Board of Directors Meeting #4

April 18, 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, and Paul Wiley

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

1. **Call to order/Adoption of agenda**
   The meeting was called to order on Saturday, April 18, 2004 at 9:20 a.m. (PST). The agenda was reviewed and adopted.

2. **Approval of minutes**
   Paul Aucoin moved and Ange Peterson seconded a motion to move to the consent agenda the approval of the minutes from the February 20-24, 2004 (as corrected) and the minutes from the March 17, 2004 Conference Call. (10/0)

3. **Subcommittee reports**
   Administrative/Finance

   Vice President Joe Roof reported that AACRAO had a net operating loss of $33,363 for the month of March and net operating income of $13,702 year-to-date. As compared to last year at this time AACRAO is doing well for the month. Roof noted that the net operating income fluctuates throughout the year and March is the low point because revenue from the annual meeting has not been realized. The value of investments for the month decreased reducing the year-to-date to $91,405. Overall, for the month of March, AACRAO's financial report looks very well. Roof continued to report that March is the halfway point of the year and revenues were 38% of budget and the expenses were also 38% of budget.

   Roof also noted that there continues to be a concern about revenue from IES that is running at a deficit at the moment. The situation will be monitored throughout the fiscal year realizing that this is the department's low period. Jerry Sullivan noted that IES revenue will probably be up from last year but the expenses would also increase. The department should break even by the end of the fiscal year. Business for IES has increased and is projected to continue to increase.

   A comment was made about the proposed budget for FY2005 and the fact that salaries were going up a significant percentage. Roof reported that a couple of temporary employees would become full time employees changing the line items increasing permanent line and decreasing temporary line. There are also contractual obligations that need to be budgeted and that is included in the salary increases. Salary increases for staff is right around 3%.

Comments were also made about the budgeted increase in meals/lodging/entertainment. In response to the comment, it was noted that the 6.8% increase in the line items takes into account several things. The association continued and will continue to involve a greater percentage of the membership in specific meetings and task forces hence the increase. The line item for travel was increased by 3.9% and includes travel for the State and Regional Meeting scheduled in December, the Leadership Meeting scheduled in February as well as travel for board members and the N&E. The total cost of governance in 2003 was 4% of AACRAO's expenses.

AACRAO Enrollment Services has agreements with 159 schools with 117 of those electronically connected to AACRAO Enrollment Services. That represents about 1.4 million students. By the end of this month it is projected that an additional 21 schools will have signed up which will represent another 372,000 students. Overall, AACRAO Enrollment Services is doing well.

It was also noted that the VP of Finance is always available to answer questions from the membership regarding the finances of the association.

Operations/Membership Subcommittee

Robert Morley reported that there were a number of agenda items with the highlights being:

- A Committee booth for the Board members will be available at the annual meeting. The booth will be staffed by the Board and Committee Chairs materials will be available for distribution. Board members were encouraged to stop by to help answer questions.
- The subcommittees responded to the recommendation to have the Committee Chairs produce activity reports, goals and mission statements for the Committees. The end of the year and goal setting reports will be an excellent tool. It was recommended that during the session with the chairs at the Annual Meeting, the Vice Presidents should discuss the reports with their Committees to further identify the tasks that have been completed and tasks that still need to be completed; clarify the mission of the Committee; and to ask if the Committee should continue to exist. It was also suggested the summaries be published on the new AACRAO web page designated for Committees to keep an electronic record or historical lineage of the actions, goals and missions of the Committees. (The reports that are received from the current sitting chair will most likely be given to the incoming chair so that there would be continuity in the transition.)
- The Leadership Meeting was outstanding and productive and involved active participation from all of the attendees.
- The subcommittee continued the discussion of the technical enhancements for Committees lists on the AACRAO web site. These enhancements encompass two sections. The first one deals with the committees as they appear on the actual web site and the second one deals with the AACRAO Intranet commonly referred to as Matrixmax which is the system used to maintain the committee rooster and provides the ability to post some documents for the committees. It

was determined that until the functionality of the system is further developed:

- The past president will function as the traffic cop.
- A subgroup (Eric Staab, Betty Huff, and Luz Barreras) have been assigned the responsibility for working with Ryan Bingham to develop a system that will receive an application for committee membership and return a response.
- The Vice Presidents will have primary responsibility for the oversight of the Committees to insure that the Committee lists are up-to-date.

