Board of Directors Meeting #7

December 11-15, 1996

A meeting of the Board of Directors (BOD) of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) was held Wednesday, December 11 through Sunday, December 15, 1997 in The Westgate Hotel, Ambassador Room, San Diego, California. President Kathy Plante called the meeting to order at 3:10 p.m. Pacific Standard Time (PST) on Wednesday, December 11, 1996.

Board of Directors members present included:
Kathy Plante, President
Stanley E. Henderson, Past President
Fred Fresh, President-Elect
Diana Guerrero, Vice President, Group I, Enrollment Management, Admissions and Financial Aid
Bill Paver, Vice President, Group II, International Admissions (Arrived Friday, December 13)
Faith Weese, Vice President, Group III, Registration and Records Management (Arrived Friday, December 13)
Bill Haid, Vice President, Group IV, Professional Development, Research, and Publications (Departed Friday, December 13)
Louise Lonabocker, Group V, Regional Associations and Institutional Issues
Melanie Moore Bell, Secretary Treasurer
AACRAO National Office Staff present included:
Wayne Becraft, Executive Director (Arrived Thursday, December 12)
Roger Swanson, Associate Executive Director
Cecilia Balazs, Assistant Executive Director
Henny Wakefield, Assistant Executive Director

President Plante called for additions and changes to the prepared Agenda. Haid indicated that he would be leaving the meeting by 4 p.m. on Friday, December 13 and that he wanted to participate in several agenda items, thus, asking President Plante to accommodate his request to which she recognized. Plante reported that Paver and Weese would be present on Saturday, December 14 and that she does not want to take action on some agenda items until they are present.

Henderson requested that the BOD consider an appropriate tribute be written in honor of Bert Ockerman, former AACRAO President and Associate Executive Director, who recently passed away. Henderson shared observations about Ockerman's many years of dedicated service to the profession. He also recommended that the State and Regional Award be renamed in Ockerman's honor.

M/S/Passed Henderson/Fresh 7/0/0 To rename the State and Regional Award in honor of Bert Ockerman.

It was resolved that the following Resolution be sent to Jean Ockerman.

Whereas, Dr. Elbert W. Ockerman served as President of Kentucky ACRAO, Southern ACRAO, and AACRAO with extraordinary commitment and skill.

Whereas, Dr. Ockerman served as Associate Executive Director of AACRAO with distinction.

Whereas, Dr. Ockerman defined professionalism in his duties at the University of Kentucky, at the AACRAO National Office, and in AACRAO.

Whereas, Dr. Ockerman was a mentor to innumerable AACRAOANS, including many members of this Board of Directors; and

Whereas, Dr. Ockerman's leadership in the admissions and records profession was exemplary and set a standard to be emulated far into the future, and

Whereas, Dr. Ockerman's passing removes one of our most significant leaders, mentors, and sustainers from our profession.

Be it hereby resolved by the AACRAO Board of Directors that this Board, collectively, singly, and on behalf of all members of AACRAO extend our deepest sympathy and our profound sense of loss and sorrow to Mrs. Jean Ockerman and her family; that we celebrate Dr. Ockerman's contributions, accomplishments, and dedication; and that, as a living memorial to Dr. Ockerman we rededicate ourselves to his leadership ethics and integrity for the betterment of our profession by naming the State and Regional Award, the Elbert W. Ockerman Award.

Done this day in the City of San Diego, California on this 11th day of December 1996, and in the 87th year of our Association.

Board/Executive Director Reports
Agenda 1 - Information Items

Additional reports were distributed to BOD members.

Committee Appointments
Agenda 2 - Henderson

President Plante called on Henderson for a review of committee assignments for FY98. He reported that over 150 applications for committee service were received. He said he went through all of the applications and placed as many people as was possible in their first choice committee. Applicants whom he did not place are listed on a separate report. Each vice president's proposed new appointments were distributed and Henderson explained that he listed individuals in the order of priority and it may be that not all will be selected. Any members which are not selected will be moved to the list of unplaced applicants. For example, with the Admissions Systems Committee, four people are listed but there are only two current vacancies. If all the returning committee members accept re-appointment, then the those in numbers 3 and 4 will move to the unplaced list. In the event one of the first two declined to serve and/or an existing committee member declined re-appointment, then these people will move up the list. The vice presidents should meet with Henderson separately from the BOD to let Henderson know of any changes that may have taken place Henderson has all of the applications with him and can make appropriate changes while everyone is in San Diego. The vice presidents need to tell him what, if any, reassignments should be made. Henderson remarked that the Board used to spend an entire day just doing committee assignments, but the current procedure seems to work much better. He also mentioned that there are some committees who have no one applying for membership and he intends to take names from the unplaced list to fill these assignments. Haid discussed the need for appointments to the Awards and Annual Meeting Scholarship Committees and will meet with Henderson on this matter. Henderson commented that his experience in working with the committee assignments this year has led to some very noteworthy comments about the current structure. He said it is very clear that we do not have the right committees since only eight to ten out of the 30+ committees had any members applying to serve on them and that of a pool of 150 applicants, 15 or 20 of them applied to serve on the Enrollment Management Committee. As part of the transformation process, the committee structure needs to be revised because we are no providing opportunities for volunteer service in the appropriate areas. There was considerable discussion on this topic and on grouping the committee structure around the domains. Henderson will send the statistics on the committee applications when he returns to his office. He said that Group I committees were the most popular and that there were very few for Group II. He reported that a good response resulted from the broadcast fax, but it was possible to place everyone where they wanted to be. Henderson indicated that he would like to set a time table for sending the letters out concerning the committee appointments and he suggested that the National Office be responsible for preparing and mailing them as he does not have the staff to do so. He also suggested that in the future the applicant information be collected by the National Office and provided back to the past president on diskette or in whatever form he/she would like to have it. He also recommended that there be an acknowledgment letter sent out to all applicants when the application is first received so that the individual does not wonder what happened to the application. He said that one person had submitted an application in June and then, after not hearing anything for a long period of time, submitted a second one. Henderson said he also had attached the names of individuals who were ineligible to serve because they are just going off a committee this year and must sit out a year. He also called attention to the InterAssociation Representatives listing. Haid indicated that these were all advertised in the Data Dispenser. Henderson said there were five applications for the rep to NCAA Division II and he recommended Wade Robinson as the best candidate.

