American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
February 8-10, 2013
Washington, DC

Board Members in Attendance: Jim Bouse, Melanie Gottlieb, Luisa Havens, Tracey Jamison, Nancy Krogh, Paul Kyle, Adrienne McDay, Nora McLaughlin, Brad Myers, Jeff von Munkwitz-Smith

Board Nominees in Attendance: Stan DeMerritt, Tina Falkner

Staff Members in Attendance: Janie Barnett, Matthew Ogle, Michael Reilly

Guests in Attendance: Farah Aleem, Susan Colladay, Arun Sardana

Call to Order

President von Munkwitz-Smith called the meeting to order at 10:10 a.m. Eastern Time on February 8, 2013.

Reports of Standing Committees

Finance and Investments Committee

Arun Sardana, AACRAO's Investment Advisor, reviewed AACRAO's investment portfolio performance. He introduced changes he is recommending to the Association's Investment Policy. The Finance Committee will review these changes before bringing a recommendation to the Board.

Vice President Krogh led an in depth review of the Association's financial reports and a discussion of the dues increase that was approved by the Board.

Approval of Agenda

MOTION 2013.02.01 – It was duly moved and seconded to approve the agenda as amended to accommodate the addition of the consent agenda as the second item. APPROVED

Reports of Standing Committees

Audit Committee

Susan Colladay, Tate & Tryon, led a review of the Association's annual audit for the fiscal year 2011-2012.

MOTION 2013.02.02 – It was duly moved by the Audit Committee that the Board accept the Audit report. APPROVED

Finance and Investments Committee

Vice President Krogh led a review of the proposed Association budget for fiscal year 2013-2014.

MOTION 2013.02.03 – It was duly moved by the Finance and Investments Committee that the Board approve the Fiscal Year 2013-2014 Budget, to be presented for approval by the membership at the Business Session of the Annual Meeting on April 13, 2013. APPROVED

Reports of Officers

Vice President for International Education

Vice President Gottlieb updated the Board on her progress with the International Admissions and Credential Evaluation Task Force. She also informed the Board that several Group II committees are making changes to their titles and descriptions.

Vice President for Leadership and Management Development

Vice President Kyle updated the Board on State and Regional visits and reminded the Board members to complete their meeting evaluations.

Vice President for Information Technology

Vice President Bouse reviewed the latest version of the charge to the AACRAO representative on the PESC Board of Directors. He pointed out the importance of avoiding a conflict of interest and of promoting transparency in the relationship.

Past President

Past President McLaughlin initiated a discussion about awards and whether it is appropriate to give awards to members who work for vendors. She noted that the Awards Committee recommended including a note in the Board Handbook section governing awards that vendors are not disqualified from winning awards. The Board members agreed and she will draft a note for approval.

MOTION 2013.02.04 – It was duly moved and seconded to approve the Awards Committee's recommendation for AACRAO's Founders Award for Leadership. APPROVED

MOTION 2013.02.05 – It was duly moved and seconded to approve the Awards Committee's recommendations for Honorary Membership. APPROVED

Past President McLaughlin informed the Board that Ellucian has withdrawn its sponsorship of the APEX Award for Student Success after the Board had selected this year's recipient.

MOTION 2013.02.06 – It was duly moved and seconded not to seek another sponsor for the APEX award and to remove from the description of the award any reference to a sponsor and the $5,000 award. APPROVED

President-elect

President-elect McDay reviewed the proposed meeting dates for 2013-2014.

President

President von Munkwitz-Smith asked that Board members review and sign the Conflict of Interest Policy. He also led a discussion about adding Board nominees to the Board Listserv at the December Board meeting in future years, and the Board agreed.

Reports of Staff
Executive Director Reilly noted that the current iteration of the Operating Plan is available for review by the Board, but that there will be changes to it. He updated the Board on the conversations he's been having about the Texas SPEEDE Server. He informed the Board that he's been asked to be on the Board of Directors for the American Council on Education (ACE). He is also on the American Honors advisory board, the Servicemembers Opportunities Colleges advisory board, and ACE's Lifelong Learning Commission.

The Board recessed for the evening at 4:10 p.m.

The Board reconvened at 10:07 am Eastern Time on February 9, 2013.

Reports of Standing Committees
<u>Governance Committee</u>
Past President McLaughlin distributed and reviewed the proposals to amend the Association's Bylaws.

MOTION 2013.02.07 – It was duly moved by the Governance Committee to approve the proposed changes to the bylaws to be presented for approval by the membership at the Business Session of the Annual Meeting on April 13, 2013 after review by legal counsel. APPROVED

The committee will hold another webinar regarding these proposed changes before the Annual Meeting.

President von Munkwitz-Smith commended the Governance Committee on its hard work on this difficult subject.

The committee reviewed its recommendation to add a section to the Association's Travel Policy to define a procedure for international per diem.

MOTION 2013.02.08 – It was duly moved by the Governance Committee to approve the change to the Association's Travel Policy. APPROVED

The committee reviewed its proposal regarding Board attendance at AACRAO meetings and other higher education association meetings, especially as it relates to individual responsibilities and who should be funding these trips.

MOTION 2013.02.09 – It was duly moved by the Governance Committee to approve the AACRAO Board Attendance at AACRAO Meetings and at Other Higher Education Association Meetings document for the Board Handbook. APPROVED

The committee briefly reviewed the documents it distributed regarding the consent agenda and asked the Board members carefully review these to be discussed at an upcoming meeting.

Approval of Minutes

MOTION 2013.02.10 – It was duly moved and seconded that the minutes of the meeting of the Board of Directors on November 30, 2012 and January 16, 2013 be approved. APPROVED

Reports of Standing Committees

Strategic Planning/Program Review Committee

Vice President Myers reviewed the recently completed Member Satisfaction Survey with the Board. He also informed the Board that there had been conversation about adjusting some wording in the Strategic Plan.

Vice President Myers reviewed with the Board the core competencies lists that were put together by the attendees of the Leadership Meeting in December 2012.

Unfinished Business

President von Munkwitz-Smith reviewed the Public Policy and Education Agenda with the Board.

MOTION 2013.02.11 – It was duly moved and seconded to approve the Public Policy and Education Agenda. APPROVED

MOTION 2013.02.12 – The Board wishes to commend the Public Policy Advisory Committee and the staff in the national office for their excellent work in developing AACRAO's Public Policy and Education Agenda 2013 and for their continuing efforts to advance the public policy goals of the Association. APPROVED

Past President McLaughlin discussed the proposal for a Task Force on Program Structure with the Board, focusing specifically on the relationship between the Board and the Program Committee.

Reports of Standing Committees

Compensation Committee

The Compensation Committee continues to work on a succession plan for replacing the executive director position. The committee expects to bring a proposal to the Board in March or April.

The committee completed its draft of the Executive Director Reilly's performance appraisal. The chair of the committee, the President, and the Executive Director met to review the draft. The committee will review that document with the Board in executive session.

The committee is working on a draft of expectations for the Executive Director for the coming year and has discussed those expectations with the Executive Director.

The Executive Director provided the committee with updated job descriptions for the senior management team. The committee provided him with feedback on those descriptions.

New Business

President von Munkwitz-Smith informed the Board that AACRAO will be soliciting an editor for *College and University*. He also informed the Board that a new parliamentarian will need to be found for the upcoming Business Meeting.

The Board discussed how to making the path easier and encourage membership for graduate students in the field. Executive Director Reilly and President von Munkwitz-Smith will review the student membership guidelines and bring a recommendation to the March conference call.

