Board of Directors Meeting #8

November 18-19, 2004

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

Board Members Absent: Thomas A. Bilger.

Staff Members in Attendance: Janie Barnett, Diana Cecil, Barmak Nassirian, and Jerome Sullivan.

Guest: Jim Dalton, Strategic Counsel.

Consultant Jim Dalton reviewed AACRAO's annual planning cycle including an examination of current issues and strategies as well as the 2005-2006 Operating Plan. Adjustments were made where needed. Mr. Dalton then led the Board and staff in a discussion concerning the need for periodic reallocation of resources. The discussion focused on the need for elimination and creation of programs based on solid data developed through research. A case was made for the need to better understand the professions we represent, their current problems, the skills needed to address them and the difficulty in doing so as a result of the great variety found in higher educational institutions. No agreement was reached on how to proceed, other than the Executive Director was asked to develop an action plan and to see to it that the topic was discussed at both the coming State and Regional and Leadership Meetings.

One strategic issue (#4) (Documenting Member Core Competencies) will continue to be reviewed by the Board and will be further addressed following the development of a research action plan.

1. **Call to order/Adoption of agenda**
   President-elect Joe Roof called the meeting to order at 1:15 pm (EST). The agenda was reviewed and adopted.

2. **Approval of minutes**
   Vice President Paul Aucoin moved and Vice President Luz Barreras seconded a motion to approve the minutes from the September 15, 2004 Board conference call. The motion passed unanimously. (9/0)

   Vice President Paul Wiley recommended and the Board agreed that the Vice President's reports prepared for the Board meetings become appendices to the minutes beginning with the February, 2005 Board meeting.
   Executive Director Jerry Sullivan reported the results of the Nominations and Elections committee indicating that the following have been nominated for the AACRAO Board of Directors: Ange Peterson, President-elect; Dan Garcia Vice President for Access & Equity; Wanda Simpson, Vice President for Admissions and Enrollment Management; and, Jerry Bracken, Vice President for Information Technology. The nominees will be invited to attend and participate in the Leadership meeting in February 2005 as nonvoting nominee.

3. **Administrative/Finance Subcommittee report**
   President-elect Joe Roof reported that the following topics/issues were discussed during the subcommittee meeting:
   - The theme and agenda for the upcoming Leadership Meeting (February 11-13, 2004) is Developing an Association Research Strategy. Some of the topics discussed for the agenda included: research needs of the association, Dues Task Force report, government relations issues and the closing of EdVerify. EdVerify closed for business on September 30, 2004, due to a loss of continued investment by the majority owner. A paper will be prepared for the Leadership Meeting outlining these circumstances.
   - President-Elect Joe Roof will prepare draft procedures for the AACRAO Executive Director's review based on his AACRAO contract to forward to President Tom Bilger for review.
   - IES continues to operate at a loss but adjustments are being made to reduce expenses.
   - Net assets have increased.

4. **Executive Director's Report**
   Executive Director Jerry Sullivan reported:
   The Dues Task Force met in July to discuss several issues: restructuring the membership dues formula using the FTE of an institution and developing a subscription membership rate. The task force, chaired by Brad Myers, will prepare a report for review by the Board
   - Technology Conference - The Technology Conference held in October 2004 in Newport Beach, CA, was successful. David Stones has resigned as the coordinator for the Tech Conference after two years service. The Executive Director is working on finding a replacement. The Executive Director commented that David had worked "beyond the call of duty" and built a solid base for the conference's future growth.
   - Online Professional Development - AACRAO will be investigating several different technologies for the delivery of AACRAO distance learning programs. It is the hoped that AACRAO may be able to expand the existing topics and methods of delivery.
   - Publications - The Publications Department had a successful year in 2004. The new EDGE project should produce not only revenue but also be an important strategic publication as well. A hard copy of TCP should be available within the next few months. In addition, AACRAO will improve TCP online by seeking more reporters. There have also been several conversations with people about preparing a new publication on FERPA, and an on going effort to produce a book on SIS Implementation. Bob Morley is working on developing a general text concerning IT in Student Services and a new text on the UK higher education system is in the works. The Executive Director mentioned that the effort to replace the Quann book has fallen 6 months behind schedule and there is an effort to re-start the author selection and writing schedule. It is not possible to have it available for the March Annual Meeting as originally planned.
   - International - The president of the Amnesty International, William Schulz will be a general session speaker at Annual Meeting. IES is organizing a trip to

Germany for our members to explore the German postsecondary education system along with potential additional trips to Australia and the United Kingdom.

- Accounting System - AACRAO is in the process of updating the accounting system incorporating the current and mapping to a new chart of accounts. This should provide standardized monthly reports through our proprietary accounting system Peachtree. The accounts payable system will be automated in January, 2005.
- AACRAO Web Site - An internal office task force has been set up to redesign the website. A professional web designer will work with the internal group. Vice President Betty Huff has volunteered to assist with recommendations for the redesign.