M/S/Tabled Henderson/Haid That the recommended appointments to the InterAssociation Representative positions be approved.

M/S/Passed Henderson/Guerrero 7/0/0 That the recommended appointments to the intrassocation representative positions be postponed until Becraft is in attendance on Thursday, December 12.

July 1996 Minutes
Agenda 3

President Plante advised the BOD that the review of the July 1996 minutes would be delayed until Bell could complete them. She suggested moving on to other items of business in the time remaining for the day.

Report of the Annual Meeting

Fresh referred the BOD to his handout and summarized the current status of the program. He said that some time slots had been rearranged and that he and Swanson would be working out the details. Swanson reported that the program is read to go to press and Wakefield reported that both the program and the Member Guide would be mailed by mid-January. Wakefield reported that the annual meeting session information will be going out on the World Wide Web within the next couple of weeks and the registration form will be available on fax-on-demand shortly. Fresh also suggested getting our meeting information out on the listservs, including the CHEMA group. Wakefield also reported that she has had some responses to the idea of expanding on the recorders' summaries and making them into papers. One presenter from the Reno meeting has agreed to write a paper and another who will be presenting in Salt Lake City has also agreed. She said she was planning a new publication called "Heads Up" for getting papers like this out to generate publications revenue. There was some concern expressed that such a publication might detract from College and University. There was discussion of this, as well as of the publications sales. Swanson reported that sales were good at the recent SEM Conference. Henderson reported that the book signings by the authors had been quite successful. He said it generated excitement among both authors and customers. There will be additional book signings in Salt Lake City. Fresh asked if copies of FERPA would be available for the workshop in Salt Lake City and Wakefield replied that it was currently being reprinted and that Dick Rainsberger would have the high school one ready for Salt Lake City and would do a book signing session.

Plante called on Henderson to report on annual meeting activity with the Local Arrangements Committee. He said that everything is moving along but that he continues to have concerns about the shuttle service. Swanson will get a copy of the contract and discuss with Henderson.

Plante reported that she had met with the Chicago Local Arrangements Committee and there was some discussion among the BOD about the problem with the logo. Swanson said he had been working with Suzanne Anderson behind the scenes and this might be the best way to work with the Chicago LAC. There was some concern expressed that we not get back into a "we"-"they"" situation with LAC's. Wakefield suggested that the BOD communicate with the LAC on the importance of tying the annual meeting to the transformation. It is an opportunity for them to create good will for the entire transformation process. Henderson agreed that this makes the LAC a partner in the process.

Honorary Membership arid Distinguished Awards
Agenda 11

Henderson reported that it appeared that none of the individuals retiring this year would qualify for honorary membership and no one individual's name came forward for distinguished service either.

February BOD Meeting

President Plante reported that several BOD members will not be able to attend the February 1997 meeting and Haid will have to schedule his transition with Heather Smith at some other time. The need for the new nominees to be present was confirmed as they have to be brought into the office to learn its functions and they need to learn their roles as BOD members. There was also discussion about the Corporate Advisory Board meeting which is usually held in conjunction with the Board meeting in February, but the BOD concurred that the Corporate Board meeting in April is better attended and more functional than the February meeting. Fresh reported that he learned at the recent CHEMA meeting that corporate members in some associations are given a column in the association newsletter and we may want to consider this option.

M/S/Passed Henderson/Guerrero 7/0/0 To discontinue the February BOD meting.

Plante said she will map out an agenda for February, but it would mean that Lonabocker and Guerrero would not have to be there and that Bell could come at another time for budget preparation if the February dates were not suitable. Henderson suggested that our BOD members who are present in February might then have time to meet with some of the NACAC Board members about the possibility of joint activities.

Agenda 9a

Jim Menzel has proposed that candidates nominated for office provide the electorate with a statement of their goals and objectives for consideration during the election process. This led to an extended discussion of the present procedures for electing both the Nominations and Elections Committee and officers and the critical importance of having the N&E familiar with the present direction of the Association. It is imperative, for example, when selecting candidates for the presidency, that the committee be well versed in the transformation process. Fresh suggested that there be an orientation session with the N&E committee during the week of the Annual Meeting wherein the Board could share its goals and objectives with the N&E committee members who may not be aware of what course the Association has set for itself. It was the consensus of the BOD that Becraft and Swanson could carry on the orientation with BOD members from the presidential line in attendance to add commentary.

M/S/Passed Henderson/Haid 6/1/0 That the BOD develop several short-answer issue-related questions which would become part of the activities form for nominees as suggested by Jim Menzel.

The BOD meeting was recessed at 6:53 p.m., PST. on Wednesday, December 13, 1997.

Second day of December AACRAO Board Meeting
Thursday, December 12, 1997

President Plante reconvened the BOD meeting on Thursday, December 12, 1997 at 8:35 a.m. She commented on the notebook of AACRAO Web pages prepared by Wakefield. President Plante shared that she is very pleased with the progress on this project. Swanson announced that the AACRAO OIES has been awarded a contract from the American Library Association to evaluate all of their foreign credentials. Plante and Henderson summarized the previous day's BOD discussions with Becraft who was in attendance. Becraft extended greetings from CACRAO and from Paul Anderson. Becraft had presented a session and represented AACRAO on the 50th anniversary of CACRAO.

Agenda 4

Becraft introduced the proposed FY98 budget. Balazs reviewed the current financial status in terms of the transformation and impending cash crisis. She also explained the changes in the budget format resulting from changes in Financial Accounting Standards Board (FASB) reporting requirements. AACRAO is also interested in obtaining a federal indirect overhead rate for bidding on government contracts in the future. The BOD discussed the cash crisis and what it meant for the transformation and strategic planning efforts.

Bell reported on the current financial statements which show a number of revenue items below budget. There was a discussion on the likelihood of a large deficit unless additional revenue can be generated from the summits or other sources.

Bell called for a review of the Stegman & Co. Audited Financial Statements and accompanying Management Letter. Balazs explained the shortcomings in the accounting department during the FY96 year and indicated that measures had been taken to rectify them. Procedures are being put in place to correct the deficiencies pointed out by the auditors.