It was further noted that improvements to the AACRAO web site have been made to support or update committee members and prospective committee members online. A new piece will be developed so that the prospective applicants will receive a response from the web site to their applications for committee appointments, which would provide for fast and easy communication with the members.

The subcommittee thanked Vice President Morley for his leadership of the Membership Subcommittee for the last two years and for his joint leadership of Operations and Membership for the last few months. Vice President Paul Aucoin will chair the Operations/Membership subcommittee under the leadership of President Tom Bilger

4. **Executive Director's Report**
Executive Director Jerry Sullivan noted the following:

- AACRAO salaries are budgeted for a 3% increase with a 3% bonus pool available. The 3% bonus pool was created several years ago and is used as an incentive for staff to perform well. In addition to that, Washington, DC has about a 4.2% unemployment factor. So within that kind of environment AACRAO tries to make sure that salaries are competitive and reasonable. Two sources are used to determine salary increases, (1) QUAT—an organization that measures salaries for associations across the country, and (2) American Society of Association Executives. The positive thing about being located in Washington DC is that AACRAO is in a building that houses several education associations and there is a trained labor pool from which associations may draw.
- To further the discussion, Sullivan noted that IES continues to grow. AACRAO is in the process of developing a web-based application-processing unit with the assistance of several sources that would enable a client to have the ability to see where they are in the evaluation process. IES will continue to be monitored and the Board will continue to be informed.
- AACRAO is working with several higher education associations (and continuing to work with members) to create an overall rubric assisted by the Public Policy Task Force. As issues arise people with expertise on a given subject may be brought into Washington, DC to testify. Citing an example, Sullivan noted the McKeon legislation on academic transfer and the potential of unprecedented federal intrusion on autonomy of institutions. To establish AACRAO's position that transfer is a major issue, several campus experts were brought in to meet with the presidential organizations staffs to explain. AACRAO was successful and transfer has now become a lobbying effort with these associations.

AACCRAO is not of the size to lobby by itself, but we do have influence within the higher education community.

The other issue involved the Government Accounting Office (GAO) approaching AACRAO concerning the development SEVIS. A survey was sent to the membership and the results were quickly available which had an effect with the GAO. The information will be used in Congress and it will be made part of the Congressional Record.

Two new brochures were distributed that were developed to expound on the benefits of AACRAO products, services, and volunteer involvement. The brochures will be available at the AACRAO Committee booth as well as be available for members throughout the year. The brochures will be used as a membership recruiting tool.

5. **Vice President's reports**
   - **President Elect**
     President Elect Tom Bilger reported that things seemed to be going well for this annual meeting. The Program Committee, Board and staff developed a good program. Very few cancellations were received and this may be due to AACRAO's efforts to communicate often with the membership. Thanks were extended to Doreen Root for a job well done as the AACRAO Annual Meeting Program Chair.

     Upcoming AACRAO Board meeting dates were noted and it was requested that these dates be placed on the Board member's calendars.
   - **Admissions and Enrollment Management**
     Vice President Ange Peterson extended thanks to Mike Allen and Heather Smith for their leadership. Peterson indicated that she received excellent reports from her Committees. The reports will contribute greatly to future planning. To summarize the Committee reports: High School Relations could and may become part of Recruitment and Marketing; Recruitment and Marketing should be a much larger committee and divided into focus groups within the committee; Transfer and Articulation committee could be combined, and the Admissions Institute and an international component would be added.
   - **Leadership and Management Development**
     In addition to the written report, Vice President Betty Huff reported that working with a local scholarship committee in Las Vegas, three students from public schools were identified to receive scholarships that will be presented during this annual meeting. It was recommended that the new Vice President for Access and Equity act as the liaison to the scholarship committee.
   - **Vice President for International Education**
     Vice President Eric Staab updated the Board on the EDGE project indicating that they have been moving at a blistering speed. The database includes the following countries: Afghanistan, India, Korea, Kosovo, Nigeria, Malaysia, Turkey, and the United States. The project will be presented at the Las Vegas Annual Meeting. A business plan and budget is being developed along with a timeline and will be available for review by the Board. EDGE will be an

electronic publication and be gifted to AACRAO.

