American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
June 4-6, 2013
Denver, CO

Board Members in Attendance: Jim Bouse, Stan DeMerritt, Tina Falkner, Melanie Gottlieb, Luisa Havens, Tracey Jamison, Paul Kyle, Adrienne McDay, Brad Myers, Jeff von Munkwitz-Smith

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

Call to Order
President von McDay called the meeting to order at 9:18 a.m. Mountain Daylight Time on June 4, 2013.

Approval of Agenda
MOTION 2013.06.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Consent Agenda
MOTION 2013.06.02 – It was duly moved and seconded to approve the consent agenda. APPROVED

Reports of Standing Committees
<u>Finance and Investments Committee</u>
Vice President DeMerritt reviewed the financial documents and detailed the changes that had been made to them since the Board last saw the documents. The committee discussed with the Board the possibility of more regular updates to the full membership regarding the Association's finances.

<u>Strategic Planning and Program Review Committee</u>
Vice President Kyle distributed copies of the committee's goals for the year to the Board. He reminded the Board that assessment processes need to be included in new initiatives.

<u>Governance Committee</u>
Vice President Gottlieb reviewed the committee's activities with the Board. They will review the Bylaws Transition Plan to determine how to best implement the new Bylaws. The committee led a discussion about External Directors on the Board, including under what circumstances the Board should seek one out. The Governance Committee will determine how to proceed here.

<u>Compensation Committee</u>
Past President von Munkwitz-Smith reviewed the committee's activities with the Board. The committee raises a question regarding some inconsistent language in its charter. The Governance Committee will undertake a review of the committee charters to standardize where possible and build a committee performance assessment tool.

Audit Committee
President-elect Myers reviewed the committee's activities with the Board.

Reports of Officers
Vice President for Information Technology
Vice President Bouse reviewed the discussions around a charge to the AACRAO member serving as the AACRAO Representative on the PESC Board.

MOTION 2013.06.03—It was duly moved and seconded to approve the AACRAO Board of Directors Charge to the AACRAO Representative to the PESC Board of Directors pending the edits to include the addition 1) of the length of the term of the AACRAO Representative on the PESC Board of Directors and 2) requiring a notification three-months prior to the end of his/her term if he/she is interested in continuing to serve in the role. APPROVED

Vice President for Finance
Vice President DeMerritt reviewed the proposal to adopt a file and naming schema for the pre-Board Meeting documents.

MOTION 2013.06.04—It was duly moved and seconded to approve the naming schema proposal as revised. APPROVED

Vice President for Records and Academic Services
Vice President Falkner reviewed Registrar 101 and Registrar 201. She led a discussion around potential changes to these courses. She also discussed ways to continue momentum started by the closing speaker at the Annual Meeting, Michele Norris.

Vice President for International Education
Vice President Gottlieb reviewed non-voting member participation in committees and the rules in place to govern that.

MOTION 2013.06.05—It was duly moved and seconded to approve the committee membership application of Leah Wren McCormack to the International Issues Committee. APPROVED

Vice President Gottlieb asked about the vendor presentation policy and what circumstances those may be allowed.

Vice President for Admissions and Enrollment Management
Vice President Jamison asked the Board about the responsibilities of individual VPs during the transition process, specifically regarding his/her successor.

Vice President Jamison also led a discussion about the Regist-L listserv and its ownership.

Vice President for Leadership and Management Development
Vice President Kyle reviewed the updated Strategic Plan, which includes a glossary.

MOTION 2013.06.06—It was duly moved and seconded to approve the updated Strategic Plan as presented. APPROVED

Vice President Kyle distributed the updated summary of the analysis of the 2012 Member Satisfaction Survey with the understanding that it should be shared with the Membership.

MOTION 2013.06.07—It was duly moved and seconded to approve the summary analysis of the 2012 Member Satisfaction Survey to be sent to the Membership with an allowance for updates from the AACRAO Office before this is sent. APPROVED

Vice President Kyle reminded the Board Members to send feedback to him after their State and Regional association visits.