MOTION 2013.02.13 – It was duly moved and seconded to move into executive session. APPROVED

MOTION 2013.02.14 – It was duly moved and seconded by the Compensation Committee to approve the performance appraisal of the Executive Director. APPROVED

MOTION 2013.01.15 – It was duly moved and seconded that the Board of Directors Executive Session Meeting be adjourned. APPROVED

The Board recessed for the evening.

The Board reconvened at 9:20 am Eastern Time on February 10, 2013.

Reports of Standing Committees

<u>Governance Committee</u>

The Governance Committee followed up on the discussions on bylaws changes and proposed meeting dates for 2013-2014.

Reports of Officers

<u>President</u>

President von Munkwitz-Smith asked the Board if they felt it appropriate to use a consultant to perform a rigorous self-assessment. He will contact BoardSource for pricing and options.

Unfinished Business

Past President McLaughlin reviewed the most recent version of the Task Force on Program Structure charge.

MOTION 2013.02.16 – It was duly moved and seconded to approve the charge for the Task Force on Program Structure. APPROVED

Past President McLaughlin and President von Munkwitz-Smith will work on communicating the intent to make this change and finding members to staff this task force.

Adjournment

MOTION 2013.02.17 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 10:13 a.m. Eastern Time on February 10, 2013.

Attachments

AACRAO Financial Audit Reports
Fiscal Year 2013-2014 Draft Budget
Bylaws draft for consideration at the 2013 Business Meeting
APEX Award Description
Association Travel Policy
AACRAO Board Attendance at AACRAO Meetings and at Other Higher Education Association Meetings
November 30, 2012 Minutes
January 16, 2013 Minutes
Public Policy and Education Agenda
Charge for the Task Force on Program Structure.

*****DRAFT*****
American Association of Collegiate Registrars and Admissions Officers
Task Force on Program Structure
February 2013

<u>History</u>

In its ongoing review of governance, the AACRAO Board of Directors has discussed the requests from the Annual Meeting Program Committee for more responsibility in managing its work and the recommendations of the Task Force on Association Governance for creating an Association Program structure to better manage AACRAO program offerings. The Board agreed in October 2011 that it would be prudent to create a task force to develop and recommend to the Board a structure for the programs of the Association to ensure continued success and to allow for future growth. The Board waited to charge the task force until the outcome of the proposal dealing with association governance was considered at the 2012 Annual Meeting.

<u>Charge to the Task Force</u>

Central to AACRAO's mission is providing program content to its members so they may "serve and advance higher education by providing leadership in academic and enrollment services." Recognizing that the programs of the association are managed principally by members who volunteer their service and by staff in the national office, the board asks the task force to review the current structure of AACRAO's program offerings and to recommend a structure that will 1) address the complexity of our offerings, 2) ensure member engagement, and 3) provide a sustainable model for evaluation and development of programming. The Board asks the task force to consider and respond to the following questions:

- What structure best serves AACRAO to enable it to provide needed content and services through program activities?
- What are the respective roles of member volunteers and AACRAO staff?
- What is the most effective relationship between the program committee and the directors of AACRAO offerings outside of the annual meeting?
- Is there sufficient coordination and communication among staff, volunteers, and program coordinators to promote a comprehensive set of program offerings?
- Do the leaders of the groups and chairs of committees have enough direction and authority to manage AACRAO program offerings?
- Are we effectively recruiting and involving members in program activities?

It is not expected that this group will undertake a restructuring of the program activities committees (PACs) of the Association, nor is it expected that this group will recommend changes in the work of the AACRAO national office. The Board asks the members of the task force to take a fresh look at the structure we have used for many years and to recommend a configuration that will allow us to offer an appropriate array of programs and encourage broad member engagement. The answers to these questions will inform further work by the Board and the national office as they plan offerings and structure AACRAO.

The task force will be appointed by the AACRAO President and should complete its work in time to report to the Board by June 2014.

AACRAO Board Attendance at AACRAO Meetings and at Other Higher Education Association Meetings

While Board members may attend AACRAO meetings or other association meetings as part of their institutional responsibilities, they recognize that they will also be seen as representatives of AACRAO and the Board. In addition, the Board recognizes that it may be advisable to have formal Board representation at some meetings. This policy discusses the procedure for approving and paying for Board representation at meetings.

<u>Board Representation at AACRAO Meetings.</u>

Generally, because of the diverse institutional duties represented by the AACRAO Board, there is a Board member in attendance at almost all AACRAO meetings. In order to bring experience and feedback from the meetings back to the Board, we will poll Board members to determine who will be attending upcoming meetings. If no one from the Board will be attending an AACRAO meeting, e.g. SEM, Transfer, Technology Conference, etc., and if the Board determines that it is strategically important to be represented at the meeting, it will approve paying to send a Board member to the meeting. The Board affirms that it does not see this as a programmatic responsibility for Board members, but rather a way to ensure Board participation at AACRAO events. Board members are expected to provide any noteworthy or strategic observations to the Board at its next meeting.

<u>Board Representation at Other Association Meetings.</u>

The Board recognizes that it is sometimes advantageous to attend other association meetings in order to build relationships and alliances. When the Board identifies a strategic need to attend another association meeting or event, it will poll the Board members to see if anyone is attending and can represent AACRAO. If no one on the Board is planning to attend, the Board will determine whether the need to be represented merits paying for a Board member to attend. The Board affirms that it does not see this as a programmatic responsibility for Board members, but rather a way to ensure Board participation at strategically important events. Board members are expected to provide any noteworthy or strategic observations to the Board at its next meeting.

AACRAO Travel Policy

Philosophy

Travel and entertainment related expenses will be paid by the Association if they are deemed to be reasonable, appropriately documented, properly authorized and within the guidelines of this Policy

Purpose

The purpose of this Policy is to provide broad guidelines and establish procedures for those individuals incurring official travel and business expenses on behalf AACRAO. The intent is to control travel expenditures, maximize the ability to negotiate discounted rates with preferred suppliers and to ensure compliance with Internal Revenue Service (IRS) requirements. The Travel Policy is intended to be an information resource and guide to make travel arrangements and to process travel and other related expenses.

Scope

The Travel Expense Policy applies to the following individuals traveling on behalf of the Association and seeking reimbursement for appropriate business-related expenses, regardless the funding source:

- Member Volunteers
- All employees of the Association
- Non-employees who have been authorized to travel and/or entertain on behalf of AACRAO

AACRAO assumes no obligation to reimburse for expenses that are neither Association business-related nor in compliance with this Policy.

Guidelines

Travelers must have their travel plans and expenses approved by the Executive Director or his/her designee. Travelers must report and substantiate the amount, date and business purpose of all expenses within 60 days, using the standard AACRAO Travel Expense Form, upon completion of travel. Receipts must be provided to substantiate all claims for reimbursement and be attached to the Travel Expense form, including a check for any cash advance amounts in excess of substantiated expenses. Unsubstantiated and unsupported expenses may not be reimbursed.

Auditing and Internal Control

The Accounting Office will audit all Travel Expense reports for compliance with the Association policies and Internal Revenue Service (IRS) regulations. Additional information supporting an expense may be required prior to the expense being reimbursed. Travel and other related expenses will be included in the audit testing performed by the Association's independent accountants in connection with the annual audit.

PERMITTED EXPENSES

Transportation

The base compensation rate for any form of travel is equivalent to the cost of a coach or economy class airline ticket. Travelers may use any form of transportation to travel to their destination, but will be reimbursed for the less expensive of that method of transportation or an economy class airline ticket. Exceptions to this rule must be approved by the Executive Director or his/her designate.

Airline Travel – Whenever possible, coach or economy class air service should be used and travelers are expected to take advantage of advance purchase rates. Furthermore, flights should be booked, using the least expensive fare via the most direct route, or other reasonable routing that results in a lower fare. Travelers may retain frequent flyer program benefits. However, participation in these programs must not influence flights selection. The Association will not reimburse travelers for tickets purchased with frequent flyer miles.

