

American Association of Collegiate Registrars and Admissions Officers
Minutes from the Meeting of the Board of Directors
July 10 -13, 2005
San Diego, California

Monday, July 11, 2005

Board Members in Attendance: Luz Barreras, Thomas Bilger, Jerry Bracken, Dan Garcia, Betty Huff, Angé Peterson, Joseph Roof, Wanda Simpson, Eric Staab, Paul Wiley

Staff Members in Attendance: Jerome Sullivan, Janie Barnett, Natalia Jimenez

Call to Order

President Roof called the meeting to order at 8:00 A.M. PDT

Adoption of Agenda

The Board reviewed and adopted the meeting agenda.

Consent Agenda

The minutes from Board of Directors meetings on March 26, April 1, and April 20 were placed on the consent agenda for approval. Written reports from all officers except the Vice-President for Finance were placed on the consent agenda for acceptance.

Move to the Committee of the Whole

MOTION – It was duly moved and seconded that the Board move to the Committee of the Whole for the purposes of updating the strategic plan and evaluating the Executive Director’s performance for the past year. ADOPTED (10/0)

The meeting recessed at 5:00 P.M.

Tuesday, July 12, 2005

Board Members in Attendance: Luz Barreras, Thomas Bilger, Jerry Bracken, Dan Garcia, Betty Huff, Angé Peterson, Joseph Roof, Wanda Simpson, Eric Staab, Paul Wiley

Staff Members in Attendance: Jerome Sullivan, Janie Barnett, Natalia Jimenez

Members in Attendance: Adeline Cardenas-Clague, Marilyn Davies, Dennis Geyer, John Snodgrass, Nancy Sprotte,

The Committee of the Whole reconvened at 8:00 A.M. PDT

MOTION – It was duly moved and seconded that the Board reconstitute itself from the Committee of the Whole. ADOPTED (10/0)

Consent Agenda

MOTION – It was duly moved and seconded that Board approve the Consent Agenda.
ADOPTED (10/0)

Finance Report

Vice-President Wiley presented and the Board discussed the finance report as of May 31, 2005 (attached).

MOTION – It was duly moved and seconded that Board accept the finance report.
ADOPTED (10/0)

Vice-President Wiley presented and the Board discussed the proposed operating budget for Fiscal Year 2006 (attached).

MOTION – It was duly moved and seconded that Board approve the proposed operating budget for Fiscal Year 2006. ADOPTED (10/0)

The meeting recessed at 11:40 A.M. PDT.

The meeting reconvened 12:40 P.M. PDT.

Executive Director's Report

Executive Director Sullivan reviewed highlights of his written report (attached).

MOTION – It was duly moved and seconded that Board accept the Executive Director's report. ADOPTED (10/0)

Board Committee ReportsAdministration and Finance Committee

President Roof presented and the Board discussed the proposed 2005-2006 performance plan for the Executive Director.

MOTION – It was duly moved and seconded that Board approve the proposed 2005-2006 performance plan for the Executive Director. ADOPTED (10/0)

Vice-President Wiley updated the Board on the work of the Dues Task Force.

Executive Director Sullivan reviewed a draft Whistleblower Policy.

President Roof and Executive Director Sullivan reminded the Board that the lease on AACRAO's office at One DuPont Circle expires in 2007. A new lease at that location is likely to include significant costs for improvements to the 36-year old building's infrastructure. Evaluating these still unknown costs will be an important factor in reviewing options for AACRAO office space after 2007. The Administration and Finance Committee will continue to monitor this issue and update the Board as new information becomes available.

On behalf of the Committee, President Roof reiterated the Board's desire to develop better means of communicating with members. He noted that the Board meetings have been opened to members and he thanked the five members who were in attendance. The National Office is working on a way for members to communicate directly with the Board via the AACRAO web site. He also shared plans for the President to send a personal welcome to new members when they join.

The Committee reported on a proposal received from an AACRAO member to develop a clearinghouse for secure PDF transcripts. The Committee, joined by Vice-President Bracken, met with the member to discuss the proposal. The Committee declined to take further action until it has received more information and clarification from the member about the business plan, the technology being utilized, and the role AACRAO is being asked to play.

Association Issues Committee

Vice-President Huff indicated that the Committee plans to develop a self-evaluation model for the AACRAO Board of Directors.

The Committee also discussed the feasibility of adding a search function to the Committee database that would enable searching by a member to find out on which committees a member has served.

Old Business

The Board updated the list of incomplete action items.

New Business

MOTION – It was duly moved and seconded that the four levels of corporate membership be reduced to three by combining current categories one and two. The proposed new categories would be as follows:

Category	Gross Revenues	Partnership Fee
1	Under \$100 Million	\$2,000
2	\$100 – Under \$500 Million	\$3,000
3	\$500 Million and Above	\$4,000

ADOPTED (10/0)

President Roof invited members in attendance to submit questions and comments to the Board at this time.

Dennis Geyer suggested that the Board revive the executive level Registrars Summer Institute. He also suggested that AACRAO recognize retiring members (those not eligible for honorary membership) and their institutions on a yearly basis. He encouraged the Board to take advantage of the Annual Meeting overlapping with NACAC in San

Diego by sending information out to state-wide admissions counselors, so that they can plan to attend the AACRAO conference prior to the NACAC conference and also to consider a reduced attendance fee for such members. Finally, he reminded the Board to be cognizant of time zone differences as plans are developed to allow for remote participation in the Annual Business Meeting.

John Snodgrass suggested that an effort be made to prevent new committee members from falling through the cracks by further developing an Orientation Program for committee members.

President Roof reviewed the agenda for the Executive Session of the Board the following day and invited members to the reception.

The meeting recessed at 4:43 P.M. PDT.

Wednesday, July 13, 2005

Board Members in Attendance: Luz Barreras, Thomas Bilger, Jerry Bracken, Dan Garcia, Betty Huff, Angé Peterson, Joseph Roof, Wanda Simpson, Eric Staab, Paul Wiley

Staff Members in Attendance: Jerome Sullivan, Janie Barnett, Natalia Jimenez

The Board of Directors reconvened at 8:00 A.M. PDT

Move to Executive Session

MOTION – It was duly moved and seconded that the Board move into Executive Session for the purpose of conducting the Executive Director’s annual performance review.
ADOPTED (10/0)

MOTION – It was duly moved and seconded that the Board move out of Executive Session. ADOPTED (10/0)

Move to the Committee of the Whole

MOTION – It was duly moved and seconded that the Board move to the Committee of the Whole for the purpose reviewing the Board meeting and the strategic planning process.

MOTION – It was duly moved and seconded that the Board reconstitute itself from the Committee of the Whole. ADOPTED (10/0)

MOTION – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED (10/0)

Attachments

BOD Meeting Agenda

BOD March 26 Meeting Minutes

BOD April 1 Meeting Minutes

BOD April 20 Meeting Minutes
Officers' Written Reports
Finance Report
Amended Budget
Executive Director's Report



AACRAO Board of Directors Agenda

**July 10 - 13, 2005
San Diego, California**

06/24/05	Board Officer Reports are due to AACRAO office
07/01/05	Board notebook materials are emailed to BOD
07/07/05	Barnett, Rutberg arrive in San Diego to meet with hotel, Conferon, and Corcoran
07/08/05	San Diego Program Committee arrives in San Diego
07/09-07/10/05	Program Committee meets
07/10/05	Board arrives
07/10/05	Tour (2:00-5:00p.m.) Board and Program
	Dinner – Meet in lobby at 5:45 p.m
	6:00p.m. Edgewater Grill

AACRAO Board Meeting

(Meetings will be held in the Warner Center Room at the Marriott)

MONDAY, JULY 11

8:00 – 12:00	Review and approve Meeting Agenda and Minutes Adjourn to Meeting of the Whole Strategic Planning with Jim Dalton
12:00 – 1:00	Lunch
1:00 – 3:00	Strategic Planning
3:00 – 5:00	ED Evaluation
6:00	Board group dinner – to be determined

TUESDAY, JULY 12

8:00 – 9:30	Reconvene Meeting of the Whole Wrap up – Strategic Planning with Dalton
9:30 – 9:45	Break
9:45 – 10:00	

ACTION ITEMS:

I. CONSENT AGENDA

- i. Minutes from previous meetings (reviewed on (7/11/05)
- ii. Vice President written reports
- iii. Board Resolutions (Policies, Recognitions, etc.)

