# Board of Directors Meeting #6

**June 24-28, 2004**

**Board Members in Attendance:** Paul Aucoin, Luz Barreras, Thomas A. Bilger, Betty Huff, Robert Morley, Ange Peterson, Joseph A. Roof, Eric Staab, Paul F. Taylor, and Paul Wiley.

**Staff Members in Attendance:** Janie Barnett, Lyndsey Barnett, Barmak Nassirian, and Jerome Sullivan.

1. **Call to order/Adoption of agenda**
   President Tom Bilger called the meeting to order at 9:05 am (EDT). The agenda was reviewed and adopted.

2. **Approval of minutes**
   Paul Taylor moved and Betty Huff seconded a motion to approve the minutes from the Board meetings of April 18 and April 23, 2004 B. The motion passed unanimously. (10/0)

3. **Executive Director's report**
   Executive Director Jerry Sullivan reported the following:
   - A number of IT changes have taken place with implications for improved member services. These changes included an announcement that the office telephone system will be upgraded to a new voice over IP system by the end of the summer. AACRAO.ORG is becoming the major means of interacting with the membership and therefore has authorized a major new effort to analyze and improve web services.
   - Financially the association continues to be strong and results to date indicate that this fiscal year will be significantly better than last. A surge in membership growth and a successful Annual Meeting combined with strong earnings on investments have been the major contributors to this success.
   - Plans for the Technology Conference, SEM and Annual Meeting (NYC) are well underway and a significant growth in the number of people volunteering to deliver interest sessions has occurred.
   - Work has progressed on the new all electronic *Member Guide*. Delivery is expected in early fall, well ahead of when delivery would have been for the printed *Guide*. Conversations with members indicate that this new service will be well received.
   - A number of small AACRAO meetings will take place throughout the country over the summer months dealing with an overview of the registrars' office, training of new and nearly new admissions officers and FERPA training. The office continues to explore how the training programs offered over the web can be increased in order to offer quality training at significantly reduced costs to members. The technology will probably not allow for reduced registration costs, but the costs of travel and room and board are often the reason that many members are unable to take advantage of the training needed. AACRAO is exploring the feasibility with the Texas state association and the Texas Guarantee Agency of offering a shortened focused version of SEM this coming

year.

- This has been the strongest year for AACRAO Publications sales in a decade. The dozen new publications that were produced this year have been well received by members indicating a healthy membership that is beginning to record their expertise in writing. AACRAO *C&U* Journal has improved significantly in articles of professional interest to members as well as the design of the journal itself. The goal is to make this a readable magazine that is highly anticipated by the membership. *SEM Monthly*continues to be a challenge. By any measure it is attractive and content rich, but AACRAO has failed to market it successfully as a fee offering of the association. At the request of the Board, a plan has been put together to reduce the cost and attract another organization to underwrite some of the remaining cost. SEM will be published online in the future and a connection will be created between *SEM Monthly* and the SEM conference. The *Transcript* continues to be the most highly read of our publications with literally many thousands of hits on the site weekly.
- AACRAO Consulting Services continues to grow steadily and provides experiences to AACRAO member providers as well as to clients. Requests are being received for follow-up work which is a strong indication that the client feels that they have received real value.
- International Education Services (IES) has not meet budget goals. Steps are being taken to get expenses and revenue back in balance. Investment continues in the enterprise especially in the areas of IT and marketing. There are a number of large potential clients in the discussion/planning stages.
- AACRAO Enrollment Services (AES) continues to grow as expected. Judith Moore the CEO resigned and has been replaced by Jeff Petrucci. They have hired several new employees in the service delivery end to meet increased demand for the service.
- A new contract is being negotiated with AIR to deliver IPEDS training. This service has been well received at many of the state and regional meetings these past two years.
- The association continues to be managed through a strategic planning process tied to day-to-day activities through an Operating Plan. The number of activities included in the Operating Plan will be reduced this summer and fall to better enable the organization to focus and evaluate progress. Results of these efforts will be discussed at the November Board meeting.

4. **Finance Report**

Vice President Paul Wiley reported that revenues are 74 percent of budget and

- Member dues are exceeding budget projections by 6 percent
- Corporate dues are exceeding budget projections by 5 percent
- Registrations are 14 percent over budget
- Annual Meeting revenues have exceeded budget projections
- Exhibit fees are at 90 percent of budget
- Advertising is 29 percent below projections
- IES credential evaluations is 27 percent below projections (do not anticipate breaking even by end of the fiscal year)
- Consulting Services are 34 percent below budget projections, and
- Publications are 6 percent below projections

Overall expenses are at 63 percent of budget and most items are at or below budget; Advertising and Promotions are over budget; General Administration (legal and accounting, supplies, bank charges) and Memberships and Subscriptions are over budget.

Compared to last year, revenues are higher by $552,809 and expenses are higher by $141,427. The increased net revenues are due to registration fees for the Annual Meeting, SEM and the Technology Conference, publication sales and exhibit fees for these meetings.