Past President

Past President von Munkwitz-Smith reviewed the member list of the Task Force on Program Structure, which he sent to the Board last week.

MOTION 2013.06.08—It was duly moved and seconded to approve the membership list for the Task Force on Program Structure with the understanding that there is a co-chair yet to be appointed. APPROVED

Past President von Munkwitz-Smith updated the Board on the competencies project that is in the works. The goal is to have a draft ready for review by December.

He also updated the Board on the search for a new editor of College and University.

President

President McDay reviewed the schedule for Wednesday and Thursday. She also instructed that the internet access be made available to Board members at future meetings.

Reports of Staff

Executive Director

Executive Director Reilly updated the Board on the recently retitled AACRAO Staff Report, which was previous called the ED Report. He also updated the Board on the plan to redefine the Connor Fund and distributed an early draft of that redefinition.

Executive Director Reilly updated the Board on an early draft of AACRAO's Research Agenda, copies of which he distributed to the Board.

He also updated the Board on recent developments surrounding the Groningen Declaration.

Unfinished Business

The Governance Committee will review the Board Handbook to ensure it accurately reflects the changing responsibility of the PACs and membership therein.

Vice President Bouse updated the Board on the items to be included in the Charge to the AACRAO Representative to the PESC Board as specified in Motion 2013.06.03.

Reports of Staff
Associate Executive Director Barnett explained AACRAO's potential work with Michele Norris and Andrew Jolivet. She also gave the Board an update on the planning for the 2013 Tech/Transfer Conference.

Unfinished Business
Associate Director, Board Services Matt Ogle reviewed the online voting system and briefly described how it could be adjusted to encompass the new method of voting as defined in the recently approved Bylaws.

New Business
Vice President Kyle, as chair of the Strategic Planning/Program Review Committee led a strategic planning exercise for the Board of Directors.

Vice President Gottlieb led a discussion on the process by which the Board will appoint a member to sit on the Nominations and Elections Committee. This process will begin with the 2014-2015 committee.

Unfinished Business
Past President von Munkwitz-Smith updated the Board on the final member of the Task Force on Program Structure. Meredith Braz, Registrar and Dartmouth College, will serve as co-chair of the task force.

New Business
MOTION 2013.06.09—It was duly moved and seconded to extend an invitation to Jack Miner to serve as Vice Chair of the Program Committee for the 2014-2015 year. APPROVED

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

Executive Session
MOTION 2013.06.10 – It was duly moved and seconded to approve the minutes of the Executive Session of the Board of Directors on May 15, 2013. APPROVED

MOTION 2013.06.11—It was duly moved and seconded to adjourn the Executive Session of the Board of Directors. APPROVED

The Board agreed to move its next meeting via conference call to July 24, 2013 at 3pm Eastern Daylight Time.

Adjournment
MOTION 2013.06.12 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 10:23 a.m. Mountain Daylight Time on June 6, 2013.

Attachments
Consent Agenda
Charge to AACRAO Representative to the PESC Board
Revised Folder Organization and Document Naming Schema
Updated Strategic Plan with Glossary
Summary Analysis of 2012 Member Satisfaction Survey
Member List for Task Force on Program Structure

AACRAO Board of Directors Charge to the AACRAO Representative to the PESC Board of Directors

Section A

AACRAO nominees to the PESC Board of Directors are selected on the basis of and expected to demonstrate the following characteristics:

A. Commitment to the interests of AACRAO in all decision making, demonstrated by the following:
    1. Articulating the interests and issues of concern to AACRAO when there are conflicting interests and views being represented and/or advocated by fellow PESC Board members.
    2. Informing AACRAO Board of Directors on issues before his/her respective board that represents a potential conflict between the appointee's personal position and that of AACRAO.

B. Ability to interpret information when furnished in written, oral, diagram, or schedule form.

C. Knowledge of the mission, function, and organization of the PESC Board.

D. Familiarity with the means of reaching a consensus when working within a Board of divergent views.

E. Ability to recall and apply knowledge of current research, legal developments, and/or community changes to specific problematic situations that require solutions.

