Board of Directors Meeting #6

July 21-24, 2000

Board Members in Attendance:
Tom Bilger, Linda Finley, Bill Haid, Louise Lonabocker, Gloria Nathanson, Joe Roof, Gene Schuster, Paul Taylor.
(Will Corprew absent due to illness).

Staff Members in Attendance:
Janie Barnett, Martha Henebry, Barmak Nassirian, Jerry Sullivan, Dana Walker.

1. Executive Session
The Board met in Executive Session on Friday, July 21 to discuss the Executive Director's 1999-2000 Performance Appraisal and to identify his Performance Goals for 2000-2001.

2. Call to order and approval of agenda.
Louise Lonabocker, President, called the meeting to order at 9 am on July 22. She welcomed Linda Finley as the new Board member (replacing Valerie Mead). The agenda was approved.

3. Board Vacancy
The Board accepted, with regret, the resignation of Valerie Mead as Vice President for Registration, Records, and Information Technology and appointed the Nomination and Election Committee's nominee for the position, Linda Finley, as Acting Vice President for Registration, Records, and Information Technology to complete the term ending April 2001.

2000.6.1 M/S/P [Schuster/Roof 7/0/0]

4. Approval of Previous Meeting Minutes. Approved the minutes from the April 8th Board of Directors, Meeting 3.

2000.6.2 M/S/P [Haid/Taylor. 8/0/0]

Approved the minutes from the April 13th Board of Directors, Meeting 4. Past President Bill Haid suggested changing item #3 on page 2 to read *The Board expressed an interest in involving a variety of AACRAO members to discuss and develop a plan.*

2000.6.3 M/S/P [Schuster/Nathanson. 8/0/0]

Approved the minutes from the June 22nd Board of Directors Conference Call, Meeting 5 without objection.

5. Administrative/Finance Committee (Chair: Louise Lonabocker)

- **Outsourcing Transition**

Mark Edwards with the Lang Group, a CPA firm, provided an overview on the outsourcing of financial services for AACRAO. He discussed Peachtree; the new Windows based financial system, which will replace Platinum. Both the Lang Group and the AACRAO Office staff agreed that the Platinum system was overly complicated and did not produce the reports requested by the Board and staff. The new software will provide statements that will be easy to interpret. It will also provide reports which will draw comparisons to industry averages, will provide graphical analysis and trends and will be able to compare net income with associations of similar size. As part of this financial transition, the Finance Committee and Executive Director will continue to review AACRAO's current investment strategy.

- **Executive Director Report On Year End Financial Status**

Executive Director Jerry Sullivan reported that AACRAO finished the year with an estimated $300,000 of additional revenue after expenses (an unaudited number). He outlined three major reasons for this: contracting income, the Annual Meeting and the Vice Presidents spending only 50% of their budgets. In addition, several staff vacancies have contributed to the surplus.

- **Establish a Strategic Investment Reserve**

Approved the establishment of a strategic investment fund. The strategic investment fund is intended to enable the association to make investments in activities that further strengthen its financial resources.

2000.6.4 M/S/P [Schuster/Haid 8/0/0]

- **Allocation of Additional Revenue**

Vice President Joe Roof provided a spreadsheet with brief descriptions of budget requests, persons responsible and the benefits to AACRAO.

The Board of Directors took the following actions related to the Allocation of Additional Revenue.

Agreed to move the $147,811 from last year's reserve (named on the 99 audited statement designated for program & infrastructure improvements) to the long-term reserve (named on the 99 audited statement as "designated by the Board for future periods").

2000.6.5 M/S/P [Roof/Finley 8/0/0]

Designated $45,000 from the FY00 year-end additional revenue for staff FY01merit stipends.

2000.6.6 M/S/P [Roof/Taylor 8/0/0]

Discussed a motion to allocate $100,000 from the FY00 year-end additional revenue into the strategic investment fund.

2000.6.7 M/S [Roof/Schuster]

Tabled Motion 2000.6.7

2000.6.8 M/S/P [Taylor/Schuster. 7/1/0 (Roof)]

- **Discussion of Board Options Concerning the Allocation of the Remaining Additional Revenue**

President-elect Gene Schuster suggested setting aside $100,000 to provide a $10 credit for current year (2000-2001) members who renew their membership for 2001-2002. Discussion focused on the options before the Board in view of its overall fiduciary obligations vis-à-vis the budget. It was pointed out that the administrative cost of setting up a refund would be significant. In addition, the association was still short of its stated target levels for reserves. The FY 2000 additional revenue was somewhat of an anomaly because future contracting revenue was not guaranteed and could not be counted on in the future. There was general consensus that the additional revenue should not be spent and the following motion was offered.

WHEREAS, the Board of Directors of AACRAO requested that the membership approve a $10 dues increase for the association's 2001 fiscal year; and

WHEREAS, the Board of Directors took this step because at the time of the association's business meeting in April, 2000, the association's fiscal year 2000 budgetary position was uncertain; and

WHEREAS, the membership approved the Board's budget request; and

WHEREAS, the association is expected to have significantly improved net revenues as of July, 2000;

BE IT THEREFORE RESOLVED that the Board hereby approves a rebate of $10 for fiscal year 2001 voting members who renew their membership for fiscal year 2002.