10:00 – 11:00

II. FINANCE REPORT

- i. Financial Report
- ii. Budget Approval/Adjustments

12:00 – 1:00 Lunch

1:00 – 2:00

III. EXECUTIVE DIRECTOR'S REPORT

- i. Membership Update
- ii. Services/Project Update
- iii. Operations Update
- iv. Business Update
- v. Executive Director – Addendums:
 - Corporate Fee Schedule for other Associations
 - List of AACRAO's current Corporate Partners
 - Corporate Fee Schedule and Proposed Fee Schedule
 - Policy on the use of the AACRAO name and logo and Proposed Policy
 - List of AACRAO membership categories

IV. BOARD COMMITTEE REPORTS

- i. Administrative/Finance Committee – Roof
- ii. Association Issues – Huff
- iii. Professional Issues – Staab

2:00 – 2:15 Break

2:15 – 3:00

V. OLD BUSINESS

- i. Action Items

3:00 – 4:00

VI. NEW BUSINESS

- i. Proposed Policy on the Use of the AACRAO Name and Logo for Corporate Partners.
- ii. New naming convention for current Corporate Partners.
- iii. New criteria for membership of non-institutional member.

4:00 – 5:00

VII. MEMBER PARTICIPATION

AACRAO Members are encouraged to attend the meeting, but must indicate in advance that they would like to bring an item or issue before the Board.

5:00- 6:00 Reception

6:00 Board Members are free for dinner either on their own or as a group (**note: reservations for group at Croce's?**)

WEDNESDAY, JULY 13

9:00 – 12:00

VIII. COMMITTEE OF THE WHOLE

Time reserved for board member issues (should be communicated to the President in advance of the meeting and is not informational items included in written reports)

**American Association of Collegiate Registrars and Admissions Officers
Minutes from the Meeting of the Board of Directors**

Saturday, March 26, 2005

New York, New York

Meeting #10

Board Members in Attendance: Tom Bilger, Paul Aucoin, Luz Barreras, Betty Huff, Bob Morley, Angé Peterson, Joe Roof, Eric Staab, Paul Taylor, Paul Wiley

Board Nominees in Attendance: Jerry Bracken, Dan Garcia, Wanda Simpson

Staff Members in Attendance: Janie Barnett, Paula McArdle, Barmak Nassirian, Jerry Sullivan

Call to order/Adoption of agenda

President Bilger called the meeting to order at 8:10 A.M. EST.
The agenda was reviewed and adopted.

Approval of Minutes

MOTION

Huff moved to approve the minutes from the February 11-14, 2005 Board meeting in Washington, D.C. as amended. **ADOPTED (10/0)**

Officer Reports (Written Reports Appended)

Bilger reported that the officers' reports were collected and are in the Board book. If there are any questions on reports they will be discussed under new business.

Paul Aucoin, Vice-President for Association and Institutional Issues, said the calendar for Outreach efforts could be found at the end of his report.

President Report

President Bilger reported that the year had been successful, that nearly all revenue measures and membership numbers increased and that reports from state and regional visits concerning AACRAO have been consistently positive. He indicated that the New York Annual Meeting is likely to break records for general attendance and workshop enrollment.

Executive Director Report

Sullivan reported that we have contracted with the Web-Ex Corporation to provide what we are calling "webinars." This technology provides for the delivery of educational/informational content through interactive teleconferences with audio/video capability. We will broadcast four sessions from the Annual Meeting. Features of this technology are a permanent recording of the session and a complete e-commerce solution to registration. As of last week, we had 96 registrants signed up for these webinars. This level of participation, which is a real value for

participating schools, will also cover the long distance and licensing expenses for several months. The most popular sessions deal with FERPA and the IPEDS Unit Record issues. The IPEDS session will have some of the top spokespersons in the country on this topic.

Sullivan reported that technical and accounting improvements have been made that allow for on-line credit card processing and reconciliation in the bookstore operation.

An Annual Meeting presentations page on the AACRAO website has been created and we have asked presenters to send us their PowerPoints and other handouts for posting on this page to allow members to review them prior to attending the meeting. Aucoin mentioned that in the future this service should be restricted to people who had already registered for the conference. A Board nominee mentioned his concern about intellectual property rights and copyright issues in posting presentations on the web. Sullivan acknowledged that it is a concern and we will need to work this out in the future.

Aucoin stated that he thought the technical assistance provided to the Rocky Mountain regional association website was most beneficial and he hoped that it could be expanded to other state and regional associations. Sullivan concurred. Barreras asked if there was a cost involved. Sullivan reported though we originally planned to charge a fee, we have not yet done so. He added that at the current level of activity it is manageable without charging a fee, but that if volume increases we would need to pass on our expenses to the state and regional associations. Huff expressed concern that it will create a public relations problem if we offer service for free and then later begin to charge associations. Nassirian indicated that a contract exists saying there is a charge even if we have not billed.

Sullivan reported that the Annual Meeting in New York will likely be larger than the Las Vegas Annual Meeting and that the trade show is equally successful but the costs of New York City will affect the net revenues generated by the meeting. Seventeen individual members of the press and thirteen media organizations will be in attendance. These include *The Chronicle of Higher Education*, *Financial Times*, *The New York Times*, *The Atlantic Monthly*, *The New York Review of Books*, and a major Japanese television network to name a few. Sessions concerning diploma mills, student transfer issues, and affirmative action are several of the topics drawing media attention. A week after the conference we should expect a good deal of media attention for the Annual Meeting.

Roof questioned why demographics of meeting attendees have changed. Now, two-thirds of the attendance is voting members. Sullivan responded that he did not know the cause for this.

Sullivan thanked the Board members who contacted unpaid members about their dues. The Board recognized Simpson for following up on numerous institutions.

Sullivan indicated that there had been solid Membership growth over the past two years which is a good indicator of the general strength of the Association. He also indicated that as of this date, we were down slightly in corporate memberships and that he had provided in his written report an analysis for this. Sullivan also indicated that there is a need for a Board discussion on our lack of criteria for corporate membership.

Staab suggested that the new United Kingdom publication should be given to the Council for review. Bilger questioned why we are changing the Technology Conference name to the AACRAO Student Services Technology Conference. A general conversation concerning the Technology Conference followed. Morley suggested that the 2006 Technology Conference be moved from October to a summer month. Barnett said that we have been looking at the end of June to avoid conflicts and that the attendees at the 2004 conference were surveyed with no definitive preference for any one month. A Board nominee cautioned that a BYU technology conference as well as others held in the summer dissolved. Sullivan suggested that the actual operation of the conference was probably not a suitable Board issue considering the large agenda and limited time. However, if the Board wished to deal with this topic, it might best be delegated to a Board committee.

Taylor suggested that an abbreviated Executive Director's report should be posted in minutes along with officers' reports.

Sullivan also reported that in the area of Government Relations AACRAO had been providing assistance to the GAO in doing survey work on the SEVIS question as well as a GAO plan to survey on the issue of the transfer of academic student work. Staab indicated that he would like to be kept informed on the transfer survey so that he can discuss it with his committee. The Public Policy Task Force is being kept in place. The Transcript continues to be popular with members and SEM Monthly has begun to attract contributors.

Sullivan pointed out that IES is having a successful year.

Sullivan explained that the office had run into contract negotiation difficulties with the Association for Institutional Research concerning the training subcontract we have had for several years. He was not sure what the final outcome would be. One possibility is that AIR would offer this training directly to state and regional associations.

Sullivan briefly mentioned the integrated marketing plan and distributed a short white paper concerning a more aggressive business plan for AACRAO's consulting service. He suggested that we delay the discussion until the phone conference in April. Sullivan also reported that he has prepared a Whistle-blower policy as required in the Action Items for the Board's consideration in April.

Committee Reports

Administrative/Finance Committee

Roof reported on his work over the past several months on restructuring the process of evaluating the Executive Director. He indicated that Sullivan has a contract with very specific language concerning such evaluations. He explained that the process he has provided to the Board in their Board book reflects the language contained in that contract as well as some procedural details that would help provide continuity between Boards. The primary procedural change Roof recommended is that the President should be assisted in his or her evaluation by the Finance/Administrative Committee.

MOTION

On behalf of the Administrative/Finance Committee, Roof moved to approve the Procedure for the Board Evaluation of the Executive Director. **ADOPTED (10/0)**

Roof discussed the history of determining future meeting sites and dates. In 2001, Sullivan suggested that we utilize competition between Marriot and Hilton to find the best options for locations, dates, and other concessions. In addition, we conducted two surveys of the membership for preferred Annual Meeting dates and utilization of dates close to the Easter holiday. The surveys showed that March was an acceptable month for future meetings and that a meeting around Easter in a desirable city would also be acceptable if there were significant savings in meeting costs. Roof then reviewed the Annual Meeting dates and prices that were under consideration in 2001 for the years 2006-2011.

Wiley questioned whether the survey results were conclusive and suggested that we should not overstate the survey results in defense of the meeting dates.

Bilger recessed the meeting at 11:31 A.M. for lunch.

