American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
September 19-20, 2014
Columbus, OH

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

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

September 19, 2014

Call to Order

President Myers called the meeting to order at 9:19 a.m. Eastern Daylight Time on September 19, 2014.

Approval of Agenda

MOTION 2014.09.01 – It was duly moved and seconded to approve the Minutes of the August 13, 2014 Meeting of the Board of Directors. APPROVED

MOTION 2014.09.02 – It was duly moved and seconded to approve the agenda with flexibility. APPROVED

Reports of Committees

Audit

Vice President Gottlieb informed the Board that the committee had met and chosen an at-large member of the audit committee.

MOTION 2014.09.03 – It was duly moved that Donald Dykes, Registrar at the United States Coast Guard Academy, be approved by the Board to serve as the at-large member of the 2015-2016 Audit Committee. APPROVED

Compensation

Vice President Kyle informed the Board the committee met prior to the meeting and are in the process of exploring different organization's compensation structures. Executive Director Reilly was brought in to advise on some aspects of this process.

Finance

Vice President DeMerritt referenced the previous month's financial dashboard, distributed prior to the meeting. The committee is working with AACRAO's contracted accounting firm McQuade Brennan, who produces the reports, to find methods of representing available data to more accurately reflect the financial standing of the association.

Vice President DeMerritt also informed the Board that the committee, in its evaluation of the association's dues structure, is investigating the annual budget without its 'premium' service lines included, i.e., AACRAO Consulting and International Education Services. Setting the budget in this framework could provide a more realistic view of the overall financial health of the organization.

Governance

Vice President Falkner led a discussion based on the proposed delineation of responsibilities amongst the national office, the Annual Meeting Program Committee, Conference Directors, and the Board for the production of programmatic content.

The discussion moved towards clarification and codification of the relationship between the Board and both Professional Activity Committees and the Annual Meeting Program Committee. Differences in each professional 'group' were noted, but the Board felt it was important to have some input in the selection and composition of the committees to ensure broad access and a diversity of experience. Additionally, this formalized relationship would maintain a more tangible connection for each Vice Presidential portfolio.

Vice President Falkner presented a set of revised Board of Directors position descriptions. The Board agreed that the revised descriptions were improved over previous versions, but the Governance committee was charged with making further revisions based on conversations held during the Governance report.

MOTION 2014.09.04 – It was duly moved that the revised Board of Director's positions descriptions be adopted and posted while further edits are made by the committee and approved by the Board. APPROVED

Vice President Falkner presented revised Board Committee Charters, based on edits suggested by current committee chairs in addition to a review by the governance committee.

MOTION 2014.09.05 – It was duly moved that the revised Board Committee Charters be approved as presented. APPROVED

Vice President Falkner led a discussion on the committee's work with the Annual Meeting Program Handbook. Given the amount of detail discussed earlier about the roles and responsibilities of the Board, the professional activity committees, the program committee, and the national office, President Myers asked the Board to review the document and to submit any comments and opinions to Vice President Falkner. It was requested that comments be submitted within a timeframe that would make their incorporation in a new draft possible prior to December.

Vice President Falkner yielded the floor to further committee and officer reports with the intention of continuing the Governance report on September 20, 2014.

Strategic Planning and Program Review

Past President McDay notified the Board that the committee does not feel there is a need for an External Director to be appointed.

Additionally, reports from the Core Competency work groups indicate that work may be finished in time for the December meeting, and that the change to the strategic plan proposed by Vice President Gottlieb on August 13, 2014 (MOTION 2014.08.03) has been implemented.

Reports of Officers

Vice President for International Education

Vice President Gottlieb referred the Board to a proposed action item assignment list based on the recommendations made in the International Credentials Task Force Report. Assignments were made for specific officers, the collective Board, the Executive Director, and the national office. The Board examined and discussed each assignment as appropriate.

Vice President Gottlieb yielded the floor to further officer reports with the intention of continuing the discussion on September 20, 2014.

Vice President for Records and Registration

Vice President Falkner reported that the call to the membership for faculty in the Registrar 101 and 201 courses was successful. Registrar 101 has 6 new in-person and 8 online faculty members, while Registrar 201 was capped at 3 members. The Board was pleased with the member response to the campaign.