Ground Transportation – The most economical mode of transportation, such as shuttle services and public transportation should be used to and from air, rail, or bus terminal, whenever possible. Private sedans or limousine services should be avoided unless there are enough people traveling together to make the expense more economical than other modes of transportation.

Rental Cars – Travelers should use a rental car when other transportation is not available or when their use results in a cost savings. The size of the rental car should be the least expensive model consistent with the number of travelers, the business requirements of the trip. Travelers should decline the Collision Damage Waiver (CDW) and the Liability Damage Waiver (LDW) option, supplemental liability coverage, personal accident insurance and other additional insurance options when renting a car for business purposes. Such coverage is provided under the Association's insurance policies and is not reimbursable. Any additional questions about car rental insurance should be directed to the Accounting office at (202) 263-0281.

Private Vehicles – Travelers may use their personal car for business purposes if it is less expensive than other options or if it saves time. It is the personal responsibility of the owner of a vehicle being used for Association business to carry adequate insurance. Travelers are not covered under the Association's automobile policy when driving a personal vehicle for Association business purposes. If driving a personal vehicle, the traveler's personal insurance covers vehicle damage and the traveler is responsible for any liability or expenses incurred. When driving a personal vehicle, the Association will reimburse a mileage rate calculated on a per mile basis for the actual miles traveled. This mileage rate covers all transportation and operating costs of the vehicle, including gasoline and is based on the stated IRS rate in effect at the time of travel. Current rates can be found at the following URL <http://www.irs.gov/newsroom/article/0,,id=240903,00.html> or on the Association Travel Expense Report. When submitting a Travel Expense Report, travelers must substantiate driving trips longer than thirty (30) miles by attaching a printed itinerary using a service like MapQuest.

Additional reimbursement will be made for turnpike tolls, bridge tolls and reasonable parking fees. The Association will not reimburse employees for parking tickets, fines for moving violations or vehicle towing charges. No reimbursement will be made for vehicle repair costs.

Travelers who choose to use their own automobiles on trip where air travel is more appropriate will be reimbursed an amount not to exceed the most economical airfare to the destination.

Rail Travel—A reserved/unreserved train, coach class on these trains may be least expensive mode of rail transportation and is the most appropriate for AACRAO travelers. Sleeping accommodations, if justified, may be utilized. Rail travel will be reimbursed at the lower of the cost of rail fare or an economy airline ticket.

Hotels

AACRAO has negotiated discounted preferred rates (based on availability) with local hotels in the area. Whenever possible, travelers should stay in a standard room at a non-luxury hotel, or at designated conference hotels.

Meals

Business meals are defined as meal expenses incurred when conducting Association business. Meal reimbursements will commence from the time you leave home until you return. Travelers will be reimbursed for personal meal expenses provided they are documented and reasonable. Three meals per day will be reimbursed, which include breakfast, lunch and dinner. If a meal is provided by a conference as part of the conference fees and a traveler elects to purchase a meal independent of the conference, such meals will be considered a personal expense and will not be reimbursed.

Per Diem for Domestic Travel– Association travelers may choose whether to file for actual expense reimbursements or a per diem rate, provided that the actual expenditures do not exceed the per diem limit. A per diem is given to a traveler to cover meals in connection with the performance of services for the Association. Meals provided to the traveler, at no cost, may not be claimed under the per diem allowance. Travelers who use per diem allowances do not have to substantiate each meal expense, but they must demonstrate that the trip occurred by providing an airline or hotel receipt. Per Diem will be paid based on the geographic locale where the traveler performed his/her AACRAO responsibilities. Rates to be used when completing an expense reimbursement request can be found at www.gsa.gov/perdiem.

Per Diem for International Travel – The per diem for international travel will be the same as the highest daily GSA rate for domestic travel. Exceptions must be submitted in writing, accompanied by receipts, and approved by the Executive Director.

Alcoholic Beverages – The alcoholic beverages policy can be found at http://www2.aacrao.org/about/governance/AACRAO_Alcoholic_Beverage_Policy.pdf.

ADDITIONAL GUIDELINES

Spouse/Dependent Event Attendance and Travel – AACRAO will not pay or reimburse business travel of expenses for family members who accompany AACRAO traveler on Association business except in unusual circumstances. Exceptions must be approved in advance and in writing by the Executive Director.

Extended Travel – Reimbursement for meals, lodging and other expenses will normally be limited to expenses incurred by the traveler during normal business activity. However, expense incurred on additional days may be reimbursed if extending the period results in a reduced round trip air fare sufficient to cover the meals, lodging and other expenses.

Cancellation Refunds – If the Association has prepaid an expense and the trip, event or conference is canceled, a refund should be sought. The responsibility of ensuring a refund rests with the traveler and not the Accounting department.

SPONSORED PROGRAMS

In addition to AACRAO's Policies, there may be additional requirements when Association travel is required or paid by a sponsored program activity. In particular, federal government grants are subject to government travel guidelines.

Preferred Travel Agencies – AACRAO has a relationship with Association Travel Services and they function as the Association's preferred travel agency. Contact and AACRAO staff member to receive information about how to use this service including authorization and budget codes.

REIMBURSEMENT PROCEDURES

Forms and Documentation – It is the Association practice to retain, for seven years, all travel documentation. Reimbursement receipts will be retained by the Account's Payable Department. Travel Expense Forms should be used for travel-related expense and Check Request Forms should be used for non-travel-related expenses. Contact an AACRAO staff member for the most up-to-date version of these forms. All authorized travelers submitting these forms sign their own names to certify to the best of their knowledge that the information contained therein is accurate and that all claimed expenses are allowable and were incurred in the conduct of official Association business. The Association will not reimburse travel and other related expenses that have been or will be reimbursed from any other outside source.

All reimbursements will be made by check, payable to the traveler and will be sent to the requestor by method checked on the form. Expenses paid in foreign currency must be claimed by providing the actual expense(s) by showing any of the following:

- Receipt from the currency exchange company or bank showing the actual exchange rate and fees when exchanging cash
- Bank statement showing ATM withdrawal in foreign currency and conversion to dollars with fee added
- Credit card statement showing charges in foreign currency and conversion to dollars with fee added

If any of these required receipts or statements cannot be provided, then individuals must use the interbank rate shown on the website (http://www.oanda.com) by providing the exchange rate being used and the U.S. dollar equivalent on all receipts.

MISSING OR LOST RECEIPTS – An individual, who incurs expenses and subsequently loses a required receipt, should seek a duplicate and submit it stating that the original was lost. When an acceptable duplicate cannot be obtained, some supporting documentation must be provided such as credit card statements. Along with the supporting documentation, a written explanation must be provided stating that the original receipts have been lost, duplicate receipts cannot be obtained and the supporting documentation is all that can be provided to support the expense. The Accounting Office may contact the traveler with questions if there is incorrect or incomplete information on the Travel Expense request form. While every effort should be made to include all receipts, any request for reimbursement for more than $25 must include some form of substantiation, whether it be a receipt or a credit card statement.