M/S/Passed Henderson/Fresh 7/0/0 That the computer file containing the signatures of BOD members and National office staff be password protected and access given only under appropriate accounting control measures.

M/S/Tabled until Saturday by Henderson/Bell Fresh/Haid To adopt the FY98 Budget as presented to the BOD.

Interassociation Representative
NCAA Division II

President Plante called for a return to the discussion on the appointment of an Interassociation Representative to NCAA Division II which had been tabled from the previous day. Henderson reviewed the qualifications of each of the applicants and recommended that the credentials of Wade Robinson were outstanding.

M/S/Passed Henderson/Bell 7/0/0 To appoint Wade Robinson to serve as AACRAO's interassociation Representative to NCAA, Division II.

Agenda 10

Lonabocker believed that since she is new to the position it would be a good time to review the procedures regarding BOD travel to State and Regional AACRAO meetings. An extensive discussion took place on the importance and successes achieved by attendance at state and regional meetings. Henderson told the BOD of the many benefits and extensive AACRAO business he was able to carry out by being at the PACRAO conference this year. He said that now that the AACRAO representative is being given additional responsibilities other than just a five-minute update on AACRAO activities, these meetings are well worth attending. The consensus of the BOD is that at some state meetings other members of the National Office may be able to substitute for BOD members, but that it was imperative that BOD members, and in particular cases, the President, attend the regional meetings. It was recommended that the President attend both the PACRAO and SACRAO meetings. Haid expressed concern that part of the transformation process was to affiliate more with the state and regional groups and he would not want to cut out any of our visits. It was also the consensus of the BOD that color slides or a PowerPoint computer presentation was more professional when giving presentations at these meetings. Bell reported that she has been impressed by the differences in atmosphere at the different state and regional meetings. President Plante suggested that the state and regional meetings are a source of potential leaders which should be cultivated. The BOD concurred that there was a need for caution in making any changes and Haid suggested that rather than set any hard and fast rules concerning participation at state and regional meetings, that the BOD revisit the issue each year and make any adjustments with care.

State and Regional Evaluation Form
Agenda Item b

Lonabocker said that she has not received the state and regional evaluation form in some cases. She is proposing that some additional questions be added to the evaluation (refer to handout). Haid asked if the state or regional is asked to evaluate the AACRAO representative. Since one of the questions is an evaluation of the state and regional meeting, the reverse should be done as well.

Plante said that at the Illinois ACRAO meeting, sessions include programs that have achieved success on the presenter's own campus and these types of sessions could also benefit other AACRAO professionals. It was suggested that the state and regional associations identify a "best" session, similar to what is done at AACRAO meetings. We might be better able to tie ourselves more closely to the state and regionals this way.

Technology Committee's Report
Agenda Item c

The Technology Committee is reluctant to proceed until a business re-engineering process is conducted at the National Office. Balazs cautioned that while such a procedure might be very helpful, it should be carried out by individuals familiar with association management, which is totally unlike student information systems. There was considerable discussion on this topic. Haid reported that in his own experience these processes have not worked and a lot of time and money has been wasted. Fresh agreed that AACRAO does not have the financial resources to pay a consultant to carry out such a process. No conclusions were reached, however, Bell once again reminded the BOD that the Association must be viewed as a business rather than a college or university campus.

M/S/Passed Henderson/Fresh 7/0/0 To adjourn and go into executive session for purpose of discussing peruonnel matters.

The BOD meeting was adjourned by President Plante at 3:36 p.m. Thursday, December 12, 1996, PST, and the BOD went into executive session.

Third Day of the December AACRAO BOD
Friday, December 13, 1996

President Plante reconvened the BOD at 9:00 a.m. on Friday, December 13, 1996.

M/S/Passed Henderson/Haid 7/0/0 To rise from executive session and reconvene for a regular meeting of the BOD

Transformation
With Michael Dolence

Michael Dolence, consultant on the transformation and strategic goals of the Association, served as facilitator of discussion on where the Association is headed with its transformation process. President Plante reported that some BOD members met with Dolence at dinner the previous evening and shared concerns over fiscal problems. The conclusions reached at that meeting included the fact that the window of opportunity was missed for holding the Hopwood versus Bakke and Virtual University summits during the current fiscal year as travel funds were already committed and would not be available for an additional meeting. Dolence cautioned the group that there is a minimal window of opportunity (perhaps one month) in both spring and fall when travel schedules and budgets are being established. If AACRAO's summits were not on members' calendars it was unlikely that they would be added until the next budget cycle.

President Plante reported that the BOD had discussed the comments made by the public relations professional regarding the necessity of succeeding with the Hopwood versus Bakke summit first in order to establish a precedent that would bring the press to each additional summit. Dolence, believes that the window has been lost for Hopwood versus Bakke. A recommendation is being made to the BOD that the Hopwood and Bakke summit be moved to the first Monday in October to coincide with the opening of the Supreme Court session.

President Plante opened the discussion on the summit on the International Student Bill of Rights.

Haid stated that for the BOD members and for the record he would say that the last time the BOD met in July and determined at that time that the sub-committee would continue and assignments were given to vice presidents to work on the summits. The sub-committee then met in September and particular emphasis was placed on putting on the summits. Lots of work has been done in the National Office since that time. For Haid, not serving on the sub-committee, in his view transformation activity has stepped up considerably and he would like to know our official position at this time.

Dolence suggested we revisit the concept of the summits, what role they play and how they fit into the structure of AACRAO. He said that the summit concept had been born out of the initiative of the BOD, but the full BOD spent very little in time in actual discussion of the summits. He believes that the summits will play a strategic role in the transformation by serving to develop a tangible conceptual framework for dealing with specific issues which will elevate AACRAO's policy role. They are not separate events, but rather a series of events which underpin things that involve our profession. We selected three issues to push early on, these bring the International Student Bill of Rights concerning how students are treated as they cross sovereign boundaries. This is not envisioned as creating a big splash but puts a platform on the table laying out a minimum standard for the treatment of students crossing international borders.

The second one on affirmative action deals with policies which affect learning in our institutions. We should not allow legislation to be drafted without all of the policy implications being considered. Currently there is no policy framework. The decision was to name it Hopwood versus Bakke. Dolence said there were a tremendous number of issues and AACRAO could establish its policy making role by discussing a framework with which legislators could develop appropriate policies. He said that at present Proposition 209 is gaining steam in California and the present state of the issue has emotional rather than practical ramifications. We would propose a framework for considering all of the issues involved with affirmation action and eliminate the chance of emotional reactionary policies which do not consider all of the appropriate issues involved.