Bilger called meeting back to order at 12:40 P.M.

Financial Report

Wiley referred the Board to the AACRAO Board of Directors Financial Update. He highlighted that there have been good revenues from investments to date. Conference/meeting revenues have also been strong. Membership dues are up by ten percent which is a good overall sign for the Association. Our financial goal for Membership dues is 2 million dollars and we are currently at 1.973 million. Payroll taxes are up to date and income taxes are due in March. IES is behind budget, but is \$132,000 ahead of last year and the best part of the year is still ahead of us in this area. Wiley suggested that the IES revenue budget may have been overly-aggressive. Publication sales increased in February but are 13% below budget.

Wiley added that there has been little dissent over the FY 2006 proposed budget from members. A question has been raised, however, about the ability of members who are not in attendance at the Annual Meeting to vote on the budget. Morley questioned the nine percent loss we took in investments and whether that loss was related to AACRAO Enrollment Services. Wiley said it was not. Sullivan added that regardless of the investment loss, the net worth of the association increased.

Bracken questioned why inventory had gone up to \$119,000. Nassirian indicated that three new publications had caused inventory to go up.

Wiley questioned the practice of allocating net assets in the 50/40/10 ratio and suggested that it might be clearer and more understandable to allocate only reserves in this way. The bottom line in our balance sheet would stay the same.

Membership and Operations Committee

Aucoin explained that a motion was never made to approve points toward honorary membership for the APEX and Distinguished Service Awards.

MOTION

On behalf of the Membership and Operations Committee, Aucoin moved that 25 points toward honorary membership be assigned to APEX and Distinguished Service Awards. **ADOPTED (10/0)**

MOTION

On behalf of the Membership and Operation Committee, Aucoin moved that the Board amend the descriptions of three new awards to read as follows:

The **Founders Award for Leadership** is presented for vision, leadership, and longevity of service to the profession. It is awarded to an AACRAO member who has contributed for seven or more years and has held two or more leadership roles in the association in such positions as Committee Chair, Task Force Chair, Special Project Director, Program Director, or member of the Board of Directors. This award is named in honor of those who had the foresight to recognize the needs of the profession and founded AACRAO to meet those needs. The recipient is chosen by the AACRAO Awards Committee based on nominations and approved by the Board of Directors. (15 points toward honorary membership).

The **Past Presidents' Citation for Service** is presented for service to AACRAO and is awarded to a member who has five or more years of service and has provided outstanding contributions to conferences and programs, special projects, tasks forces, committee assignments, or other positions. The Immediate Past President forms a committee of 3-5 past presidents and they will choose a recipient from nominations submitted to the committee. Upon approval of the Board of Directors, the Immediate Past President presents this award on behalf of all the past presidents at the annual meeting when s/he rotates off the board. (15 points toward honorary membership).

The **Exemplary New Member Award** is presented to professionals who have, within the first five years of their membership, made an exceptional or unique contribution which demonstrates promise as a future AACRAO leader. The award may be given to up to five recipients annually. The recipients are chosen by the AACRAO Awards Committee and approved by the Board of Directors. (5 points toward honorary membership).

ADOPTED (10/0)

Aucoin, on behalf of Membership and Operations Committee, responded to Action Item 2003.9, Survey Structure, and proposed that the Institutional Research Committee examine the feasibility of providing assistance in developing and constructing surveys conducted by Vice-Presidents and Professional Activity Committees and perhaps even those conducted by the AACRAO Office. Sullivan suggested that regulating and policing the committees on surveys is a mistake and recommended that such a move should be permissive rather than mandatory. That is, the Institutional Research Committee might offer assistance but those conducting surveys would not be required to have the Institutional Research Committee's endorsement before conducting a survey. Nassirian said that formalizing and over-regulating surveys slows down the process.

Huff clarified that the committee is suggesting that committees pass their surveys by the Institutional Research committee not for regulation or approval, but for editing and clean-up. Garcia suggested that the AACRAO staff screen committee surveys. The result was the Action Item was referred to the Institutional Research committee for its input.

Aucoin suggested that Sullivan investigate broadcasting the AACRAO Town Meeting and Annual Business Meeting through webcasts to members who are not in attendance at the Annual Meeting and to allow those members to participate and cast votes in these meetings via technology. This action item was assigned to the Executive Director.

MOTION

On behalf of the Membership and Operations Committee, Aucoin moved that *College and University* continue as a quarterly publication, delivered in print with \$15,000 in additional budget allocated annually for acquisition and enrichment of the journal's content. **ADOPTED (10/0)**

Simpson questioned whether the increase would change the policy on author remuneration. Nassirian said that we would keep our current practices on authors and the \$15,000 would be available to the Editor of *College and University*. He suggested that some of this money be used for internal marketing—churning up interest among members who already receive C&U.

Morley suggested that committee minutes, goals, etc. be published on the web. This will be passed on to a new Board Committee chaired by Betty Huff.

Paul Aucoin thanked the Membership and Operations Committee and President Bilger for his support during his tenure as chair. President Bilger and the Board thanked Aucoin for his service as chair of the Membership and Operations Committee.

Action Items

The Board updated the list of Action Items.

Old Business

Huff reported that Caucus chairs would like to have a Board member at every caucus meeting on Tuesday at 5:30 P.M. Black (Huff), Latino (Barreras), Asian/Pacific Islander (Simpson), Gay/Lesbian (Peterson), American Indian (Aucoin).

Past President Taylor noted that since the Charlotte Annual Meeting AACRAO has come a long way. He encouraged Board members to be bold leaders, make courageous decisions and not to succumb to detractors. Vice-Presidents Huff and Morley praised Taylor for his grace under pressure and perseverance during difficult times. Nassirian, speaking on behalf of the staff, expressed his sadness at seeing Taylor go and recalled how he handled the 2004 Town Meeting with personal courage. The Board responded with a round of applause in appreciation of Taylor's service on the Board.

New Business

Morley will compose a white paper on PESC for the Board. He noted that he often felt that there was a conflict of interest while simultaneously serving on the AACRAO and PESC Boards. He suggested that perhaps Jerry Bracken might not want to serve on both Boards and that the AACRAO Board needs to clarify what direction the relationship with PESC should follow.

Morley suggested that moving the Technology Conference from October to the summer will help alleviate the competition (with SEM) for resources in the AACRAO office. Jerry Bracken expressed concern that moving the meeting to the summer months could be detrimental to the meeting.

Morley reported that he has released a call for authors for a technology publication. He will edit this book.

Morley indicated that there is a group interested in creating a clearinghouse for PDF academic transcripts. Taylor indicated that Tom Black from the University of Chicago had contacted him concerning the same initiative. The proposal concerns the creation of a transcript clearinghouse through a proposed partnership between the National Student Clearinghouse and other parties for providing transcripts. Nassirian indicated that his appeared to be a proprietary issue rather than a standards issue. Taylor will direct Black to Roof.

Peterson addressed the new admissions and registrar guide publication, which is now to be broken into two parts. She believes that the professional guide should be integrated as a single publication. With the advent of integrated enrollment management, this should be a guide for the whole profession, which is itself integrated. Barreras agreed that registrar and admissions topics should be integrated. Nassirian expressed his opinion that Records and Admissions are separate functions and should be treated as such. He also indicated that the former handbook had only two chapters dealing with admissions. He suggested that the vast number of chapter topics proposed and the resulting size of this publication requires that it be published in several volumes. He opined that the very size of the undertaking could prevent it from ever coming to closure.

Consent Agenda

MOTION

Staab moved that the officers' reports be accepted and appended to the minutes. **ADOPTED (10/0)**

Roof recognized President Bilger for his service.

Adjournment

MOTION

Aucoin moved that the Board of Directors meeting be adjourned. **ADOPTED (10/0)**

The meeting adjourned at 4:00 P.M. EST.

**American Association of Collegiate Registrars and Admissions Officers
Minutes from the Regular Meeting of the Board of Directors**

Friday, April 1, 2005

New York, NY

Meeting #1

Board Members in Attendance: Joe Roof, Tom Bilger, Jerry Bracken, Paul Wiley, Dan Garcia, Luz Barreras, Wanda Simpson, Betty Huff, Angé Peterson, Eric Staab

Staff Members in Attendance: Janie Barnett, Barmak Nassirian, Jerry Sullivan

Call to order/Adoption of agenda

President Roof called the meeting to order at 8:30 A.M. EST

The agenda was reviewed and adopted

The Board moved to a Committee of the Whole.

Board Meeting and Organization Plan for 2005-2006

Roof reviewed the 2005-2006 expectations for the Board of Directors. He stated that the primary Board responsibilities included being prepared; attending Board meetings and participating in Board Committees; participating in the development and maintenance of a strategic plan including the Association's mission statement; financial oversight including approval of the budget and the appointment and evaluation of the Association's chief executive officer.

