American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
April 13, 2013
San Francisco, CA

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 8:45 a.m. Pacific Daylight Time April 13, 2013.

Approval of Agenda
MOTION 2013.04.01 – It was duly moved and seconded to approve the agenda . APPROVED

Approval of Minutes
MOTION 2013.04.02 –It was duly moved and seconded that the minutes of the meeting of the Board of Directors on March 13, 2013 be approved. APPROVED

MOTION 2013.04.03 – It was duly moved and seconded that the minutes of the executive session of the Board of Directors on March 13, 2013 be approved. APPROVED

Reports of Standing Committees
<u>Finance and Investments Committee</u>
Vice President Krogh led a brief overview of the Association's financial records. She also briefly reviewed the memo to be sent to the membership detailing the dues increase. She introduced the proposed Gift Policy.

MOTION 2013.04.04 – It was duly moved and seconded by the Finance and Investments Committee to approve the proposed Gift Policy. APPROVED

<u>Audit Committee</u>
Vice President Jamison described the committee's transition plans and its upcoming review of the annual conflict of interest policies.

<u>Governance Committee</u>
President-elect McDay reviewed the proposal to update Board Handbook section B.1.2. which establishes guidelines for the use of a consent agenda at Board meetings.

MOTION 2013.04.05 – It was duly moved and seconded by the Governance Committee to approve the proposed update to section B.1.2. of the Board Handbook. APPROVED

The Governance Committee updated the Board on the results of their most recent webinar to discuss the potential changes to the Association's Bylaws. Several comments addressed some unclear verbiage regarding the competitive slate of elections.

MOTION 2013.04.06 – It was duly moved and seconded by the Governance Committee to change the proposal to amend the Association Bylaws by clarifying the language regarding the competitive slate for the election of Member Directors in Article IV, Sections 1 and 2. APPROVED

<u>Strategic Planning/Program Review Committee</u>
Vice President Myers reviewed the proposal to update the Strategic Plan.

MOTION 2013.04.07 – It was duly moved and seconded to approve the changes to Goal 2 and Goal 2 Objective C of the AACRAO Strategic Plan. APPROVED

MOTION 2013.04.08 – It was duly moved and seconded to amend MOTION 2013.04.07 to change only Goal 2 Objective C and to leave Goal 2 unchanged. APPROVED

Vice President Myers led a discussion about adding a glossary to the Strategic Plan.

Reports of Officers
<u>Vice President for Admissions and Enrollment Management</u>
Vice President Jamison informed the Board that she has continued to work with the participants of the Admissions Focus Group.

<u>Vice President for International Education</u>
Vice President Gottlieb distributed the final membership list for the International Admissions and Credentials Evaluation Task Force.

MOTION 2013.04.09 – It was duly moved and seconded to approve the membership list for the International Admissions and Credentials Evaluation Task Force. APPROVED

<u>Vice President for Leadership and Management Development</u>
Vice President Kyle updated the Board on state and regional visits and informed them that the updated schedule was available on the Board website.

<u>Vice President for Records and Academic Services</u>
Vice President Myers updated the Board on the first offering of Registrar 201 and on recent online and in-person offerings of Registrar 101.

<u>Vice President for Information Technology</u>

Vice President Bouse reviewed the latest developments with the SPEEDE Server and discussed the document he distributed, “AACRAO and the Future of the Texas Transcript Server: A Statement of Principles.”

MOTION 2013.04.10 – It was duly moved and seconded to approve the document, “AACRAO and the Future of the Texas Transcript Server: A Statement of Principles.” APPROVED

Past President

Past President McLaughlin reviewed the proposed changes to the Awards section of the Board Handbook.

MOTION 2013.04.11 – It was duly moved and seconded to approve changes to Section F.5 of the Board Handbook: Awards and Honors. APPROVED

President-elect

President-elect McDay informed the Board that she will be sending the 2013-2014 Board Committee assignments shortly.

President

MOTION 2013.04.12 – It was duly moved and seconded to appoint Scott Dittman as Parliamentarian for the Business Session of the Annual Meeting. APPROVED

President von Munkwitz-Smith updated the Board on the solicitation process for the position of editor of *College and University*.

Reports of Staff

Executive Director Reilly briefly reviewed the highlights of the written report that he submitted prior to the meeting. He asked Associate Executive Director Barnett to provide an update on the status of the Annual Meeting. He told the Board about his recent trip to Beijing, China. He also updated the Board about the delegates to the CollegeBoard.

Unfinished Business

Past President McLaughlin reviewed a draft membership list for the Task Force on Program Structure. There is some discussion about the list. Adjustments will be made and the list will come back to the Board for review before it is finalized.

The list of action items was reviewed and updated.

New Business

Executive Director Reilly led a discussion regarding the Groningen Declaration.

MOTION 2013.04.13 – It was duly moved and seconded that AACRAO become a signatory to the Groningen Declaration. APPROVED

The Board discussed its participation during the Town Hall and Business Meetings.