The Virtual University summit is proposed to somewhat coincide with the opening of the Western Governors' University which was -- originally scheduled on June 1. However, Dolence believes it will now be at least September before this is possible. He said there are many policy issues which they have not yet considered and he believes that WICHE is not the design organization to develop such policy because they are not close enough to higher education. Swanson reported that his meetings with the WICHE folks was quite bizarre. Dolence said we should realize that we are in the same position with virtual learning as we are with Hopwood versus Bakke and that is that higher education is under state jurisdiction and when you start crossing state boundaries there are all kinds of legal and policy issues which have to be considered. There are also procedural issues which registrars are looking to us to develop.

Dolence said there will be three distinct types of virtual learning environments, the accredited institution with a core faculty, the system designed around the delivery of virtual learning, and the type which is truly all electronic. The Western Governors University has no core faculty and that is what identifies it. Included in this are many issues related to such an environment, such as what does a transcript look like? How does learning take place? How do you make sure that learning actually happened? How is the record kept. How is the learning assessed and recorded? What is the role of faculty? These are all areas which are directly related to AACRAO professionals and there is not anyone else who can write the policies.

Dolence believes that by the year 2000 one-third of the approximately 15 million learners will be engaged in virtual learning and all the policy to accommodate these learners has to be developed from the ground up. If AACRAO does not establish the policy framework, ad hoc policy will evolve and may de-value the transcript from the virtual university. What may evolve are two transcripts--one that is warranted by a faculty and one that is just a record. Lots of folks are moving into the degree completion business and are trying to harvest learners with a few credits. A tremendous amount of policy needs to be written. Haid concurred and thinks the issues which have to be addressed have to be addressed carefully. He does not want AACRAO to be viewed as show-stoppers trying to hold up the process, but rather we need to take the role of policy maker.

Dolence said our goal is not to propose immediate solutions, but rather lay a framework around which to build policy. We can then take the leadership role of working out solutions to the items defined in the framework.

Henderson believes this is the importance of the summits to us-- that instead of coming out with a final product, we place ourselves in the position of providing the framework rather than writing a prescription for a solution.

Dolence said he believes he is probably the most up-to-date of anyone with what is going on with virtual learning and he believes he does not even have a clue as to how the ultimate policies should be written to do this. Things are moving very fast and he does not recommend we put a stake in the ground as to what the policy should, but he does feel comfortable saying that her has to be an audit for keeping the record. He pointed out that we already have transcript houses, Jones Education Services is one and the Western Governors is another and he fears tainting the virtual learning transcript if we try to establish two separate ones. Becraft said he believes that while we should be establishing the framework now, eventually we should also be setting the policies. Dolence replied that we need to be sitting with the policy setting bodies when writing policy--we cannot do it in a vacuum. He said that our membership strategy is tied in with this as well, but attempting to bring state policy boards into the membership.

Haid asked for an update on where we are with the transformation process. He feels the BOD needs to be able to make some decisions about our strategy, of which the summits are just a piece. While he has been keeping up with the notes from the transformation sub-committee meetings, he felt he would. like to get a picture of where we are in the transformation process.

Dolence said he is relatively certain that the AACRAO leadership is not of one mind in terms of where we are and what the summits are really about. Haid responded that there is a sense of agreement about the summits and their potential to do what we have said they will do, but he thinks the fiscal implications make us take a slightly different slant. Dolence thinks there may be a fundamental misunderstanding on why we are doing these summits and he is not getting that we have one picture of what we are doing. Wakefield suggested that if she did not have a clear contextual framework for what the summits were she cannot articulate it to others.

Dolence expressed his frustration with bouncing back and having to re-educate people. He believes we keep taking steps backward and are not moving fast enough. He believes all the players need to be involved in discussions and because key staff have been missing from sub-committee meetings, he has to go back and re-explain things to bring other people along with the transformation thinking. He believes AACRAO is not moving fast enough and he gets very frustrated with having to re-invent the wheel.

Haid has the sense that professionals in the records area are simply planning to do what they have always done and may not realize the implications of the virtual learning environment.

Dolence said there are lot of policies required for the change to a modularized curriculum. We do not have a records system that will accommodate modules. Our system understands courses rather than modules. He said there is not even a data dictionary for modules and a lot of nitty-gritty items will great pressure for our professionals.

Wakefield is concerned that we are not educating our members and making it very clear what is going on and where were are coming from. Henderson responded that he has received very positive feedback on the domains presentations he has made at state and regionals. Becraft expressed concern on this issue because Tom Stewart, a very active AACRAO member told him that he does not really understand the concept of the domains and the transformation. Wakefield said she also believes that she does not have a clear understanding. Bell added that in Reno she picked up some hints of a backlash against the transformation, however, when she presented the transformation story at the Alabama ACRAO and showed the transparencies, several mentioned that it made more sense to them. Bell said that at the Virginia ACRAO Linda Finley also mentioned that it made more sense the second time she hear it.

There was some discussion on getting the message across to the membership. Bell believed that people from other associations may be looking at AACRAO as a threat and that part of the message we are putting out indicates that we are trying to take over everything. Henderson agreed that other associations may be considering the transformation as a frontal assault rather than seeing the domains in the light of partnering with one another. He said we need to be careful about making our intentions clearly reflect our interest in partnering opportunities which reflect the reality of where higher education is going.

Bell said we have made a strategic mistake by not being on schedule with the summits. She believes that as soon as we carry out one of the summits it will show that we are doing more than talking.

Plante said she thinks we can do the International Student Bill of Rights this fiscal year which will begin to get our name out there. The results of dinner discussions on Thursday evening were to recommend that the Hopwood versus Bakke summit be scheduled for the first Monday in October to coincide with the opening of the Supreme Court. We can make use of the tag line "First Monday in October." It was Dolence's view that the tag line, "Transforming the Way We Think about Higher Education" was great.

Haid asked what the next step should be and Dolence replied that he thinks the sub-committee, the BOD and the staff are in three different places and that troubles him. Fresh suggested getting some time lines in place to redefine where we are and how we move to the next step in the process and identify some checkpoints along the way.

