Board of Directors Meeting #4

July 14-15, 1998

Board Participants:
Paul Anderson, Bill Haid, Fred Fresh, Valerie Mead, Heather Smith, Louise Lonabocker, Diana Guerrero, Johnny Johnson, Gene Schuster

Guests:
Jerry Sullivan, AACRAO Executive Director; Jim Caputo, Accounting Consultant

AACRAO Office Update (provided by SULLIVAN)

1. **Incorporation:** Advantages of incorporation for AACRAO were outlined. ***Moved/Seconded/Passed*****: To authorize the Executive Director to move forward on incorporation of AACRAO as soon as possible**. [Smith/Guerrero. 9/0/0] Note: Incorporation may require Constitution and/or By-Laws technical changes and tax filings, and membership approval. Information will be passed to state associations .
2. **Personnel Handbook**: Although the personnel handbook is in order, the office has not followed some handbook guidelines such as the professional staff overtime and compensatory time provisions.
3. **Retirement Plan:** Authorization requested for the AACRAO office to offer a more competitive benefit program by changing the current two-year waiting period for retirement plan eligibility to an immediate start, with some vesting period. *Moved/Seconded/Passed*: **To authorize the Executive Director to revise the employee retirement program to involve employees immediately upon employment, providing there is at least one year of employment required for vestment during which AACRAO's contribution could be recovered, effective on the date implementation for employees not already covered.** [Johnson/Mead. 9/0/0]

- NOTE: The Executive Director will re-arrange expenses within the budget to cover retirement plan and incorporation costs.

1. **Office Space:**

- Standards Council agreement is signed; this contract serves as a template for other agreements.
- An agreement for GATE/The Center for Quality Assurance in International Education requires development.

4. **PIER**: The Executive Director is scheduled to receive a presentation of AACRAO's PIER obligations.

5. **Staff Organization**: The staff is working in a temporary configuration until AACRAO needs and staff capabilities have been evaluated.

7. **Telephones**: Telephone service adjustments being researched.

8. **Staffing**: New staff members: Eric Mosel, chief information officer; Angie Covington, accounting personnel.

9. **Board/Executive Director Relationship**:

- The Board will set performance expectations only for the Executive Director and the AACRAO office. The Executive Director requested development of specific performance expectations for the Executive Director/AACRAO Office, which would include Tanner committee crafted checks and balances -- for inclusion in AACRAO By Laws. The Executive Director proposed that the Board would receive a budget that included salary adjustments. The Board responded that it preferred both be part of an annual association operational plan developed by the Executive Director.
- Use of CPHE involvement in government relations was explored, including the politics and role of CPHE.

Finances (presented by CAPUTO)

1. **Cash**: Currently, AACRAO's cash position is positive, but the number of membership payments received for next year is unknown. The year-end deficit may be smaller than was anticipated due to aggressive cuts and staff attrition.
2. **Chart of Accounts**: The Board received a draft accounts chart to assist with proper accounting and reporting; a final version is being developed by Caputo and Sullivan.
3. **Platinum**: Outside services are required to set up and train staff on the newer version of Platinum. Note: Platinum is essential to a Y2K compliant system and association activity management.
4. **Publication Responsibilities**: The ACE approach to publications was outlined.
3. **Indirect Costs**: Assigning indirect costs to programs is suspended until some rationalization is preformed. Meanwhile, expenses beyond direct cost are viewed as ACRAO office operations contributions.
4. **Audit**: Financial record preparation for the mid-September audit is a priority.
5. **1998 Annual Meeting results:** Direct expenses were met by the income received as a result of the amount of trimming just before the meeting. Late fee billings were recently sent out. Information about the impact on the 1999 Annual Meeting was discussed, including February-approved exhibit fee change.

Updated TF2000 Recommendations and Assignments (presented by SMITH)

- Priorities for recommendations were categorized as underway/immediate, high priority, and moderate priority.

- Supporting members with an electronic Data Dispenser was discussed. Some leadership assignments had been made, and several assignments were designated. ANDERSON accepted responsibility for remaining assignments. SMITH will continue to provide the tracking report periodically.

Affiliation with AACRAO:

- Improving AACRAO office support to state and regional associations was addressed.
- Forming additional constituent groups, international groups, and trying to formalize relationships with other associations was discussed.
- Better utilization of inter-association representatives was discussed.
- The Executive Director requested adding discussion of developing parameters for co-marketing and other arrangements with other associations to the December Board meeting agenda.

Membership Committee Organization and Charge: The Executive Director will verify the committee's 1998 goals.

