Board of Directors Meeting #2

February 20-24, 2004

Board Members in Attendance: Michael Allen, Paul Aucoin, Thomas Bilger, Betty Huff, Robert Morley, Ange Peterson, Joseph Roof, Heather Smith, Eric Staab, and Paul Taylor

Guests present: Luz Barreras, James Dalton, Michael D. Hoehn, Bill Paver, and Paul Wiley

Staff Members in Attendance: Janie Barnett, Ryan Bingham, Diana Cecil, Dale Gough, Christopher Just, Barmak Nassirian, and Jerome Sullivan

February 20, 2004

1. **Call to order/Adoption of agenda/Approval of minutes**
   The meeting was call to order on Friday, February 20, 2004 at 12:40 p.m. (EST). The agenda was reviewed and adopted. It was moved and seconded to approve the minutes of the January 21, 2004 conference call (as corrected). The motion passed unanimously. (10/0).

2. **Executive Director's report**
   Executive Director Jerry Sullivan reported the following:
   - MIS has completed a series of infrastructure upgrades, enhancements and other accomplishments including improved web services.
   - The registrations for the 2004 Annual Meeting is, at this time, over 1000 (well ahead of last year at this time) and hotel reservations are going well.
   - Membership is eight shy of membership renewals compared to this time last year. Board members were asked if they would make phone calls to those members who have not yet renewed their membership.
   - AACRAO has had success with the smaller conferences, which includes Reg 101, SEM Conference, FERPA workshops, Technology Conference, and Admission Institute workshops.
   - The publication sales have improved and there will be several books that will be released and available before the Annual Meeting. Brazil and Taiwan (PIER publications) are in the process of being completed.
   - The Transfer Credit Practices (TCP) is online and there is discussion on publishing TCP in hard copy.
   - The results of the Member Satisfaction Survey are included with the agenda materials. A comparison study will be done to determine if there are trends between the survey conducted last year and the current survey.
   - Nominations and Elections voting capabilities have been online for several weeks and voting is less than last year. Email reminders to vote will be sent to members.

3. **Financial update**
Vice President of Finance Joe Roof made note of several items:
- The Board had agreed to fund *SEM Monthly* from a reserve account set aside for the publication. The publication, thought not meeting expectations, has been funded from the budget and not from the reserve account.
- The Annual Meeting generated significant revenue to the association in FY2003 but not as much as projected and less than in FY2002.
- A 2002 consulting invoice impacted negatively on FY2003.
- Consulting Services did not meet budget expectations.
- Our meeting workshop revenue increased over FY2002.
- Revenues were 94 percent of budget in FY2003.
- Member dues were 1 percent over budget projections.
- Corporate dues were ahead of budget projections.
- IES revenues exceeded budget projections by 9 percent.
- Annual Meeting revenue was 88 percent of budget.
- Publication sales were 66 percent of budget and projects and contracts were 40 percent of budget.
- Expenses were 94 percent of budget and the majority of line items were at or below budget.

  Roof also noted that members' dues account for 36 percent of the revenue flow, registrations account for 24 percent of revenues and other sources account for 40 percent. A significant source of revenue for the associations comes from other sources. At the end of December (the association was very close to meeting budget projections with two very successful conferences (Tech Conference and SEM Conference) and strong publications sales.

  Roof discussed the five-year budget assumptions and the strategies to a balanced budget indicating that the association will seek to reduce expenses and consider increasing outside revenue sources for the proposed 2004-2005 budget. The proposed budget includes an institutional dues increase, continued efforts to reduce reliance on member dues and meeting registration revenue, will continue to build reserves toward the goal of 50 percent of the operating budget.

  Roof also explained the planned dues increase for FY2004-2005 which is based on the Consumer Price Index (CPI) of 1.9 percent for 2003. If the CPI were applied to the current dues amount ($175/member) the increase result would be $3.33 per member. The proposed dues increase was rounded to the nearest dollar amount or $3.00. The proposed FY2004-2005 dues increase will be set at $178 per member.

  Vice President Tom Bilger moved and Vice President Ange Peterson seconded the motion to approve the dues increase by the amount of $3.00 which is based on the 2003 CPI. The motion passed unanimously. (10/0) .

  Paul Aucoin moved and Eric Staab seconded a motion to approve the proposed 2004-2005 budget, which includes providing an electronic copy of the *Members Guide* and eliminating the publication in a printed form.