He noted that Sullivan's contract ends in 2009, and although it might appear early he was going to start the process of planning for Sullivan's eventual retirement and replacement. He also discussed his role in the evaluation of the Executive Director. Roof suggested that the Board become familiar with the process prior to the evaluation. Sullivan is working on his performance goals for next year and will report on progress towards accomplishment of the 2005 Performance Plan at the July meeting.

Roof reminded the Board that it can be difficult at times for a new Board member to transition from being a line officer at their campus or a leader in a state and regional association to the role of an AACRAO Board member. The existence of an Executive Director and a full time staff are the primary differences as well as the very size and diversity of the national Association. Through the responsibilities described above, the AACRAO Board governs as a group rather than as individuals. He added that the exception to the rule is the projects that the vice presidents have in their functional areas. In this case they should work through the Executive Director to see that their work is coordinated with other demands on the AACRAO staff. Roof reminded the Board members to consult the Executive Director before asking staff to assist them with a

project. Conversely, the staff also needs to be reminded that they should make sure Jerry is aware of requests from Board members.

Board Committees

Roof suggested using the conference call system to hold committee meetings outside of the board meetings. This will help maximize the time the board meets face to face. Barnett and Nassirian will share the responsibility of serving in *ex-officio* positions on the Professional Issues Committee and the Association Issues Committee as needed.

Roof then outlined a reorganized Board committee structure:

1. Administrative/Finance Committee
 - o Chair: Joe Roof
 - o Members: Tom Bilger, Angé Peterson, Paul Wiley
 - o Ex Officio: Jerry Sullivan
2. Professional Issues Committee (external relations)
 - o Chair: Eric Staab
 - o Members: Luz Barreras, Wanda Simpson
 - o Staff: as assigned
3. Association Issues Committee: (internal issues)
 - o Chair: Betty Huff
 - o Members: Dan Garcia, Jerry Bracken

Roof pointed out that professional and association issues are part of the strategic planning process and that he hopes this reorganization will align the Board's work more closely with the strategic planning effort. He also expressed his wish that the committees assume responsibility for their own agenda and organize their work so that they come prepared to the Board meeting with finished work ready for Board consideration as appropriate.

Sullivan shared that he has asked Jim Dalton to share the Association's process of strategic planning in a more complete way in July due to the turnover in Board members over the past two years. He will do so during the July meeting.

Sullivan suggested the need for an "elevator speech" for board members to be able to clearly and quickly describe the Association and their Board roles to AACRAO members and others. He suggested that the Board bring in Robert Bonitati (a communications expert) to help in that task at our next east coast meeting.

Board Meetings

Roof will invite voting members to come and observe the Governance section of board meetings. In consultation with Roof, Barnett will set up a process to invite members and collect RSVP's. Sullivan was asked to explore legal requirements for open meetings. Members who attend Board meetings will have the opportunity to observe the Board at work and bring forward questions and issues to the Board.

Sample Board Meeting Agenda Format

(Meetings are conducted under a modified form of *Robert's Rules of Order*)

Review and approve meeting agenda

Review minutes from previous meetings

Move to the Committee of the Whole

Governance Issues

Workshops (investment update, etc.) – as needed

Strategic planning (more extensive at July meeting)

Association Oversight (evaluation of Executive Director, etc.) – as needed

Reconstitute as Board of Directors from the Committee of the Whole

[At this point AACRAO members may join the Board meeting]

Consent Agenda

Minutes from previous meetings

Officers' written reports

Board Resolutions (policies, recognitions, etc. not requiring discussion)

Finance Report

Executive Director's Report

Board Committee Reports

Administrative/Finance Committee

Association Issues Committee

Professional Issues Committee

Old Business

New Business

AACRAO Member Participation

Move to the Committee of the Whole

Reconstitute as Board of Directors from the Committee of the Whole

Adjournment

Debriefing of the 2005 Annual Meeting

- The Commemorative brochure was great but the ceremony was too brief. Barnett will work on a brief description of each honoree which will be added to the Script.
- We will also ask Conferon to help us with staging when we have a performance prior to the event. There were two screens for viewing the performers but it was difficult if you were sitting in the front rows.
- The Past-Presidents will be invited to sit together at the front of the hall to facilitate video recording.
- The plants on the stage were too minimal and the AACRAO podium cover was missing.
- The Committee booth had lots of business. Huff will email people who volunteered and copy the chairs.
- The board discussed the evaluation process. Staab suggested that we add the ability to evaluate multiple presenters.
- It took too much time to introduce the Board during the First Time Attendees reception. Next year's chair would like to do a sheet with the board pictures and hand them out at the tables.
- Garcia asked us to review the Mission Statement to see if there is anything about diversity in it. Roof suggested that, when appropriate, we include the Mission Statement in everything we print or publish.
- Garcia asked if the Round Tables and Caucuses could be scheduled earlier in the meeting. We will explore this with the Program Committee, Peterson, and the AACRAO staff.
- Huff shared that the Black Caucus would like to have a lunch in San Diego.
- Barnett indicated that we will need to increase sponsorship for the International Reception.
- Staab shared that AACRAO EDGE will be submitting a session proposal to AUA.
- Peterson asked if there is a reason why corporate presentations are given the early morning slot. Barnett responded that we are able to sell these because they are in this time slot. We have more of a challenge selling the afternoon slots and corporate members complain about the lack of attendance.

- Wanda Simpson shared that one of her committees would like to start a High School Guidance Counselors Workshop at the Annual meeting. She will bring forward a proposal for this workshop to be held on the last day of the meeting.
- Wiley noted that the PowerPoint for both the Town Meeting and the Business meeting were problematic. Matching these PowerPoints to the agendas without any Board rehearsal created problems. There needs to be significant prior input on these presentations from all who are involved and there needs to be a formal rehearsal of the Business Meeting far enough in advance of the meeting to make changes to the presentation. There has always been a PowerPoint at the Business Meeting but the AV company was unaware of this. Barnett responded that we will add it to the Script. Roof asked if the rehearsal of the business meeting could be held during the Saturday board meeting. Barnett will explore this with Conferon and Rutberg.
- Who should be responsible for developing PowerPoints and agendas for the Town Meeting and Annual Meeting?
- Wiley noted that Angé Peterson did not receive a plaque for her service as Vice-President of Admissions and Enrollment Management. He opined that any Board member completing a term of service should be formally recognized regardless of whether the individual is rotating off the Board or immediately returning to the Board in another office. Barnett will take care of this.
- The Board asked how the review of the evaluation process with Scantron will be handled. Barnett will contact Scantron for a conference call to discuss the 2005 meeting and their reaction to the sponsorship and process. Peterson shared that she thought we should consider purchasing the customized evaluations software for \$3,000 to \$4,000. This would allow us to develop our own evaluations and could be used at all AACRAO meetings (not just the Annual Meeting). Joe directed Angé to work with the Association Issues Committee to develop a proposal for Board consideration.
- Peterson noted that there should be an evaluation committee not just an individual chair. This committee could be staffed from the Committee on Volunteers.
- Bracken talked to some vendors who are willing to explore technology options to assist AACRAO. He will talk to the AACRAO staff about these companies.

Miscellaneous

Roof shared the following with the Board:

- The Board will do a self-evaluation. More information will follow.
- There has been discussion about scheduling the Leadership Meeting and the State and Regional Meetings together. This meeting would be held the first week of December with the Board meeting prior to the combined meeting. Roof, Barnett, and Sullivan will meet to draft a new calendar for 2005-2006 board meetings and deadlines.
- Board conference calls will continue to be held on Wednesdays at 3:00 P.M. EST (or 3:00 EDT when daylight savings is in effect).

Joe and the entire Board expressed their gratitude to Tom Bilger for his leadership during the past year.

The Board reconstituted itself from the Committee of the Whole.

The meeting of the AACRAO Board of Directors adjourned at 11:30 A.M. EST

**American Association of Collegiate Registrars and Admissions Officers
Minutes from the Meeting of the Board of Directors**

Wednesday, April 20, 2005

via Conference Call

Meeting #2

Board Members in Attendance: Joe Roof, Luz Barreras, Jerry Bracken, Dan Garcia, Betty Huff, Angé Peterson, Wanda Simpson, Eric Staab, Paul Wiley

Board Members not in Attendance: Tom Bilger

Staff Members in Attendance: Janie Barnett, Natalia Jimenez, Paula McArdle, Jerry Sullivan

Call to order/Adoption of agenda

President Roof called the meeting to order at 3:00 P.M. EDT.

The agenda was reviewed and adopted.

Board Meeting Calendar for 2005-06

The Board calendar was discussed and amended. It will be corrected and re-sent.