APPENDIX A – MISCELLANEOUS REIMBURSABLE EXPENSES

Individual will be reimbursed for the following miscellaneous expense incurred while on Association business:

- Business office expenses (faxes, copying services)
- Business phone calls
- Conference registration fees
- Currency conversion fees
- Gasoline (only if using a rental car)
- Ground transportation (taxi, bus, airport vans/shuttle, etc.)
- Laundry/dry cleaning/suit pressing on trips exceeding five days
- Mileage on personal vehicles specifically to and from the airport
- Overnight package service when needed for business documents
- Parking and tolls
- Reasonable tips
- Visa Fees

APPENDIX B – MISCELLANEOUS NON-REIMBURSABLE EXPENSES

The following are examples of non-payable/non-reimbursable expense. This should be considered a partial listing:

- Airline club membership fees; annual membership for charge cards; Fees, interest, and/or late charges associated with personal credit cards;
- Car washes
- Clothing
- Commuting costs to/from home and normal place of business
- Costs incurred by unreasonable failure to cancel reservations
- Dependent care; child care; lawn care; maid service; and pet care
- Entertainment under most federal grants and contracts
- Excessive tipping over and above normally accepted business practice
- Fines or tickets resulting from traffic, parking, or other violations
- Golf or tennis court fees, membership in country, tennis, or golf clubs of any sporting equipment, except when part of a preauthorized group event
- Haircuts
- Life, accident, or flight insurance premiums
- Lost, broken, or stolen property
- Luggage or briefcases
- Meals when traveling locally on Association business
- Newspapers, magazines, books unrelated to Association business
- Expenses that have been or will be paid or reimbursed by an outside source
- Passport application fees (new or renewal)
- Alcoholic drinks, except when in compliance with the Alcohol Policy, which can be found at http://www.aacrao.org/about/governance/AACRAO_Alcoholic_Beverage_Policy.pdf

AACRAO Public Policy and Education Agenda 2013

Introduction

Founded in 1910, the American Association of Collegiate Registrars and Admissions Officers (AACRAO) is a nonprofit association of approximately 11,000 higher education admissions and registration professionals who represent more than 2,600 institutions and agencies in the United States and 33 other countries. The association seeks to serve and advance higher education through leadership in academic and enrollment services. It provides extensive resources to support its members in the practice of their profession, including programs, conferences, publications, consulting, and research services. At the same time, AACRAO offers a forum for discussion on policy initiation, development, interpretation, and implementation within institutions and in the global educational community.

Preamble

As a member-based nonprofit advocacy association, AACRAO has the right – and the responsibility – to help shape public policies and programs that recognize and support higher education as a positive force in ensuring the nation's economic competitiveness, its cultural and intellectual strength, and the quality of life of all of its citizens.

AACRAO is the public voice expressing the views and concerns of its members. It supports policies and practices that advance access to post-secondary education for students from all socio-economic and ethnic backgrounds, while also strongly asserting the primacy of each institution of higher education in defining its mission and governing itself in order to best serve the pursuit and promotion of learning.

AACRAO is a strictly non-partisan association that advocates for its members and higher education overall by:

- Working closely with policymakers, regardless of their political affiliation, to serve its members and help the nation's students
- Taking positions on public policy issues, including those that may be or become contested issues among political groups
- Encouraging its members, as campus professionals who work with faculty, administrators and students every day, to share their valuable insights on policy issues related to their work with local, state and national policymakers.

AACRAO does not:

- Favor or oppose political candidates, groups of candidates, or political parties and, as a 501(c)(3) tax-exempt association, is legally prohibited from doing so
- Participate in fundraising for candidates or political parties
- Support, oppose, or participate in any candidate's campaign
- Share contact information of its members with any political party or candidate.

The AACRAO Public Policy Agenda outlines major issues impacting AACRAO members and presents a framework for AACRAO's involvement in the public policy arena.

I. Federal Funding of Higher Education

AACRAO supports federal funding for financial aid to ensure that all qualified students have access to higher education, and for research to advance knowledge and innovation. In an increasingly competitive global marketplace, a higher education infrastructure and a well-educated population are more important than ever to ensure economic innovation and competitiveness and a better quality of life for all.

Student financial aid –
Federal funding has played a key role in increasing access to higher education, but for many students from underrepresented minorities and families with low and moderate income, that education is still a dream, not a reality. Recent cutbacks in federal funding programs pose an even greater threat to equal access, especially as the number of high school graduates without the resources to finance further education is set to increase dramatically during the next decade.

Pell Grants, in particular, are essential to college access and affordability for low- and moderate--income students. They make college possible for more than nine million Americans and enhance college completion rates. However, today the share of higher education costs covered by the maximum Pell Grant is approximately half of what it was three decades ago and next year the maximum grant will cover the smallest share of college costs in the history of the program.

AACRAO strongly urges maintenance of the current maximum Pell Grant Award and supports the improvement of gatekeeping for the Pell Grant program so that every dollar of federal support actually reaches students in need. However, AACRAO is concerned that changes wrought by Congress have negatively impacted students with authentic need. Specifically, AACRAO is concerned by the following actions:

- The removal of the year-round Pell Grant for low-cost community colleges and institutions with low default and high goal completion rates
- The adjustment of the calculation for the "automatic zero" expected family contribution to $30,000 a year. The current reduction to $23,000 a year applies to new students for the 2012-13 award year.
- The elimination of the eligibility for Pell Grants for students who qualify for an amount that is less than 10% of the maximum award to receive grants. Currently, the new rule means, for example, that about 3,000 students across California's various segments of higher education will not receive an average grant of $506.
- The current status of the college work study program and its current matrix for eligibility. The metric to determine eligibility are not based on the current research regarding retention of students participating in work study. Additionally, the association recommends work study prior to loan application and distribution.

AACRAO supports federal assistance for early intervention programs that address college preparation and provide a bridge of support services to keep disadvantaged students on track for college, along with campus-based financial aid grant and loan programs. The association encourages Congress to engage with the academic community to consider the impact of particular populations.

Student loans –
Student loans were lucrative revenue generators for the student loan industry before the elimination of loan guarantees and, increasingly, they appear to be fulfilling that role for the federal government. The rates on PLUS (7.9%) and the unsubsidized Stafford Loans (6.8%) are especially high at a time when the general economy is experiencing historically low

interest rates. Moreover, the subsidized Stafford Loan, now 3.4%, will double in July, 2013 unless Congress acts to maintain the lower rate.

The basic configuration of the loan programs should be re-examined. The current legislatively determined fixed interest rate, in particular, should be replaced with a more market-based mechanism that fluctuates with general interest rates in the economy. In addition, AACRAO endorses flexible and reasonable repayment options, tailored to individual circumstances that will help students manage their educational debt more responsibly.

Research –
Federal support of critical research initiatives at colleges and universities through such agencies as the National Institutes of Health and National Science Foundation has contributed significantly to the nation's global leadership in research and innovation. The prospect of critical cuts to funding for research could seriously jeopardize the economic and intellectual health of our nation and its citizens.

II. Accountability and Program Integrity

Maintaining the nation's system of top quality higher education relies upon ensuring the integrity of participating institutions as well as the integrity and accountability of the Higher Education Act's gatekeeping system of federal recognition, accreditation and state licensure policies. At their own institutions, AACRAO members protect academic integrity by serving as admissions gatekeepers and as codifiers and enforcers of institutional academic policies that govern the awarding of credits and credentials. They also monitor threats to academic integrity across the spectrum of educational institutions, since they must make decisions based upon credits and credentials given to students by their high schools and previously attended colleges and universities. AACRAO is alarmed by threats to the reputation and integrity of all academic institutions posed by the rise of "diploma mills" and instances of uneven and lax standards for accreditation and state licensure.

Federal recognition –
AACRAO recognizes the responsibility of higher education to strengthen its own oversight and accountability and supports changes to the accreditation process and state licensure.