The motion passed unanimously (10/0)

The Board moved and seconded a motion to adjourn the meeting and go into executive session. The staff was excused at 2:55 pm . The Board went back into session at 3:45 pm.

Following the executive session the Board discussed the proposed vice president position for access and equity and noted that a job description was being prepared. Following extensive discussion the following resolution was presented to the Board for review and consideration:

Vice President for Access and Equity
WHEREAS, AACRAO has a long and distinguished history of commitment to equality of opportunity and diversity; and

WHEREAS, the members believe that the future of the Association depends upon the participation and professionalism of all members; and
WHEREAS, AACRAO seeks to continue its tradition of commitment to diversity as a means of promoting excellence, inclusion, and openness in the fulfillment of its mission; and

WHEREAS, the Task Force on Diversity and Leadership was charged by the Board of Directors to study all aspects of diversity and leadership development within the Association, and

WHEREAS, the Task Force successfully discharged its duties by forwarding unanimous recommendations to the Board of Directors for consideration; and

WHEREAS, the Task Force recommended that a Vice President position be created on the Board in order to elevate the level of responsibility for and commitment to diversity within the Association.

BE IT THEREFORE RESOLVED, that the Board proposes that the voting members of AACRAO amend the Association's bylaws at the 2004 business meeting by approving the following member resolution: "BE IT RESOLVED, that bylaws Article III, Section 1(i) is hereby amended by striking the text following 'Vice President' and substituting 'for Access and Equity.'"

Paul Aucoin moved and Eric Staab seconded the motion to approve the resolution for the Vice President for Access and Equity as presented and the resolution will be forwarded to the 2004 annual meeting business session for approval by the membership. The motion was moved to the consent agenda. (10/0)

4. **Committee Technology Enhancements**
   AACRAO staff members, Ryan Bingham and Christopher Just, joined Vice President Allen to present a process to enable the committee structure to be more visible and workable by the vice presidents. By taking already existing materials that are on the web site and organizing the material and pages so that they are user friendly the vice presidents will be able to view their committees and indicate changes where appropriate. Staff demonstrated access to the committee information pages by using a test mock-up to link the resource center and by grouping the existing documents that are already on the web into categories. It is projected that the mock-up materials will be live by the end of March and will allow the vice presidents to have access to their committees and the authorization to update the committee lists by adding or deleting members on their committees.

5. **International Education Services**
   Bill Paver and Dale Gough provided background information on the Education Database for Global Evaluation (EDGE), (formerly know as the Electronic Resource for Evaluation of International Credentials [EREIC]), which is an online resource that would provide information or background on the education credentials of countries so that institutions of higher education or others who may need the information could access the web for current information on a particular country. This project will not be a full blown country study guide for each country. Bill Paver, a former AACRAO Board member, has been instrumental in the developing this concept with the assistance of IES who has also been a tremendous help. The project will allow for the creation of an expanded resource tool that allows a country's profile to be entered into a program and with continued maintenance to make sure that it is current. There have been several countries profiled so that people can review the test version of this project. Once a country has been identified an author will be contacted and it will take three months for a country to become part of the project.
   Sullivan thanked Paver for his work and financial supported extended to begin this project. A business plan will be developed. If approved the project's database will be maintained by AACRAO and would become an AACRAO electronic publication on the AACRAO web site. (It was noted that NASFA has no interest in publishing a Graduate Handbook or a similar publication.)

   The meeting was adjourned at 4:30 pm

Sunday, February 22, 2004

The meeting reconvened at 1:35 pm

6. **Subcommittee reports**
   Administrative/Finance Subcommittee
   Heather Smith reported that one of the agenda items for the subcommittee was discussion of honorary membership award (may be awarded to an individual leaving the profession) and distinguished service membership award. The recommendation of the subcommittees for honorary membership is Georgeanna Porter. Smith explaining that to receive an honorary membership an individual must meet a required point

system and Georgeanna Porter meets those requirements. She will be leaving the University of Missouri in May. The second recommendation to the Board is for a distinguished service award is presented to someone who has contributed greatly to the association or continues to contribute and has either chaired a task force or other committee for the association. The individual selected meets all of these requirements.

Heather Smith moved and Ange Peterson seconded the motion to move to the consent agenda the approval of the recipient of the 2004 honorary membership award (Georgeanna Porter) and the recipient (to be announced at the 2004 annual meeting) of the 2004 distinguished service award.