MOTION

Peterson moved that the calendar be approved as amended.

ADOPTED (9/0)

Monthly Finance Report

Wiley is waiting for March financial statements in order to make his report.

Executive Director's Report

Sullivan reported that he has made progress on our investment plan. His plan was to pass out a copy of the Whistle Blower Policy in New York, but as he did not hear back he is not sure he did. Sullivan will send it out electronically prior to the July meeting. He suggested that Board Members read the policy in light of their own office environment, and look for possible negative implications.

Sullivan is actively pursuing the development of an Integrated Marketing Plan. Much of the plan is aimed at changing the way the staff works together on marketing. It will be a behavioral change. Sullivan and the staff are nearly done organizing an 18-month marketing calendar, which initially is a calendar that describes inputs. As we gain some experience we will attempt to develop it in terms of measurable outcomes. There are a series of staff meetings planned to build an understanding of the concepts involved. At the December meeting, he will work with the Vice Presidents to bring them into both the plan and the calendar.

Sullivan will do a survey of Association staff benefits of comparable associations. He will make a report in July and a recommendation for change if appropriate.

In reference to an inquiry at the New York City Board Meeting, Sullivan explained that the inventory increase reported on the Financial Update was due to increased inventory of newly developed publications. An onsite inspection was done and Sullivan assured the Board that the publications in storage are actively selling.

Sullivan informed the Board that he discussed plans for the Technology conference and brainstormed plenary speakers with Barnett and Jeff von Munkwitz-Smith via conference call.

Sullivan reported that our local association attorney has advised us that laws controlling non-profit corporations in the District of Columbia do not call for open meetings. However, he supported President Roof's initiative to open our meetings to the membership.

Sullivan and Barnett reported that they have looked at eight different properties as potential office locations. Two different agents are being used. Property leasing costs were \$33 - \$38 dollars per square foot, compared to the \$26 per square foot that we currently pay at One Dupont Circle. He said that none of the properties looked at were as good a value as the current deal at One Dupont Circle. Another possibility is to buy a floor or to buy an entire building and sublet space. And a third option is to enter a partnership with one or more associations and buy a larger building. Sullivan and Barnett will be reviewing additional properties.

Board Committee Reports

Huff reported that the Association Issues Committee will draw up a synopsis of a recent conference call with Roof. She plans to schedule committee meetings on various Wednesdays at 3:00 P.M.

Staab reported that the Professional Issues Committee had no report.

Old Business

Staab presented the term rotation schedule for Vice-Presidents and their Program Committee representatives. The goal is to make terms overlap with program committee veterans for one year. Simpson observed that several rotations are different term lengths. Roof asked that the terms be re-worked and reported at the next Board meeting.

Huff contacted every member who volunteered to join a committee at the Annual Meeting. Board members reported that they had already received several notifications by email.

New Business

Technology Committee

Bracken reported on plans for committee structure in his area. Sullivan suggested that the Technology Conference Committee should develop a broader view in order to build a larger audience. Bracken will bring forward a technology committee plan.

Inter-Association Representative to PESC

Bracken called for feedback on the PESC appointment. Roof advised that we should put out a call for participation for Inter-Association Representative to PESC. Barnett will post it in the next Friday email blast.

High School Day at 2006 Annual Meeting-Simpson

Simpson researched and found that the last push for a High School Day was at the Washington, D.C. Annual Meeting in 2003. At that time, the registration fee was \$65. Simpson is researching the methodology for recruitment for a future High School Day. In Seattle there was an SAT/Admissions process session which generated a good response. Broad, general sessions would be a wise choice. She hoped to get a sponsor for the luncheon.

In terms of scheduling, Simpson mentioned that the San Diego conference is the week following the High School Spring Break and questioned whether this will be a deterrent to attendance. Roof raised a concern that NACAC will feel as though we are nudging in on their High School Fair, which coincides with the San Diego Annual Meeting in April 2006. Sullivan questioned whether high school admission counselor territory was in our strategic plan and believes that nationally we do not have much penetration in high school admissions.

Huff suggested to Simpson that we focus on an area in which NACAC is not already involved. She suggested that instead of admissions, she look into Latino concerns. Roof charged that we work the High School Day into our next BOD Strategic Plan.

Time Reserved for Officer Informational Updates

Wiley reported that he will mail an article, "Should Non-Profits Seek Profit?" He also reported that the Dues Task Force has its first survey ready and will present the survey to the Board for comments. Expect the survey via email and return comments to him.

Simpson asked Barnett to look into the member/non-member fee for the Admissions Institute.

Staab questioned the lack of International sessions at SEM. Peterson suggested that two sessions may be plenty because SEM sessions are usually general and include international enrollment. Barnett suggested that Staab submit proposals for sessions on International enrollment topics.

Roof mentioned that the next conference call will be June 15th. He reminded the Officers that their reports are due to the AACRAO office by June 24th.

MOTION

Huff moved that the Board of Directors meeting be adjourned. **ADOPTED (9/0)**



91st Annual Business Meeting
March 31, 2005
New York, New York

1. Call to Order and President's Remarks

President Tom Bilger called the Business Meeting of AACRAO's 91st Annual Meeting to order and reviewed the agenda for the meeting. He reported on AACRAO accomplishments for the year which include:

- Revenues are up and expenses are down.
- AACRAO published and sold more publications than last year.
- AACRAO has grown in Institutional membership.
- AACRAO has grown in Corporate Partner membership.
- Attendance at workshops and conferences has grown.
- The Dues Task Force is continuing to meet to review the dues structure and make recommendations.
- Consulting services continues to grow with more institutions taking advantage of the experts among the membership.
- International Education Services (IES) continues to increase its volume of requests for evaluation of foreign credentials.
- Attendees voted to approve AACRAO's first Vice President for Access and Equity.

Challenges for next year include the Re-authorization of the Higher Education Act and the Unit Record Data Collection proposal by the National Center for Education Statistics.

Conferences scheduled for 2005 include:

1. Technology Conference, Atlanta, Georgia, October 9-11, 2005.
2. Strategic Enrollment Management (SEM) Conference, Chicago, Illinois, November 13-16, 2005.

President Bilger extended special thanks to his family and acknowledged his wife Margaret and daughter Katy who were in the audience. He also thanked his staff, the AACRAO Board of Directors, the AACRAO staff, the former presidents of AACRAO, President-Elect Joe Roof, and the members of the Association who serve on committees and task forces.

2. Executive Director Remarks

Executive Director Jerry Sullivan thanked Jeff von Munkwitz-Smith and the Program Committee for such an outstanding program and the attendees for participating with such vigor. Sullivan continued by expressing what a privilege it had been to work this year with Tom Bilger who never missed a beat despite some health challenges.

Sullivan then spoke of the interesting times for the nation, for the Higher Education Community, and for professionals on campus noting that last year's failed attempt at re-authorizing the Higher Education Act included government intrusions into the core values of American higher education beyond anything previously seen. Sullivan discussed the role that AACRAO played last year in stopping this legislation and the ways in which it was accomplished. He spoke of the Public Policy Task Force made up of senior AACRAO members, which produced and published their opposing positions on these issues; campus experts who were invited to give a seminar for GAO professional and Hill staffers; Congressional testimony given on two occasions and coalitions that were built with other organizations to make the case in defense of traditional campus academic autonomy. Sullivan conceded that any victories were only short-term as the Higher Education Act has been reintroduced using the same language.

Sullivan noted that legislatures tend to regulate and not appropriate in bad economic times. So we face not only an attack on campus academic autonomy but the possibility that the budget battle that is in process right now could end in a massive budget reconciliation bill and the worst financial outcome for higher education in decades. The process of the budget reconciliation bill is different from normal legislation. In a budget reconciliation process, much of the conversation among our elected representatives takes place behind closed doors and the resulting legislation is often not widely read. It is produced at the last minute and can be full of language that affects higher education.

Sullivan said that the staff and Task Force on Public Policy will continue to give and submit testimony, continue to provide help to the GAO and its studies, work with NCES, and create coalitions again this year. We will work also with staffers on the Hill to better explain the impact of the technical language and writing that is being used. We will continue to conduct member surveys to see where AACRAO members stand on the issues. Finally, we need to organize a legislative workshop for AACRAO members that want to be more involved.

3. Introduction of Parliamentarian

President Bilger introduced Brad Myers of The Ohio State University as parliamentarian for the meeting.

4. Approval of the 2004 Business Meeting Minutes

On behalf of the AACRAO Board of Directors, Vice President for Finance Paul Wiley moved that the minutes from the April 2004 Business Meeting be approved.

The motion was adopted without objection.