Vice President for Leadership and Management Development

Vice President Kyle reported that the Core Competencies workgroups were making good progress on a report for the Board, with a final draft anticipated by the December meeting. Vice President Kyle informed the Board to direct inquires and suggestions regarding the competencies report to him.

He also reminded the Board that many State and Regional Association visits were coming up for various Board members, and that visitation reports should be sent to him for evaluation.

Vice President for Access and Equity

Vice President Snowden informed the Board that she is working in conjunction with the national office to identify and book a diversity speaker and a graduate and professional schools speaker for the 2015 Annual Meeting.

President Elect

President Elect Garcia informed the Board that he will attend a conference hosted by the Conference of the Americas on International Education and determine if AACRAO and their association could benefit from a more formal relationship.

September 20, 2014

Reports of Committees

Governance

Vice President Falkner resumed her report and led a discussion on the current role of each vice presidential portfolio and of the Board's relationship to traditional program structure. The Board noted a lack of alignment between some elements of program structure and the Association's overall strategic plan and mission.

Reports of Officers

Vice President for International Education

Vice President Gottlieb resumed discussion on the International Credentials Task Force Report recommendations and proposed assignments.

The Board discussed alternative membership structures that could accommodate some changes recommended by the report, and discussed strategies for the report's release that would have the maximum impact on desired audiences.

Past President

Past President McDay informed the Board that the Nominations and Elections committee would meet after the Board meeting to finalize an elections slate. She asked the Board to pass along comments on what professional attributes and strategic directives should be included when she delivers he report to this committee.

Past President McDay also announced that the AACRAO Awards Nominations period is open, and encouraged the Board to consider possible candidates for each award.

Lastly, Past President McDay reminded the Board that a new Board Representative to sit on the Nominations and Elections Committee for the following year had to be selected, and briefly reviewed the criteria that should be taken into account. The Board discussed the possible options and decided that President Myers will become the Board representative when he becomes Past President in 2015-2016.

President

President Myers led a discussion on the current status of the Public Policy Advisory Committee (PPAC). The conversation ranged from the selection and appointment process to the recommendations the committee makes and how they are incorporated into the association position.

For the appointment process, Vice President Snowden expressed the importance of imposing a term limit for PPAC membership so that a broader range of public policy topics could be considered in the future. One possibility the Board considered was to regularly discuss impactful public policy topics and to appoint members to the committee to fill in knowledge gaps and to advise as necessary on those topics. As such, it was suggested that the committee be made more flexible in terms of its composition and size.

The current Chair of the PPAC, Bill DeWolfe, announced his desire to leave the Chair role. An interim chair candidate was proposed by Vice President Gottlieb.

MOTION 2014.09.06 – It was duly moved and seconded that Catherine Mund serve as the Interim Chair of the PPAC until such time when the Board finalizes a more formal appointment structure and relationship. APPROVED, one abstention

President Myers charged the Strategic Planning Committee, with Vice President Snowden as an *ad hoc* member, to devise an application and communication strategy to encourage more member engagement and participation with the PPAC.

President Myers reminded the Board to think about the agenda for the Leadership Meeting in December, highlighting the time that will be spent with the Program Committee and the new Board member orientation process.

Reports of Staff

Executive Director

Executive Director Reilly provided a verbal report on the current operational state of the office and the informed the Board that managerial positions in both AACRAO Consulting and in Information Technology had been filled by Tom Green and Greg Osburn, respectively.

Executive Director Reilly referred the Board to both his report and a specially prepared publications overview. The Board reviewed the publications cycle and discussed possible supplements to traditional full-length releases.

Unfinished Business

The list of action items was reviewed and updated.

The Board reviewed upcoming membership messaging assigned to individual Board members.

Adjournment

MOTION 2014.09.07 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors Meeting adjourned at 2:44 p.m. Eastern Daylight Time on September 20, 2014.

Attachments

BOD minutes August 13 2014
Gov BOD position descriptions v.2
Gov BOD Charters for review

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
August 13, 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, Luke Schultheis

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

<u>August 13, 2014</u>
Call to Order
President Myers called the meeting to order at 3:03 p.m. Eastern Daylight Time on August 13, 2014.