  The board, in response, suggested that adequate resources should be made available for the redesign.
- SEM Monthly - SEM Monthly has evolved into the SEM Source which is now on the web. The subscription to SEM Source has been linked to the SEM Conference in that the fees to attend the conference include the cost of the subscription. An additional fee for a subscription to the SEM Source will be available to AACRAO members.
- AACRAO has moved to secure and protect the trademarks of C&U, SEM and AACRAO EDGE.

5. **Finance Report**

Vice President Paul Wiley's reported the following highlights of the finance report:

- Compared to last year, net income is up in the general administrative cost center (member dues) by about $90,000.
- The Annual Meeting was up by $273,000 over last year with a total of almost $500,000 net from the annual meeting.
- Meeting and workshops (Tech Conference, SEM Conference, and others) increased by $75,000 and publications were up by $36,000.
- The four cost centers that operated a net loss last year improved their loss by about $108,000 this year: Communications and Government Services, Governance Projects, Contracts and the Board.
- Member Services operated with a net loss of $55,000.
- IES net income was down almost $150,000 from last year with a net loss of about $134,000 this year compared with a net gain last year of $14,000.
- AACRAO wrote off the $250,000 investment in EdVerify.

  Revenues (gross) are at 93% of the budget: compared to last year revenues were at 94%. Two significant areas of exceeding budget were member dues (up by 6%) and registrations (up by 18%).
  Those areas that are not meeting budget projections: Corporate dues, exhibit fees, sponsorships, advertising (Jobs on Line), service fees (credential evaluations), Consulting Services, and Publications. Revenues are at 86% of the budget compared to 94% last year. Most items are at or below budget. The following areas are over budget: Advertising and Promotions, Awards; Scholarships, and Grants; bank charges; Insurance; legal and accounting; meeting costs; memberships and subscriptions and supplies, equipment and

maintenance and salaries and wages.
There was net operating income of $380,000 compared to last year of $1,213.
FY04 net operating income is higher than FY03 net operating income by $379,409.
Wiley suggested that AACRAO should consider increasing the operating reserves by more than the current goal of 50% of the operating budget.
The 2005-2006 budget process will include departmental meetings and vice presidential meetings via telephone. A draft budget should be available for review soon.

6. **Dues Task Force Report**
   Wiley reported that Brad Meyers, Chair, of the Dues Task Force submitted a report and recommendations... The charge to the Task Force was to determine whether AACRAO should have institutional or individual based memberships. The task force struggled with the question and felt that trying to move to member-based dues is not the recommended direction to go. After review of the report by the Board and extended discussions, it was suggested that more market research/covering the cost implications was needed before presenting a recommendation to the membership for discussion. The question at hand is if AACRAO adjusts its dues formula from determining institutional size based on student head count to some form of full time equivalency, would those who end up paying more accept this outcome in the interest of overall equity and would those who are currently not members and presumably pay less to join.

   The meeting was adjourned at 5:30 pm and the Dues Task Force report discussion was deferred to the following day.

Friday, November 19, 2004

1. **Call to Order**
   The meeting of the AACRAO Board of Directors was called back to order by President-elect Joe Roof at 8:34 pm.

   Roof indicated that the Summer Planning and Board Meeting have been scheduled for July 8-11, 2005 in San Diego, CA. Board members should plan to arrive to be available for a city tour on the afternoon of July 8; subcommittees meeting are scheduled during the morning of July 9 and the Board will begin meeting on the afternoon of July 9 and will continue to through July 11.
   The Board continued the discussion of the Dues Task Force report.
   Luz Barreras moved and Ange Peterson seconded a motion that the board requests that the staff pursues market research surveys regarding the dues of our community colleges that are non-members and work with the task force giving them the results of that information and go on from there. Paul Aucoin amended the motion to remind the task force of their charge to come up with a dues structure that is appropriate for the value received from the services provided by the association. Peterson further amended the motion for the Board to authorize staff to pursue market research to assist the task force members in developing a plan to provide an equitable increase in dues (if needed) for members and non-members. Following discussion the motion

was tabled.