F. Ability to maintain composure under stressful situations.

G. Willingness to subordinate personal preferences to decisions of the PESC Board on which s/he sits.

H. Ability to speak clearly and concisely both in oral and written communication.

I. Willingness to ask him/herself on any decision of the PESC Board, "How will my decision affect or improve AACRAO and its members?"

If the nominee becomes a member of the PESC Board of Directors it is expected that he/she will act as an information conduit to and from the PESC BOD and the AACRAO BOD to help form stronger collaborative endeavors between the two organizations. A transparent communication structure will be necessary to assist the nominee in fulfilling the dual obligations of this role.

Section B

Prior to the end of an appointee's term, the AACRAO Board of Directors will review with the member his/her term of office, and will discuss their desire to seek another term. Should they indicate a desire for another term and should the AACRAO Board determine that it is in the best interest of AACRAO to nominate the individual to another term, the AACRAO Board may make the nomination without further consideration.

Should the current member indicate his/her desire not to further serve in that capacity, or should the AACRAO Board determine that it is not in the best interest of AACRAO to nominate the individual to another term, the AACRAO Board will seek a new nominee. A nominee will be selected on the basis of his/her possession of the characteristics in Section A.

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.

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. Develop professional standards and best practices that significantly impact our profession.
    d. Serve as a resource on key industry topics.

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.

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.

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.

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.
    e.

Approved, AACRAO Board of Directors, October, 2012

Strategic Plan GLOSSARY

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.

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.

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.

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.

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.

AACRAO Summary Analysis of the Member Satisfaction Survey 2012

Background:

Since 2000, the AACRAO Board of Directors and the National Office have conducted a Membership Satisfaction Survey regarding many of the services and programs offered by the association. Last conducted in the fall of 2012, similar surveys were also conducted in 2002, 2004, 2007 and 2009. Although a few of the questions have changed to accommodate new or significantly different services and programs, it was decided to be as consistent as possible in order to provide an opportunity for longitudinal analysis. The approach has been to focus on a member's evaluation of the importance of the service/program (i.e. his or her expectations about the professional value) offered, and performance (How well is the program/service meeting the member's needs/expectations?).

Exceeding Expectations:

After careful review of the results of the 2012 survey, and a longitudinal review of the earlier Member Satisfaction Surveys noted above, it would appear that AACRAO is doing a great job. Overall, the programming, services and higher education advocacy provided by AACRAO are meeting or exceeding the expectations of those members who responded. On a scale of 1-5, with 5 being the highest, the performance of each program or service surveyed was evaluated at 3.8 or higher. Many programs/services, including many of our meetings/conferences and publications, were rated, on average, higher than 4. FERPA information/workshops were evaluated highest, at 4.41. In some cases, evaluations were lower in areas that are more specialized – e.g. IES institutes – likely because of more limited exposure by our membership. Reviewing results from 2012 with the earlier surveys also shows a remarkable consistency among the responses. Results from the 2012 survey and comparative information from the earlier surveys can be found on the AACRAO website at XXXX.

Monitor Threshold Expectations

Although in most categories performance was evaluated significantly higher than member expectations, there were a few categories in which member expectations were right in line with performance:

- FERPA information/workshops,
- Government relations,
- Online versions of professional development seminars,
- Webinars, and
- General customer services.

Develop Programming and Services to improve Membership Satisfaction

The data shows three areas where AACRAO's programming and services could improve to better meet membership expectations:

- Guidelines, standards and research reports,
- The AACRAO website, and
- Information/training - particularly related to compliance.

In each of those categories, AACRAO's performance was still over 4 (out of 5), but there was a larger gap between performance and expectations of importance. As a result, these areas are being addressed through the Strategic Planning process and with programming efforts. In fact, a first step in addressing some of these categories occurred last December at the AACRAO's annual Leadership Meeting in DC. Chairs of the Program Committees, and representatives of State and Regional associations, participated in brain-storming activities to gather their expertise for program improvement. The AACRAO staff is also directly involved in the improvement of these areas as a part of the national office Operating Plan.