It was further noted that this project relates to the AACRAO mission and has appropriate member involvement including the people who have been consulted to develop this project. The introduction of this project at the annual meeting will assess membership's views of this project. Following discussion, the board raised the issue of the applicability of the recently adopted guidelines (AACRAO Service-Delivery Ventures Involving Third Parties Policy) to this venture. A determination was made that this activity would be subsumed under normal activities of the association finding that this is in conformity with the above mentioned guidelines.

Further discussion raised concern that the policy as written may be too broad and might subsume such traditional AACRAO activities as FERPA, workshops, regular publications through third party authors etc. These are activities were not intended to be covered by this policy. The board decided to let the policy stand and to review and adjust the policy on an annual basis so the policy will continue to meet the needs of the Association.

It was requested that the Vice President for International Education define and present to the Board IPAC's role in EDGE and what the responsibility would be to the project or if there would be an advisory committee created for this project.

Staab noted that IPAC has been doing a great deal of work that includes drafting a contractual agreement form and guidelines for authors. The Brazil publication has been completed.

- **Vice President for Associations and Institutional Issues**
  Vice President Paul Aucion requested that board members check the outreach calendar that is included with the written report to determine if the assigned association visits are correct. Air travel should be booked far enough in advance to ensure a good price and AACRAO should be informed of lodging accommodations so that materials may be sent prior to the visit for outreach efforts.

  Aucoin received excellent response from Committees:
- The State and Regional Relations Committee will host a pre-meeting workshop and the Ockerman award will be presented. The Committee created and maintained a direct relationship between the state and regional officers and specific committee members. This connection will make it easier for officers to be aware of the activities designed for the state and regional officers. The Committee also felt strongly that they needed an increased presence at the December meeting.
- The Federal Compliance Committee completed several projects this year including developing a workshop called Federal Compliance 101. This workshop broadens the view of compliance to include issues in addition to FERPA. The Committee will work with *C&U* to develop a regular column on

compliance issues. The Committee expressed an interest in working with the AACRAO office on issues dealing with federal compliance.

- **Vice President for Information Technology**
  Vice President Robert Morley reported that work on the authentication project is continuing. It is a viable working project and people are interested in its completion. SPEEDE is meeting and will finalize the XML schema for transcripts. SCT has already begun using the XML schema that has been developed and the California Community College Consortium requires it to be used with all RFPs. PESC will approve the standard at their meeting.

  The AACRAO Technology Conference has been scheduled for October 3-5, 2004 in Newport Beach, California.

- **Vice President for Records and Academic Services**
  In addition to the written report, Vice President Mike Allen extended thanks to the AACRAO staff and to the Board members indicating that he enjoyed working with this talented group of people. Allen also expressed the hope that the Board members continue to inform the membership about the nature of the Association and the need for a business oriented presence. The board should stay on mission, create a good communication system, and find people who are willing to work.

  President Paul Taylor expressed appreciation to Vice President Allen for the development and implementation of REG 101 and for his dedicated service over the last three years.

- **Past President**
  Past President Heather Smith extended thanks to the AACRAO staff for their hard work and dedicated service over the last several years. Smith also extended encouraging words to the Board.

  President Taylor expressed appreciation for Past President Smith's leadership, courage to continue under difficult situations, and for the helpful link to the past.

6. **Continuation of Subcommittee reports**
   The board discussed and agreed on the following responsibilities for the Vice President for Access and Equity position and the Vice President for Leadership and Management Development.

   The responsibilities for Vice President for Access and Equity include:
   - Community College Issues
   - Graduate and Professional College Issues
   - Small College Issues
   - Access and Equity (includes both professional and student)
   - Caucuses.

The responsibilities for the Vice President for Leadership and Management Development include:

- State and Regional
- Federal Compliance
- Mentoring
- Member Services
- Professional staff development

(It was noted that the Mentor Committee is a separate committee at this time and because it is in the planning stages could at a later date be moved under member services.)

7. **Consent Agenda**
   To approve the minutes from the February 20-24, 2004 (as corrected) and the minutes from the March 17, 2004 Conference Call.
   M/S/P - Aucoin/Peterson - (10/0)

8. **Adjournment**
   There being no further business the meeting was adjourned at 2:00 pm