Executive Session

MOTION 2013.04.14 – It was duly moved and seconded that the Board move into executive session. APPROVED

MOTION 2013.04.15 – It was duly moved and seconded that the Board of Directors Executive Session Meeting be adjourned. APPROVED

Adjournment
MOTION 2013.04.16– It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 3:32 p.m. Pacific Daylight Time on April 13, 2013.

Attachments
Minutes of the March 13, 2013 Board Meeting
AACRAO Gift Policy approved April 13, 2013
Board Handbook policy B.1.2 updated April 13, 2013
AACRAO Board of Directors change to proposed Bylaws amendments Article IV, Sections 1 and 2
AACRAO Strategic Plan updated April 13, 2013
International Admissions and Credentials Evaluation Task Force Membership List updated April 13, 2013
AACRAO and the Future of the Texas Transcript Server: A Statement of Principles
Board Handbook policy F.5: Awards and Honors updated April 13, 2013
Groningen Declaration approved April 13, 2013

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
March 13, 2013
Conference Call

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

Board Members Absent: Melanie Gottlieb, Paul Kyle

Board Nominees in Attendance: Stan Demerritt, Tina Falkner

Staff Members in Attendance: Matthew Ogle, Mike Reilly

Call to Order
President von Munkwitz-Smith called the meeting to order at 3:05 p.m. Eastern Time on March 13, 2013.

Approval of Agenda
MOTION 2013.03.01 – It was duly moved and seconded to approve the agenda as amended. APPROVED

Reports of Committees
<u>Finance and Investments Committee</u>
Vice President Krogh reviewed the January financial reports with the Board and the proposed changes to the AACRAO Investment Policy.

MOTION 2013.03.02 – It was duly moved by the Finance and Investments Committee to approve the updated AACRAO Investment Policy. APPROVED

MOTION 2013.03.03 – It was duly moved by the Finance and Investments Committee to approve the new investment allocation as found in the addendum to the updated AACRAO Investment Policy. APPROVED

Vice President Krogh reviewed with the Board her work on the draft of AACRAO's Gift Policy.

Approval of Minutes
MOTION 2013.03.04 – It was duly moved and seconded to approve the minutes of the meeting of the Board of Directors on February 8-10, 2013. APPROVED

MOTION 2013.03.05 – It was duly moved and seconded to approve the minutes of the Executive Session of the Board of Directors on February 10, 2013. APPROVED

Reports of Officers

Vice President for Information Technology
Vice President Bouse reviewed his work on the charge for the AACRAO representative on the PESC Board and discussed committee membership

President
President von Munkwitz-Smith reviewed the proposal to amend the student membership category.

MOTION 2013.03.06 – It was duly moved and seconded to approve the presented changes to Board Handbook policy F.1.3 regarding student membership. APPROVED

President von Munkwitz-Smith led a discussion of the possibility of contracting with BoardSource to perform a Board assessment. He suggests this take place in May, but that the survey include the members of the 2012-2013 Board.

Reports of Staff
Executive Director
Executive Director Reilly updated the Board on recent activities and discussed a proposal to make an update to the charge to the International Credential Evaluation Task Force.

MOTION 2013.03.07 – It was duly moved and seconded to approve the change to the Charge to the International Credential Evaluation Task Force. APPROVED

Executive Director Reilly reported that Vice President Gottlieb will distribute the final list of members of the task force soon.

Unfinished Business
The list of action items was reviewed and updated.

Executive Session
MOTION 2013.03.08 – It was duly moved and seconded that the Board move into executive session. APPROVED

MOTION 2013.03.09 – It was duly moved and seconded by the Compensation Committee in executive session to approve a personnel matter. APPROVED

MOTION 2013.03.10 – It was duly moved and seconded by the Compensation Committee in executive session to approve a personnel matter. APPROVED

MOTION 2013.03.11 – It was duly moved and seconded by the Compensation Committee in executive session to approve a personnel matter. APPROVED

MOTION 2013.03.12 – It was duly moved and seconded that the Board of Directors Executive Session Meeting be adjourned. APPROVED

Adjournment

MOTION 2013.03.13 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 4:31 p.m. Eastern Time on March 13, 2013.

Attachments
AACRAO Investments Policy updated March 13, 2013
Minutes of the February 8-10, 2013 Board Meeting
Board Handbook policy F.1.3 updated March 13, 2013
Charge to the International Credential Evaluation Task Force updated March 13, 2013

AACRAO Gift Policy

Mission

The mission of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) is to serve and advance higher education by providing leadership in academic and enrollment services.

Purpose

The purpose of this gift acceptance policy is to give guidance and counsel to those individuals within AACRAO concerned with the planning, promotion, solicitation, receipt, acceptance, management, reporting, use, and disposition of gifts to the association.

This policy may viewed as flexible and realistic in order to accommodate an unpredictable situation as well as donor expectations, as long as such situations and expectations are consistent with AACRAO's mission and policies and with Board approval. The Board and the Executive Director should consult with legal counsel to evaluate the merits of a particular gift that falls outside of policy guidelines. In addition, it is recommended that all gifts be reviewed by counsel.