Overall, federal law can be most effective by focusing upon business practices in higher education rather than academic policies. Such areas may include:

- Requirements for diversification of funding sources to decrease reliance on federal resources
- Restrictions on excessive uses of federal funds for marketing, advertising, and recruitment activities relative to student services and faculty instruction
- Stricter requirements for language promoting programs that lead to licensed careers, including sanctions for misrepresentation of programmatic accreditation

Accreditation –
Academic freedom, institutional autonomy, and federal non-intervention in the academic affairs of colleges and universities are paramount to their ability to fulfill their missions of teaching and learning, research, and service. AACRAO is committed to institutions' ability to regulate their academic affairs without governmental interference. Thus, the accreditation process, based on institutional peer review, remains the best mechanism for quality assurance.

At the same time, AACRAO recognizes that documented shortcomings of the current system have resulted in growing public distrust of accreditation and calls for a complete "federalization" of the program integrity system. With billions of federal dollars and public trust at stake, it is critical that good stewards within the higher education community, who are by far in the majority, act in concert to reform and thus save non-governmental accreditation as a reliable, trustworthy, and effective mechanism for quality assurance. Elements of a plan to restore public trust would include such commonsense reforms as:

- Elimination of conflicts of interests for individuals serving as employees and volunteers with recognized accrediting bodies or appointees to the National Advisory Committee on Institutional Quality and Integrity (NACIQI),
- Creation of minimum standards of administrative capability and financial responsibility for recognized accrediting bodies, and
- Imposition of risk-sharing on accrediting bodies for losses attributable to their gross negligence or direct culpability for incidents of institutional malpractice.

AACRAO further urges that accrediting standards be connected to verifiable outcomes where practicable.

State licensure –

While state licensure, as a critical element in the Higher Education Act's triad, is designed to be a key protector of the integrity of Title IV programs, in reality the success of licensure varies greatly from state to state. Some states have devoted significant resources and attention to this responsibility. In others, licensure essentially involves the filing of paperwork. The result is a regulatory environment in some states that invites fraud and abuse, as Congressional hearings and other investigations have documented. For the protection of students and taxpayers, AACRAO supports substantive state licensure programs with oversight and consumer protection activities appropriate to the level of risk. Such alternative state regulatory frameworks, if designed carefully, can indeed be more robust and effective in rooting out fraudulent or predatory practices while, at the same time, providing compliance relief to legitimate institutions.

State authorization—

The rapid growth of distance education has further contributed to confusion regarding state licensing. A literal reading of Title IV indicates that institutions must get a license in every state where they may be delivering on-line educational services, even to one student. AACRAO endorses the concept of legislation ending this unworkable statutory requirement. At the same time, the current system warrants further examination. Some predatory institutions, seeking to evade the more robust licensure requirements of some states, have set up operations in states with the weakest licensure requirements and have been conducting business nationwide from these locations. These institutions often enroll the majority of students outside the state in which they are licensed, assuming that state authorities will be unlikely to expend local resources to protect the interests of students from other states.

Credit transfer –

In an era where increasing numbers of students transfer at least once in their college careers, AACRAO supports college and university faculty-led initiatives to examine and improve the transfer process. However, attempts in recent years to impose federal rules governing the transfer of credits are ill-conceived and threaten to make what should be a collegial process into a political one. Many of these efforts have originated with career colleges that have accused traditional colleges of bias in refusing to award academic credit for what they claim is equivalent coursework. Academic judgment about equivalency of coursework from one institution to another must rightly be kept within academic institutions and governmental non-interference in such decisions should be preserved.

Diploma mills and credential fraud –
The number of diploma mills – from fake "high schools" to "doctoral" institutions – has risen dramatically in the past decade, resulting in a proliferation of claims of educational attainment based upon fraudulent and questionable credentials. Credential fraud is a multibillion dollar industry, including sophisticated crime rings that provide transcripts and call centers to verify records and graduation information.

This fraud and abuse has become a significant international threat to the health and safety of individuals and a tremendous financial burden on colleges and universities as well as to employers and government. AACRAO members, as consumers and guardians of academic credentials, are at the forefront of the global fight against diploma mills and credential fraud and have been devoting ever-greater resources to its detection and eradication.
AACRAO supports international efforts to combat diploma mills and credential fraud, actively partnering with federal agencies, international counterparts, foreign ministries of education, and law enforcement to identify and expose it. It also advocates for improvements to federal laws and administrative practices relating to credential fraud, including:

- Better information gathering about diploma mills and regulation of the credential evaluation field
- Additional oversight of partnerships between U.S. institutions and foreign partners

III. Curricular Alignment between Higher Education and K-12

Academic alignment between K-12 programs and the colleges and universities that their graduates will attend is an important and desirable goal. In achieving this alignment, however, it is critical that efforts to reform high school core curricula for college-bound students are pursued with the clear understanding that the faculty members of each college or university are responsible for setting its academic policies. Thus, the development of "college ready" high school curricula must be done in close consultation with college faculty and admission officers. Otherwise, these high school curricula may not, in fact, meet the academic policies set by varying institutions.

IV. Privacy and Data

AACRAO is deeply committed to promotion of privacy policies that maintain the confidentiality of the highly sensitive data that students willingly entrust to educational institutions. In 1974, the passage of the Family Educational Rights and Privacy Act (FERPA) ushered in a new era for educational privacy rights through its application of fair information practices to educational records. The culture of privacy is so deep-rooted within the education community that there have been few violations of FERPA over the past four decades.

FERPA has provided individuals, or their parents in the case of minors prior to enrollment at postsecondary institutions, with the right to inspect and review their educational records, exercise significant control over the disclosure of information from those records, and correct or amend erroneous information in the records. The regulations included several "fair information practices" to provide for these rights.

With this background, AACRAO views the amendments to FERPA regulations published by the Department of Education in December 2011 as an abdication by the Department of its historical role as a protector of Americans' educational privacy rights. In fact, in some critical instances, the amended regulations run counter to legislative intent and plain language of the law.

Although the amendments purport to address the need to improve data on student outcomes by enabling student-level tracking, which is unavailable through the aggregated data on the IPEDS system, they in fact compromise basic fair information practices such as consent, choice, inspection, amendment, control or data minimization. They compromise the ability of families and students to control the collection, warehousing, and data-mining of their educational records for unspecified and open-ended purposes. AACRAO will work with Congress to rescind these amendments.

State Longitudinal Data Systems (SLDS) –
AACRAO is also concerned about the extent of legitimate individual privacy concerns manifested in another data-driven initiative, the federally-funded State Longitudinal Data Systems (SLDS). These state-based data systems are designed to serve as data repositories of individual unit-level student records. As a result of regulatory modifications to FERPA in 2009 and 2012, the SLDS currently under development do not incorporate basic fair information practices—such as notice and choice, right of review, correction and amendment, and the right to control re-disclosure of unit-level data records—in their policies and operating procedures. AACRAO will work with its members and federal and state policymakers to ensure that the states engage in and encourage the development and adherence to best practices to protect student privacy while meeting their data needs.

V. Access and Equal Opportunity

AACRAO firmly supports the principle that the doors of higher education must be open to all qualified students regardless of their financial resources and that, in fact, access and equal opportunity for all are the bulwarks of a thriving democracy.

AACRAO members represent the most diverse educational system in the world, from open-access community colleges to large research universities. Yet, all are united by a commitment to expand the number of qualified students who attend college, to increase completion and graduation rates for all students, and to support at-risk students so that they may have the tools and skills to succeed.

AACRAO and its members believe that improving access to higher education is one of the most important investments this nation can make. It has paid off in the development of a robust knowledge-based economy as well as in the ability of those who reap the benefits of higher education to reach their full potential. Now, these investments are more critical than ever. The nation's continued economic strength and security and the quality of life of its citizens depend upon increasing both access to and completion rates for college.

