American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
April 30, 2014
Conference Call

Board Members in Attendance: Stan DeMerritt, Tina Falkner, Dan Garcia, Melanie Gottlieb, Paul Kyle, Adrienne McDay, Brad Myers, Nicole Rovig, Monique Snowden

Staff Members in Attendance: Mike Reilly, Mike Sisson

April 30, 2014

Call to Order

President Myers called the meeting to order at 3:03 p.m. Eastern Daylight Time on April 30, 2014.

Approval of Consent Agenda

MOTION 2014.04.01 – It was duly moved and seconded to approve the agenda. APPROVED

MOTION 2014.04.02 – It was duly moved and seconded to approve the Minutes of the March 29, 2014 Meeting of the Board of Directors. APPROVED

MOTION 2014.04.03 – It was duly moved and seconded to approve the Minutes of the April 2, 2014 Meeting of the Board of Directors. APPROVED

MOTION 2014.04.04 – It was duly moved and seconded to approve the Draft Minutes of the 100th AACRAO Business Meeting with the understanding that the membership will still have to vote to approve them at the 101st Annual Business Meeting. APPROVED

Reports of Committees

Finance and Investments Committee

Vice President DeMerritt referred the Board to the second quarter fiscal reports distributed prior to the meeting, which the committee approved as presented. Vice President DeMerritt led a review of the financial standing of the organization based on the reported operational activities and investment income.

Vice President DeMerritt also reported that the committee had approved its charter and will present changes to the Board at the next meeting. It was also noted that the membership dues study will require information from the findings of current task forces before continuing.

Strategic Planning and Program Review

Past President McDay indicated that the committee will reach out to State and Regional Association Officers to help determine areas of concern that the Board should focus on in the coming year. In addition, Past President McDay encouraged the Board to submit ideas for strategic planning topics to the committee prior to the July Board retreat.

Governance

Vice President Falkner indicated that the committee reviewed its charter and recommended that the Board discuss the potential changes before approving them. There are redundant items in three committee charters. The Governance committee will make a recommendation on these redundancies at a later meeting. Vice President Falkner also indicated that work will continue on action items carried forward from the previous Governance Committee.

Reports of Officers

Vice President for Access and Equity

Vice President Snowden recommended Tina Collins as the Group V Program Coordinator replacement for Dan Wilson on the Annual Meeting Program Committee.

MOTION 2014.04.05 – It was duly moved and seconded that Tina Collins be accepted to replace Dan Wilson as the Group V Coordinator on the Annual Meeting Program Committee when his term ends in 2015. APPROVED

Vice President for Leadership and Management Development

Past President McDay led a discussion on defining the role and purpose of the Vice President at Large position. The discussion centered on whether the position should be consistent year-to-year, whether it should have a specific portfolio area like other vice presidential positions, and what roles the position might fill within the Board. While specific duties and areas of responsibility were not determined, it was agreed that the criteria for nomination should be clearly stated and consistent. McDay indicated that she would draft a position description and distribute it to the Board following the conference call.

President

President Myers indicated that due to time constraints, the discussion on student disciplinary action notation on transcripts would be postponed.

President Myers suggested some Board of Director's meeting parameters, such as utilizing a consent agenda for conference calls but not for in-person meetings and allotting time to discuss issues in higher education and Association structure.

President Myers also indicated that he would organize a conference call among a smaller group to discuss the roles and relationship between the Board and the Annual Meeting Program Committee.

Reports of Staff

Executive Director

Executive Director Reilly referred the Board to the Staff Report submitted prior to the meeting, and informed the Board of current initiatives. Reilly updated the Board on recent and pending education policy items that may affect the membership.

President Myers also related, on Associate Executive Director Barnett's behalf, that Annual Meeting Conference evaluations are being summarized and will be made available to the Board in a readable digest.

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

Adjournment
MOTION 2014.04.06 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors Meeting adjourned at 4:36 p.m. Eastern Daylight Time on April 30, 2014.

Attachments
Consent Agenda
BOD minutes March 29 2014
BOD minutes April 2 2014
DRAFT Minutes of 100th AACRAO Business Mtg April 1 2014

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
March 29, 2014
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

Board Elect Members in Attendance: Dan Garcia, Nicole Rovig, Luke Schultheis, Monique Snowden

Staff Members in Attendance: Janie Barnett, Jeff Petrucci, Mike Reilly, Mike Sisson

March 29, 2014
Call to Order
President McDay called the meeting to order at 8:35 a.m. Mountain Daylight Time on March 29, 2014.