The Board, through the finance committee and the executive director, is responsible for the gift acceptance policy. This responsibility cannot be delegated or waived. These policies and authorizations shall be reviewed by the finance committee on an annual basis or as circumstances warrant.

Use of Legal Counsel

A. **The association.** The association shall seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate. Review by legal counsel is recommended for:
    1. Closely held stock transfers that are subject to restrictions or buy-sell agreements;
    2. Documents naming the association as trustee;
    3. Gifts involving contracts such as bargain sales, partnership agreements, or other documents requiring the association to assume an obligation;
    4. Transactions with a potential conflict of interest;
    5. Gifts of real estate;
    6. Pledge agreements;
    7. Any gift with restrictions.

B. **Donor**. For non-standard gifts, in order to avoid potential any conflicts or potential conflicts of interest, the association should encourage prospective donors to seek the assistance of their own legal and financial advisors in matters relating to their gifts and the resulting tax and estate planning consequences.

Policy Regarding Specific Types of Gifts

A. **Gifts Generally Accepted Without Review (Unrestricted Gifts of Cash)**. The executive director on behalf of the association will accept unrestricted gifts of cash without prior review by the Board, provided that, for donations $5000 or more, the identity of the donor has been vetted with respect to any reputational or policy issues. Unrestricted gifts of cash are acceptable in any form. Checks shall be made payable to AACRAO.

B. **Gifts Subject to Board Review Prior to Acceptance**. All gifts, other than unrestricted gifts of cash, must be reviewed by the Finance Committee and approved by the Board prior to acceptance, unless the Board authorizes certain de minimis gifts or categories of gifts to be accepted without its review. The following guidelines also apply:

   1. **Tangible Personal Property:** The Board shall review and decide whether to accept gifts of tangible personal property by considering the following factors:
      i. Whether the property furthers the mission of the association;
      ii. The marketability of the property;
      iii. The restrictions on the use, display, or sale of the property; and
      iv. Carrying costs and possible liability for the property.
   2. **Marketable Securities:**
      i. Unrestricted marketable securities may be transferred to an account maintained by the association at one or more brokerage firms or delivered physically with the transferor's signature or stock power attached. All marketable securities shall normally be sold as soon as practical following receipt, unless otherwise directed by the Board.
      ii. If the marketable securities are restricted by applicable securities laws, the Board shall make the final determination on the acceptance of the restricted securities.
   3. **Closely-Held Securities:** Closely-held securities, including debt and equity positions in non-publicly traded companies, interests in LLPs and LLCs, or other ownership forms, can be accepted subject to the approval of the Board of the association. The Board shall review and decide whether to accept closely held securities based on the following factors:
      i. Restrictions on the security that would prevent the association from ultimately converting the securities to cash;
      ii. The marketability of the securities; and
      iii. Any undesirable consequences for the association from accepting the securities.
      If potential problems arise on initial review of the security, further review and recommendation by an outside professional may be sought before making a final decision on acceptance of the gift. The final determination on the acceptance of closely held securities shall be made by the Board of the association with advice of legal counsel when deemed necessary. Non-marketable securities shall be sold as quickly as possible.
   4. **Bequests:** Donors may make bequests to the association under their wills and trusts. A bequest will not be recorded as a gift until the gift is irrevocable. When the gift is irrevocable, but is not due until a future date, the gift will be recorded in accordance with GAAP.

5. **Charitable Remainder Trusts:** The association may accept designations as remainder beneficiary of a charitable remainder trust. The association shall not accept appointment as trustee of a charitable remainder trust.
6. **Charitable Lead Trusts:** The association may accept designations as income beneficiary of a charitable lead trust. The association shall not accept an appointment as trustee of a charitable lead trust.
7. **Retirement Plan Beneficiary Designations:** The association may accept designations as beneficiary of donors' retirement plans. Designations will not be recorded as gifts until the gift is irrevocable. When the gift is irrevocable, the gift will be recorded in accordance with GAAP.
8. **Life Insurance:** The association may accept designations as beneficiary and owner of a life insurance policy. The life insurance policy will be recorded as a gift once the association is named as both beneficiary and irrevocable owner of a life insurance policy. The gift shall be valued in accordance with GAAP rules. If the donor contributes future premium payments, the association will include the entire amount of the additional premium payment as a gift in the year that it is made. If the donor does not elect to continue to make gifts to cover premium payments on the life insurance policy, the association may:
   i. Continue to pay the premiums;
   ii. Convert the policy to paid up insurance, or
   iii. Surrender the policy for its current cash value.
   Donors may name the association as beneficiary or contingent beneficiary of their life insurance policies. Designations will not be recorded as gifts until the gift is irrevocable. Where the gift is irrevocable, the gift shall be recorded in accordance with GAAP.
9. **Charitable Gift Annuities:** The association does not accept gifts of this type.
10. **Real Estate:** Gifts of real estate may include developed property, undeveloped property, or gifts subject to a prior life interest.
    Environmental Review. Prior to acceptance of real estate, the association shall require an initial environmental review of the property to ensure that the property has no environmental problem. If the initial inspection reveals a potential problem, the association shall retain a qualified inspection firm to conduct an environmental audit. The cost of the environmental audit shall be an expense of the donor.
    Title Binder. A title binder shall be obtained by the association prior to the acceptance of the real property gift when appropriate. The cost of this title binder shall be an expense of the donor.
    Factors for Acceptance. The Board and legal counsel shall review and decide whether to accept real property based on the following factors:
    i. Whether the property is useful for the purposes of the association;
    ii. The marketability of the property;
    iii. Any encumbrances, leases, restrictions, reservations, easements, or other limitations associated with the property;
    iv. Any carrying costs associated with the property, including insurance, property taxes, mortgages, notes or other costs;
    v. Any concerns which the environmental audit revealed.