Dolence suggested that AACRAO perhaps needs to look at a different kind of training ground for transformation concepts. He said an AACRAO Institute on Transformation might help. We can train a lot more people to understand these concepts and new BOD members would get a complimentary registration to the program. We need to provide an opportunity for people to actually sit and cogitate on what the transformation means. Henderson suggested that the Institute could be a major piece to the certification process. It would also provide an opportunity for developing new leaders in the Association.

Wakefield suggested that focus groups work in Salt Lake City and then build on this. They could become spokespersons for the transformation out in the field. Plante said that the reason everyone may not be getting the transformation message is that they do not yet see themselves in it. She said we could call the next leadership conference the AACRAO Institute on Transformation. Wakefield suggested inviting the state and regional presidents to that meeting as well. Dolence suggested the theme be "policy in transition." Haid suggested it could be held before the summits. The group concurred that it is natural to bring people on board in waves when dealing with new concepts such as this, however, the BOD is disappointed that the membership is coming along so slowly. Plante feels that if it can be related to their own jobs on their own campuses, it would make it easier.

Dolence will send a copy of his "Source Book" index of virtual learning environments to the National Office and the NO will send copies to each BOD member.

Haid asked that the BOD reaffirm its position with respect to the transformation and the summits and to make sure we all have the same understanding of what policy primacy is.

There was a discussion about the makeup of the AACRAO membership. Henderson pointed out that the next BOD cycle will have no large institutions represented and, as Steve Twenge pointed out, 60% of our members are from institutions with less than 5,000 students. He believes there is a tendency for the membership to lead the BOD instead of the other way around. He thinks the small schools are telling us what to do.

On the opposite side, Becraft's concern is that the large institutions make their own policy but the smaller ones look to AACRAO for policies. There are almost two audiences in our membership.

Dolence said that some of the policy is not even writeable yet and he reiterated what policy primacy means to him--setting the framework for policy development. An example is Hopwood versus Bakke where there is total confusion and nobody is analyzing what the Hopwood case does not say. Dolence says our role is to develop a framework where in institutions can analyze the framework we create and lay their policies in that framework.

Henderson said he thinks this is where we have gone wrong in the past--we have tried to set the policy instead of establishing the framework. He said setting up the framework is what policy primacy is all about. Dolence added that the framework document is the outcome of the summit.

In virtual learning policy issues include--what is a credit? What is a unit of measure? What assessment material backs that up? Dolence said we could develop a publication entitled "Guidelines for Assessing Credit in Transfer Applications" and sell that for $46. If there is a dispute between a student and a sovereign nation, how is it settled? How do you determine if there was fraud involved? These are significant policy issues as well. Guerrero asked if it was possible to turn a publication around fast enough? Dolence said that we now have a commercial Web page to get the information out there. He said our next step is to add the capacity to have people pay for things over the Web. He is very comfortable with what has been put out on the Web thus far and we need to continue in this direction. More information needs to be made available to members electronically.

There was more discussion of what policy primacy means and Becraft voiced his concern that it may not be what our small schools are looking for from AACRAO. President Plante responded that we need to be "skating to where the puck may be" and get started long before the need arises.

Dolence said that if the sub-group is to continue, more staff needs to be at the meetings. Discussion followed on the need to continue the sub-group and the Consensus was that there needs to be more of BOD/National Office partnership. Dolence said doing away with the February BOD meeting may not be a wise idea.

Henderson said that if we leave San Diego with all of the constitutional amendments approved, they will be the engines to drive the next phase of transformation. It is very critical that the new BOD members be brought actively into the transformation process at the February transition meeting.

M/S/Passed Raid/Henderson 7/0/0 That the BOD confirms the transformation of MCRAO as planned through the concept of the six domains and its policy primacy role with the vehicle for accomplishing that would be the summits.

A break for lunch was given and Haid left and would not be available for the remaining BOD meeting.

The BOD meeting was reconvened and discussion of the potential revenue shortfall which affects our ability to sponsor the summits. Dolence asked for a copy of the budget and proposed that it would be possible to add some pre-and-post meeting workshops which could generate additional revenue. Among those he proposed were a virtual learning workshop which he would conduct. He feels that we could get at least 100 participants and charge them each $100. Another suggestion was a workshop on developing a course on the Web page which could also generate $10,000. This could be "The Anatomy of a Web Course" and could even be a general publication after the workshop. There could be a course on "Using the Web as a Strategic Weapon in Enrollment Management." Another potential workshop could be on "Internet Commerce."

Dolence also said that a pre-conference workshop on Hopwood versus Bakke could test the framework for the summit itself next October. There was some discussion of whether or not people would stay over and attend a post-conference workshop.

A workshop on Instructional Management could be done by a colleague of Dolence--Allen Bloom.

Dolence also suggested there could be an "Annual Conference on Virtual Learning" which could be an annual introductory piece at the annual meeting. Likewise, we could have an "Institute on Virtual Learning" after the summit. Dolence believes there are numerous ways to generate additional revenue and emphasized the need for the BOD to build a revenue plan.

Dolence suggested that a framework for the Hopwood versus Bakke summit needs to be in place well before the annual meeting so that we have an opportunity at the meeting to test it. He volunteered to spend a day on the framework next week.

Dolence feels AACRAO can generate an additional $250,000 in revenue from having a commercial money-making philosophy. He said it is also imperative that we cut overhead by doing things electronically. The Web page needs to become a constant advertising piece. He said it is essential that we index all of our pages and that the indexing must be in the first three layers as this is the search engines look. He will speak to his son, Michael, about doing this.

He said the BOD also needs to think of other revenue generating ideas such as serving as a transcript repository--where is transcript for the virtual university going to reside? AACRAO could serve as the certification authority and create an audit trail behind the virtual learning process. He said we cannot continue to raise membership dues.

Another possibility is to have the EDI server reside at AACRAO. The University of Texas at Austin currently hosts the server and they are discussing the possibility of us taking it over. AACRAO could thus certify that the transcript is legitimate. We could use this same model for international applications. Each transaction would have a fee attached which would generate revenue. Becraft said there will be more and more need to obtain information from many different sources and AACRAO could serve as the conduit. Dolence added that we could view both the input and output of such a plan as revenue generators.