Approval of Consent Agenda
MOTION 2014.03.07 – It was duly moved and seconded to approve the agenda. APPROVED

MOTION 2014.03.08 – It was duly moved and seconded to approve the consent agenda. APPROVED

Reports of Committees
Finance and Investments Committee
Vice President DeMerritt referred the Board to a set of recommendations made by the Finance and Investments Committee regarding the Investment Policy in the Board Handbook.

MOTION 2014.03.09 – It was duly moved by the Finance and Investments Committee to change the Investment Policy C.1.1, section 6.1 and 6.2 which pertain to the designation of infrastructure, strategic initiative, and investment funds, respectively:

6.1.4 – Strike "one third of the then current fiscal year's budgeted expenditures," and replace with $1,000,000.

6.2.4 – Strike "one third of the then current fiscal year's budgeted expenditures" and replace with $1,000,000.

APPROVED

Vice President DeMerritt then reviewed the financial information that would be presented to the voting membership at the 2014 Town Hall and Business Meetings.

Governance
Vice President Gottlieb updated the Board on the progress of the Governance Committee's work on a document outlining the formation and oversight of Task Forces and Work Groups and led discussion on the strategic and tactical benefits of both structures.

Strategic Planning and Program Review
Vice President Kyle informed the Board that revised Core Competency recommendations will be distributed to the Professional Activity Committee members at the 2014 Annual Meeting for feedback. The Board discussed the potential of using a workgroup once the feedback is collected to finalize the competency documents and find effective ways to utilize them to the benefit of the membership.

Vice President Kyle also informed the Board that the Program Review Task Force should have recommendations available by the summer of 2014.

Reports of Officers

Vice President for International Education
Vice President Gottlieb updated the Board on the work of the International Credentials Task Force, which will deliver its final set of recommendations to the Board by July 2014.

Vice President for Leadership and Management Development
Vice President Kyle led a discussion on the issues identified during Board member visits to various State and Regional Association visits. He reminded everyone to encourage great state or regional presenters to become more involved with AACRAO programmatic development.

Vice President for Records and Academic Services
Vice President Falkner led a discussion on the creation of a workgroup on Competency Based Education. The potential charge and underlying structure of the workgroup was discussed at length.

Vice President Falkner then led a discussion on the academic transcript and what options exist for altering or supplementing traditional versions to support learning outcomes rather than credit-hour recordation. The Board also discussed what AACRAO might do to take the lead in such an initiative.

Past President
Past President von Munkwitz-Smith thanked the Board for their work during his term of service and expressed his confidence in their ability to lead the organization.

President Elect
President Elect Myers talked with the Association for Student Conduct Administration and mentioned their recommendations for student conduct notation on transcripts may provide AACRAO an opportunity to publish an updated transcript guide.

President
President McDay reviewed the Board writing schedule for AACRAO Connect for the coming year.

Reports of Staff

Executive Director

Executive Director Reilly referred the Board to the Staff Report submitted prior to the meeting, and updated the Board on current operating status of the national office. Reilly also updated the Board on recent and pending education policy items that may affect the membership.

Unfinished Business

The list of action items was reviewed and updated.

New Business

Governance Committee

Vice President Gottlieb referred the Board to a document that detailed revisions to the Board orientation schedule.

MOTION 2014.03.10 – It was duly moved by the Governance Committee that the Board accept the revisions as described in the "proposed changes to orientation section of BOD handbook" document. APPROVED

Vice President Gottlieb then led a discussion on the Annual Meeting Program Planning book and how it might be revised to reflect the current operational role of the Board, the Program Committee, and the Professional Activity Committees. The Board discussed how revisions to this document might provide an opportunity for the Board to develop a structure that can more actively engage the existing committees beyond the Annual Meeting program.

Vice President for Records and Academic Services

Vice President Falkner led a discussion on providing clearly defined avenues for the members to conduct workshops and online courses. The Board saw it as a favorable initiative that could increase member engagement and make the content less iterative.

Associate Executive Director Janie Barnett

Associate Executive Director Janie Barnett informed the Board of the final registration numbers and other logistical details for the 2014 Annual Meeting.

President

President McDay thanked the Board for their efforts during her term as President.