Approval of Agenda
MOTION 2014.08.01 – It was duly moved and seconded to approve the agenda. APPROVED

MOTION 2014.08.02 – It was duly moved and seconded to approve the Minutes of the July 11, 2014 Meeting of the Board of Directors. APPROVED

Reports of Committees
<u>Audit</u>
Vice President Gottlieb informed the Board that 10 AACRAO members indicated their willingness to serve as the At-Large member of the Audit Committee, and that the Audit committee would deliberate and decide in advance of the September Board Meeting. Given the number of applicants, the audit committee indicated it may draft a position description, including qualifications, for the Board to review at a later time.

<u>Finance</u>
Vice President DeMerritt reviewed the AACRAO Third Quarter Financial Update and Dashboard reports, approved prior to the meeting by the committee. The reports indicate that the association is in good financial standing.

Vice President DeMerritt also informed the Board the committee had reviewed and approved changes to their charter, but will wait on formal motions regarding those revisions until the Governance committee has a change to view all the committee charters in aggregate.

<u>Governance</u>
Vice President Falkner led a discussion on the current Board position descriptions available and what considerations should be applied in pending revisions. The committee is also continuing work on examining and revising the Annual Meeting Program Handbook and the Board committee charters.

Strategic Planning and Program Review
Past President McDay notified the Board that the committee will meet later in August to discuss items brought forward at the Strategic Planning retreat.

Reports of Officers
Vice President for International Education
Vice President Gottlieb referred the Board to a document outlining an expanded international education item in the AACRAO strategic plan and led a discussion on further revisions to the proposed item.

MOTION 2014.08.03 – It was duly moved and seconded that the changes to the strategic plan regarding international education, outlined in item number 5 and further revised during the meeting, be accepted. APPROVED

Past President
Past President McDay informed the Board that the nominations period for AACRAO Leadership closed on July 31, and provided a verbal overview of the 2014 nominations process. She also informed the Board that the Awards nomination period has opened, and that a new Board representative to the Nominations and Elections committee for 2015-16 will need to be determined.

President
President Myers moved that the Board approve new member appointments on the Public Policy Advisory committee, including a Chair to replace William DeWolfe. The Board did not second this motion, and discussed the need to establish a clearly defined relationship between itself and the committee before moving to approve any further appointments to it.

President Myers also established a Conner Scholarship Review committee to review any incoming scholarship applications. The review committee members will be President Myers, Past President McDay, Vice President Falkner, and Vice President Gottlieb.
Lastly, President Myers briefly reviewed the schedule for the upcoming September Board meeting in Columbus, OH.

Reports of Staff
Executive Director
Executive Director Reilly provided a verbal report on the current operational state of the office and the ongoing search for new managers to fill positions left vacant in the consulting and information technology departments.

In addition, he highlighted regulatory developments that have the potential to impact association members, including discussions revolving around the formation of a national student loan database.

New Business

Audit Committee

President Myers, on behalf of Vice President Gottlieb, announced that the Audit Committee is recommending Donald Dykes, registrar at the United States Coast Guard Academy, be the at-large member of the audit committee. The formal motion for approval of this member will take place at the September Board meeting.

Vice President for Records and Registration

Vice President Falkner inquired as to whether AACRAO has any current data on where most institutions conduct their transfer articulation services. Information relating to this data will be provided later in the fall of 2014.

Unfinished Business

The list of action items was reviewed and updated.

Adjournment

MOTION 2014.08.04 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors Meeting adjourned at 4:46 p.m. Eastern Daylight Time on August 13, 2014.

Attachments

BOD minutes July 11 2014

VPI International Strategic Plan

Governance

Purpose
The Governance Committee is responsible for ongoing review and recommendations to enhance the effectiveness of the AACRAO Board of Directors, including but not limited to assessments, orientation, policies, procedures, handbooks, and committee structure and development.

Membership
The committee will be composed of three or more Board members appointed annually by the Board Chair, who will designate the committee chair.

Meetings
The committee meets four times annually, or more frequently as needed to carry out its duties and responsibilities.

Duties and Responsibilities
In carrying out its responsibilities, the committee will:

1. In collaboration with the Board Chair, assesses the BOD performance; provide ongoing counsel to the Board Chair on steps that might be taken to enhance Board effectiveness; and propose, as appropriate, changes in Board structure, Board committee structure, Board roles, and Board responsibilities.