Dolence also suggested that the Web is exploding with utilities designed to provide different Web applications--he asked what is wrong with AACRAO doing the application side on the Web, and go from application to enrollment to transcript?

Fresh said AACRAO could also serve as a link in the archiving process, wherein we serve to authenticate records--we would not actually provide the records but certify that they are authentic. Fresh's question is whether or not there would be a business in this idea. Dolence said that someone will also need to certify the virtual learning institution. While there are no virtual learning sources right now, we should be working to develop an opportunity which produces revenue. Dolence did say that the Web offers opportunities for revenue generation information can be retrieved for a fee--as you collect data it is collected in a "shopping cart" and an electronic charge is generated at the end.

There was some discussion on AACRAO exhibits and Dolence recommended that we structure them more along the lines of the CAUSE meeting exhibits--pricing premium spots higher than others. He suggested creating "island" in the exhibit hall which would cost more. He said that SCT and Datatel pay a fortune for their spaces at the CAUSE meeting. In order to get vendors to pay a premium for booth space, there must be a demonstration that they get more business out of it. The strategy is to give them value added--they have to get something useful out of it.

Dolence believes that AACRAO's exhibits are passive. He said the "giveaways" at CAUSE are a business all their own. For the AACRAO meeting in April 1997, he suggested setting up learning environments in the corners of the exhibit hall where training could be taking place all day. We need to have something interesting going on all the time in the exhibit hall to keep people interested. Dolence said that AACRAO's exhibits do not deliver the business to the vendors and that is why they do not consider us important for exhibiting. A discussion ensued on the importance of having an instructional component to our exhibits.

It was decided that we would call the top six vendors and offer them islands at the 1997 annual meeting. Plante suggesting sending out a notice to all the exhibitors saying that we are reconfiguring the exhibit hall and there are now six islands to be offered. Dolence said there should always be food available I the hall as a draw. Our philosophy has always been that the vendors should not interfere with the conference and this is not appropriate from a revenue standpoint. He said our exhibit hall is a "dead zone."

Dolence said that we should be thinking about revenue planning in all of our activities. He proposed adding pre-and post-conference workshops which would draw a minimum of 100 participants, at which we could charge $100 each.

He said AACRAO has to change the story of how we set up exhibits and demonstrate to the vendors our prospecting system--let them know what areas we are in by having corners dedicated to our areas of prospects, i.e., we could have a learning corner devoted to admissions systems, have another dealing with client server new technology, a third on retention and use big screens for projection.

Equally successful might be setting up the corners to go along with the domains and have a large banner each day about what is going on in that area and have live demonstrations going on all the time. Now our constituents are in the vendor track all three days and during that time they can learn about every vendors products. This kind of setup might also draw other people on campuses to come to our meeting just for the exhibit area.

Dolence suggested planning revenue around Web commerce, around professional development and around publications and think about how to optimize revenue. He said there is more than one way to do things and we have to rethink how we optimize revenue while maintaining quality.

We need to build separate revenue plans for everything we do. Dolence feels that AACRAO has the ability to do things like Web commerce even better than CAUSE. He said let us capitalize on the investments that Datatel and SCT have already made in AACRAO. He suggested re-approaching IBM about corporate membership and let us get them an island in our exhibit hall as they are very interested in student services, client services, etc.

There was discussion on getting corporate sponsors for functions at the annual meeting but Dolence feels the perceived value of AACRAO is low and corporations are not interested in this. There was some discussion of having a vendor night. The group also discussed having a recorded presentation discussing the transformation always running in the exhibit hall--Henderson could be the talking head. It was decided that there would be a continuously running video of the transformation and Henderson would make the video in February at the transition meeting.

Dolence also suggested contacting PeopleSoft to sponsor the opening reception. We would allow them to have a very large banner and advertise their products. Dolence believed they are in the most competitive position and would want to do this.

Dolence was then thanked by the BOD for his insights and participation with the BOD.

M/S/Passed Henderson/Fresh 6/0/0 To adjourn and go into executive session for the purpose of discussing personnel matters.

The BOD recessed at 4:40 p.m., Friday, December 13, 1996.

Fourth Day of the December Meeting of the BOD
Saturday, December 14, 1996

President Plante called the meeting to order at 8:37 a.m. PST. Paver and Weese joined the BOD meeting. Haid left San Diego yesterday afternoon.

M/S/Passed Henderson/Guerrero 8/0/0 To rise from executive session and reconvene as a regular BOD meting.

President Plante welcomed Weese as an official member of the BOD, taking the position as Vice President Records and Registration, replacing Don Wermers.

President Plante then called for return to the budget discussions which had begun on Thursday. There were concerns raised by Henderson, Paver and Lonabocker that the proposed budget was too ambitious to be carried out in one year and perhaps we needed to be more conservative in setting a time line for implementing such dramatic changes. The track record of the National Office has not been good in the development of new programs and they are expressing caution that we not try to take on more than we can handle.

Bell, Fresh, and Guerrero believed that the transformation needed a bold plan in order to succeed. Bell was particularly strong that the BOD had given direction to the National Office to repare a budget in line with the transformation activities and this is what had been done. She said that this was not the time to return to our previous ways of thinking.

There was a lengthy discussion of all of the various programs presented in the budget. Becraft and Balazs also provided revised figures for FY97 and the Salt Lake annual meeting which and resulted from the discussions with Dolence. If these suggestions are implemented the projected deficit would be reduced to just under $60,000. Becraft and Balazs both felt that with increased efforts in membership marketing and other efforts, this could be eliminated before the fiscal year end.

The cash shortage this fiscal year was discussed.

M/S/Passed Henderson/Guerrero 8/0/0 That the BOD authorizes the National Office Executive Staff to take the necessary measures which are most economically feasible with respect to covering AACRAO's cash position for FY97, including either a drawdown of investments or a short-term commercial loan.

Budget discussions continued for the remainder of the morning session.

M/S/Passed Fresh/Guerrero 5/3/0 That the FY98 Budget, as presented, be approved and further presented to the membership for vote at the April 1997 Business Meeting.

Henderson reiterated his concern that the plan was too ambitious and he placed the onus on the executive staff and the National Office to carry out the plan. Becraft is also to provide the BOD with monthly updates on our cash position.