There is much to be done. Only 24 percent of first-generation students succeed in earning a bachelor's degree across all colleges and universities. Students from low and moderate income families graduate at lower rates, as do students from underrepresented groups. Federal and state cutbacks have made tuition more difficult to pay for many students from underrepresented minorities and families with low and moderate income. Meanwhile, the number of high school graduates without the resources to finance further education will increase dramatically in the next decade. AACRAO supports policies and practices that reduce the access and opportunity gap for the benefit of a better nation and a better world.

VI. Veterans' Issues

AACRAO recognizes and honors the sacrifices these men and women have made and its members are proud to assist them and meet their educational needs.
Veterans and students on active military duty and their families face special circumstances and challenges. Active-duty students, who may be reassigned or activated with little notice, benefit from maximum administrative flexibility, such as providing full tuition refunds and accommodate re-enrollment upon the student's return. Veterans receive administrative support to navigate VA eligibility and reporting issues, which can be both cumbersome and confusing. Because veterans and those on active duty have often been the targets of unscrupulous providers who enroll them in sub-par programs and consume their hard-earned benefits, AACRAO is strongly supportive of improved efforts to safeguard these students. These include improved gatekeeping by the agencies of jurisdiction, consistency in language across legislation and branches of service, better counseling by competent advisors, and stepped-up disclosure requirements to ensure that veterans and active military can make well-informed choices. Agency oversight and enforcement should place primary emphasis on areas where military students and tax dollars are now disproportionately concentrated.

VII. Immigration Policy

AACRAO urges the passage of the Development, Relief and Education for Alien Minors Act of 2011. Commonly referred to as the DREAM Act, the legislation would provide a path to legal status for young undocumented immigrants who were brought to the United States as children by their parents and are pursuing college degrees or serving in the military. It would remove barriers to higher education for students who have grown up in the United States, attended school here, and consider themselves American.
The bill has two major provisions to accomplish this. First, it would repeal Section 505 of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 that penalizes states for providing in-state tuition to undocumented students, thus giving back to the states the right to make their own decisions on this matter. Second, it would set up six-year conditional permanent residency status for students who were brought into the country up to the age of 15, have been here at least five years by the bill's enactment date, graduated from a U.S. high school or received a GED test credential, and pass a background check. This status would make them eligible for Federal Work-Study funding and student loans, although not federal financial aid, such as Pell Grants. After six years, DREAM-eligible individuals could qualify for permanent residency by completing at least two years of higher education or two years of military service. AACRAO firmly believes that this nation is best served – as it has been since its founding – by giving access to higher education to ambitious young men and women who can make a vital contribution to its economic strength and security. Indeed, if the United States is to achieve the goal of returning to world leadership in higher education attainment and to become more competitive in the global economy, it cannot afford to deny their aspirations and prevent them from reaching their potential.

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
January 16, 2013
Conference Call

Board Members in Attendance: Jim Bouse, Melanie Gottlieb, Luisa Havens, Tracey Jamison, Nancy Krogh, Paul Kyle, Adrienne McDay, Nora McLaughlin, Brad Myers, Jeff von Munkwitz-Smith

Board Nominees in Attendance: Tina Falkner

Staff Members in Attendance: Janie Barnett, Matthew Ogle, Mike Reilly

Call to Order
President von Munkwitz-Smith called the meeting to order at 3:03 p.m. Eastern Time on January 16, 2013.

Approval of Agenda
MOTION 2013.01.01 – It was duly moved and seconded to approve the agenda as amended. APPROVED

Approval of Consent Agenda
MOTION 2013.01.02 – It was duly moved and seconded to approve the consent agenda as amended. APPROVED

Reports of Committees
Finance and Investments Committee
Vice President Krogh reviewed the November financial reports with the Board.

Reports of Officers
Vice President for Admissions and Enrollment Management
Vice President Jamison informed the Board about a plan to highlight specific admissions presentations at the Annual Meeting, Transfer Conference and SEM Conference.

Vice President for Access and Equity
Vice President Havens reviewed next steps for the report of the Task Force on Institutional Gender Identity Recognition. Vice President Havens will move forward with the plan with the appropriate program committees.

Vice President for International Education
Vice President Gottlieb discussed the proposed list of committee members with the Board of Directors.

MOTION 2012.01.03 – It was duly moved and seconded to approve the nominations to the Task Force on International Admissions and Credential Evaluation with the understanding that Vice

President Gottlieb will expand the membership list and that the Board will welcome an adjustment to the charge as appropriate. APPROVED

<u>Vice President for Information Technology</u>
Vice President Bouse reviewed the draft document he distributed before the Board meeting regarding the charge from the AACRAO Board to the appointee to the PESC Board of Directors. He asked for feedback and will request a vote at the February Board meeting.

<u>Past President</u>
Past President McLaughlin informed the Board of the work of the Awards Committee and their recommendations.

MOTION 2013.01.04 – It was duly moved and seconded to approve the following awards as recommended by the Awards Committee: APEX Award for Student Success, Distinguished Service Award, Elbert W. Ockerman State and Regional Professional Activity Award, Award for Excellence in International Education, and Thomas Bilger Citation for Service.

MOTION 2013.01.05 – It was duly moved and seconded to approve the Honorary Membership awards as recommended by the Awards Committee. APPROVED

<u>President-elect</u>
President-elect McDay reviewed the Board new member orientation schedule she distributed prior to the meeting. The schedule will be added to the Board Handbook. She also discussed the webinars the Governance Committee will host regarding the bylaws changes to be considered at the business meeting at the 2013 Annual Meeting.

Reports of Staff
<u>Executive Director</u>
Executive Director Reilly reviewed the current progress of the office renovation plan. He also noted the work that AACRAO staff is doing on the website and on the Association's communications strategy.

Associate Director of Board Services Ogle informed the Board of the new website to host their documents and asked for feedback as the Board begins to use it. He also asked for feedback on the new file sharing service being used for the Board meeting documents.

Adjournment
MOTION 2013.01.05 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 4:39 p.m. Eastern Time on January 16, 2013.

Attachments
Consent Agenda
List of Nominations to Task Force on International Admissions and Credential Evaluation

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
November 30, 2012
Arlington, VA

Board Members in Attendance: Jim Bouse, Melanie Gottlieb, Luisa Havens, Tracey Jamison, Nancy Krogh, Paul Kyle, Adrienne McDay, Nora McLaughlin, Brad Myers, Jeff von Munkwitz-Smith

Board Nominees in Attendance: Stan DeMerritt, Tina Falkner

Staff Members in Attendance: Janie Barnett, Matthew Ogle, Michael Reilly

Call to Order
President von Munkwitz-Smith called the meeting to order at 9:11 a.m. Eastern Time on November 30, 2012.

Approval of Agenda
MOTION 2012.11.01 – It was duly moved and seconded to approve the agenda as amended to accommodate the addition of the consent agenda as the second item. APPROVED

Approval of Consent Agenda
MOTION 2012.11.02 – It was duly moved and seconded to submit and approve the consent agenda. APPROVED

Approval of Minutes
MOTION 2012.11.03 – It was duly moved and seconded that the minutes of the meeting of the Board of Directors on October 5-7, 2012 be approved. APPROVED

MOTION 2012.11.04 – It was duly moved and seconded that the minutes of the executive session of the Board of Directors on October 7, 2012 be approved. APPROVED

Reports of Standing Committees
Audit Committee
Vice President Jamison told the Board that the letter of engagement with the audit firm has been signed and the audit has begun.

Compensation Committee
Past President McLaughlin stated the Compensation Committee is currently working on succession planning. The next item on the committee's agenda is the evaluation of the Executive Director.

Finance and Investments Committee
Vice President Krogh reported that the preliminary, or unaudited, year-end financials are slightly amended from those seen previously due to some expenses that came in late. She reviewed the

October financial reports and the investment performance over the last fiscal year. The budget process is underway at the national office and will be presented to the Board at the January or February Board meeting.