Sullivan reported that AES is doing well with recruiting new schools. Presently 143 schools have joined and AES is running about 30 days ahead of the projections as far as schools joining.
The IES revenue is behind FY04 budget projections by 12 percent. However this is their slow time of year and their busy time is just ahead. In addition, IES will be working with George Mason University exclusively on their graduate evaluations. In August IES will begin to evaluate all of the legal scholars entering into the United States for LSAT.

7. **Operations/Membership**
The subcommittees discussed the committee selection process indicating that the past president will have over site of the committees and will continue to make the system changes however the vice presidents will have the responsibility of acceptance or denial of committee members.
The subcommittee recommended that when an application to serve on a committee is received, a response should be sent electronically indicating that the application has been received possibility within 24 hours. This should be an automatic response. The vice presidents will have primary responsibility of going to the web page to verify that the information is correct.
The subcommittees discussed the need to recruit volunteers and to identify people for the committees. There will be a booth set up at the annual meeting so that members can stop by and sign up for a committee. But each vice president should determine the value of continuing a particular committee. A form was developed and distributed for review that allows the committee chair to let the vice president know what the value of the committee so that the vice president could determine to continue or discontinue a committee. A form was also distributed that would identify the mission statement, the goals or actions items for the year so that there is a plan or direction for the committee.

8. **Strategic planning**
Sullivan introduced Jim Dalton who worked with the Board to update the AACRAO Strategic Plan. The Board with the assistance of Dalton reviewed the issues developed from the Leadership meeting. It was determined that incorporating these issues into the strategic plan would be deferred to the June Board meeting with the exception of the item dealing with the communication of future service delivery ventures involving third parties.

Dalton led a discussion with the Board of the following issues in section E and F of the Strategic Plan:

- **Association Issue**
  The committee structure is overly focused on the annual meeting leading to the underutilization of a valuable resource.
  Strategy
  Operations/Membership subcommittee is to develop a strategy to improve utilization of the committees and will report to the Board by June and develop specific recommendations.
- **New Association Issue**
  The growing complexity of the AACRAO membership and size of AACRAO is leading to (a) a gap of understanding between membership and its leadership and (b) what is required to lead this organization.
  Suggested strategy
  To institutionalize the tracking of ongoing members' needs through a focus group process at the annual meeting and/or some representative sample at regional meetings or using other means of racking annually.
- **New Critical Issue**
  The growth of the enrollment management concept and institutional restructuring has brought about changes in the traditional titles and responsibilities of the professions of AACRAO members.
  Strategy
  The VP of Leadership within committee will define/design a survey with the assistance of AACRAO staff to do a responsibility assessment of the members.
  Outcome:
  AACRAO will be in a better position to give members counsel on how to maximize their effectiveness and influence within the changing context of their university.
- **New Critical Issue**
  Diversity

1. Define the diversity terms that you are going to use more clearly.
2. Get a grip on current data and improve the process for tracking it over time.
3. specific goals and use the data tracking system to monitor your progress.
4. Bring greater clarity to mentoring process in terms of how it works and how well it is working.
5. Reconsider the VP title and communicate what is intended more effectively.

Dalton reviewed with the Board the section on Strategies (G) of the Strategic Plan. The following recommendations or updates were recommended.

- Educational Metrics will remain and continue as rolling and monitoring.
- Improve transferability of credits will be revised and updated in June.
- Best Practice Guidelines. The survey on job responsibilities (noted above) should be completed before number 3.
- Alignment will be reviewed in June and closed down at that time.

- AACRAO Enrollment Services will be completed.
- AACRAO International Education Services will be reviewed in June.

The following discussion points will be revisited for early adoption (3/17/04) with communication back to the leadership group:
AACRAO can invest in for-profit ventures that compete for members business with the provisions that

- It is in someway mission related, not controversial.
- Due diligence is exercised.
- An adequate communication plan is brought forward to explain it.
- There are quality standards defined and imposed on the business.
- The member implications of these endorsements are explained.
- Ombudsman role that when members have a complaint with this business there is a process that leads them to believe an AACRAO intervention would be on their behalf not on behalf of the profitability of this company.

The meeting was adjourned at 5:30 pm.

February 23, 2004

The meeting was reconvened at 9:45 am on Monday, February 23, 2004

9. **Continuation of Officer/VP Reports**
   Vice President for International Education
   Vice President Eric Staab reported that EDGE would be developing a business plan and a proposed budget for review by the Board.