Constitution and By-Laws
Agenda Item 8

The proposed amendments were provided to the BOD with their agenda materials and each proposed change was reviewed in detail. A number of editorial changes were made and these will be revised by Becraft and resubmitted to the BOD.

As a part of the transformation process, it is necessary to have the ability to conduct Association business at times other than during the annual business meeting. It is also imperative that more members have an opportunity to participate in Association activities through the ballot process. Becraft said that the only argument against this may be the lack of opportunity for discussion. The BOD felt that with electronic media available for discussion, this should not be an issue. In fact, even broader elements of the membership will be able to participate in the discussion and decision-making process. Only a small percentage of the membership attend the annual meting and thus the larger portion of the membership is left out of the process. This new procedure enables broader participation.

Several hours were spent in reviewing the proposed amendments.

M/S/Passed Paver/Guerrero 8/0/0 That the proposed amendments to the AACRAO Constitution and By-Law., as edited, were approved and recommended for presentation to the membership.

Discussion followed regarding the AACRAO mission statement.

M/S/Passed Henderson/Fresh 8/0/0 To accept the mission statement as "That the mission of the Association is to provide the leadership in policy initiation, interpretation, and implementation in the global educational community. This is accomplished through the identification and promotion of standards and best practices in enrollment management, instructional management, information technology, and student services.

President Plante called for discussion of the change in name for AACRAO. There were discussion at the July meeting on this issue and, subsequently, a white paper. The BOD members feel it is important to have the name be representative of the Association, including its international contingent. The current words do not accurately reflect the new professionals nor fit with the transformation of the Association. The group concurs that AACRAO should remain the name, however, it would just be AACRAO with a tag line after it to represent who we are.

There was considerable discussion of what words/titles accurately reflect who we are. A number of suggestions were put forward, but the one on which most agreed was AACRAO: The Association for Enrollment, Policy, and Practice. The BOD felt that this new name be put forward in presentations and in other arenas to give members exposure to it before the business meeting. There was some discussion that this did not properly represent all facets of the profession and suggested adding "Technology" to it as well.

M/S/Passed Paver/Henderson 7/1/0 That the BOD approves a name change to "AACRAO: The Association for Enrollment Policy, Practice, and Technology" and forwards the name change to the membership for a vote.

Membership Fee Structure

The BOD believes strongly that the membership should not be exposed to large dues increases in any one year. It would be significantly better to tie increases to the annual increase in the Higher Education Price Index (HEPI) and tying dues increases to this index annually, provided that no increase exceeds five percent. Any increase higher than this should be approved by the membership.

There was also a discussion of whether or not branch campuses of universities had to have their own separate memberships. It was determined that this issue remain as already specified in the By-Laws.

Restructuring of Committees
Agenda Item 8c

Guerrero reported that committees in Group I do not work well and while some of her committees have nothing to do but plan sessions, others, such as the Enrollment Management Committee should really be broken down into several committees. This was evident from the applications Henderson received. Very few, if any, members volunteered for some committees, while only a few had the bulk of the applications. Henderson said that in certain areas there is no interest at all. Guerrero believes that this situation should be remedied with redesign of the volunteer structure. President Plante charged the vice presidents to develop a dialogue among themselves on this issue and come back to the April 1997 BOD meeting with some recommendations. These could then be introduced to the committee chairs at the April meeting and finalized at the July Leadership Conference.

Paver said that when the BOD decided upon the domain structure there was some discussion of structuring the BOD around the domains as well. He believes this may be controversial. He said that on a second level there are committees that exist which do not have enough on their agenda to even be a committee, however, occasionally there are issues which have to be addressed by a committee or task force of AACRAO members.

Paver suggested there be a "sunset" review of the committees by the outgoing vice presidents which should be made a part of their final responsibility.

Henderson was asked which committees in each group had the most interested applicants for positions. He replied that the Enrollment Management, Recruitment & Marketing, and Nontraditional Education Committees received the most interest for Group I. Henderson reported that no one was interested in any Group II committees. In Group III, the most popular committees were Academic Policies & Practices and Records and Security. He said there appeared to be a lot of interest in the area of fraud.

Henderson said that the Group IV committees received very little interest, and in Group V, most interest was in Professional School Issues and a large number of folks were interested in Small College Issues committee. Henderson said it appears to him that we do not need most of the committees. Becraft suggested reorganizing the committees around the slices in the domain diagram. He said we have committees focusing on planning annual meeting sessions instead of focusing on issues. He said there is never time to do-what we really need done and we need to fund meetings which look at critical parts of the transformation--that policy issues are the nuts and bolts of transformation and yet no one is looking in on them.

A discussion of having a Transformation Institute occurred and as people attend the Institute, AACRAO would be strengthening interest in, and developing a pool of potential new talent for leadership in the Association. Henderson suggested that we need broader participation in this discussion and recommended that it be part of the discussions with the committees when they meet in April.

Discussion on this topic and on involving more members in vital roles in the Association continued. Wakefield mentioned that she was encouraged to see the Professional Development Committee discussing the need to update the Registrar's Self-Audit publication. Paver said what is needed is to identify an issue and then find a volunteer member whose specific interest is in that area to work on it. He said that in order to have a vibrant association the current committee structure needs to be changed.

The consensus of the BOD was that our programs need to continue to evolve. The policy summits are a step in this direction. However, the structure of the program of the annual meeting around the domains and the restructuring of the committees all has to take place. We need programs at the Annual Meeting which are organized around new issues and hot topics. Paver said that we should be saying, '"Here are the issues and here is what we focus on," and that is the model we need to use for the Annual Meeting.

The vice presidents will work between now and February to come up with areas where our efforts should be focused. Fresh suggested we identify the hot issues for a year out and structure presentations around them. Becraft added that we have to lead rather than follow.

Henderson said that it is time to take a look at the structure of the BOD as part of the transformation. He thinks the BOD is evolving into what it should be and believes the current meeting typifies what the BOD members should be doing, which is talking in broad policy areas rather than focusing on minutiae. He said position description for BOD members need to be revisited--that they cannot be involved in "administrivia." This takes a dramatic shift in thinking about what BOD member responsibilities should be.