Prose Comments

There was also an opportunity to provide open-ended comments with the 2012 survey. The most frequent comments focused on:

- Concerns about the cost of conferences in today's limited resource environment.
    - The location and cost of conferences is always taken into consideration in the meeting planning process. What is interesting to note is that oftentimes our largest Annual Meeting attendance is at more expensive locations – perhaps because members are interested in adding some vacation time before or after the meetings in those locations. We will continue to keep costs in mind when planning meeting locations and activities.
- Questions about the transition of the Government Relations area since the departure of Barmak Nassirian.
    - Executive Director, Mike Reilly, has been working closely with Michelle Mott, Associate Director for Government Relations, to ensure that our advocacy needs continue to be met with the recent personnel changes in our Government Relations area.
- An encouragement to offer more online courses and programs, particularly in light of travel cost considerations.
    - Linda Smith, AACRAO's online course coordinator, and Janie Barnett, Executive Associate Director, are working closely with the individual online course coordinators to develop new course offerings and an expanded set of webinars.

- Concerns about the AACRAO website.
    - Tim Rager, our new AACRAO IT Director, is working with staff and members to address changes with the website.
    -
- An encouragement to offer more programs geared toward small institutions.

This recommendation has been forwarded to the leadership team in the national office, the Board of Directors, and the Program Committee so that as programs and conferences are developed, it can be considered. In addition, since one of the challenges often expressed by members from smaller institutions is limited resources, we want to ensure that we are offering webinars and other professional development opportunities at limited or no cost.**Membership Response Rate**
One final observation - and concern - is that the membership response rate on the survey was low. In spite of several reminders about the survey, only 302 members responded. Although the response rate was also low in the earlier surveys, it was even lower with the 2012 survey. The low response rate is also being analyzed to see what can be done to increase the membership response rate.

American Association of Collegiate Registrars and Admissions Officers

Proposal - Revised

DATE: May 30, 2013

TO: AACRAO BOD

FROM: Dr. Stan DeMerritt, Vice President for Finance

RE: Document Submission and File Naming Schema for Board of Directors Meeting

I would like to propose the following to assist in organizing documents and information for the AACRAO Board of Directors meetings. In Dropbox, subfolders can be created that identifies information presented by position and committee as identified on the agenda. Consistent file naming should also be followed to allow for easier location and identification to whom the document belongs. The naming schema would include the name of the person/committee responsible as noted below, the name of the document and a submission/revision date (e.g., BOD Minutes April 13 2013 Meeting 5-9-13). All documents must be titled correctly prior to forwarding due to possible limitations of technology (e.g., use of tablet computing that does not allow for changing names of files, etc.) including files submitted on the fly.

Dropbox Sub-Folder Name (Revised):

1. Agendas Minutes Action Items
2. Committee Reports
3. Officer Reports
4. New and Unfinished Business

Item Submission Area:	File Prefix:
Agendas, Minutes, & Action Items	BOD Minutes BOD Agenda BOD Consent Agenda BOD Action Items
President	Pres
Past President	PastPres
President Elect	PresElect
VP Finance	VPFina
VP Admission	VPAdmis
VP International	VPInterntl
VP Records	VPRecords
VP Leadership	VPLeadshp
VP Access & Equity	VPAccess
VP Technology	VPTech
Executive Director & Staff	ExecDir
Audit	AuditCom
Finance & Investment	F&ICom
Compensation	CompCom
Governance	GovCom
Strategic Planning/Program Review	SP&PRCom

Program Structure Task Force Membership (as of May 15)
Tammy Aagard, University of Florida
Tim Amyx, Volunteer State Community College
Meredith Braz, Dartmouth College
Julia Funaki, AACRAO
Pam Horne, Purdue University
Paul Kyle, Johnson County Community College, (Board Liaison)
Sallie Marchello, College of William and Mary
James Miller, University of San Francisco
Jayne Niemi, Macalester College
Reta Piakowsky, Georgia Tech
Julie Pomerenk, Washington State University
Kimra Schipporeit, University of Nebraska Kearney
Luke Schultheis, Virginia Commonwealth University
Linda Smith, AACRAO