11. **Remainder Interests in Property:** The association does not accept gifts of type.
    Oil, Gas, Mineral and Energy Interests: The association may accept oil and gas property interests when appropriate. The Board and legal counsel shall review and decide whether to accept oil, gas, mineral and energy interests subject to the following limitations:
    i. Value of gift;
    ii. Revenue generation of the gift;
    iii. The property should not have extended liabilities or other considerations that make receipt of the gift inappropriate.
    iv. A working interest should only be accepted after consideration of potential liability and tax consequences.
    v. The property should undergo an environmental review to ensure that the association has no current or potential exposure to environmental liability.
12. **Restricted Gifts:** A gift with restrictions will be accepted only if and when the restrictions are approved by the Board.
13. **Named Funds:** A donor, or group of donors, may contribute and name a fund and restrict the use of the income or principal of the fund. Named funds require a minimum contribution of $100,000 and are subject to Board approval like any other restricted gift.

<u>Refusal of Gifts</u>

AACRAO actively solicits gifts and grants to further the mission of the association. There is a potential that the acceptance of certain gifts could compromise the ability of the association to accomplish its goals or could jeopardize its tax-exempt status. Hence, the following gift acceptance policy applies:

A. The executive director of AACRAO and the Board has the authority to solicit and/or accept gifts on behalf of AACRAO.
B. AACRAO's responsibility is to productively pursue gifts that will further the association's mission, goals, and objectives. The primary consideration in the pursuit of gifts is how they can benefit the association in the most ethical and unencumbered manner. To that end, the following caveats must be considered:

   Core Values. Is the gift one that is consistent with the association's standards, principles, and core values?

   Compatibility of Cause. Will the gift unnecessarily challenge the association's ability to further its mission, goals, or objectives?

   Public Relations. Does the acceptance of the gift present the association in an unfavorable light? Does it appear that there may exist a conflict of interest between the donor and the association?

   Motivation. Is there clear charitable intent and a commitment to the association?

   Consistency. Will the acceptance of the gift be compatible and in agreement with other fundraising activities or gifts of the association?

   Credibility. Are the circumstances surrounding the donor and the gift believable?

Associational Stability. If controversy develops, will it be significant enough to weaken the structure of the association?

Form of Gift. Will the nature of the in-kind contribution create problems, such as in advertising or sponsorship?

Source of Gift. Who is the donor? Is the gift from an individual or a corporation? Does the donor represent a perceived conflict of interest, or might the donor's objectives not fit with the mission of the association?

C. The Board shall have the right to refuse contributions that do not enhance, promote, and ensure further the purpose of AACRAO and the long-range financial viability of the association.

<u>Confidentiality</u>

All information about donors and prospective donors, including but not limited to their names, the names of their beneficiaries, the nature and amounts of their gifts, and the sizes of their estates will be kept confidential by AACRAO and its representatives, unless the donor grants permission to release such information. All requests by donors for anonymity will be honored, except to the extent that AACRAO is required by law to disclose the identity of donors.

<u>Stewardship</u>

AACRAO will be responsible for good stewardship toward its donors by following these guidelines:

A. All gifts will be acknowledged within the required, or otherwise reasonable, period of time.
B. All gift acknowledgment letters/receipts will be prepared by the executive director or his or her designee.
C. Gifts to AACRAO shall be reported in a manner consistent with the standards recommended by the Association of Fundraising Professionals (AFP) or the National Council on Planned Giving (NCPG).
D. Files, records, and mailing lists regarding all donors and donor prospects are maintained and controlled by AACRAO. Maximum use will be made of information and contacts that members of the Board, various volunteer groups, or the staff has with potential donors. Written reports of interviews and solicitations will be maintained in the donor prospect file and/or computer.
E. This information is confidential and is strictly for the use of AACRAO Board and staff. Use of this information shall be restricted to organization purposes only. Donor has the right to review his or her donor fund file(s).
F. AACRAO will provide the donors of endowed scholarships with appropriate information about the recipients of scholarship assistance.
G. Should the gift be restricted, AACRAO will provide the donor with a narrative and financial report detailing the activities made possible by their support. This report will be submitted to the donor within 90 days of the completion of the underwritten activities.