   Staab also discussed recognizing outstanding contributions to the association in the area of international education

   Staab moved and Heather Smith seconded a motion to honor Axel Markert with a distinguished service award for international education for his many outstanding contributions to the association. The motion was moved to the consent agenda.

WHEREAS, the American Association of Collegiate Registrars and Admissions Officers (AACRAO) has a long history of leadership in international education; and

WHEREAS, exchange programs are an indispensable ingredient of international education research and professional development; and
WHEREAS, Axel Markert of the University of Tübingen was instrumental in the facilitating AACRAO's sponsorship of the Baden-Württemberg Seminar in Germany ; and

WHEREAS, the Baden-Württemberg Seminar has, since Markert's partnership with AACRAO, evolved into the preeminent professional development opportunity for international admissions professionals in the United States; and

Whereas Markert is a pioneer in the field of international exchange, for both students and administrators; and

Whereas Markert has developed exchanges with more than 60 American institutions as well as numerous exchanges with other countries; and Whereas Markert has been a founder essential in the development of a pan European international organization that cooperates closely with U.S. higher education groups; and

Whereas Markert has lent his expertise in international education to AACRAO for more than twenty years, attending the national meeting, offering sessions on international education and serving repeatedly as the guest speaker international events; and

Whereas Markert has truly demonstrated the power of personal relationships to span international boundaries and increase international understanding.

BE IT THEREFORE RESOLVED, that AACRAO hereby recognized Markert's contributions to U.S.-German educational relations by awarding him the Award for Excellence in International Education at the Association's 91 st Annual Meeting on this 19 th day of April, 2004.

The Board discussed expanding and developing additional awards presented by the association to honor those who have made outstanding contributions to the higher education community or arena. Past President Smith and Sullivan offered to further explore additional awards for the association.

Past President
Past President Heather Smith reported that a report and outline had been prepared for the President describing the transition process and responsibilities of the Past President. Three transition conference calls have been completed with board nominees. These calls are primarily to seek questions regarding the upcoming annual meeting and to review the script. In addition, the committee rosters and database have been updated.

President-elect
President-elect Tom Bilger reported the dates for the AACRAO activities for future Board meetings and conference calls for 2004-2005 have been set. It was requested the day that is set aside for the Board committee meetings should be noted on the calendar. And, the plans for the 2004 annual meeting are coming along nicely.

Vice President for Finance
Vice President Joe Roof reported that the investment performance of the short term funds performed better and the long term fund which is designed to provide a slower rate of growth.

Vice President of Admission and Enrollment Management
Vice President Ange Peterson noted that the Admissions Institute faculty met with regard to the workshops that are planned for 2004. Modules have been reorganized to include publications from track 1.

Vice President for Leadership and Management Development
Vice President Betty Huff clarified that the director of a scholarship foundation board in Las Vegas is selecting a pool of eligible students who would be recipients of the AACRAO scholarship. Discussion evolved around creating a leadership certificate for those who have demonstrated work completed either through a workshop or an online course. Huff requested input on developing certificates, which could include college credit or ceus. Sullivan and Huff will further explore the possibility of awarding certificates of completion or transcripts of a course completed.

Vice President for Associations and Institutional Issues
Vice President Paul Aucoin reported that the Tennessee AACRAO is interested in AACRAO presenting a mini SEM workshop. Discussion by the board followed indicated that this is an open topic and AACRAO will be investigating the feasibility of presenting such meetings for the state and regional organizations.

Vice President for Records and Academic Services
Vice President Mike Allen indicated that the transition of Reg 101 will be as smooth as possible. AACRAO will receive all the materials available, including the presentation materials. Allen presented a session at SACRAO regarding online offerings and suggested that AACRAO may be receptive to create new online offerings with state and regional associations. If interested a discussion should be presented to Executive Director Sullivan. Allen also requested that the Administrative/Finance Subcommittee review the revenue sharing stream for online courses and develop a model for future online courses regarding payment for coordinators.