5. Finance and Proposed 2006 Budget

Vice President Wiley provided a summary of AACRAO's fiscal health and other financial milestones:

- Last year's revenues were at 93% of budget and overall expenses were at 86% of budget.
- Activities include total revenues of \$5,449,503 and total expenses of \$5,068,881 for a net operating income of \$380,622. With changes in the value of investments, that resulted in a change of net assets of \$210,685.
- The total value of AACRAO's investments is up by just over a half million dollars from last year.
- Member dues are doing well with about a 10% increase in revenue.
- All conferences in the fall exceeded the budget projections for revenues.

Wiley introduced the statement of financial position noting that the investments are doing well again this year due to the fact that we have been moving money from short term investments into long term investments (about \$360,000 since the beginning of the year). Short term investments are also up. Wiley also noted that it appears that Fiscal Year 2005 will also be very positive.

Vice President Wiley introduced the Fiscal Year 2006 budget by noting reduced reliance on member dues and meeting registrations and finding other sources of revenue. Meetings are volatile and attendance is critical. He also plans to continue to build reserves to at least 50% of the annual operating budget. Great strides in accomplishing this goal have been made but there is more work to do in this area. The proposed budget for next year includes a member dues increase of \$6.00 per person resulting in a new member dues rate of \$184.

On behalf of the AACRAO Board of Directors, Wiley moved that the proposed Fiscal Year 2006 budget be approved.

The motion was adopted without objection.

6. Nominations and Elections Committee

Glenn Munson, Chair of the 2004-2005 Nominations and Elections Committee, reported to the membership on the Nominations and Elections activities over the last year. Munson expressed appreciation for the opportunity to serve as chair of the committee and thanked the 2004-2005 Nominations and Elections Committee members for their outstanding service to the Association

Munson then reviewed the report of the Diversity Task Force and reviewed the diversity of the candidate pool for the 2005-2006 Committee on Nominations and Elections and for Board positions.

The Nominations and Elections Committee received 111 nominations for the four Board of Directors positions: President-Elect; Vice President for Access and Equity; Vice President for Admissions and Enrollment Management; and Vice President for Information Technology. Of the 111 nominees, only thirteen accepted their nominations and were considered by the Committee.

On behalf of the 2004-2005 Nominations and Elections Committee, Munson nominated Angé Peterson, Director of Admissions and Enrollment Services, Pittsburg State University, Pittsburg, Kansas as President-Elect for 2005-2006. There were no nominations from the floor.

The motion was adopted without objection.

On behalf of the 2004-2005 Nominations and Elections Committee, Munson nominated Dan Garcia, Assistant Chancellor of Student Affairs, University of Washington, Tacoma, Washington as Vice-President for Access and Equity. There were no nominations from the floor.

The motion was adopted without objection.

On behalf of the 2004-2005 Nominations and Elections Committee, Munson nominated Wanda Simpson, Associate Dean of Enrollment Services, San Jacinto College, Houston, Texas as Vice-President for Admissions and Enrollment Management. There were no nominations from the floor.

The motion was adopted without objection.

On behalf of the 2004-2005 Nominations and Elections Committee, Munson nominated Gerald Bracken, Software Engineer, Brigham Young University, Provo, Utah as Vice-President for Information Technology. There were no nominations from the floor.

The motion was adopted without objection.

7. Recognition of Service

President Bilger recognized the following for their outstanding service to the Association:

- Nominations and Election Committee and Chair, Glenn Munson
- Volunteers and Co-Chairs of Volunteers for New York, Joseph Capobianco and Ira Tyszler

- 2005 Program Committee and Chair Jeff von Munkwitz-Smith
- Outgoing Board Members:
 - o Robert Morley, Vice-President for Information Technology
 - o Paul Aucoin, Vice-President for Association and Institutional Issues
 - o Paul Taylor, Past President
 - o Angé Peterson, Vice-President for Admissions and Enrollment Services, who will return as President-Elect.

8. Transition

Joe Roof was introduced as the new AACRAO President 2005-2006.

9. 2005-2006 AACRAO President Comments

President Roof extended his gratitude to Past President Tom Bilger for his dedicated service as AACRAO President for the past year. Roof also thanked his own family for their support.

He then outlined his goals for the coming year:

- Continue the process of modifying and implementing a Strategic Plan that includes member input and support.
- Improve the communications process between the Board/AACRAO Staff and the membership.
- Establish member dues at a rate that provides significant and meaningful value for the services provided.
- Develop a five-year financial plan that establishes a goal that AACRAO's Reserve Fund value will be 50 percent of the Annual Operating Expenses.
- Maximize the effectiveness of the Board of Directors by utilizing individual Board member's strengths while striving for consensus and teamwork in governance.

Roof thanked the members for coming to the Annual Meeting and supporting AACRAO. He asked everyone to volunteer for a committee or task force and give back to their colleagues and AACRAO.

Roof introduced the 2005-2006 Board of Directors:

- Past President, Tom Bilger, Ball State University
- President-Elect, Angé Peterson, Pittsburg State University
- Vice-President for Finance, Paul Wiley, The University of the South
- Vice-President for Admissions and Enrollment Management, Wanda Simpson, San Jacinto College
- Vice-President for Records and Academic Services, Luz Diaz Barreras, New Mexico Institute of Mining and Technology
- Vice-President for Leadership and Management Development, Betty Huff, University of California- Santa Barbara

- Vice-President for Access and Equity, Dan Garcia, University of Washington, Tacoma
- Vice-President for Information Technology, Gerald Bracken, Brigham Young University
- Vice-President for International Education, Eric Staab, Grinnell College

10. Video of San Diego, Venue for the 2006 Annual Meeting

11. Adjournment

President Roof adjourned the 2005 Business Meeting without objection.

PRESIDENT
Joe Roof

JULY 2005 BOARD OF DIRECTORS REPORT

6600 Governance

- Conducted two meetings of the Administrative/Finance Committee
 - One meeting focused on a proposal from Tom Black on providing security for paper/electronic transcripts.
 - Second Meeting focused on the following:
 - ED Performance Plan for 2006
 - Update on the Dues Task Force
 - Continued Communications with the Membership
 - Whistle Blower Policy
 - Office Lease Update
- Met with Executive Director on May 26-27 regarding Performance Plan, Strategic Planning and Office Lease Issues.
- Discussed Meeting locations for our February 2006 Board Meeting.
- Had numerous telephone calls with the Executive Director regarding issues of importance to AACRAO.

6755 Consulting

- Joined a Telephone Conference with AACRAO Consulting on project with Empire State College in New York.

7505 State and Regional Meetings

- Attended the Oregon Association of Collegiate Registrars and Admissions Officers Meeting in Bend, OR, May 15-17, 2005.
- Attended the Florida Association of Community College Registrars and Admissions Officers Meeting, Orlando, FL, May 19, 2005. Provided an update (thanks to Shelley Rodgers) on Higher Education Reauthorization.
- Attended the Florida Association of Collegiate Registrars and Admissions Officers 50th Annual Meeting in Daytona Beach, FL.
- Attended the Utah Association of Collegiate Registrars and Admissions Officers Meeting, Cedar City, UT, June 22-24, 2005.

PRESIDENT ELECT

Angé Peterson

JULY 2005 BOARD OF DIRECTORS REPORT

1. The Program committee under the direction of Ed Johnson will meet prior to this meeting and the agenda is attached. I will report on the finalization of the sessions, the overall annual meeting plan, and updates on any issues or good news to be shared from program to the BOD.
2. Conference calls have been held with the national office and the evaluation committee past and current chair, Scantron representative and myself. Scantron will be presenting to the program committee during the July planning meeting. Janie Barnett will act as liaison with Scantron.
3. The AACRAO office sent out reports from evaluations in a word document regarding comments section of the scan sheet for each section.
4. The Administration and Finance Committee had a conference call in May to review the Executive Directors Performance Plan and the Whistleblower Policy.
5. The Program committee will be locked out of the Matrixmaxx system until the Planning meeting.
6. Session submissions has exceeded all goals for external sessions and committee generated sessions are running less than the estimated goals per committee.
7. Ed Johnson, Program Chair has been working closely with the IT at the AACRAO office to improve the session entries and access.

I can only offer my thanks and gratitude for Ed Johnson's tremendous humor, work ethic and leadership with the program committee. Jeff left us in great hands and I hope all of the board will offer personal thanks to Ed and the committee for all the work they have accomplished on a very tight time line. Also, a special thanks needs to be given to Gloria, Ryan and Chris for assisting us in staying on track while Janie was beginning her recovery process. Once again, we have a really good team and they are appreciated!!

PAST PRESIDENT

Tom Bilger

JULY 2005 BOARD OF DIRECTORS REPORT

The following activities have occurred since the March annual meeting.