2. Assess the effectiveness of Board meetings.

3. Review and update the Board handbook, policies, procedures, guidelines, and practices.

4. Design and oversee a process of Board orientation, including information prior to election as a Board member and information needed during the first cycle of Board activity for new Board members.

5. Facilitate review of position descriptions and postings, examining the composition, qualities, and experiences of the Board of Directors, and making recommended changes, as appropriate.

6. Report on its activities and actions to the Board of Directors, as appropriate. The Committee will maintain minutes of meetings and report to the Board of Directors the results of Committee meetings.

7. Conduct an annual review the Committee’s own performance, and report the results of such review to the Board of Directors.

8. Annually review this charter and recommend proposed changes, if any, to the Board of Directors.

9. Perform such other duties required by law or otherwise as are necessary or appropriate to further the Committee’s purposes or as the Board of Directors may from time to time assign to it.

Audit

Purpose
The Audit Committee will assist the Board of Directors in fulfilling its oversight responsibilities relating to the integrity of the accounting and financial reporting; financial controls; compliance with legal and regulatory requirements, including the filing of IRS form 990; and the qualifications, independence, and performance of the outside auditor's qualifications, independence, and performance.

Membership
The committee will be composed of three or more board members appointed annually by the board chair, none of whom shall receive, directly or indirectly, any consulting, advisory, or other compensatory fees from AACRAO. In addition, there will be one member-at-large, serving a two year term, who appointed by the Board from the voting membership. Members of the Audit Committee shall not serve contemporaneously on the Finance and Investment or Compensation committees. The Board Chair will designate the committee chair.

Meetings
The committee meets four times annually, or more frequently as needed to carry out its duties and responsibilities.

Duties and and Responsibilities
In carrying out its duties, the committee will:

1. Be responsible for the appointment, compensation, oversight, and termination of the independent auditor. The auditor will report to the Audit Committee, which will receive and consider all required communications from the auditors and will act as liaison with the Board of Directors.

2. With regard to auditor independence,

a. Consider at least annually the independence of the outside auditor, taking into account the auditor's performance of any non–audit services, and obtain and review a report from the auditor describing any relationships between the auditor and AACRAO, the provision of non–audit services, or any other relationships that may adversely affect the independence of the auditor;

b. Ensure that non–audit services are not provided to AACRAO by the auditor without committee approval; and,

c. Without regard to performance of the auditor, review every three years the desirability of changing audit firms, and require, in any event, that the auditor be changed every five years.

3. With regard to AACRAO's financial statements,

a. Review and discuss with management and the auditor the audited financial statements of AACRAO including, but not limited to:

i. The auditor's judgment as to the quality of AACRAO's accounting principles and underlying estimates, including significant financial reporting issues or adjustments and judgments made in connection with the preparation of the financial statements;

ii. All critical accounting policies and practices used within AACRAO and any discussions with management about such policies and practices;

iii. Any schedules of unadjusted differences from the audit;

iv. The timeliness and quality of initial drafts of financial statements;

v. The continued appropriateness of accounting principles or practices and their consistency with non-profit norms;

vi. Management representation letters and other substantive correspondence between management and the auditor;

b. Report to the Board the completion of the review of the annual financial statements and any related significant discussion;

c. Understand that it is not the committee's duty to plan or conduct audits or to determine that AACRAO's financial statements are complete, accurate, and in accordance with generally accepted accounting principles. Management is responsible for the preparation, presentation, and integrity of AACRAO's financial statements and for the appropriateness of the accounting principles and reporting policies used by AACRAO. The independent auditors are responsible for auditing AACRAO's financial statements.

4. With regard to internal controls, review periodically with management and, if deemed necessary, with the auditors, the adequacy and effectiveness of AACRAO's internal controls, including any significant deficiencies in internal controls and significant changes in such controls reported to the committee by the auditor or management.

5. Receive and consider communications from the auditors as to:

a. Any serious difficulties encountered in dealing with management affecting the performance of the audit, and/or

b. Any instance of fraud or illegal acts of which the independent auditors are aware.