H. Gifts to AACRAO and accompanying correspondence will be considered confidential information, with the exception of the publication of donor recognition societies. All donor requests for confidentiality will be honored.
I. Names of donors will not be provided by AACRAO to other organizations, nor will any lists be sold or given to other organizations.

Conflict of Interest

The AACRAO Board will assure itself that AACRAO personnel are circumspect in all dealings with donors in order to avoid even the appearance of any act of self-interest. The Board will consider a transaction in which the employee has a "material financial interest" with a donor an act of self-interest. In reviewing such transactions, the Board shall consider financial interest "material" to an employee if it is sufficient to create an appearance of a conflict. In each case, this will be a question of fact.

The Board will examine all acts of self-interest including, but not limited to prohibition against personal benefit. Those individuals who normally engage in the solicitation of gifts on behalf of AACRAO shall not personally benefit by way of commission, contract fees, salary, or other benefits from any donor in the performance of their duties on behalf of AACRAO. (The definition of individuals includes each of the categories of employees of AACRAO. Individuals are further defined to include associations, partnerships, corporations, or other enterprises in which a member of the staff holds a principal ownership interest.)

Conformity to Federal and State Laws

The Board will assure itself that fundraising activities comply with local, state, and federal laws.

Gift Valuations

AACRAO shall follow accepted guidelines for the valuation of gifts such as stock, real estate, personal property, and life insurance that require specific methods of valuation for the protection of both the donor and AACRAO. Gifts of art, furniture, books, stamps, coins, and other collections must have values assessed by properly accredited independent appraisers retained by potential donors for appropriate gift tax credit. AACRAO shall acknowledge receipt of such properties but must not verify values.

Required Reporting of Gifts to the Internal Revenue Service

Should AACRAO sell, exchange, or otherwise dispose of any gift (other than checks, cash, or publicly traded stocks or bonds), AACRAO will file appropriate reports with the IRS and other relevant agencies.

Article IV, Section 1 – Committee on Nominations and Elections
Purple edits show the changes to clarify the number of nominees for each member Director. A "clean copy" follows on page two.

c. Members of the committee will compile lists of proposed nominees for Member Directors and for the committee, based on nominations from the Association membership. From these lists the committee will choose fourteen nominees for the following year's committee and up to ~~twice as many~~ two Member Director nominees ~~as the number of~~ for each open position~~s~~ on the Board. ~~Members of the committee shall assist the Chair in compiling lists of proposed nominees for Directors and for this committee. From the latter the committee shall choose fourteen (14) nominees for the next year's committee.~~ These will ~~shall~~ be certified by the committee Chair to the Board ~~President~~ and Executive Director no later than December 1~~5~~.

d. Concluding n~~N~~o later than February 15, an election will be held electronically. Voting will be available to the membership for no fewer than thirty days~~. a ballot shall be mailed to each voting member containing the names of the fourteen (14) nominees, with instructions to vote for seven (7) and return the completed ballot to the Chair of the committee. Those returned as directed within thirty (30) days of this mailing and containing not more than seven (7) votes shall be counted as valid ballots.~~

1. The ballot will contain the names of the fourteen nominees for the committee, with instructions to vote for seven and submit the ballot electronically to the committee Chair.
2. The ballot will also contain the names of the nominees for each open Member Director position~~s~~, with instructions to vote for no more than ~~the number of~~ one for each open position~~s~~ and submit the ballot electronically to the committee Chair.
3. Those ballots submitted by the deadline established by the committee Chair and containing not more than the specified number of votes for the committee and for the open Member Director positions will be counted as valid ballots.
4. The c~~C~~ommittee Chair will certify the results of the election to the Board ~~President~~ and Executive Director.

e. In the case of tie votes, the c~~C~~ommittee Chair will ~~shall~~ make the choice among tied candidates by lot.

Section 2~~1~~: Election of Member Directors

Member Directors will ~~shall~~ be elected by the voting membership using electronic voting methods, no later than February 15. The election will be based on a slate provided by the Committee on Nominations and Elections. ~~voting members at the Business Session of the Annual Meeting. The Committee on Nominations and Elections shall announce its slate of nominees in advance of the opening session of the Annual Meeting. Additional nominations may be made from the floor at the Business Session.~~

a. After the committee has been elected, the Board notifies the Chair and Vice Chair of the committee of the Member Director positions to be elected in the next election.

b. The committee may nominate up to ~~twice as many~~ two individuals ~~as the number of~~ for each open position~~s~~. In addition to these nominees, the ballot will include open lines for write-in votes. There will be an ~~number of~~ open line~~s~~ for write-in votes ~~will be equal to the number of~~ for each open Member Director position~~s~~. Those receiving a plurality of votes will be elected. The committee will note the runners-up and select the top runner-up in the event one of those elected subsequently declines.

c. In the case of tie votes, the committee Chair will make the choice among tied candidates by lot.