1. I had a number of phone conversations with Jerry Sullivan.
2. Participated in two Administrative and Finance Committee conference calls.
3. Participated in one BOD conference call.
4. Worked with IACRAO (IL) and MACRACO (MI) to finalize their fall meeting agenda.

VICE PRESIDENT FOR ACCESS AND EQUITY

Dan García

JULY 2005 BOARD OF DIRECTORS REPORT

The following activities have taken place since the April 2005 BOD meeting.

1. Represented the Board of Directors and AACRAO at the Idaho Association of Collegiate Registrars and Admissions Officers (IACRAO) annual meeting held in McCall, ID June 22-24, 2005.
 - Presented a session titled, “Best Practices in Minority Student Recruitment: Critical Elements.”
 - Presented an overview of AACRAO services, benefits, organizational structure, upcoming events, etc., using the presentation developed by the staff.
 - Facilitated a discussion about challenges and issues for Idaho colleges and universities (relevant to the offices and staff represented.)
2. Scheduled conference calls with:
 - Committee chairs reporting to VP for Access and Equity Position
 - Included Glenn Munson, Program Committee Member (Group V)
 - Discussed progress toward session and workshop development; entering information in the online database.
 - Covered a number of questions and issues, including process for addition of new members to the committees.
 - Caucus chairs
 - Included Ange Peterson, President Elect
 - Discussed preferences the caucuses have for meeting day/time, including some options.
 - Encouraged development of plans for energizing participation by caucus members. Some include joint dinner and meeting, listservs.
 - Discussed progress toward session and workshop development; entering information in the online database.
3. Annual Meeting in San Diego
 - Suggestion by Caucus chairs: Recommended as possible speakers at next year’s annual meeting include Leo Estrada (a demographer and UCLA public-policy professor) to discuss how Latino populations are reshaping

the nation; or Phil Garcia (Deputy Executive Director, CA State Board of Education) to similarly discuss the impact of growth of the Latino population in the U.S.

4. Began collecting annual meeting registration data (2005) and demography of AACRAO members (race, ethnicity, gender, institution type), perhaps for future report. How these figures might change next year with targeted efforts would be element of report.

**VICE PRESIDENT OF ADMISSION AND ENROLLMENT
MANAGEMENT**
Wanda Simpson

JULY 2005 BOARD OF DIRECTORS REPORT

6105 – Current Annual Meeting

1. The program planning for the San Diego Conference is going well. All committees have submitted an appropriate number of sessions and workshops.
2. Michelle Sandlin, program chair for Group I, and Lynn Gurganus, chair of the School & College Relations Program Committee who submitted the proposal for a “High School Day” in San Diego were notified of the Board’s decision to review this concept over the next year and determine if it fits within the strategic plan. They appreciated the Board’s consideration of the proposal and will proceed to develop program sessions for San Diego as usual.
3. NACAC is sponsoring a National College Fair at the San Diego Convention Center on the Thursday (April 20th) of our conference. We plan to notify our members to let them know that they could possibly attend both meetings in an effort to offer additional connections for our members and high schools.

6360 - Admissions Institutes

1. The Admission Institutes are finalized for summer 2005. The Institutes will be held in Portland, OR, Houston, TX, Boston, MA and Kennesaw, GA
The early registrations for the institutes are:
Kennesaw -13 Houston - 5
Portland – 7 Boston – 1
Additional marketing strategies are being implemented to increase enrollment.
2. A draft of the blackboard version of the Admissions Institute is available for viewing by the faculty of the AI. Dewey Holleman, Don Bunis and Barbara Lauren have requested feedback on the development thus far.

6600 - Governance

The rotation pattern of this VP position to Program Committee member has been determined for Group I. Michelle Sandlin will remain as PC member for a two-year term, rotating off in 2007. A new PC member will be selected for 2007-2008 to work one year with me before I rotate off in 2008.

7110 – General Projects Task Force on Admissions Taxonomy

A plan to develop an Admissions Self Audit is being considered. A preliminary discussion of this project took place at the 2005 Leadership Meeting with the current program chairs for Group I agreeing to work collectively on this project. The staff needs, timeline, and budget implications will be reviewed.

7100 – Admissions Management

AACRAO has been invited to participate as a guest on the International Baccalaureate Advisory Group. The first meeting will be held July 6, 2005 in Canada. Michelle Sandlin, an advisory group member and an AACRAO member, will deliver greetings from AACRAO and will express our wish to work with them in the future.

VICE PRESIDENT FOR INTERNATIONAL EDUCATION

Eric P. Staab

JULY 2005 BOARD OF DIRECTORS REPORT

7200 General Projects

Attended the NAFSA: International Educators conference held in Seattle, WA in June. This was their largest conference ever with attendance of approximately 7,000 people.

The International Educators Reception for San Diego is being planned. Janie Barnet and Steve Seaworth and I have been discussing various venues, and Janie and I have been contacting sponsors.

International content has been written for the Admissions Institute and developed into the curriculum. I was pleased to see that recent announcements to the AACRAO membership advertising the Admissions Institute have highlighted this addition to the program.

7205 National Council

The Council is an inter-associational committee and AACRAO holds 2 seats on the committee. Early this Spring I appointed Ginny Gross from the University of Nebraska to fill one of those seats, which she accepted. However, recently she had to decline due to a change in jobs. Both AACRAO seats are currently vacant at the moment and need to be filled before the end of the summer.

7220 Publication Development: IPAC

France – The author has been experiencing prolonged delays and recently conceded the need for a co-author. She and I have identified a co-author and that person has accepted. Both authors are committed to the September 1, 2005 as a deadline by which to complete the publication for the Council to review.

Central Asia: countries of Afghanistan, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkmenistan, and Uzbekistan. This publication is in the process of getting off the ground and will be written by multiple authors.

7230 Electronic Database for Global Evaluations (EDGE)

A great deal of progress has been made on this project in recent weeks. As of the end of June, 26 country profiles have been completed and another 39 have authors and are in the process of completion. The committee is looking for authors for another 10 – 20 profiles. A small group of authors will meet in Austin, TX in mid-August to write roughly a dozen profiles to ensure that EDGE will have the required 60 profiles the U.S. Department of Homeland Security wants to see in the product for them to purchase it.

At NAFSA several conference attendees expressed a great deal of interest in EDGE to Bill Paver.

VICE PRESIDENT FOR INFORMATION TECHNOLOGY
Jerry Bracken

JULY 2005 BOARD OF DIRECTORS REPORT

SPEEDE Committee

- Report of Activities from PESC 2005 Conference – See attached report from Clare Smith-Larson, SPEEDE Committee Chair (pages 3-5).
- XML College Transcript Implementation Guide completed – See attached announcement (page 6).
- XML High School Transcript – Is now stable enough to use for most high schools. Additions for California schools are being discussed and some other refinements are being made where appropriate. An implementation guide will follow shortly.
- XML Admission Application effort is beginning. Monique Snowden from the SPEEDE Committee will be chairing this work group.
- Cross Walks, i.e., the rules for translating the XML College Transcript to the EDI Transcript and from EDI to XML, are nearing completion.
- SPEEDE is using weekly 1-2 hour conference calls to accomplish this work. The conference call approach is working well.

Postsecondary Electronic Standards Council (PESC)

- Rick Skeel has been appointed as Inter-Association Representative to PESC – However the announcement of his appointment has not gone out as far as I have been able to determine. Rick was immediately appointed as a PESC Board member. He will be attending PESC Board meeting in July.
- PESC will again append its bi-annual membership meeting to the ATC in October. From past experience, this has added 40-50 attendees (plus additional room nights) that would not normally have attended. The SPEEDE Committee will join with other PESC workgroups also at that time.
- Additional XML standards workgroups for the Admission Application and Student Financial Aid Inquiry have been created.
- PESC and SPEEDE will join together (date and location still to be determined) for a workgroup summit in February 2006.
- Some questions about things AACRAO is or appears to be endorsing came up.
 - Endorsement of the STAR act – Why did AACRAO feel the need?
http://www.aacrao.org/federal_relations/starweb.pdf
 - EFC Weekly date May 6, 2005:
“The US Public Interest Research Group (PIRG), the United States Student Association (USSA), and the American Association of Collegiate Registrars and Admission Officers (AACRAO) issued a report this week calling on Congress to move to 100 percent Direct Loans in order to produce \$2.9 billion in projected yearly savings for need-based student aid.”

- AACRAO's sponsorship of the following website
<http://www.ticas.org/slwt/index.htm>

AACRAO Technology Conference

- Changing dates from October to sometime in the summer has not been met with a lot of enthusiasm from our normal supporters.
- Report from Jeff von Munkwitz-Smith is attached (pages 7-8).

Institutional Research Committee

- Reta Pikowsky, the committee chair, has move to Georgia Tech – new e-mail address is reta.pikowsky@registrar.gatech.edu
- Sessions for San Diego have been submitted and prioritized. Still working on arrangements for a workshop on IPEDS training.