6. With regard to regulatory matters,

a. Review procedures to ensure compliance with tax law pertaining to AACRAO's tax status, including payout requirements,

b. Review a written communication from the chief executive and senior financial staff member that that they have reviewed the Form 990 tax filing, confirming that the form does not contain any untrue statements or omit any material facts, that the financial information presented fairly represents AACRAO's financial condition for the period covered, that it was filed in a timely manner, and that they are maintaining internal controls designed to ensure that material information related to AACRAO's tax filing be made known to them

c. The Audit Committee will review the Federal Form 990, the Tax Return of Organizations Exempt from Income Tax, before it is submitted to the Internal Revenue Service.

d. Review a written communication from the chief executive and senior financial staff member confirming that they have, to their knowledge, ensured that AACRAO has complied in all material respects with the requirements and prohibitions in its governing documents and articles of incorporation; and

e. Obtain regular updates from the chief executive and senior financial staff member and AACRAO's legal counsel regarding compliance matters (including systems for monitoring compliance with laws and regulations, management's investigations and follow-up, and findings of any regulatory agency) and verification that all regulatory compliance matters have been considered in the preparation of the financial statements.

7. Report regularly on its activities and actions to the Board of Directors, as appropriate. The Committee will maintain minutes of meetings and report to the Board of Directors the results of Committee meetings.

8. Conduct an annual review the Committee's own performance, and report the results of such review to the Board of Directors.

9. Annually review this charter and recommend proposed changes, if any, to the Board of Directors.

10. Perform such other duties as are necessary or appropriate to further the Committee's purposes or as the Board of Directors may from time to time assign to it.

Compensation

Purpose

The Compensation Committee will assist the Board of Directors in fulfilling its oversight responsibilities relating to the compensation and benefits of the Executive Director and other executive officers; and will provide recommendations regarding management successors.

Membership
The committee will be composed of three or more Board members appointed annually by the Board Chair, who will designate the committee chair.

Meetings
The committee meets four times annually, or more frequently as needed to carry out its duties and responsibilities.

Duties and Responsibilities
In carrying out its oversight responsibilities, the committee will:

1. Review and recommend goals and objectives relevant to the compensation of the Executive Director and other senior managers for approval by the Board of Directors.

2. In conjunction with the Board Chair, annually evaluate the Executive Director's performance in light of the above noted goals and objectives, and make a recommendation to the Board of Directors with respect to the Executive Director's compensation.

3. In conjunction with the Board Chair, annually review with the Executive Director the performance goals and objectives for all senior managers.

4. Review compensation policies for approval by the Board, and annually review staff salaries with the Executive Director to ensure that salaries are appropriate and consistent with published compensation surveys or reports prepared for the committee by outside consultants.

5. Retain, if necessary, and terminate any compensation consultant and approve the consultant's fees and other retention terms.

6. Review all proposed employment contracts and severance agreements with the Executive Director for other senior managers and make recommendations for approval by the board.

7. Oversee the administration of AACRAO's compensation and benefits program, including a review of deferred compensation of current and former senior managers.

8. Develop succession plans for the position of Executive Director and submit such plans to the Board of Directors for approval. Ascertain that the Executive Director has developed succession plans for senior managers and that these plans are updated regularly. Annually review AACRAO's succession plans and recommend changes to the Board of Directors.

9. Conduct a search for the Executive Director, when necessary, evaluating candidates, and making recommendations to the Board of Directors. Recommend the engagement of a professional search firm to the Board of Directors, if such a firm is to be used.

10. Report on its activities and actions to the Board of Directors, as appropriate.

11. Conduct an annual review the committee's own performance, and report the results of such review to the Board of Directors.

12. Annually review this charter and recommend proposed changes, if any, to the Board of Directors.

13. Perform such other duties as are necessary or appropriate to further the Committee's purposes or as the Board of Directors may from time to time assign to it.

Strategic Planning and Program Review

Purpose
The Strategic Planning and Program Review Committee assists the Board of Directors in developing and monitoring AACRAO's strategic plan and providing oversight of the scope, quality, effectiveness, and efficacy of AACRAO programs and services, including but not limited to: publications, communications, conferences, training, educational programs, and AACRAO business entities. The committee promotes, coordinates, and oversees planning across the Association in an effort to link AACRAO's programs and services with its mission, markets, and resources.

Membership
The committee will be composed of three or more Board members appointed annually by the Board Chair, who designates the committee chair.