Adjournment

MOTION 2014.03.11 – It was duly moved and seconded that the Board of Directors Meeting be adjourned. APPROVED

The Board of Directors Meeting adjourned at 1:49 p.m. Mountain Daylight Time on March 29, 2014.

Attachments
Consent Agenda
FI Investment Strategy BOD Recommendation 3-29-2013
proposed changes to orientation section of BOD handbook

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
April 2, 2014
Denver, CO

Board Members in Attendance: Stan DeMerritt, Tina Falkner, Dan Garcia, Melanie Gottlieb, Paul Kyle, Adrienne McDay, Brad Myers, Nicole Rovig, Luke Schultheis, Monique Snowden

Staff Members in Attendance: Janie Barnett, Mike Reilly, Mike Sisson, Bob Bontrager

Other Visitors in Attendance: Jim Bouse, Luisa Havens, Tracey Jamison, Jeff von Munkwitz-Smith

April 2, 2014
Call to Order
President Myers called the meeting to order at 1:24 p.m. Mountain Daylight Time on April 2, 2014.

President Myers led discussion on a variety of topics related to the 2014 Annual Meeting. These included:

a) Tighter planning integration between the Annual Meeting Program Committee and meeting app development for future meetings - for example, using the app to announce session changes or large events;
b) The program planning process should avoid overlaps in session topics;
c) General Session planning should be examined. Some sessions were better attended than others, so the staff will experiment with providing more material to attendees in advance of the meeting, moving the sessions to separate time slots, and potentially only having one at a time;
d) Attendees liked the exhibit hall and were disappointed that it closed as soon as it did. Staff will work with the exhibitors to see if two full days is a workable option;
e) Examine the marketing for "International Day" and whether or not it's necessary any longer.
f) The Board should attend as many of the round tables as possible to bring back useful feedback for consideration. The staff will explore reserving 2-3 rooms all day to provide for more flexibility with whatever structure the round tables need;
g) The Post-Annual Board Meeting, in the future, should be held close to the Closing Session and soon thereafter;
h) The Saturday evening Board dinner preceding the Annual Meeting should be held at the President's Suite.

Based on informal feedback, the Annual Meeting was a success. The city of Denver was particularly welcoming to the AACRAO members.

Professional Activity Committees and Caucuses

Vice President Snowden updated the Board on some of the Caucus discussion. Specifically, Caucuses want to retain their autonomy and reiterated that the true link between the Board and the caucuses is the Professional Access and Equity Committee. It was also suggested that we do some additional outreach so that members know more about the caucuses.

The Board discussed the need to review all professional activity committee charges to ensure that they are up to date and effective. The Annual Meeting Program Committee, the Board, and the committees themselves should be engaged in this process. Such an examination should include expectations that committee members produce programmatic content beyond the Annual Meeting.

2014-2015 Board of Directors Information

President Myers reminded the Board to begin thinking about what role the Vice President at Large would fill on the Board. The position was created when the Bylaws changes took effect in April 2013.

President Myers reviewed the schedule for posting Board of Directors Meeting documents and agenda items. In addition, he asked that the Board of Directors Committee chairs determine their goals for the 2014-2015 year in advance of the July Board of Directors meeting.

Adjournment

The Board of Directors Meeting adjourned at 2:42 p.m. Mountain Daylight Time on April 2, 2014.

DRAFT

Draft Minutes of the 100th Annual Business Meeting
April 1, 2014
Denver, CO

1. **Call to Order**
   President Adrienne McDay called the meeting to order.

2. **President's Remarks**
   President Adrienne McDay made remarks outlining the work of the Association during her time as President.

3. **Introduction of Parliamentarian**
   President McDay introduced Scott Dittman of Washington and Lee University as Parliamentarian for the meeting.

4. **Nominations and Elections Committee**
   Tina Collins, Chair of the 2013-2014 Nominations and Elections Committee, reported to the membership on the Nominations and Elections Committee's activities over the last year.

   Tina Collins reported the results of the elections for AACRAO leadership, held electronically prior to the Business Meeting:

   Dan Garcia was elected to the position of President Elect. Pursuant to Article III, Section 3 of the Association Bylaws, upon conclusion of that term, he shall assume the office of President for a one-year term. Immediately upon the conclusion of that term, he shall assume the office of Past President for a one-year term.