2. **Membership/Operations Subcommittee Report**
   Robert Morley reported that the committees met and discussed the following:
   - To keep committee members engaged, vice chairs of the committees should be established and committee members should be encouraged to meet by conference call.
   - Committee members may be added to the committees at any time during the year.
   - Vice Presidents will be calling committee chairs explaining the expectations of their role on the committee. The vice president will meet with them at the Leadership Meeting and go through the three documents and at some point between the Leadership Meeting and the Annual Meeting, a conference call will be held with the vice president, committee chair and the committee members to arrive at completion of the documents. The chairs of the committees will be expected to bring the completed documents to the Annual Meeting for the chair meeting held prior to the Annual Meeting. It was suggested that an hour be scheduled at the Leadership Meeting for the Vice President to meet with their committee chairs.
   - A Committee/Board booth will be set up at the Annual Meeting. Vice President Betty Huff volunteered to distribute the sign-up sheet to the vice presidents so that they can encourage their chairs to sign up and work the booth. Vice President Eric Staab has created an inquiry card that will be available at the booth so that people can indicate what committee they may be interested in serving on. Membership brochures will also be available.
   - With regard to the committee information available on the web, it was determined that the technology is working reasonably well. Staab has designed a flow chart to show how the system should work and the staff is working to fully automate the appointment system. Staab has volunteered to work with staff to further assist with automating the system. It was also suggested that Board members update the committee list by December 01.
   - Awards—The Board suggested that the Membership/Operations subcommittee meet online to draft a proposal to establish values for services to recognize the contributions of members and to look at one other category for award recognition for review by the Board. The Board will discuss the proposal during the January conference call meeting. Suggestions for recognition awards may be emailed to Vice President Huff. It was also suggested that there should be more awards for more reasons and not just awarded during the annual meeting.
   - Huff distributed the first Committee Chair Guide for review by the Board. The document was redrafted incorporating the suggestions. Further recommendations should be forwarded to Huff by January 10. The Guide will be prepared for distribution at the Leadership Meeting. .Once the Guide has been finalized; a calendar will be developed to note certain benchmarks. This Guide will be reviewed yearly by the Membership/Operations Subcommittee. Vice President Bob Morley commented on his observation of a significant decline in the attendance of the State and Regional Annual Meetings. Following discussion, the Board recommended that the issue become an agenda item

with the State and Regional meeting held at the AACRAO Annual Meeting if appropriate. Vice President Paul Aucoin will take the lead.
All approved Board Policies are in the process of being organized electronically and will be available for viewing on the AACRAO Web site.

3. **Officer and Vice President Reports**

President-elect
Joe Roof reported that most of his activities are focused on the Annual Meeting. One issue discussed centered on requesting electronic copies of session speaker presentations to post on the Web site prior to the Annual Meeting. The program committee talked about this issue and indicated that with technology today there should not be a need for handouts. No final recommendations were made.
Rudy Giuliani will be the keynote speaker for the Annual Meeting and an invitation has been extended to Senator Hillary Clinton.

Vice President for Finance
Paul Wiley moved and Paul Taylor seconded a motion to appoint Sam Conte to serve a three-year term on the Audit Committee. The motion passed unanimously. 9/0

Vice President for Admissions and Enrollment Management
Ange Peterson reported that the
• Admission Institutes attracted over 70 attendees and over 75 notebooks were distributed along with other materials.
• Multiple volunteers offered to host without cost.
• She is preparing a Guide for Admissions Counselors and a SEM publication, a type of planning workbook that teaches how to do SEM planning.

Vice President for Association and Institutional Issues
Paul Aucoin noted the agenda for the State and Regional meeting and a current outreach calendar. Board members were requested to review the outreach calendar and send corrections to him.

Vice President for Information Technology
Bob Morley reported that AACRAO's initiative to become involved in the authentication issue has not materialized but that PESC sponsored a meeting that brought together the important people on authentication and AACRAO participated in the meeting.
Morley further indicated the following:
• He made a presentation at the ARTS/SMARTS advisory board meeting which is the army academic transcript service and the sailor/marine academic transfer service to see if there were possibilities of providing their information to their schools in XML format.
• SPEEDE continues to move along.
• The XML transcript schema is being tested in Georgia and Kentucky.
• The institutional research group has been viewing the session evaluations process and forms and will make some recommendations.
• The AACRAO Technology Conference was held in Newport Beach in October, 2004, with 360 attendees. The 2005 Technology Conference will be held in Atlanta, Georgia from October 9-11.
• He will be putting out a proposal for authors for the AARAO Guide to Technology with the hope of a release date before the October 2005 Tech Conference.
AACRAO will continue to work with PESC when Morley retires as a current AACRAO Board member. Working with staff, Morley will prepare an internal white paper

describing the work with PESC to be available for the February board meeting for review by the Board members.

Roof recognized and extended appreciation to Bob Morley's efforts to work with the staff to create a successful Technology Conference for AACRAO.

Vice President for International Education

Eric Staab reported that the EDGE project has made great progress. Several people have three-month contracts to prepare profiles for EDGE.

Staab reported on the discussions with Department of Homeland Security (DHS). He noted that this is not the SEVIS component, but involves those people who apply for a (H 1 B) working visa that goes through the Department of Labor. The Department of Labor certifies that these people have the appropriate level of education in order to be eligible to receive this visa. DHS may become a user of this project.