Bell brought up the issue of administrivia involved in her present position and proposed that a staff member take on the administrative tasks so that her position could be filled by a BOD member dealing with strategic issues rather than administration.

Becraft and Paver will work together on the preparation of a white paper on restructuring the Board of Directors.

M/S/Passed Guerrero/Lonabocker 8/0/0 That the Vice Presidents and the Executive Director review their committees and prepare a short assessment of their relationships to the transformation and forward them to Becraft by mid-January. Becraft and Paver will then prepare a white paper on restructuring the BOD and committees of AACRAO.

Summits

The sub-committee recommends that the Hopwood versus Bakke summit be held on the first Monday in October. Becraft needs dates for the other two in order to facilitate them. For the International Student Bill of Rights (ISBR), Paver believes this does not really fit as a summit and that the key is to make sure the right people have input and the right product comes out. We want to get it in the Chronicle of Higher Ed and USA Today and then circulate it to interested parties. He sees the ISBR as a way to exercise the Association's muscle and figure out how we get into the media An embassy reception would be a good idea. Becraft suggested a preamble to go with the document and the group concurred. It was also mentioned that NAFSA has done this previously (about 20 years ago), and the preamble needs to clearly define its purpose. Becraft and others thought the ISBR document should be removed from the realm of being a summit.

After some additional discussion, it was decided that the International Student Bill of Rights should not be a summit, but instead should be presented at the International Luncheon at the Salt Lake City Annual Meeting. There was a proposal that Marjorie Lenn be invited to be the plenary speaker for this. Paver reiterated that the ISBR is not a big deal and he thinks we are missing the point of it. All that needs to be done is to get it out there and in the paper.

The discussion then moved to a date for the virtual learning summit. Paver believes it should be held at or near the center of virtual learning in the United States. The University of Phoenix and Regis University were suggested sites for this summit.

Paver again made the point that what we are trying to accomplish with the summits is to produce an end product about which you want press coverage. When we do Hopwood versus Bakke, we need to make a big splash with the media. It does not mean that there has to necessarily be a conference attached. He said the BOD needs to decide whether we are going for an end product--building a policy framework--or for a dual goal of having a conference. He said we have to learn how to develop a policy statement and let people know about it.

M/S/Passed Bell/Paver 6/0/2 That the Virtual Learning Summit be scheduled for late summer of 1997 in Denver, Colorado; that the Hopwood versus Bakke Summit be held on the first Monday in October 1997 in Washington, D.C. to coincide with the opening of the Supreme Court; and that the International Student Bill of Rights be presented at the plenary session being held in conjunction with the International Luncheon in Salt Lake City, Utah, in April 1997.

Membership Dues

The BOD agreed, at the request of the membership, to calculate AACRAO membership dues based on Full-Time Equivalent (FTE) enrollment, rather than the present system of using total student enrollment. Becraft distributed a spreadsheet which indicated that in order for this to be revenue neutral for the Association, dues would be set at $137 for the next fiscal year.

Becraft was asked what proportion of the membership would this affect in terms of lowering their annual dues and he replied that about 20% would have their dues reduced, while some of the larger institutions would end up paying more. There was concern expressed about this change, but the BOD felt that they had promised that this issue would be addressed.

M/S/Passed Henderson/Lonabocker 8/0/0 That the BOD approves -amending the Constitution and By-Lavs to stipulate that AACRAO membership dues are to be calculated based on Full-Time Equivalent (PTE) and that the dues for FY 98 be set at $137 per individual institutional member in order to remain revenue- neutral for the Association.

President Plante adjourned the BOD meeting at 5:14 p.m.

Fifth Day of the December BOD Meeting
Sunday, December 15, 1997

President Plante convened the BOD at 8:14 a.m. PST and the discussion on the membership dues. -It was emphasized that revenue neutral would need explaining to the membership. The main issue is now many voting members. Henderson said that we will have to go back to the voting members. Plante sees it as a separate issue.

M/S/Passed Henderson/Paver 8/0/0 That the number of voting members be as specified in Paragraph 5,6,7, and 8.

M/S/Passed Paver/Lonabocker 8/0/0 To reconsider the previous motion.

M/S/Passed Henderson/Fresh 8/0/0 To change determine the number of voting members as specified in Article 1, Paragraph 1,2,3,4,5,6.

President Plante will have the presentation of the Budget before the voting on the Constitution and By-Laws. Henderson said that he cannot imagine that the ETE proposal will not pass. Becraft indicated that 20% against will vote the proposal down. Henderson asked what will happen if the motion is turned down. Fresh- suggested two versions. President Plante suggested that we could change the section of FTE and then on it separately A notice will need to be in the Data Dispenser. A roundtabl will be available to discuss the budget and Constitution proposals on Tuesday of the Annual Meeting.

President Plante reported that information on the Virtual Learning Task Force will be in the BOD members mail next Friday. Henderson expressed some concerns about the group. They want to do a qualitative assessment instead of quantitative. Becraft and Henderson met with the task force and set the direction.

Technology Task Force
Agenda Item 10c

Lonabocker presented a proposal that some individuals come into the National Office and prepare an assessment. She suggested Mary Neary Morley, Bob Morley, Lonabocker, and possibly one more individual prepare this assessment. They would look at hardware and software. They would possibly bring someone in from outside AACRAO. Lonabocker indicated that she could transfer some funds from Group V. The target would be the end of January to do this work.

M/S/Passed Lonabocker/Fresh 8/0/0 To thank the Technology Task Force for their team efforts.

Membership Issue
Agenda Item 13

M/S/Passed Paver/Henderson 8/0/0 To recommend membership to Pincas?

The BOD reviewed the application for associate membership for the National Distance Learning affiliation. Paver said that we had a decision on this last year and that no action was needed.

M/Passed Henderson/Paver 8/0/0 To accept ITT as associate membership.

Henderson indicated that this is an example of an entity that is accredited but are non degree granting.

Lonabocker reported on the CAUSE conference and observed that registrars were there. Registrars are saying that AACRAO spends too much time patting people on the back. CAUSE scrolls through the membership of different committees on a screen that is set up for participants to view.

President Plante adjourned the December BOD meeting at 8:52 a.m. PST.

Cordially Submitted By:

Melanie MooreBell
Secretary-Treasurer