   Luke Schultheis was elected as Vice President for Admissions and Enrollment Services for a three-year term beginning in 2014-2015.

   Monique Snowden was elected as Vice President for Access and Equity for a three-year term beginning in 2014-2015.

   Nicole Rovig was elected as Vice President for Information Technology for a three-year term beginning in 2014-2015.

   Tina Collins introduced the 2014-2015 Nominations and Elections Committee. These positions were also voted on electronically, except for Jackie Carter (Chair) and Tammy Johnson (Vice-Chair) who were nominated and elected in the 99th Annual Business Meeting on April 16, 2013.

Cassandra Moore was elected as Chair-Elect. Upon conclusion of that term, she shall serve as Chair for a one-year term.

Kelley Christman was elected as Vice Chair-Elect. Upon conclusion of that term, she shall serve as Vice Chair for a one-year term.

The following individuals were elected as members and will serve one-year terms: Steven Smith, Mary Meserve, Ari Kaufman, James Miller, and John Hall.

Tina Collins reviewed the timeline for nominations and elections in 2014.

5. **Executive Director's Remarks**
   Executive Director Mike Reilly spoke briefly on the state of the Association.

6. **Approval of the 2013 Business Meeting Minutes**
   On behalf of the AACRAO Board of Directors, Vice President for Finance Stan DeMerritt moved that the minutes from the April 2013 Business Meeting be approved.

   The motion was approved without dissent.

7. **Finance and Proposed FY 2013 Budget**
   Vice President DeMerritt provided a summary of AACRAO's fiscal health and other financial milestones.

   He then introduced the FY 2015 proposed budget, noting a dues increase of $3 from $206 to $209 per member. Pursuant to Article II, Section 1 of the AACRAO bylaws, the dues adjustment did not require a separate member vote as the increase was capped at the previous year's consumer price index, rounded to the nearest dollar.

   On behalf of the AACRAO Board of Directors, Vice President for Finance Stan DeMerritt moved that the proposed Fiscal Year 2015 budget be approved.

   The motion was approved without dissent.

8. **Recognition of Service**
   President McDay recognized the following for their outstanding service to the Association:

   - Nominations and Election Committee, Chair Tina Collins, and Vice Chair Carl Einhaus;
   - Annual Meeting Volunteers and Co-Chairs of Volunteers Lara Medley and Kelley Christman;
   - 2014 Program Committee Chair Kathie Beaty and Vice-Chair Patrick McClaughlin;
   - Annual Meeting Evaluation Committee Chair Sherry Benoit;
   - Past-President Jeff von Munkwitz-Smith, Vice President for Admissions and Enrollment Management Tracey Jamison, Vice President for Access and Equity Luisa Havens, and Vice President for Information Technology Jim Bouse.

9. **Transition**
   Brad Myers was introduced as the AACRAO President for 2014-2015. He recognized Past President McDay's outstanding service in the position of President during the 2013-2014 term.

10. **2014-2015 AACRAO President Comments**
    President Myers made remarks outlining his goals for the Association in the coming year.

President Myers introduced the 2014-2015 Board of Directors:

- Past President, Adrienne McDay, William Rainey Harper College
- President-Elect, Dan Garcia, West Texas A&M University
- Vice President for Finance, Stan DeMerritt, Wayland Baptist University
- Vice President for Admissions and Enrollment Management, Luke Schultheis, Virginia Commonwealth University
- Vice President for International Education, Melanie Gottlieb, Webster University
- Vice President for Leadership and Management Development, Paul Kyle, Johnson County Community College
- Vice President for Records and Academic Services, Tina Falkner, University of Minnesota—Twin Cities
- Vice President for Access and Equity, Monique Snowden, Fielding Graduate University
- Vice President for Information Technology, Nicole Rovig, Michigan State University

11. Venue for the 2015 Annual Meeting

Co-Chairs of the Annual Meeting Volunteers Mary Ellen Flaherty and Steven Smith offered a video presentation and salutary remarks and extended a warm invitation for the 2015 Annual Meeting in Baltimore, Maryland.

12. Adjournment

President Myers gaveled the 100th Annual Business Meeting to adjournment.

Attachments

2013 Business Meeting Minutes
FY 2015 AACRAO Budget

Minutes of the 99th Annual Business Meeting
April 16, 2013
San Francisco, CA

13. **Call to Order**
    President Jeff von Munkwitz-Smith called the meeting to order.