Clean copy:

c. Members of the committee will compile lists of proposed nominees for Member Directors and for the committee, based on nominations from the Association membership. From these lists the committee will choose fourteen nominees for the following year's committee and up to two Member Director nominees for each open position on the Board. These will be certified by the committee Chair to the Board and Executive Director no later than December 1.
d. Concluding no later than February 15, an election will be held electronically. Voting will be available to the membership for no fewer than thirty days.

    1. The ballot will contain the names of the fourteen nominees for the committee, with instructions to vote for seven and submit the ballot electronically to the committee Chair.
    2. The ballot will also contain the names of the nominees for each open Member Director position, with instructions to vote for no more than one for each open position and submit the ballot electronically to the committee Chair.
    3. Those ballots submitted by the deadline established by the committee Chair and containing not more than the specified number of votes for the committee and for the open Member Director positions will be counted as valid ballots.
    4. The committee Chair will certify the results of the election to the Board and Executive Director.

e. In the case of tie votes, the committee Chair will make the choice among tied candidates by lot.

<u>Section 2: Election of Member Directors</u>

Member Directors will be elected by the voting membership using electronic voting methods, no later than February 15. The election will be based on a slate provided by the Committee on Nominations and Elections.

a. After the committee has been elected, the Board notifies the Chair and Vice Chair of the committee of the Member Director positions to be elected in the next election.
b. The committee may nominate up to two individuals for each open position. In addition to these nominees, the ballot will include open lines for write-in votes. There will be an open line for write-in votes for each open Member Director position. Those receiving a plurality of votes will be elected. The committee will note the runners-up and select the top runner-up in the event one of those elected subsequently declines.
c. In the case of tie votes, the committee Chair will make the choice among tied candidates by lot.

American Association of Collegiate Registrars and Admissions Officers (AACRAO) Strategic Plan
October, 2012

AACRAO Mission: The mission of the American Association of Collegiate Registrars and Admissions Officers is to serve and advance higher education by providing leadership in academic and enrollment services.

AACRAO Vision: The American Association of Collegiate Registrars and Admissions Officers will be recognized as the leading authority in academic and enrollment services within and outside the global higher education community.

AACRAO Values: Accountability, Collaboration, Inclusiveness, Innovation, Inquiry, Integrity and Learning.

Goals and Objectives

1. Prepare AACRAO members to successfully lead their institutions in meeting the challenges of a continually evolving environment.
   a. Establish core competencies for professionals in academic and enrollment services.
   b. Provide relevant programming and services to AACRAO members and other higher education professionals.
   c. Strengthen our focus on compliance, technology, research services and training for the membership.
   d. Continually evaluate the relevance, effectiveness, and sustainability of programs and services provided by AACRAO.

   Core competencies: A unique knowledge base or ability that is considered foundational within academic and enrollment services. How does academic and enrollment services create and deliver value to the institution? Also referred to as core capabilities or distinctive competencies.

   Compliance: To conform to requirements or standards established by laws, regulations or industry customs/best practices.

2. Identify, develop and promote professional standards in academic and enrollment services.
   a. Identify standards that are critical to the profession and to the membership.
   b. Establish a set of desirable best practices.
   c. Be engaged with the development of professional standards and best practices that significantly impact our profession.
   d. Serve as a resource on key industry topics.

   Standards: Established guidelines, policies or practices to provide for uniformity, clarity and/or fairness in a particular subject area.

Best Practices: Methods that have been attempted and deemed successful at various institutions. May not be considered a particular 'standard' across-the-board, however a methodology that worked within the confines of an event, audience or type of institution and may be successful at other institutions. Not an endorsed activity or event, but an example or model.

3. Advance AACRAO's leadership in Federal higher education policy development and advocacy.
    a. Identify public policy issues for direct involvement, and develop plans of action.
    b. Engage the membership in public policy dialogue and understanding.

Advocacy: Actions by an individual or group which aim to influence public-policy and resource allocation decisions within political, economic, and social systems and institutions. Advocacy can include many activities that a person or organization undertakes, including media campaigns, public speaking, commissioning and publishing research or polls, or the filing of an amicus brief. Contrast advocacy with lobbying, which is a form of advocacy where a direct approach is made to legislators on an issue.

4. Promote student access and success, and affordability of higher education.
    a. Create alignments with other education professional organizations that promote student success in higher education.
    b. Engage in relevant activities that support student access and success, and affordability in higher education.

Alignments with other education professional organizations: Seeking out other education-oriented professional organizations that may have similar positions as AACRAO. These organizations may have shared goals and efforts that would bolster and benefit those of AACRAO and vice versa. Working together we can be stronger and more effective than working separately.

5. Ensure that the Association is structured to promote sustained growth and member engagement.
    a. Develop administrative capability to engage members in the life and work of the Association through various communication technologies.
    b. Maintain a leadership role in the global higher education community by expanding AACRAO membership with an international focus and presence, and provide related consulting services.
    c. Continue leadership with technology initiatives in enrollment and academic services.
    d. Promote the strength of the Association by periodic review of governance and membership.

Leadership role in the global higher education community: Assume an engaged and visible role within the higher education professional community, such that AACRAO is regarded and respected as a key player in developing policies, services and practices regarding international topics in higher education.

