

Board of Directors Meeting #6

June 14–16, 2003

Board Members in Attendance: Mike Allen, Tom Bilger, Betty Huff, Bob Morley, Ange Peterson, Joe Roof, Heather Smith, Eric Staab, Paul Taylor

Board Members Absent: Paul Aucoin

Staff Members in Attendance: Janie Barnett, Amy Haavik, Barmak Nassarin, Jerry Sullivan

Strategic Planning - Jim Dalton

1. Strategic Planning changing from a 3-5 years “to do list” to a “strategy making” in real time.
2. Two axes – vertical is stable, horizontal is changing
3. Need more management than leadership in the stable area (vertical axis). Too often Boards get too focused in this area and off the issues – strategies axis e.g. micromanagement.
4. Board should not manage programs. Need to be focused on the horizontal axis – need to see the changes coming, know the change agents.
5. Strategy is our response to a strategic issue. Eventually, over time, strategies embed themselves into the program area – assigned to operations and management.
6. Operating Plan – describes the end of year outcomes for all programs. One to one correlation between the OP plan and budget.
7. Goals should be reflected in OP plan.
8. Critical Issues (radar screen)
 1. Board Members should be conversing with members each day to determine the critical issues
 2. Who sees the problem first – in private sector it is important for companies to see these before their customers
 1. AACRAO Board members must carry this responsibility by staying connected to the membership
 3. External issues are there whether AACRAO is or not.
 4. Strategies are cause and effect statements.
 1. Some strategies have outcomes
 2. Some are exploratory maybe have multiple options.
 5. Importance – impact on our constituents
 6. Impact capacity – what can AACRAO do about the issues.
 7. Compelling – issues that cry out of action

8. Issue statements are to issues or variables separated by a verb
9. Rate issues will generate the most acceptance by members
9. Critical Issues: re-prioritized
 1. Current Issues in priority
 1. Transfer Issues (4&5)
 2. Privacy and Security (6)
 3. Government (8b)
 4. External (9b)
 5. Core Competencies (3)
10. New Issues
 1. New Issues
 1. Technology Issues/Standards/Compatibility
 2. The complexity, uncertainty and sheer number of technology options are overwhelming the functional and academic policy concepts of the profession.
 2. Technology Options are overwhelming to members
 1. Efficient inter-institutional transactions are impeded by incompatible formats and lack of interoperability among automated systems.
 3. Legal and political restraints create conflicts on the mission of diversity in student populations.
 4. Increasing number of undocumented US High School graduates are denied access to public higher education in the United States.
 5. The ability of US institutions to attract foreign students is being undermined by unreasonable long visa processes, background checks, added costs and perceived official and public hostility to foreign students in the US.
11. Program Evaluations
 1. *See Handouts*
12. Association Issues:
 1. Comments from Leadership Meeting and add to Association Issues
13. Strategies
 1. Strategy discussion must take place at each Board Meeting
 2. Reviewed all current strategies and made adjustments.
 3. Strategy development (juggler – keeping four things in the air)
 1. Issues – motive to act, the force that causes the action
 2. Principles – guiding principles (ethics or practicality) review current policies or ask us the existing conditions.
 3. Outcome – to what end do we want to take the activity
 4. Action Plan – what steps to do we take to move through the issues-principles-outcomes? Often called the events sequence.
 4. Over this year, take one of the new strategies and add to the agenda at each of the two/three next Board Meetings
14. New Issues for Current Year

15. Governance Evaluation

16. AACRAO Educational Services

1. Education Enrollment Services is the name of subsidiary
2. Launched May 21
3. 420 Schools working with AES
4. Gene Schuster making call
5. Developed brochure
6. Two websites
 1. AACRAO Enrollment Services www.aacrao.com
 2. Ed Verify site
7. Marketing Activities
 1. Number of announcement set out
 2. Ads placed
 1. Greenstreet Gazette
 2. University Business
 3. 40 schools are ready to implement the automatic system
 4. 50% increase in activity from background companies since announcements
 5. Current Market Share
 1. NSC 400
 2. Credentials 45
 3. AES 42 + 10 coming and 37 are in communications with many more to come
 4. 3500 schools unaligned
8. Revising agency agreement
9. Steering Board for Verifications
10. E Academy has Microsoft grant with all California Community Colleges
11. Non-aligned institutions – working with AES is non-exclusive
12. Need to move quickly on the transcribing services
13. GOAL – 300 automated institutions by December 31, 2003.
14. NSC requires exclusivity with no-term – must give 60 day notice to terminate the arrangement.
15. If schools set a price, usually not a problem
16. Right now majority of business is degree verification, more than enrollment verification.
17. 40% of all hires require verification of high school graduation.
18. Steering Committees
 1. Enrollment Services
 2. Transcribing Services
 1. Transcript fulfillment
 2. Transcript data exchange
19. Edverify is 25% owned by Sylvan 25% an individual investor 33%
20. AACRAO and Sylvan are joint investors in EdVerify who owns a wholly owned subsidiary called Education Enrollment Services of which the suite of products is called AACRAO Enrollment Services
21. “Good of the order”