14. **President's Remarks**
    President von Munkwitz-Smith made remarks outlining the work of the Association during his time as President.

15. **Executive Director Remarks**
    Executive Director Mike Reilly spoke briefly on the state of the Association.

16. **Introduction of Parliamentarian**
    President von Munkwitz-Smith introduced Scott Dittman of Washington and Lee University as Parliamentarian for the meeting.

17. **Approval of the 2012 Business Meeting Minutes**
    On behalf of the AACRAO Board of Directors, Vice President for Finance Nancy Krogh moved that the minutes from the April 2012 Business Meeting be approved.

    The motion was approved without audible dissent.

18. **Finance and Proposed FY 2013 Budget**
    Vice President Krogh provided a summary of AACRAO's fiscal health and other financial milestones.

    She then introduced the FY 2014 proposed budget noting a dues increase of $3 from $203 to $206 per member.

    On behalf of the AACRAO Board of Directors, Vice President for Finance Nancy Krogh moved that the proposed Fiscal Year 2014 budget be approved.

    The motion was approved without audible dissent.

19. **Proposed Bylaws Amendments**
    President von Munkwitz-Smith presented a summary of the proposed amendments to the Association Bylaws.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to standardize language and comply with District of Columbia law and to make such administrative changes as are necessary depending on the outcome of the other motions.

The motion was approved without audible dissent.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to define the role of the Board.

The motion was approved without audible dissent.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to enlarge the Board to include twelve member directors.

The motion was approved without audible dissent.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to add an External Director to the Board of Directors.

The motion was approved by a two-thirds majority as called by President von Munkwitz-Smith.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to allow the election of Member Directors to be conducted by electronic ballot, open to all voting members of the association.

The motion was approved by a two-thirds majority as called by President von Munkwitz-Smith.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to allow for a competitive slate of nominees for member directors, consisting of up to two nominees for each open position. This motion requires a four-fifths majority because it was not announced 30 days prior to the Business Meeting.

The motion was approved by a four-fifths majority as called by President von Munkwitz-Smith.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the changes to expand the Committee on Nominations and Elections to include one board-elected member director each year, who will serve as a non-voting member of Nominations and Elections.

The motion was approved by a two-thirds majority by a vote of 162 for, 81 against, and 7 abstentions.

On behalf of the AACRAO Board of Directors, President von Munkwitz-Smith moved approval of the change to authorize a transition plan.

The motion was approved without audible dissent.

20. Nominations and Elections Committee

Susan Van Voorhis, Chair of the 2012-2013 Nominations and Elections Committee, reported to the membership on the Nominations and Elections Committee's activities over the last year.

On behalf of the 2012-2013 Nominations and Elections Committee, Van Voorhis moved that Brad Myers be elected as President-Elect for 2013-2014. Pursuant to Article III, Section 3 of the Association Bylaws, upon conclusion of that term, he shall assume the office of President for a one-year term. Immediately upon the conclusion of that term, he shall assume the office of Past President for a one-year term. There were no nominations from the floor.

The motion was approved without audible dissent.

On behalf of the 2012-2013 Nominations and Elections Committee, Van Voorhis moved that Stan DeMerritt be elected as Vice President for Finance for a three-year term beginning in 2013-2014. There were no nominations from the floor.

The motion was approved without audible dissent.

On behalf of the 2012-2013 Nominations and Elections Committee, Van Voorhis moved that Tina Falkner be elected as Vice President for Records and Academic Services for a three-year term beginning in 2013-2014. There were no nominations from the floor.

The motion was approved without audible dissent.

21. Recognition of Service

President von Munkwitz-Smith recognized the following for their outstanding service to the Association:

- Nominations and Election Committee, Chair Susan Van Voorhis, and Vice Chair Robert Kubat;
- Annual Meeting Volunteers and Co-Chairs of Volunteers Ann Gillen and James Miller;
- 2013 Program Committee Chair Melinda Roelfs and Vice-Chair Kathie Beaty
- Past-President Nora McLaughlin, Vice President for Finance Nancy Krogh, and Vice President for Records and Academic Services Brad Myers.

22. Transition

Adrienne McDay was introduced as the AACRAO President for 2013-2014.

23. 2013-2014 AACRAO President Comments

President McDay made remarks outlining her goals for the Association in the coming year.