Publications:

- The Member Guide and Data Dispenser will be treated as a membership responsibility; Henny is responsible for administration of all other publications.
- ***Moved/Seconded/Passed*****: To include International Student Bill-of-Rights in the Member Guide and Annual Meeting Program.**[Johnson/Fresh. 9/0] The Professional Standards will also be included in the Annual Meeting Program to encourage member attention.
- The Executive Director will review new member packet contents to insure that important association information is included.

Work Reduction, Procedure Streamlining: LONABOCKER will prepare a list of discussions, proposals, and implementations.

Challenge Campaign Progress: Publicizing contributions and encouraging participation were discussed. The AACRAO office will keep the *Chronicle of Higher Education* and other media informed of board activities.

Tracking Document: SMITH will update the tracking document to include the President's notes on recommendations.

Committee Membership (Reviewed by FRESH)

1. The board will review Henny's 5/13 listing.
2. Tenure of members shall be included on Henny's listing.
3. It was requested that the Vice Presidents identify who should rotate off for re-appointment and thank you letter preparation.

4. Committee assignments are expected to be determined by the December meeting; target date for identifications is November with an electronic list made available sooner.
5. Vice-Presidents are requested to update rosters for 1998-99, and make chair and vice-chair suggestions for 1999-00 by the end of October.
2. Appointment calendar adjustments were discussed.
3. Program Committee appointments were discussed. It was determined to be essential to have partial committee rotation, as committee chairs who rotate off are an excellent resource for new members. This same approach is used for the Awards Committee.

NACAC Statement on Good Practices in International Recruitment

NACAC has requested AACRAO endorsement of their statement on international recruitment. AACRAO plans to request NACAC endorsement of the "International Student Bill-of-Rights." Action on these items is expected by the next Board meeting; no action is required of the membership at this time.

Credentials LLC

Four AACRAO members are involved in creating a credentials clearinghouse, which is interested in AACRAO endorsement. The Board is interested investigating the possibility of providing AACRAO members with outsourcing opportunities; with controls and expectations enumerated, endorsements may be financially attractive to the association.

Board Re-Organization (presented by GUERRERO)

Board preferences regarding Board re-organization recommendations were requested; both the former Task Force 2000 members and the past presidents committee will be asked to comment on proposed changes at the December Board meeting.

1999 Annual Meeting (AM) Program Committee Discussions (presented by HAID)

1. Keynote speaker suggestions were made.
3. Meeting-at-a-glance and sessions layout were reviewed.
4. **AACRAO University**:

- The Program Committee recommended that AACRAO University continue.
- FRESH mentioned running the University program throughout the year.
- Concerns were expressed about certification areas and sessions selection.
- HAID will work with the Vice-Presidents and Program Committee on the AACRAO University program list and schedule.**Moved/Seconded/Passed: To continue operating the AACRAO University certificate program for one more meeting, with the completion of a thorough study and evaluation of the program before carrying it forward**. [Haid/Fresh. 7/1(Lonabocker)/1(Anderson)].
- HAID will manage the AACRAO University concept review, including referral to the Certification and Credentialing Task Force for advice and consideration.

5. HAID reviewed annual meeting publication revisions and web site use. The Program Committee recommends a glossy announcement that refers to the Web site for details, and placement of the session descriptions in the show program. ANDERSON suggested out-sourcing annual meeting publications in order to meet production deadlines. SULLIVAN requested a greater level of AACRAO office staff involvement in Program Committee and Annual Meeting planning activities to improve office output. ***Moved/Seconded/Passed*: To proceed with the proposed publication adjustments**. [Haid/Smith. 9/0].

6. ***Moved/Seconded/Passed*: To use the mid-morning time for the business meeting and make sure box lunches would be available for sale in the exhibit area.** [Fresh/Mead. 9/0].

Miscellaneous

1. **AACRAO Web Site**: Enhancements will be outlined at the next board meeting.
2. **Scripts for State/Regional Visits**: LONOBOCKER volunteered to put together suggestions (incorporating Anderson's letter).
3. **Foreign Currency**: ***Moved/Seconded/Passed*: To require that dues continue to be paid in US currency.** [Mead/Johnson. 9/0]
4. **Partial Payments**: No changes are planned in the partial payment process.
5. **AACRAO Communications Plan**: Membership Services will review the communications plan and publications' missions.
6. **Annual Meeting, New Orleans 2000**: Negotiations are underway to move the annual meeting back a day and lower hotel room costs.
7. **Enrollment Committee**: The Enrollment Committee believes it should continue its involvement in developing and managing SEM, and Committee expenses should be included in expense of offering SEM programs.
8. **Harvard Case Study**: Harvard would like to use AACRAO's situation over the last several years as the basis of a case study.