6. Ensure the Association's resource strength for current and future AACRAO members.
    a. Diversify revenue streams to decrease association fiscal risk.
    b. Increase net operating revenue to build long-term investments.
    c. Ensure the prudent use of resources.
    d. Align resources with goals and objectives for the Association.

Approved, AACRAO Board of Directors, October, 2012

AACRAO International Admissions and Credential Evaluation Task Force Team April 2013 – June 2014

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AACRAO and the Future of the Texas Transcript Server:
A Statement of Principles
Approved Final: AACRAO Board Meeting, April 13, 2013

The Texas Transcript Server has ably served the higher education community since it was launched in September of 1995. Much of the impetus for the Texas Server resulted from the work of the AACRAO Standardization of Postsecondary Education Electronic Data Exchange (SPEEDE) Committee. AACRAO does not endorse or favor one vendor's solution over another's. However, AACRAO and the AACRAO SPEEDE Committee have been involved from the inception of electronic records exchange standards and thus represent a broad range of institutions for whom the services provided by the Texas Server are critical. AACRAO and the AACRAO SPEEDE Committee believe any solution moving forward should adhere to the following principles:

1. The service currently provided by the Texas Server should continue to be provided free of charge to participating institutions.
2. Any service should utilize the internationally approved electronic data exchange standards of EDI, XML, PDF, or any future internationally approved standards.
3. Any server services should be available to all institutions regardless of their current service provider or electronic record solution. Service providers should also continue to have server services made available to facilitate the delivery of electronic data exchange. Institutions should be free to evaluate their own business processes and choose the delivery option that best meets their needs.
4. Service providers should seek maximum interoperability between their systems and services to create efficiencies and optimize the capabilities of electronic records exchange.
5. FERPA and student privacy should be considered paramount and data from the exchange of student records should not be retained unless specifically authorized by the participating institution.

AACRAO and the AACRAO SPEEDE Committee recognize that electronic records exchange is evolving rapidly. This evolution impacts institutions as well as the many service providers who help advance the technology. Because electronic records exchange is crucial for the professionals that AACRAO represents, it is important that they have a strong voice in the development of services and standards related to the electronic exchange of student records. AACRAO offers its expertise, and willingness to facilitate future discussions, with any interested parties concerning the Texas Server and other efforts aimed at expanding the adoption of electronic records exchange in higher education. Together we believe we can help forge solutions that best meet the needs of AACRAO's members and the students they serve.

1) The Governance Committee proposes adding the following language (boldface type) to clarify the eligibility of honorary members for awards.

F.5. – AWARDS AND HONORS

Each year the Awards Committee and the Board of Directors solicit nominees for AACRAO awards. Awards are made to members and to non-members, as stipulated for each award. If an honorary member is currently employed by one of AACRAO's corporate members, such employment status does not preclude the honorary member receiving an AACRAO award restricted to institutional and honorary members.

2) The handbook does not state that candidates for the Distinguished Service are recommended by the Awards Committee and approved by the Board. The committee recommends clarifying that language (boldface type).

F.5.2. – DISTINGUISHED SERVICE AWARD
The AACRAO Distinguished Service Award recognizes an AACRAO member for exceptional contributions over an extended period of time for service to AACRAO at the national level in the areas of program, scholarship, committee, or other activities worthy of recognition. The recipient is recommended by the AACRAO Awards Committee and approved by the Board of Directors. Members who have served on the Board of Directors within the past three years are not eligible for the award. **The recipient is recommended by the AACRAO Awards Committee and approved by the Board of Directors.**

3) The handbook does not state that candidates for Honorary Membership are vetted and selected by the Board. The committee recommends clarifying that language (boldface type).

F.5.9. – HONORARY MEMBERSHIP
Honorary membership is awarded in recognition of a member's active involvement and contribution to AACRAO by the Board of Directors. Honorary members no longer actively employed shall be entitled to benefits from the association in accordance with AACRAO's policy on complimentary benefits. These benefits include free Annual Meeting registration and a waiver of annual dues. **Recipients are selected by the Board of Directors.**

4) Finally, the former sponsor of the APEX award has withdrawn sponsorship. The Governance Committee recommends amending the description of the award to reflect this change.

F.5.1. – ACHIEVING PROFESSIONAL EXCELLENCE IN EDUCATION ADMINISTRATION (APEX) AWARD FOR STUDENT SUCCESS
The APEX Award for Student Success~~, sponsored by SunGard Higher Education,~~ recognizes an individual for achieving professional excellence in support of student success. ~~SunGard donates $5,000 in the recipient's name to his or her college or university scholarship fund.~~ The award will be presented based on the nominee's commitment to student success as demonstrated by involvement on their campus or presentations and activities at the state, regional, or national level. The recipient is recommended by the AACRAO Awards Committee ~~in consultation with a~~

~~SunGard representative,~~ **and** approved by the Board of Directors~~, and presented by SunGard at the Annual Meeting~~.