Meetings
The committee meets four times annually, or more frequently as needed to carry out its duties and responsibilities.

Duties and Responsibilities

Primary duties and responsibilities include:

1. Review and recommend to the Board of Directors appropriate mechanisms for developing and implementing the Association's strategic plan.

a. Assist the Board of Directors in formulating, advancing, and communicating a vision for the future of AACRAO.
b. Identify strategic issues and options through ongoing analysis of AACRAO's internal strengths and weaknesses in relation to its external opportunities and threats.
c. Assist the Board Chair in planning and implementing strategic planning sessions and retreats.
d. Ascertain the need for outside planning expertise and recommend the engagement of planning consultants to the Board of Directors.

2. Review and evaluate services and products provided by AACRAO.
a. Prepare and periodically update planning assumptions.
b. Review and recommend goals and objectives for AACRAO programs and services.
c. Coordinate the work of other groups involved in planning and integrate their products into a coherent set of action plans. (not sure what this statement means)
d. Hold service providers and workgroups accountable to their action plans.
e.Prepare and execute consultation and communication plans related to strategic planning matters for AACRAO's stakeholders..
f. Promote and evaluate the continuous assessment and benchmarking of planning efforts. (not sure what this statement means or would be actualized).

g. Assess programmatic needs of the membership and the higher education community.

h. Consider and recommend to the Board of Directors the additions, consolidation, or elimination of programs and services. The recommendations should consider responsiveness to member needs, scope, quality, effectiveness, efficacy, delivery systems, and viability.

3. Report on its activities and actions to the Board of Directors, as appropriate.

4. Conduct an annual review the Committee’s own performance, and report the results of such review to the Board of Directors.

5. Annually review this charter and recommend proposed changes, if any, to the Board of Directors.

6. Perform such other duties required as are necessary or appropriate to further the Committee’s purposes, or as the Board of Directors may from time to time assign to it.

FINANCE AND INVESTMENTS COMMITTEE CHARTER

Purpose
The Finance and Investments Committee will assist the Board of Directors in fulfilling its oversight responsibilities relating to the fiscal health of the Association.

Membership
The committee will be composed of three or more Board members appointed annually by the Board Chair and will be chaired by the Vice President for Finance. Members of the Finance and Investment Committee will not contemporaneously serve on the Board's Audit Committee.

Meetings
The committee will meet four times annually or more frequently as is necessary to carry out its duties and responsibilities.

Duties and Responsibilities
In carrying out its oversight responsibilities, the Committee will:

1. Recommend AACRAO's yearly budget to the Board of Directors.

2. Provide broad financial oversight by overseeing AACRAO's financial planning including funding sources, retaining outside financial advisors and other investment proposals, the investment guidelines and policies for recommendation to and approval by the Board of Directors.

3. Ensure the alignment of the budget and fiscal strategies with the Strategic and Operational plans for the Association.

4. Ensure the preparation of accurate and timely financial reports, and review such reports with the Board.

5. Review internal financial controls. Coordinate with the Audit Committee to ensure that the internal controls for the Association are operating as designed.

6. Review budgets of special projects or committees as appropriate.

7. Supervise the overall implementation of AACRAO's investment policies by the Executive Director and outside investment professionals. Provide oversight for and coordinate the

implementation of AACRAO’s investments and the policies governing the investments in conjunction with the Executive Director and outside investment professionals.

8. Review and evaluate the performance of the investment portfolio and financial advisors and other outside investment professionals at least once per fiscal year to assure adherence to policy guidelines, monitor progress toward achieving investment objectives, and report the results of such reviews and evaluations to the Board of Directors.

9. Provide overall supervision to the Executive Director to whom the Committee delegates specific duties related to AACRAO investments. Review the execution of AACRAOs investment policies and procedures with the Executive Director on a regular basis.

10. Ensure that the association is adequately insured.

11. Report on its activities and actions to the Board of Directors, as appropriate. The Committee will maintain minutes of meetings and report to the Board of Directors the results of Committee meetings.

12. Conduct an annual review the Committee’s own performance, and report the results of such review to the Board of Directors.

13. Annually review this charter and recommend proposed changes, if any, to the Board of Directors.

14. Perform such other duties as are necessary or appropriate to further the Committee’s purposes or as the Board of Directors may from time to time assign to it.