Vice President for Leadership and Management Development

Betty Huff indicated that she will be attending the S&R meeting in December in Washington, DC.

Vice President for Records and Academic Services

Luz Barreras reported a successful REG 101and FERPA workshop in Chicago and a successful REG 101 online workshop. Another REG 101 online session will be scheduled for the spring of 2005. Louise Phillips will be the facilitator for the REG 101 workshop at the Annual Meeting.

4. **Dues Task Force Report (continued)**

Paul Aucoin moved and Ange Peterson seconded the motion to remove tabled motion from the floor.

The motion passed unanimously. (9/0)

Luz Barreras moved and Ange Peterson seconded the following motion:

WHEREAS, the AACRAO Dues Taskforce has submitted a draft report of its findings to date; and

WHEREAS the Taskforce has indicated that additional data and research are needed before it can submit final recommendations;

BE IT THEREFORE RESOLVED, that the Executive Director shall provide the Board with a proposal for market research and financial analysis no later than the February Board meeting; and

BE IT FURTHER RESOLVED, that the Executive Director's proposal shall include an estimate of costs and resources needed for the research and analysis to be conducted; and

BE IT FURTHER RESOLVED, that the VP for Finance shall develop and present a forecasting model to estimate the impact of proposed changes on the AACRAO budget; and

BE IT FURTHER RESOLVED, that the Board will take appropriate action to transmit the information to the Taskforce.

5. **New Business**

The Board reviewed the Affiliation Policy that allows AACRAO to enter into mutual affiliations with like-minded educational, non-profit organizations for formalizing collaboration and cooperation between organizations with common goals and objectives. Following discussion

Paul Taylor moved and Paul Aucoin seconded the motion to approve the Affiliation

Policy as amended. The motion passed unanimously. 9/0

Affiliation Policy

- **Definition**
  It shall be the policy of the American Association of Collegiate Registrars and Admissions Officers (AACCRAO) to enter into mutual affiliation with like-minded educational, non-profit organizations. Such affiliation is a mechanism for formalizing collaboration and cooperation between organizations with common goals and objectives. Neither AACRAO nor any affiliated organization will incur any financial obligations through the act of affiliation.

- **Eligibility**
  Any non-profit organization that supports the AACRAO Mission Statement is eligible to apply for affiliation. To be considered for such affiliation, the Board of Director of AACRAO must, at its sole discretion, find that applicant's mission statement and the proposed affiliation is in keeping with all applicable policies of the Association and that such affiliation will be in AACRAO's best interest.

- **Application Process**
  Applications for affiliation shall be submitted by letter or email to the Executive Director, along with a copy of the applicant's governance documents including Article of Incorporation or constitution, and bylaws.

- **Privileges**
  Organizations affiliated with AACRAO may display a statement of their affiliation with AACRAO, including a facsimile of the official AACRAO logo, in publications and periodicals that are intended primarily for their membership. Affiliates will provide AACRAO with copies of any publication or periodical displaying said logo and seal., Affiliates will notify AACRAO of any electronic` reproduction or distribution made by the of said logo and seal. Affiliated organizations may not advertise their affiliation with AACRAO, or display the AACRAO logo, for purposes of marketing or fundraising or to imply endorsement of particular activities not expressly approved by AACRAO in writing in advance

  Each affiliated organization shall have the opportunity to nominate one of its members to the slate of candidates in each election for various AACRAO elective and appointive positions, provided such candidate is individually a member in good standing of both AACRAO and the affiliated organization in his or her own right and is otherwise eligible for the positions in question.

- **Limitations**
  An organization's affiliation with AACRAO is no way convey AACRAO membership status ad voting privileges upon any individual member of such affiliated organization, unless that member is individually a member in good standing of AACRAO in his or her own right.

Affiliation of any organization with AACRAO in no way be construed as conferring non-profit status upon that organization. AACRAO's tax exempt status as an IRS [(501)(3)(c)] organization does not extend to its affiliates. Affiliated organizations are prohibited from soliciting and collecting tax-exempt contributions in the name of AACRAO, unless such funds are collected for the exclusive use of AACRAO and such solicitation is specifically authorized by the AACRAO Board of Directors. Affiliates soliciting contributions or raising funds for their own use must do so in their own name and under their own charter, if it so permits. AACRAO will not be liable for any financial liabilities of any affiliated organizations.

- **Termination**
  The affiliation of any organization may be terminated by majority vote of the AACRAO Board of Directors, should the board deem the continuation of such affiliation to be prejudicial to the best interest of AACRAO.

  The board reviewed the "Tools for Getting the Message Out", which provides information on communicating with members of Congress by fax and email. The documents will be posted on the AACRAO Web site under Federal relations and the Resource Center.

6. **Adjournment**
   There being no further business, the meeting was adjourned at 12:15 pm.