The Board discussed ways to increase donations to the restricted Conner Fund (named after a former Executive Director). Staff will investigate if it is possible for the Conner Fund to be used to promote professional development for the membership by supporting an AACRAO intern who will work with the national office on designated projects.

5. **2004-2005 Budget Discussion**

Wiley discussed the adjustments to the 2005 proposed operating budget which included the following:

- Increased Annual Meeting expenses based on increased costs associated with the hotel; adjusted exhibit revenues and increased revenue for registration fees.
- Increased revenue for Communications based on revised budget to reflect change to an online publication.
- Increased expenses for General and Administrative based on the reallocation of staff resources, increased cost for outsourced financial services, lease renewal consultant and audit advisor.
- Increased expenses for Governance due to adding Strategic Planning 2005 Task Force.
- Increased revenue from Meetings and Workshops based on updated price information.
- Increased expenses for Member Services based on the addition of focus groups
- Increased revenue based from Projects & Contracts based on the reallocations of staff resources and adjusted advertising costs

**Joe Roof moved and Erik Staab seconded a motion to move the approval of the 2004-2005 adjusted budget to the consent agenda. The motion passed unanimously. (10/0)**

6. *SEM Monthly*

Barmak Nassirian updated the Board regarding plans for the *SEM Monthly* publication. Barmak explained that the current print publication of*SEM Monthly* will be a web based publication with revenue generated by adding a SEM subscription for meeting attendees. With the conversion to a web-based publication, *SEM Monthly* expenses will be in the form of maintenance and the reallocation of staff time. *SEM Monthly* continues to be an important publication because the content provides practical information for the constituency. Discussions are in process that may provide sponsorship/partnership for this web-based production, the *SEM Anthology* (print publication of the highlights of*SEM Monthly*), or both.

7. **Board Policies**
   Nassirian noted that all Board policies and motions will be logged onto a database on the AACRAO web site. The documents will be keyword searchable and available to the membership. Resolutions will be categorized by either policy or procedure, but will be clearly marked as resolutions.

   The Board reviewed and discussed a draft Endorsement Policy distributed by Nassirian and requested that a procedure for seeking endorsements be developed for the Board Handbook instead.

8. **Reauthorization of the Higher Education Act**
   Nassirian reported that, for the May 12, 2004 hearing on the House reauthorization bill, AACRAO submitted written testimony for the record. In addition, on June 16, 2004 , Nassirian testified before the House Committee on Education and the Workforce on some of the integrity and transfer provisions of the bill. Last week the Committee leadership finally conceded that they didn't have the votes to pass the bill out of committee and indicated that the bill will be postponed until next year. AACRAO is particularly concerned with the issue of transfer because even though this bill will not be passed, it establishes a baseline from which the final bill will be negotiated. If enacted, the transfer provisions of this bill will represent a substantive federal intrusion into institutional autonomy, and will significantly undermine the prerogative of institutions to define the academic terms and conditions students must meet to earn degrees.

   AACRAO will make an attempt to voice opposition to the bill as it is currently written and to provide information to the membership so they are aware of the effects this will have at the institutional level with regard to the transfer of credit and the integrity of the degrees conferred. Following a lengthy discussion, the Board suggested that staff prepare a two-page policy memo or informational page to be sent to the membership to explain the issue so that they may share the information with the appropriate people on campus. The informational brief will also note what is happening with the bill, and consequences that this particular bill would have for institutional autonomy and administrative workload of AACRAO members.

9. **Board Subcommittee Reports**
   **Operations/Membership Subcommittee**

   Subcommittee Chair Paul Aucoin reported that the subcommittee discussed various ways to keep the membership engaged indicating that committee members work on more than annual meeting sessions, they can also collect information for the resource center and help develop new products. Consideration may be given to adding more members to committees, which allows for increased member involvement in the organization, especially for members are unable to attend the Annual Meeting. In addition and in cooperation with the program committee, the Vice Presidents will work with the Committee Chairs to assign a vice chair to be responsible for collecting session descriptions to increase the likelihood that they would reach the resource center.

It was also suggested that the committee chairs evaluate the Vice Presidents as part of their final report.

The subcommittee suggested Vice-Presidents should encourage committee chairs and members to be more involved in the Nominations and Elections Process.

Changing the order of the June Program Committee and Board meetings so that the Program Committee meets first would allow the President–Elect to have more information to present to the Board about the upcoming Annual Meeting. It was also suggested that a very slight overlap of the two meetings would allow for a single informal social event between the Program Committee and Board members.

10. **AACRAO Marketing Plan**

The Board discussed a draft of the AACRAO Marketing Plan. Another draft copy of the marketing plan will be available for further discussion at the next Board conference call.

The Board of Directors extended appreciation to Barmak Nassirian and Suzanne Levine, Associate Director, Marketing for their work in developing the draft plan. Additional appreciation was extended to Levine, who will be leaving AACRAO at the end of July, 2004, for her work with corporations, sponsors, exhibitors, and the membership.