VP At Large

General description/duties:
This position is not aligned with any particular portfolio of professional experience. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President at-Large will assist in the advancement of the Association by serving in one or more of the following capacities:

- Coordinate the lines of communication from the Board to the membership;
- Monitor the Board's governance and the association practices;
- Provide leadership in Board efficiency initiatives, which will enhance strategic planning;
- Assist with guiding strategic planning initiatives of the Board; and
- Represent the interests of the Board and the membership on special projects.

President

General description/duties:
This position is not aligned with any particular portfolio of professional experience. The President acts as the presiding officer of the Association in all Association business. In addition to the general responsibilities of members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; and overseeing the Association's performance) the President shall direct the Board in meeting its responsibilities. The President serves as the chair of the Board. The President shall also assist in the advancement of the Association by serving in one or more of the following capacities:

- Represent the interests of the membership and member institutions on issues with the Federal government;
- Monitor and assess trends and emerging issues within the higher education arena that pertain to AACRAO's areas of expertise;
- Work closely with the national office staff on Association business and business lines;
- Ensure Board members are meeting their designated roles and responsibilities;
- Guide creation of broad professional development programs and delivery of information through workshops, sessions, publications, etc.;
- Serve as the public face of Board to the membership;
- Serve as link between the membership, the national office and the broader higher education community on policy issues;
- Serve as the convening officer for the AACRAO public policy advisory committee;
- Represent the interests of the Board and the membership on special projects.

President-elect

General description/duties:
This position is not aligned with any particular portfolio of professional experience. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction

for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the President-elect shall be the principal assistant to the President. In this capacity the President-elect shall focus on assisting the President, the Board, and the AACRAO office in assessing and planning for the needs, activities, and direction of the Association. The President shall also assist in the advancement of the Association by serving in one or more of the following capacities:

- Represent the President upon request;
- Work with the President, the Chair of the Board's Strategic Planning Committee and the Executive Director in formulating and monitoring the Association's strategic plan;
- Serve as the Board liaison and conduit for the Annual Meeting Program Committee;
- Guide creation of broad professional development programs and delivery of information through workshops, sessions, publications, etc.;
- Represent the interests of the Board and the membership on special projects.

Past President

General description/duties:
This position is not aligned with any particular portfolio of professional experience. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; and overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Past President coordinates the selection of award recipients. The Past President shall also assist in the advancement of the Association by serving in one or more of the following capacities:

- Represent the President upon request;
- Provide continuity from year-to-year regarding strategic initiatives;
- Guide creation of broad professional development programs and delivery of information through workshops, sessions, publications, etc.;
- Represent the interests of the Board and the membership on special projects.

VP for Admissions and Enrollment Management

General description/duties:
This position represents admissions and enrollment management functions. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for Admissions and Enrollment Management will assist in the advancement of the Association by serving in one or more of the following capacities:

- Guide creation of broad professional development programs and delivery of information

through workshops, sessions, publications, etc.;
- Lead establishment of best practices and principles in the admissions and enrollment management services arena;
- Monitor and assess trends and emerging issues pertaining to admissions and enrollment management, and ensure AACRAO is striving to address these issues through professional development; and
- Represent the interests of the Board and the membership on special projects.

VP for International Education

General description/duties:
This position represents the international admissions, credential evaluation and study abroad functions. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for International Education will assist in the advancement of the Association by serving in one or more of the following capacities:

- Represent international education in all its nuances as required;
- Guide creation of broad professional development programs and delivery of information through workshops, sessions, publications, etc;

- Lead establishment of best practices and principles in the international education arena;
- Monitor and assess trends and emerging issues pertaining to international education, and ensure AACRAO is striving to address these issues through professional development and the development of best practices; and
- Represent the interests of the Board and the membership on special projects.

VP for Records and Academic Services

General description/duties:

This position represents records and academic services related functions and matters. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for Records and Academic Services will assist in the advancement of the Association's by serving in one or more of the following capacities:

- Represent records and academic services as required;
- Guide creation of broad professional development programs and delivery of information through workshops, sessions, publication, etc.;

-Lead establishment of best practices and principles in the records and academic services arena;
- Monitor and assess trends and emerging issues pertaining to records and academic services, and ensure AACRAO is striving to address these issues through professional development; and
- Represent the interests of the Board and the membership on special projects.