Charlotte LAC Interim Report (presented by: Terry Davis, Chair, University of South Carolina, Robert Barkley, Co-Chair, Clemson, both representing CARACO; and Gloria Rutberg, AACRAO Meetings Director)

1. Universal Algorithms will sponsor a Sunday golf tournament.
2. A corporate member may partially sponsor the opening reception.
3. Tour arrangements were highlighted.
4. **CONCERNS**:

- *Lack of an Exhibit Budget Line*.
- *Exhibitor Incentives*: Office marketing staff will work with Corporate Advisory Board members to develop incentives to encourage exhibitors return to future AACRAO annual meetings.

- *Technology Center*: The Tech Center provides a member development opportunity and is used for program planning. Cost for last year's center was estimated to be $26,000.; this year's center cannot operate with its current budget of $5,000. AACRAO does not have corporate sponsorship for the center. Finding a sponsor is a long-term effort that LAC cannot be responsible for; therefore, Tech Center sponsorship is assigned to AACRAO marketing staff. The registration fee must accommodate the Tech Center and several other annual meeting expenses that lack an adequate budget. ***Moved/Seconded/Passed*: To set the registration fee at $295.** [Schuster/Fresh. 9/0]. Conferon will be consulted about assisting with controlling Tech Center expenses.

National Relations

1. **ACE Diversity Statement**: (HAID) The National Consortium of Directors of Lesbian, Gay, Bi-sexual and Transgender Resources in Higher Education requested that ACE expand its widely circulated statement on diversity to include their constituents; AACRAO endorsed the ACE statement.
2. **AACRAO Relationship with Other Associations**: The Board's consensus is that AACRAO support and implement policies established by its institutions via the president and trustee's associations. AACRAO will generally support policies, but not initiate them.
3. **Legislative Updates**: (provided by SULLIVAN)

- **Clayton Amendment Status**: The Clayton amendment would require institutions to assist with voter registration. In answer to a reporter inquiry, Sullivan indicated that while AACRAO supports active participation in democracy, the association does not view the Clayton proposal as best, or only, approach. AACRAO prefers not to assume non-education burdens.
- **Higher Education Act Status**: The HE Act is going to conference; action is expected by August.
- **Taxpayer Relief Act of 1997**: Under the lead of NACUBO, several higher education associations are supporting an amendment to reduce institutional reporting burden of student fees and aid.

1. **Immigration Involvement Changes**: (JOHNSON) The pilot is still underway but the nationwide target date is uncertain.

Charlotte Board Meeting

The Board will meet in Charlotte on Thursday afternoon.

Minority Annual Meeting Registration Waiver

Last year 136 registration fees were waived for minorities; the previous 2 years, 54 and 106, respectively, were waived. There has been no study of the impact of these waivers, which are inconsistent with other groups. A question was raised about applicability for corporate members and whether to limit it in some way, perhaps to professional staff of regular members**.**

Moved/Seconded/Passed**: That minority first time Annual Meeting registrants from member institutions be permitted an early registration fee at the rate of one-half the regular meeting registration fee.** [Schuster/Guerrero. 9/0].

Moved/Seconded/Passed**: Those first time non-member attendees get membership for the rest of the current year.** [Schuster/Fresh. 9/0]. This membership would last from the date of registration payment through the end of that membership year (August). The Annual Meeting registration form may need adjustment to collect sufficient data. The marketing effort should include some welcoming packet. The Executive Director will review these policies and present a report to the Board in December 1999.

Professional Resource

SCHUSTER and SULLIVAN will review professional resources panel and consultant referral service policies.

Web Site Job Postings

The AACRAO office will consider posting jobs on the AACRAO Web site as a membership benefit and as a fund raising opportunity. The *Data Dispenser*may be used as a model, with consideration provided to individuals versus institutional ads.

Harvard Case Study

Moved/Seconded/Passed**: To authorize the Executive Director, President and/or others to be interviewed for creation of a case study by Harvard's College of Education provided AACRAO has full use of the materials for its own purposes and feedback is provided AACRAO when the case is utilized by Harvard.** [Smith/Schuster. 8/0; Haid not available to vote]

Updated Board/Executive Directory List

ANDERSON requested distribution of an updated Board/Executive Director directory list.

Administrative/Budget Committees Meeting

An October meeting is planned. Agenda items:

- Executive Director evaluation
- Review association finances
- Develop a FY 2000 budget for presentation at the December Board Meeting
- Develop a December Board meeting agenda, which will center on strategic planning, AACRAO office status report, and AACRAO future plans.

April Meeting/May Conference Call Minutes Review

Moved/Seconded/Passed**: To adopt the minutes as corrected.** [Haid/Guerrero. 9/0]

Board Meeting Schedule

December 10(AM) through December 13(AM).

Tentatively, February 26(PM)-March 1(AM).

Documents Used During Meeting

1. Report of AACRAO Task Force 2000 recommendations tracking report
2. Current committee membership listing
3. Charlotte LAC Committee Report, July 20, 1998