11. **Officer reports**

**Past President**

Past President Paul Taylor reported that the vice presidents will now be able to view committee assignment request applications for committee service and determine to which committee an applicant can be assigned. Vice presidents and the AACRAO staff can currently make changes to the committees. Chairs and vice presidents will provide mission statements, committee descriptions and goals and objectives of the committee where appropriate.

**President-Elect**

President-elect Joe Roof reported that the Program Committee will be meeting to discuss several issues that need to be resolved including outside submissions, evening roundtables, longer sessions, updating evaluation forms and space. Referring to the draft of the 2005 Annual Meeting at a Glance, Roof noted that the meeting will basically be the same format as the meeting in Las Vegas . The 2005 Annual Meeting will begin on Monday, March 28, and the Board of Directors will meet on Saturday, March, 26 , and Friday, April 1, 2005.

**Vice President for Finance**

Vice President Paul Wiley reported that the Dues Task Force will meet on July 11, 2004 . As background information, Wiley noted that the task force had met in October, 2003, to review several issues concerning the association including the projected five-year budget model. The Dues Task Force also met at the Annual Meeting in April, 2004. The task force should produce a report to be reviewed by the Board of Directors for the November Board meeting. Brad Myers is chairing the committee and taking on the responsibilities for research on how membership dues are charged whether through the institutional FTE or some other formula and the value of that membership.

**Vice President for Admissions and Enrollment Management**
Vice President Ange Peterson noted that committee reports have been received from all but two committees. A discussion was held with high school counselors during the Annual Meeting regarding high school and college relations in trying to find different methods to admit students and to have that information available on prospective students. In addition, the Admission Institutes are ready to go and the staff has done a tremendous job with the marketing for this workshop. We will be exploring holding them in conjunction with regional meetings.

**Vice President for International Education**
Vice President Eric Staab reported that the Electronic Database for Global Evaluations (EDGE) is moving along nicely. A business plan for EDGE is being prepared for review by the Board. At this time, Korea is the only visible country profile in the system although several other countries are loaded but not polished and ready for viewing. The country profiles should be ready for viewing by the end of June or early July. The United States will be included with the profiles. The goal is to make this as easy as possible for authors to understand the requirements for writing a country profile. IES staff has prepared written guidelines (*Handbook for Authors*) and an Advisory Committee (Gloria Nathanson, Johnny Johnson, and Robert Watkins) will review the profiles.

Staab explained the role of the National Council for the Evaluation of Foreign Credentials. The Council is an interassociation entity, with appointed representatives from eight organizations. The Council reviews publications that pertain to the evaluation of foreign credentials and provides a “seal of approval” to the authors before the publication is released.

**Vice President for Records and Academic Services**
Vice President Luz Barreras reported that the FERPA workshop held in Albuquerque, NM on June 10, 2004 had great attendance. A Registrar 101 (REG 101) workshop, to be coordinated by Rick Skeel, is scheduled for Chicago in July (40 people registered). A proposal has been submitted for a REG 101 for New York City and there are plans for a tentative online REG 101 in the fall of 2004. There are also plans to develop a REG 201 workshop for advanced registrars.

**Vice President for Leadership and Management Development**
Vice President Betty Huff attended the Oregon and Utah state meetings. She participated in a discussion at the Utah meeting concerning the reauthorization of the higher Education Act. The Utah association planned to investigate the creation of a legislative liaison position in the state association to alert the members to state legislative issues that may affect them.

**Vice President for Association and Institutional Issues**

Vice President Paul Aucoin encouraged Committee chairs to consider the diversity of Committee members, coordinated requests for AACRAO representation at the state and regional annual meetings; and attended the FACRAO meeting. When visiting state and regional meetings, Board members are reminded that it is important that they be visible at the AACRAO booth or table in the exhibit area.

**Vice President for Information Technology**
Vice President Robert Morley reported that he continues to pursue the authentication project and the AACRAO SPEEDE Committee is in the process of fine tuning the XML transcript schema. Without funding, SPEEDE held a well-attended industry meeting in Chicago.

Plans for AACRAO Technology Conference ( October 3-5, 2004 ; Newport Beach , CA ) are coming along well. Over sixty sessions are currently scheduled and more sessions will be added if hotel space is available.

Morley serves as a Board member representing AACRAO on PESC (Postsecondary Education Standards Council) which is a standards setting body.

Morley is considering a technology based publication with a working title of *AACRAO Guide to Technology: A review of Student Services Systems Technology*. The announcement for this new publication would be at the Technology Conference.

**12. Consent Agenda**

- **To approve the 2004-2005 adjusted budget. The motion passed unanimously.** *M/S/P - Aucoin/Huff – (10/0)*

13. **Adjournment**

Betty Huff moved and Luz Barreras seconded the motion to adjourn the Board of Directors meeting. The meeting was adjourned at 4:35 pm on Sunday, June 27, 2004