VP for Leadership and Management Development

General description/duties:
This position represents the leadership and management development functions. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for Leadership and Management Development will assist in the advancement of the Association by serving in one or more of the following capacities:

- Provide leadership and mentor opportunities for members of the Association;
- Develop opportunities for members gain skills to serve as future leaders of the Association;
- Represent the needs and interests of regional and state associations on the Board of Directors and to the national office;
- Schedule a Board of Directors member or AACRAO staff member to be present at annual State/Regional ACRAO meetings;
- In conjunction with the AACRAO office staff, coordinate the annual State and Regional meeting in D.C.;
- Develop and maintain lines of communication between AACRAO and the state and regional associations, working closely with the State and Regional Relations Chair; and
- Represent the interests of the Board and the membership on special projects.

VP Access and Equity

General description/duties:
This position has primary responsibility to lead the Association's efforts to expand access and equity in higher education, and ensure that access and equity are incorporated into all AACRAO programs and activities. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for Access and Equity will assist in the advancement of the Association by serving in one or more of the following capacities:

- Lead establishment of best practices and principles in the access and equity arena;
- Monitor, evaluate, and report on the status and progress of the Association's activities on behalf of diversity and inclusiveness;

- Work closely with the national office on programmatic offerings related to diversity and graduate and professional school issues;
- Represent the interest of the AACRAO membership on public policy matters relating to access and equity;

- Monitor and assess trends, emerging issues and policy matters that pertain to access and equity within post-secondary and graduate/professional education;
- Guide creation of broad professional development programs and delivery of information through workshops, sessions, publications, etc.; and
- Represent the interests of the Board and the membership on special projects.

VP for Information Technology

General description/duties:
This position represents AACRAO on technology issues. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for Information Technology will assist in the advancement of the Association by serving in one or more of the following capacities:

- Guiding broad professional development programs and delivery of information through workshops, sessions, publications, etc.;
- Representing the interests of the Board and the membership on special projects;
- Lead establishment of best practices and principles in the information technology services arena;
- Monitor and assess trends and emerging issues pertaining to information technology, and ensure AACRAO is striving to address these issues through professional development;
- Developing and maintaining effective relationships with application service providers and product vendors; and
- Engage with the the AACRAO Technology Conference.

VP Finance

General description/duties:
This position serves as Secretary and Treasurer to the Board. In addition to the general responsibilities of all members of the Board (e.g., establishing strategic direction for the Association; setting the mission; ensuring resources for the Association; overseeing the Association's performance; and serving as a member on 2-3 subcommittees of the Board of Directors) the Vice President for Finance will assist in the advancement of the Association by serving in one or more of the following capacities:

In the role of Secretary:
- Record accurate and concise minutes of the Annual Business Meeting of the Association and all meetings of the Board and Finance and Investment Committees, publish and distribute these minutes in a timely manner, and arrange for the permanent retention of an

original signed copy in the AACRAO Office;
-Coordinate the posting of the Board Meeting minutes to the AACRAO website; and

In the role of Treasurer:

-Work closely with the Executive Director on membership and financial records;
-Chair the Finance and Investment Committee of the Board and work closely with the Executive Director to prepare the proposed budget each year for approval by the Board;
-Prepare the proposed budget for publication; distribute copies at the Annual Business Meeting; and present the proposed budget to the membership for approval at the Annual Business Meeting;
-Assist the Audit Committee in the selection of an auditing firm which will conduct an audit and report results to the Board;
-Review the financial and investment reports prepared by AACRAO staff, distribute financial reports to the Finance and Investments Committee monthly, and present a financial report at least quarterly to the Board; and
-Assist the Executive Director in the financial matters of the association, as requested.

Nominations and Elections Committee

The Nominations and Elections Committee is responsible for the following:

- Soliciting calls for nominations for the Board and for the Nominations and Elections ballot from the AACRAO membership;
- Presenting up to two nominations for each Board vacancy via an electronic vote;
- Conducting an election for the Nominations and Elections Committee in conjunction with vacant Board positions; and
- Counting votes (if needed) at the annual meeting for any proposed changes; and
- Nominating replacements if vacancies occur on the Board.