2000.6.9 M/S [Schuster/Taylor.]

After general discussion the following amendment was offered:

Amendment to Motion 2000.6.9
To strike the language after the last semicolon and insert the following:

and

WHEREAS, the Board believes that the additional revenue derived from the dues increase should not be expended, but held in reserve for the association so as to avoid the need for a future dues increase.

BE IT THEREFORE RESOLVED that the Board hereby transfers $100,000 of the AACRAO fiscal year 2000 additional revenue to the strategic investments fund.

Amendment to 2000.6.9 M/S/P [Haid/Bilger. 6/2/0 (Schuster, Taylor)]

Approved the amended motion.

Amended 2000.6.9 M/S/P [Schuster/Taylor 8/0/0]

- **Transfer of Additional Funds into Long Term Reserves**

Approved the transfer of $100,000 from the FY00 year-end additional revenue into long-term reserves.

2000.6.10 M/S/P [Taylor/Schuster. 8/0/0]

- **Allocation of Remaining FY00 Additional Revenue**

Authorized the Executive Director to use the remaining FY00 additional revenue to address the budget requests submitted by the Board of Directors and AACRAO staff in accordance with the Guidelines for Funding Budget Requests and to provide a report to the Board of Directors on any budget requests that are funded, along with an explanation of the basis for approval of each item.

2000.6.11 M/S/P [Roof/Nathanson. 8//0/0]

- **Board Guidelines For Funding Budget Requests**

There must be specific benefits to AACRAO in funding any budget request. The expected return on the investment of funds, the dollar amount of cost-savings, or an explanation of the non-monetary benefits should accompany each request.

Each budget request must explain how the benefits it would garner would be lost to the association if AACRAO fails to fund the request. In other words, would funding the request be the only way of obtaining the benefit?

Each budget request must explain why AACRAO is the natural source for the funds needed, i.e., who else would/should be looked to? (other associations/your institution/foundations, etc.)

The Board is particularly concerned that any additional expenditures in support of new projects be clearly articulated to the membership. As such, it is important that the parties requesting funding consider the likely reaction of the membership to their proposals.

- **October and December Meeting Dates**

President Lonabocker announced the State & Leadership Workshop will be held the weekend beginning December 8th. The Board meeting will take place on December 11th & 12th. A strategic planning session will be held with a small group of AACRAO members on October 13th and the results will be presented at the December Board meeting. The Board Finance and Administrative subcommittees will meet on October 14th & 15th.

- **AACRAO Centennial**

President Lonabocker received a proposal from Stan Henderson on the AACRAO Centennial. The proposal includes ideas on Centennial projects, a Centennial logo, Centennial moments, the Centennial celebrations and the AACRAO Centennial History. The next stage would be to appoint a coordinating committee. President Lonabocker suggested that we designate the Role of the Registrar workshop as the first of our centennial projects.

- **Small College Forum**

President Lonabocker reported on the establishment of a Small College Forum, which will meet in September to discuss issues of concern to small colleges, to review the unique challenges that small colleges will face in the years ahead and to identify programs, publications and activities of particular interest and value to small colleges. Most of the attendees are current or former members of the Small College Issues Committee.

6. LAC Report (Janet Ward)

Louise Lonabocker, President welcomed Danette Sullivan & Janet Ward, the 2001 Annual Meeting LAC chairs.

Janet Ward gave an update on the planning process. Local Arrangement Committee had three goals coming to this meeting. The first was to understand what the program would look like and what the outline was for the program. The second was the shipping issue and the third was a draft timeline of all publications, web and printed, and a clear understanding of the responsibilities of the LAC in terms of the kind of message in these publications. She also reported that the entire LAC was pleased with the direction the Board of Directors and AACRAO with outsourcing some of the key functions which include exhibits (MRA), registration (Conferon) and the technology center (Conferon).

Danette Sullivan gave an update on the planning process regarding the venues for the Big Event etc.

- Still need to come up with a name for the big event.
- Decided to use the Seattle center using two venues.

- Dinner will be served at the Pacific Science Center and then everyone will move along to the Experience Music Project.
- The cost will be $85 per person, the budget was built on a cost of $55 per person, and it was agreed that every attempt will be made to raise the additional $45,000 in sponsorship.

7.Annual Meeting
Gene Schuster reported that the program committee received over 380 session ideas, they scheduled 209 of them. The committee wants to keep all the programs they can available by exploring alternative presentation approaches like poster tables during the lunch slots if a boxed lunch is served.

The program committee has shown an interest in wanting to offer members who don't go to a plated special luncheon, an alternative activity. Professional activities committee meetings have been scheduled during Tuesday's lunch slot, so only the chairs must meet after the last session at the meeting. Planning opportunities for professional activities committees would be scheduled on Sunday afternoon, Tuesday morning with an optional time on Wednesday morning and then the chairs conclude with a meeting with the program committee in the early afternoon Wednesday.