President McDay introduced the 2013-2014 Board of Directors:

- Past President, Jeff von Munkwitz-Smith, Boston University
- President-Elect, Brad Myers, The Ohio State University
- Vice President for Finance, Stan DeMerritt, Wayland Baptist University
- Vice President for Admissions and Enrollment Management, Tracey Jamison, University System of Maryland
- Vice President for International Education, Melanie Gottlieb, Webster University
- Vice President for Leadership and Management Development, Paul Kyle, Johnson County Community College
- Vice President for Records and Academic Services, Tina Falkner, University of Minnesota—Twin Cities
- Vice President for Access and Equity, Luisa Havens, University of Texas at El Paso
- Vice President for Information Technology, Jim Bouse, University of Oregon

24. Venue for the 2014 Annual Meeting

Co-Chairs of the Annual Meeting Volunteers Kelley Christman and Lara Medley offered a video presentation and salutary remarks and extended a warm invitation for the 2014 Annual Meeting in Denver, Colorado.

25. Adjournment

President McDay gaveled the 99th Annual Business Meeting to adjournment.

Attachments

2012 Business Meeting Minutes

FY 2014 AACRAO Budget

Summary of the Proposed Amendments to the Association Bylaws

American Association of Registrars and Admissions Officers
2014/2015 Budget Worksheet
Detailed Master Proposed Budget

	2014-15 Operating Total	2013-14 Operating Total	Differences
Revenue			
Advertising	$ 191,600	$187,400	$ 4,200
Contributions	-	$0	$ -
Corporate/associate dues	125,000	$120,000	$ 5,000
Exhibit fees	580,935	$610,113	$ (29,178)
Grant/contract income	-	$0	$ -
Interest income	800	$5,000	$ (4,200)
Investment gain/(loss)	-	$0	$ -
Label/mailing list income	-	$0	$ -
Management fees	-	$0	$ -
Member dues	2,477,852	$2,429,084	$ 48,768
Other income	35,000	$0	$ 35,000
Publication sales	766,500	$708,750	$ 57,750
Registrations	2,455,928	$2,297,319	$ 158,609
Service fees	3,918,088	$3,797,188	$ 120,900
Sponsorship revenue	361,375	$363,575	$ (2,200)
Total Revenue	10,913,078	$10,518,429	$ 394,649
Personnel costs			
Salaries and Wages	3,278,893	$3,128,163	$ 150,730
Fringe Benefits	652,725	$651,513	$ 1,212
Payroll Taxes	229,962	$222,100	$ 7,862
Total Personnel costs	4,161,580	$4,001,776	$ 159,804
Other expenses			
Advertising and promotion	102,130	$102,588	$ (458)
Awards, scholarships and grants	5,139	$9,719	$ (4,580)
Bad debt	-	$0	$ -
Bank charges	215,334	$200,743	$ 14,591
Consulting/outside services	1,697,459	$1,739,281	$ (41,822)
Contingency expenses	120,000	$115,750	$ 4,250
Depreciation	219,851	$223,145	$ (3,294)
Equipment rental	3,900	$6,900	$ (3,000)
General taxes	5,000	$5,000	$ -
Insurance	59,333	$51,547	$ 7,786
Interest	-	$0	$ -
Legal and accounting	313,000	$315,028	$ (2,028)
Lodging	293,164	$299,227	$ (6,063)
Marketing	28,840	$23,060	$ 5,780
Meals and entertainment	184,963	$181,080	$ 3,882
Meeting costs	1,411,828	$1,307,676	$ 104,152
Memberships and subscriptions	94,000	$52,520	$ 41,480
Other expenses	26,857	$32,169	$ (5,313)
Postage and delivery	124,528	$108,456	$ 16,072
Printing, production and duplicating	329,735	$314,185	$ 15,550
Registration fees	13,000	$20,100	$ (7,100)
Rent	309,012	$360,439	$ (51,427)
Supplies, equipment and maintenance	151,157	$154,929	$ (3,772)
Communications/internet	129,680	$128,157	$ 1,523
Temporary assistance	10,225	$7,608	$ 2,617
Training and development	23,700	$18,450	$ 5,250
Travel	467,961	$455,465	$ 12,496
Total Other Expenses	6,339,797	$6,233,224	$ 106,573
Total Expenses	10,501,377	$10,234,999	$ 266,377
Change in Net Assets FY 14/15 Budget	411,701	$283,429	$ 128,272