MOTION 2012.11.05 – It was duly moved by the Finance and Investments Committee to move up to $500,000 from available cash into the long-term investments fund according to guidelines set forth in the Association Investment Policy and in a manner to be determined by Executive Director Reilly and Investment Advisor, The Sardana Group. APPROVED

MOTION 2012.11.06 – It was duly moved by the Finance and Investments Committee to approve a dues increase by the amount of the CPI-U or two percent, whichever is lower, for the coming dues year and each of the next two dues years. APPROVED

<u>Governance Committee</u>
President-Elect McDay reported the Governance Committee will put on two webinars for the membership to detail the recommended amendments to the Association Bylaws. The committee is also working on finalizing the Board Orientation.

<u>Strategic Planning and Program Review Committee</u>
Vice President Myers informed the Board that the Committee would begin reviewing core competencies for AACRAO's professions. He stated that the committee would work with the leaders at the Leadership Meeting to develop competencies standards, how those would be developed and who would evaluate them.

Reports of Officers
<u>Vice President for Information Technology</u>
Vice President Bouse updated the Board on AACRAO's representation on PESC's Board of Directors.

MOTION 2012.11.07 – It was duly moved and seconded that Tuan Anh Do be appointed as the AACRAO representative on the PESC Board. Vice President Bouse will develop a framework of expectations and a description of the position's relationship with the AACRAO Board. APPROVED

<u>Vice President for International Education</u>

MOTION 2012.11.08 – It was duly moved and seconded that Gloria Nathanson be appointed the chair of the AACRAO Task Force on International Admissions and Credential Evaluation. APPROVED

<u>Vice President for Access and Equity</u>
Vice President Havens discussed the final report of the Task Force on Institutional Gender Identity Recognition.

MOTION 2012.11.09 – It was duly moved and seconded to receive the final report of the Task Force on Institutional Gender Identity Recognition and to commend the Task Force's hard work on behalf of AACRAO and its members. APPROVED

Vice President for Admissions and Enrollment Management
Vice President Jamison presented Seth Kamen as the nominee for the Group I Program Coordinator. A Board vote is necessary because he is an organizational member, not an institutional member.

MOTION 2012.11.10 – It was duly moved and seconded that Seth Kamen, Organizational Member from the Servicemembers Opportunity Colleges, be nominated as Group I Program Coordinator on AACRAO's Annual Meeting Program Committee. APPROVED

Vice President Jamison updated the Board about the progress of items on the report of the Admissions Summit.

Vice President for Leadership and Management Development
Vice President Kyle noted the state and regional survey report that he sent to the Board. He announced that Robert Kubat will serve as chair of Group IV.

Past President
Past President McLaughlin informed nominations for AACRAO awards closed on November 30. The Board will consider the nominations at the February meeting.

President-Elect
President-elect McDay reported the new chair of the Annual Meeting Evaluations Committee is Sherry Benoit. The vice chair is Marianne Stickel. The committee members are Michelle Dunn, Melissa Goodwin, and Daniel Weber.

President
President von Munkwitz-Smith submitted a written report. He reminded the Board that he will lead a discussion on bylaws amendment recommendations at the Leadership Meeting. He reviewed feedback he had received so far and asked the Governance Committee to begin drafting possible bylaw language to present to the membership.

Reports of Staff
Executive Director
Executive Director Reilly informed the Board that the first *SEM Quarterly* would be released around the time of the Annual Meeting. He announced to the Board that our membership in the College Board allows three delegates from AACRAO to be appointed.

MOTION 2012.11.11 – It was duly moved and seconded to appoint the Executive Director, the Vice President for Admissions and Enrollment Management, and the Vice President for Access and Equity as the delegates to the College Board. APPROVED

Executive Director Reilly also reviewed the progress that has been made on the Public Policy and Education Agenda and the Beijing digital records depository. He informed the Board that they are renewing a relationship between AACRAO and the Association of Institutional Researchers, which focuses on IPEDS.

Adjournment
MOTION 2012.10.12 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 3:31 p.m. Eastern Time on November 30, 2012.

Attachments
Consent Agenda
Minutes of October 5-7, 2012 Meeting of the Board
Final Report of the Task Force on Institutional Gender Identity Recognition

American Association of Registrars and Admissions Officers
2013/2014 Budget Worksheet
Detailed Master Proposed Budget

	Annual Meeting	Gov't Relations	Communications	Research	General Admin	MIS	Governance	Meetings	Member Services	Marketing	IES	AC	Pubs	Sub-total	Projects	Operating Total
Revenue																
Advertising	6,800	-	-	-	-	-	-	-	180,600	-	-	-	-	187,400	-	$ 187,400
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate/associate dues	-	-	-	-	120,000	-	-	-	-	-	-	-	-	120,000	-	120,000
Exhibit fees	431,613	-	-	-	-	-	-	178,500	-	-	-	-	-	610,113	-	610,113
Grant/contract income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest income	-	-	-	-	5,000	-	-	-	-	-	-	-	-	5,000	-	5,000
Investment gain/(loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Label/mailing list income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Member dues	-	-	-	-	2,429,084	-	-	-	-	-	-	-	-	2,429,084	-	2,429,084
Other income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Publication sales	-	-	25,000	-	-	-	-	-	-	-	-	-	683,750	708,750	-	708,750
Registrations	977,281	-	-	-	-	-	-	1,205,058	-	-	115,000	-	-	2,297,319	-	2,297,319
Service fees	-	-	-	-	-	-	-	48,600	-	-	1,624,938	2,125,650	-	3,797,188	-	3,797,188
Sponsorship revenue	125,275	-	-	-	-	-	-	227,300	11,000	-	-	-	-	363,575	-	363,575
Total Revenue	1,540,949	-	25,000	-	2,554,084	-	-	1,657,458	191,600	-	1,739,938	2,125,650	683,750	10,518,429	-	10,518,429
Personnel costs																
Salaries and Wages	220,656	137,618	120,118	73,112	571,651	358,784	45,764	304,572	243,743	1,169	648,001	297,359	105,416	3,128,163	-	3,128,163
Fringe Benefits	41,527	26,587	24,024	13,847	165,671	71,757	9,153	57,914	34,040	234	126,440	59,472	20,888	651,513	-	651,513
Payroll Taxes	15,667	9,771	8,528	5,191	40,601	25,474	3,249	21,625	17,306	83	46,008	21,112	7,485	222,100	-	222,100
Total Personnel costs	277,850	173,956	152,670	92,150	778,123	456,014	58,166	384,111	295,089	1,486	820,449	377,943	133,768	4,001,776	-	4,001,776
Other expenses																
Advertising and promotion	15,180	5,500	8,000	-	2,000	-	-	34,207	5,700	-	8,000	17,500	6,500	102,588	-	102,588
Awards, scholarships and grants	2,719	2,000	-	-	2,000	-	-	3,000	-	-	-	-	-	9,719	-	9,719
Bad debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank charges	33,280	-	492	-	89,128	-	-	28,934	4,060	-	30,178	300	14,371	200,743	-	200,743
Consulting/outside services	79,075	18,500	65,000	-	97,000	75,000	500	191,276	24,810	-	302,900	830,260	54,960	1,739,281	-	1,739,281
Contingency expenses	-	-	-	-	115,750	-	-	-	-	-	-	-	-	115,750	-	115,750
Depreciation	-	-	-	-	223,145	-	-	-	-	-	-	-	-	223,145	-	223,145
Equipment rental	-	-	-	-	5,000	-	-	-	-	-	1,900	-	-	6,900	-	6,900
General taxes	-	-	-	-	5,000	-	-	-	-	-	-	-	-	5,000	-	5,000
Insurance	5,641	-	-	-	40,000	-	-	4,136	-	-	-	-	1,770	51,547	-	51,547
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal and accounting	-	-	-	-	315,028	-	-	-	-	-	-	-	-	315,028	-	315,028
Lodging	7,788	4,000	500	700	11,388	2,500	68,800	29,682	2,400	-	36,100	131,789	3,600	299,227	-	299,227
Marketing	-	-	-	-	-	-	-	2,000	3,000	-	-	10,000	8,060	23,060	-	23,060
Meals and entertainment	19,484	5,000	2,500	250	21,316	1,500	38,400	23,725	1,000	-	22,250	43,375	2,300	181,080	-	181,080
Meeting costs	493,173	5,000	-	750	-	-	42,800	751,853	1,450	-	4,400	5,000	3,250	1,307,676	-	1,307,676
Memberships and subscriptions	-	15,000	12,000	-	16,300	4,000	1,220	-	500	-	-	3,000	500	52,520	-	52,520
Other expenses	7,754	5,000	-	2,500	11,415	-	-	1,000	4,000	-	-	-	500	32,169	-	32,169
Postage and delivery	13,279	250	35,000	-	3,750	100	600	9,277	9,400	-	6,000	5,300	25,500	108,456	-	108,456
Printing, production and duplicating	25,369	500	145,000	-	6,700	100	4,000	38,679	16,600	-	7,800	12,500	56,737	314,185	-	314,185
Registration fees	-	-	-	-	-	-	4,100	-	-	-	1,000	15,000	-	20,100	-	20,100
Rent	35,118	13,703	5,384	3,040	149,340	40,947	5,384	17,452	22,458	-	48,700	11,801	7,152	360,439	-	360,439
Supplies, equipment and maintenance	15,985	160	892	86	49,260	4,059	2,912	51,694	707	-	14,705	14,271	198	154,929	-	154,929
Communications/internet	8,240	650	2,445	1,146	34,999	36,455	3,411	15,449	2,089	623	8,350	12,817	1,483	128,157	-	128,157
Temporary assistance	6,000	-	-	-	-	-	-	858	500	-	-	-	250	7,608	-	7,608
Training and development	1,500	-	2,000	-	5,000	7,500	1,500	-	500	-	200	-	250	18,450	-	18,450
Travel	34,900	2,000	3,000	-	20,600	3,000	91,900	54,700	1,800	-	19,200	220,565	3,800	455,465	-	455,465
Total Other Expenses	804,466	77,263	282,193	8,472	1,224,100	175,161	265,507	1,256,123	100,974	623	511,683	1,333,478	193,181	6,233,224	-	6,233,224
Total Expenses	1,082,316	251,219	434,863	100,622	2,002,223	631,175	323,673	1,640,234	396,063	2,109	1,332,132	1,711,421	326,949	10,234,999	-	10,234,999
Change In Net Assets FY 13/14 Budget	458,633	(251,219)	(409,863)	(100,622)	551,861	(631,175)	(323,673)	17,224	(204,463)	(2,109)	407,806	414,229	356,801	283,429	-	283,429

