; and

  BE IT FURTHER RESOLVED, that the Board will take such actions as it may deem appropriate to implement the Task Force's recommendation.
- Approve the wording for the Associate Membership category to read as follows: Associate membership is open to voting members of AACRAO who lose employment and become no longer eligible for membership. These individuals are eligible to apply for Associate membership, limited to one membership year. This membership is non-voting. (Annual fee is set at the current individual membership fee.)

  M/S/P Bilger/Peterson 10/0/0

13. **Adjournment**
There being no further business the meeting was adjourned at 10:25 a.m. on Monday, November 17, 2003.