Vice President for Information Technology
Vice President Bob Morley reported that the AACRAO Technology Conference has been scheduled for Oct 3-5, 2004 at Newport Beach , CA . The call for papers has been sent out and a contract has been signed by David Stone to continue his work with this conference.
Morley noted that PESC has been working with authentication. A task force has been formed but they are still looking for volunteers. AACRAO are looking at participating with a group who is already doing work on it and at some point AACRAO may need to pull together a task force.
The SPEEDE committee has been working on an XML schema for a transcript and the big issue is working to submit it to PESC and also to submit it to the ANSI X12 community.
Morley updated the Board on the AES Steering Board indicating that the group was

formed to focus on new revenue streams noting that the participation rate of the group has gone down

10. **Auditors Report**
Roof introduced the AACRAO auditor, Michael Hoehn of Raffa & Associates. Hoehn provided a brief overview indicating the audit provided no difficulties and was a clean audit. The accounting process did not provide any concerns or difficulties. The audit will be available on the AACRAO web site.

Heather Smith moved and Betty Huff seconded the motion to approve the financial audit for year ended September 30, 2003. The motion passed unanimously. 10/0

11. ***SEM Monthly* evaluation**
Barmak Nassirian updated the Board on the evaluation of the AACRAO publication *SEM Monthly* and whether to continue printing and mailing the publication. Nassirian noted that the publication created 13 months ago was to be funded from a reserve fund and mailed on a subscription basis. The numbers of members ordering subscriptions has not been sufficient to make the publication profitable. The current strategy is to eliminate the hard copy and provide the publication in a PDF file on the web site with archival ability, which would decrease costs considerably. Sullivan and Nassirian will review the advantages and disadvantages of continuing the publication and report to the board at the April meeting indicating if the publication should be continued or not. If the publication were continued the next edition would be electronic. It was noted that the Board did not support continuing the publication.

The meeting was adjourned at 5:20 pm

Tuesday, February 24, 2004

The meeting was reconvened at 9:10 am

12. **Old Business**
Sullivan, Roof and Wiley will meet via conference call to discuss the current AACRAO portfolio investment policy and future guidelines for AACRAO ventures. The policy and guidelines will be discussed at the next board meeting.

13. **Annual Meeting timeline**
During the 2004 Annual Meeting in Las Vegas , Nevada , the Administrative/Finance subcommittees will meet at 8:00 am on Saturday, April 17 and the Membership/Operations subcommittees will meet at 1:00 pm on Saturday, April 17. The Board will meet on Sunday April 18 from 8:00 am - 4:00 pm and on Friday, April 23 from 8:00 am - 12:00 noon.

14. **Consent Agenda**
Tom Bilger moved and Mike Allen seconded the motion to approve the consent agenda. The motion passed unanimously. (10/0)

• **Paul Aucoin moved and Eric Staab seconded the motion to approve the resolution for the Vice President for Access and Equity as presented and the resolution will be forwarded to the 2004 annual meeting business session for approval by the membership. (10/0)**

Vice President for Access and Equity
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WHEREAS, the members believe that the future of the Association depends upon the participation and professionalism of all members; and

WHEREAS, AACRAO seeks to continue its tradition of commitment to diversity as a means of promoting excellence, inclusion, and openness in the fulfillment of its mission; and

WHEREAS, the Task Force on Diversity and Leadership was charged by the Board of Directors to study all aspects of diversity and leadership development within the Association, and

WHEREAS, the Task Force successfully discharged its duties by forwarding unanimous recommendations to the Board of Directors for consideration; and

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• ***Heather Smith moved and Ange Peterson seconded the motion to the approval of the recipient of the 2004 honorary membership award (Georgeanna Porter) and the recipient (to be announced at the 2004 annual meeting) of the 2004 distinguished service award.***

• ***Staab moved and Heather Smith seconded a motion to honor Axel Markert with a distinguished service award in international education for his outstanding contributions to the association.***

WHEREAS, the American Association of Collegiate Registrars and Admissions Officers (AACRAO) has a long history of leadership in international education; and

WHEREAS, exchange programs are an indispensable ingredient of international education research and professional development; and

WHEREAS, Axel Markert of the University of Tübingen was instrumental in the facilitating AACRAO's sponsorship of the Baden-Württemberg Seminar in Germany ; and

WHEREAS, the Baden-Württemberg Seminar has, since Markert's partnership with AACRAO, evolved into the preeminent professional development opportunity for international admissions professionals in the United States; and

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Whereas Markert has been a founder essential in the development of a pan European international organization that cooperates closely with U.S. higher education groups; and

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15. **Adjournment**

There being no further business the meeting was adjourned at 10:20 am