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Independent Auditor's Report on the Financial Statements

To the Board of Directors
American Association of Collegiate
Registrars and Admissions Officers

We have audited the accompanying statements of financial position of American Association of Collegiate Registrars and Admissions Officers (the Association) as of September 30, 2012 and 2011, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of American Association of Collegiate Registrars and Admissions Officers as of September 30, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Tate & Tryon

Washington, DC
December 17, 2012

American Association of Collegiate Registrars and Admissions Officers

Statements of Financial Position

September 30,	2012	2011
Assets		
Cash and cash equivalents - Note B	$ 1,778,060	$ 1,679,729
Investments - Notes B, C & D	6,778,116	6,541,544
Accounts receivable	316,792	309,800
Prepaid expenses and other assets	340,036	358,278
Property and equipment - Note E	609,923	753,947
Total assets	$ 9,822,927	$ 9,643,298
Liabilities and Net Assets		
Accounts payable	$ 155,816	$ 329,048
Accrued expenses	326,671	378,371
Deferred compensation obligation - Note D	-	100,165
Deferred revenue - Note F	2,122,376	2,416,225
Deferred rent - Note I	172,688	157,990
Total liabilities	2,777,551	3,381,799
Commitment and contingency - Note I	-	-
Net assets - Notes G & H		
Unrestricted	6,961,572	6,181,861
Temporarily restricted	83,804	79,638
Total net assets	7,045,376	6,261,499
Total liabilities and net assets	$ 9,822,927	$ 9,643,298

American Association of Collegiate Registrars and Admissions Officers

Statements of Activities

Year Ended September 30,	2012	2011
Unrestricted activities		
Revenue and support		
Service fees	$ 3,007,048	$ 2,456,358
Membership fees	2,358,334	2,315,303
Registrations	1,928,936	1,831,018
Publications sales	692,948	744,721
Exhibit fees	504,500	467,755
Sponsorships	312,650	327,057
Advertising	190,771	179,679
Corporate dues	116,496	119,693
Contributions	37,156	4,300
Other income	1,368	713
Interest income - Note C	828	2,086
Total revenue and support	9,151,035	8,448,683
Expense		
Program services		
Project, contracts and consulting	1,352,700	959,127
Meetings and workshops	1,185,621	1,116,026
International education services	1,182,957	1,093,161
Annual meeting	980,840	902,550
Communications / government relations	584,397	543,295
Membership services	343,462	283,987
Publications	308,216	294,752
Total program services	5,938,193	5,192,898
Supporting services		
General and administrative	2,534,572	2,188,363
Governance	365,628	388,744
Total supporting services	2,900,200	2,577,107
Total expense	8,838,393	7,770,005
Change in unrestricted net assets from operations	312,642	678,678
Investment income (loss) - Note C	467,069	(176,310)
Change in unrestricted net assets	779,711	502,368
Temporarily restricted activities		
Contributions	4,000	-
Interest income - Note C	166	1,006
Change in temporarily restricted net assets	4,166	1,006
Change in net assets	783,877	503,374
Net assets, beginning of year	6,261,499	5,758,125
Net assets, end of year	$ 7,045,376	$ 6,261,499

See notes to the financial statements.

American Association of Collegiate Registrars and Admissions Officers

Statements of Cash Flows

Year Ended September 30,	2012	2011
Cash flows from operating activities		
Change in net assets	$ 783,877	$ 503,374
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Net (gain) loss on investments	(357,673)	315,109
Change in allowance for doubtful accounts	(71,784)	2,390
Obsolete inventory written-off	12,963	9,387
Depreciation and amortization	188,387	110,860
Loss on disposal of property and equipment	-	825
Changes in assets and liabilities:		
Accounts receivable	64,792	(99,371)
Prepaid expenses and other assets	5,279	(21,562)
Accounts payable	(173,232)	190,390
Accrued expenses	(51,700)	32,312
Deferred compensation obligation	(100,165)	-
Deferred revenue	(293,849)	193,539
Deferred rent	14,698	38,799
Total adjustments	(762,284)	772,678
Net cash provided by operating activities	21,593	1,276,052
Cash flows from investing activities		
Proceeds from sales or maturities of investments	7,391,334	1,919,567
Purchases of investments	(7,270,233)	(1,809,999)
Purchases of property and equipment	(44,363)	(728,682)
Net cash used in investing activities	76,738	(619,114)
Net increase in cash and cash equivalents	98,331	656,938
Cash and cash equivalents, beginning of year	1,679,729	1,022,791
Cash and cash equivalents, end of year	$ 1,778,060	$ 1,679,729

See notes to the financial statements.