1. Approval of Agenda
2. Approval of Consent Agenda
a. Approval of Minutes

b. Reports of Standing Committees, Ad Hoc Committees, Officers, Staff which do not require discussion

c. Other reports for Board information and minutes reporting.

3. Reports of Standing Committees, Ad Hoc Committees, Officers, Staff
a. Standing Committees
b. Ad Hoc Committees
c. Officers
d. Staff
4. Special Orders
5. Unfinished Business
6. New Business
7. Executive Session
8. Adjournment

Two weeks prior to each Board meeting, committee reports, agenda items, consent agenda items, and any items to be voted on should be submitted. Board agendas shall be distributed one week prior to the meeting.

Approved:
April 12, 2009
Amended: TBD

Groningen, 16 April 2012

Groningen Declaration

on Digital Student Data Depositories Worldwide

We, the signatories of this Groningen Declaration on Digital Student Data Depositories Worldwide, are witnessing a growing awareness in large parts of the worlds of politics and academics, as well as in public opinion, of the need to establish a more complete and far-reaching delivery of digital student data. As we see it, digital student data portability and digital student data depositories are becoming increasingly concrete and relevant realities, and in the years to come, they will contribute decisively to the free movement of students and skilled workers on a global scale.

In order to make this free movement of students and skilled workers a reality, and in order to unleash the full potential of digital student data depositories, we want to look into privacy rights, identification, access, and forwarding/sharing of data, next to compatibility of systems and comparability of data. Respecting the principle of autonomy and diversity of systems and modes of delivery, the overriding principle is to seek convergence rather than to create uniformity.

It is understood that there are more stakeholders involved than just the digital student data depositories themselves. These other stakeholders include, of course, first and foremost the students themselves; then education institutions at the primary, secondary and tertiary level; national ministries of education; employers; and so forth. This group of stakeholders would not be primarily concerned with the technical part, but with acceptance and recognition and is, as such, of vital importance for the acceptance of the goals of this declaration. These stakeholders are therefore naturally included among the signatories.

The Groningen Global Founding Seminar of Digital Student Data Depositories Worldwide that is now coming to a close aimed at gathering the critical mass that may bring about global momentum as the best possible way to bring about change. And the best way we can think of to continue, after the seminar, is through promoting concrete measures to achieve tangible forward steps.

The present declaration will take the above named issues as overarching themes for the road ahead.

We consider the following issues - privacy rights; identification; access; consulting; forwarding/sharing; compatibility; comparability; acceptance; and recognition - to be of primary relevance, in order to establish a global area of convergence on digital student data depositories, and we strive to co-ordinate our policies on the following goals and/or tasks:

- Discussion of purpose, feasibility and cost-efficiency of worldwide exchange of digital student data
- Looking into ways to make our systems more compatible, inter alia by looking into semantic interoperability
- Looking into ways to make data more easily comparable
- Sharing or forwarding of data through designated systems
- Promoting acceptance for purposes of recognition, of digital student data in lieu of paper documents
- Compliance with national or federal privacy rights, both at the sending and at the receiving ends, when data are transferred
- Phasing out of paper based documents and of paper based authentications (legalisations)
- Establishment of a Global Standing Secretariat on Digital Student Data Depositories Worldwide, to develop a follow-up structure, consisting of a "consultative group" of representatives of all signatories, plus a smaller "follow-up group", in order to organize future events.

We hereby undertake to attain these objectives within the framework of our respective organisational competencies and taking full respect of the diversity of current systems. To that end, we will mutually seek intergovernmental and/or non-governmental co-operation.

Signatures on reverse side

Signed by

CHINA
CHESICC China Higher Education Student Information and Career Center
Mr. Ning Xiaohua, Assistant Director-General

INDIA
NAD National Academic Depository - for NAD
Mr. Ramkumar K., Vice-President Operations and New Projects, Central Depository Services (India) Ltd.

NETHERLANDS
DUO Education Executive Agency
Mr. Rob Kerstens, Director-General

NORWAY
FS, Felles Studentsystem
Mr. Christen Soleim, Leader, Steering Committee FS

RUSSIAN FEDERATION
Ministry of Education and Science
Dr. Yuri Akimov, Head of Division, Department for International Cooperation

SOUTH AFRICA
SAQA South African Qualifications Authority
Mr. Joe Samuels, CEO

UNITED KINGDOM
DARE Digital Academic Records Exchange - for DARE
Mr. Jonathan Dempsey, Chief Executive Officer, DIGITARY

UNITED STATES OF AMERICA
NSC National Student Clearinghouse
Mr. Rick Torres, President

DIGITARY
Mr. Jonathan Dempsey, Chief Executive Officer

EAIE European Association for International Education
Mr. Hans-Georg van Liempd, Vice-President

EUNIS European University Information Systems Organisation on behalf of the EUNIS President: Dr. Janina Mincer-Daszkiewicz

Janina Mincer-Daszkiewicz

RS³G Rome Student Systems and Standards Group
Mr. Simone Ravaioli, President

SIGNE S.A.
Mr. Luis Díez, Director