The program has an hour and a half scheduled for lunch. The Program Committee proposes that lunches be served at the exhibit area, which creates additional traffic in the exhibit area. The exhibit managers suggested opening the Exhibit Area just prior to the morning break and closing for the day just after the afternoon break. If lunch is not provided in the Exhibit Area, the Exhibit Area would close during the lunch period. Because box lunches would result in raising the registration fee, the decision was postponed until next year.

Dana Walker noted that a decision needs to be made regarding the non-member fee, whether to remain $100 more than member fee or to change. Tom Bilger indicated that the Membership Subcommittee examined data from other Associations, found AACRAO's current non-member fee comparable and recommends no change at this time. Also the guest fee versus a separate event fee, i.e. do we want to have two separate fees, one that would cover exhibits, breaks and the events versus one that is just for the event. There were 150 guest registrations last year. Since it would create a lot more questions at registration if we had two separate fees, it was agreed that there will be one guest fee to cover the Monday event and the exhibit hall.

8. Board Development Activity
Dan Miller, Advantiv, provided a presentation on "Decision Resources for the New Economy."

9. Officer Reports
Formal reports were submitted in advance and are contained in the Board book.

a) *President (Lonabocker)*
Prepared a job description for the Division I NCAA representative which will be in Data Dispenser soon.

b) *President-elect (Schuster)*
Reported the AAU Registrars have asked AACRAO to establish a task force to evaluate the impact of outsourcing on the profession. There is a diversity of opinion among their members about what types of outsourcing are good ideas and their impact in the future.

c) *Vice President for Finance (Roof)*
Met with Lang Group, CPA firm, Jerry Sullivan and Gene Schuster in May and attended the Alabama ACRAO meeting in June.

d) *Vice President for Admissions and Enrollment (Taylor)*
Announced the Home School group met in Chicago and will sponsor four sessions at the annual meeting. The planning for Admissions 101 is proceeding on schedule with a preconference workshop scheduled for the 2001 Annual Meeting.

e) *Vice President for International Education (Nathanson)*
Attended the Oregon ACRAO Annual Conference in Warm Springs, Oregon April 30 to May 2 on behalf of the Board. Their attendance was the largest in recent years. The Group II committee chairs are both overseeing the revision of The Guide: A Resource for International Admissions Professionals as well as participating as authors.

f) *Vice President for Registration, Records, and Information Technology (Finley)*
Distributed draft report on national research study from Wanda Mercer who chairs the inter-association task force on disciplinary dismissals and student transcripts.

g) *Vice President of Association and Institutional Issues (Bilger)*
Reported the State & Regional information has been updated on the web. By August members will be able to update their own State & Regional information on the web. The Board approved renaming the Intra-Association Relations Committee to the State and Regional Relations Committee.

2000.6.12 M/S/P [Bilger/Taylor. 8/0/0]

h) *Past-President (Haid)*
Reviewed the committee appointment process. Haid will handle the process to appoint new committee members and the AACRAO office will handle all of the reappointments.

The new application form for new appointments is on the AACRAO web site. Deadline for applications for new committee appointments is November 15th. Letter of appointment will be sent to the appointed applicants by Dec. 15th, will need to respond by January 10th. Will finalize committee and IAR appointments by February 1st. Final list ready for leadership meeting on Feb. 2nd.

Past President Haid reported on the status of the Scholarship Task Force. The result of a phone conference conducted earlier in the day indicates that the task force is intending to forego a committee meeting in favor of awarding scholarships at the Seattle meeting. A challenge to the Board and task force was made for personal donations of $100 minimum. The task force will function as the scholarship committee for Seattle pending their final report expected in December.

10. Operations Committee (Chair: Paul Taylor)
VP Paul Taylor reported that members now have the ability to remove themselves from any e-mail broadcasts. Mike Allen has been appointed the project leader of Registrar 101. Plans are in place to offer the first Admissions 101 workshop at the annual meeting in Seattle. As a result of the on-line publications survey, sixteen people have expressed an interest in working on AACRAO publications. Members will be notified in the September Data Dispenser about elimination of purchase orders for publications.

VP Linda Finley informed the Board of the PAB discussions the previous week regarding the publications survey and the PAB mission statement, and transmitted the PAB's request for clarification and approval of its charge. VP Finley pointed out that the PAB had redrafted its goals in October 1999, but was unsure as to whether the Board had taken any action on the revised goals.

Some additional discussion of other PAB items included the consolidation of AACRAO periodicals, appointment of editors, and elimination of expensive fulfillment processes.

11. Adjournment
The Board meeting was adjourned at 3:30 p.m. on Monday, July 24th, 2000.

12. Executive Session
The Board met in Executive Session to discuss with the Executive Director his 1999-2000 Performance Appraisal and to establish his Performance Goals for 2000-2001.