AACRAO 2006 Program

- Met with Nora McLaughlin and reviewed proposed AACRAO Sessions. We have plenty of good sessions.

Issues for Discussion

- **EDUCAUSE Participation Proposal**
- **Reconstitute the Technology Committee**
 1. Like to reconstitute this committee as the Student Systems and Technology Committee
 2. If approved, begin working on a charter for the committee that may include a focus on some or all of these issues:
 - AACRAO National Conference sessions on relevant technologies
 - Monitor evolution of student systems
 - Some Role in program for the ATC
 - Relationship with EDUCAUSE
 - R&D
 - C&U Articles about technology issues
 - Open Source Participation where appropriate
 - Authentication, Authorization and other security issues as related to student systems

Report to AACRAO VP for Information Technology

SPEEDE Committee Work before (April 30 and May 1) and during the PESC Annual Technology Conference, Washington, D.C. May 2-4, 2005

EXECUTIVE SUMMARY

The AACRAO SPEEDE Committee met in Washington, D.C. for two days prior to the PESC 2nd Annual Technology and Standards Conference to continue work on data standards and to prepare and plan for opportunities to present on standards development to the higher education community. Whereas, the AACRAO community primarily has an institutional focus, the PESC community has an associational and vendor focus. Both communities are vital to the development and promulgation of data standards for the higher education community and the AACRAO SPEEDE Committee is committed to participating in both arenas.

Participation in presentations and discussions at both the PESC and ATC provide an opportunity for SPEEDE to fulfill its mission to “foster the transition from paper to electronic sharing of educational records in the higher education community”. The committee provided three sessions at PESC05 and plans to provide 10-15 sessions at ATC05. Standards development during the pre-conference meeting time included work on the College Transcript Implementation Guide, the XML to EDI Crosswalk for the College Transcript, and refinements to the Request/Response Schema. The State System of Georgia is anxiously waiting for both products and the University of Texas, Austin Internet Server will begin work on translator software as soon as the Crosswalk is ready for use. The committee next intends to work on the EDI to XML Crosswalk and will continue to participate in the development of a High School Transcript Schema (intended for use by high schools sending transcript data to post-secondary institutions).

As a part of its mission to “develop, promote and maintain standards for the electronic exchange of educational records” the SPEEDE Committee has already submitted one article to the AACRAO Transcript and intends to submit additional articles on a regular basis to keep the membership informed of the progress being made on their behalf in developing and maintaining standards. The SPEEDE Committee also maintains the SPEEDE State Contacts and State Activity Lists on the AACRAO SPEEDE Web site. New information on the XML initiatives taken on by the committee will be added to the AACRAO/SPEEDE web site this summer. Updates for current SPEEDE members will also be added.

The AACRAO SPEEDE Committee first met in Washington, D.C. on Saturday, April 30th, some members having arrived the evening before and talked informally over dinner. The groups started with some basic housekeeping discussions, including: the most effective use of the two video projectors for our work, the need to submit travel expense reports to Jerry Bracken for FY2005, and preparation for a guest to join us on Sunday afternoon from the CCTran Project. Then the committee began by reviewing progress made since the April 1st New York City meeting on the XML College Transcript Implementation Guide and the XML to EDI Crosswalk.

Both projects have created high interest in the Higher Education community since the adoption of the XML College Transcript Schema last May. In particular, the State of Georgia, which is working with SungardSCT on an XML enabled student records system implementation, wants both documents as quickly as the AACRAO SPEEDE Committee can deliver them. The University of Texas, Austin Internet Server Group is also eager to receive the crosswalks, both XML to EDI and EDI to XML in order to produce translator software which will reside on the server. Many AACRAO colleges and universities all over the country use the server for sharing EDI transcripts, ETS Test scores, and Admissions Applications among other documents.

The primary focus of the committee's time during the pre-conference period was on the two products: the College Transcript Schema Implementation Guide and the XML to EDI Crosswalk. With two video projectors available, the group split into two groups to work and then convened as a committee of the whole when the discussion warranted. Group sizes changed as the work proceeded and various members displayed their work on-screen as appropriate. We also had a very productive discussion with Joe Giroux from CCTran on Sunday afternoon regarding a few items for the Request/Response Schema. The two projector setup was again useful, as it had been in Austin in October 2003 when the SPEEDE Committee first met with the CCTran project coordinators on a topic relating to the College Transcript Schema. AACRAO SPEEDE has been an active member of the PESC Workgroup for this schema. The group determined that with Mark Jones' departure from the National Student Clearinghouse, the AACRAO SPEEDE Committee will take responsibility for finalizing this schema using the established PESC process. The SPEEDE Committee has found that both our past history and our current interests and involvement are valued by the whole higher education community as we do the work of the AACRAO membership on data standards.

Dave Stones reported on the sessions to be submitted for presentation at the AACRAO (Student Services) Technology Conference in Atlanta, Georgia in October. Assignments were made for presentations previously given by committee members who left at the end of the annual meeting. Some other assignments were changed to free Bruce Marton, our resident XML expert, to move to the more "technical" sessions. Dave also offered a draft of an article to be posted to the AACRAO Transcript regarding the mission and activities of the AACRAO SPEEDE Committee. This was developed partially in response to an earlier Transcript article reprinted from the Boston Globe after the Annual Meeting where an AACRAO Board member gave incomplete and outdated information about SPEEDE activity in the higher Education community.

The committee took responsibility for not keeping the board and the national office "tuned into" what we are doing prior to this "event". Thanks to Janie Barnett, several members of the SPEEDE Committee were able to visit with the AACRAO National Office staff after the PESC Conference on Wednesday, May 4th. This informal discussion included Bruce Marton, Rick Skeel and Clare Smith-Larson.

With more open communication between the committee and the National Office as well as with the AACRAO Board, this type of miscommunication should not happen again. SPEEDE also intends to provide other articles for the AACRAO Transcript this summer to keep the AACRAO membership posted on progress on a variety of standards development efforts as well as our role in assisting member institutions to implement electronic data sharing whether XML or EDI.

The AACRAO SPEEDE Committee is pleased to report that, as a direct result of the two days of intense work on the two projects we focused on, we are close to delivering them as final products to the higher education community. The committee also agreed that the next new project to tackle will be the EDI to XML Crosswalk. Although SPEEDE has weekly Conference calls, it is hoped that we will be able to find a way to meet face to face again prior to the October ATC meeting. As a final agenda item, the group reviewed the assignments for the subsequent conference presentations for Monday, Tuesday and Wednesday. All committee members are involved in both presenting and participating in other sessions of value to the ACCRAO membership.

The committee then joined in to the PESC Technology Conference on Monday, May 2nd and provided three separate presentations with discussion. George Hudachek and Bruce Marton presented on “Bridging the Gap: Secondary to Postsecondary” and covered the use of electronic transcript processing from high school to college in both XML and EDI format. Dave Stones moderated and commented on this session. Rick Skeel participated on a “Security and Privacy: Panel of Perspectives” with two other PESC attendees. Rick provided a specific perspective from the university Registrar’s Office. Monique Snowden moderated and commented on this session. Barry Billing, Clare Smith-Larson, and Tom Stewart provided an update on “SPEEDE” and described the work of the committee on standards development for the higher education community. Rick Skeel moderated and commented on this session. Where possible other committee members were present to provide additional input into the group discussion for each of these sessions. In the “SPEEDE” session, in particular, the group also responded to questions from the vendor community about progress on the various standards projects with a willingness to meet more frequently face-to-face if funding might be made available to support this. It may also be possible to obtain funding for Webcasts currently supported by the AACRAO National Office but also expensive to utilize. This may be a workable alternative to face-to-face work in some cases.

As a part of our ongoing discussion through the week, Dave Stones requested that he be allowed to take back responsibility for the State Contacts and State Activity Lists which are posted on the SPEEDE Web site. Since George Hudachek had taken this over from Robert Doolos, when Robert left the committee, it was decided that George, as vice-chair, would assume the role of marketing and promotion, including coordinating the submission of subsequent articles for publication in the AACRAO Transcript. At the committee’s pleasure, these two assignments were then switched. However, the chair encouraged all members to provide feedback and input to both George and Dave on their various areas of responsibility.

Dave reminded the group to review the SPEEDE Web site (a sub-set of the AACRAO web site) periodically and identified several items that need to be updated and or corrected. The old references to the ATC04 conference have subsequently been eliminated and the new references to ATC05 are in place. Some of this was caused by the responsibility for ATC shifting from Dave to Jeff VonMunkwitz-Smith and Jeff’s deep involvement in the Programs for the Annual Meeting.

The matter of the list of SPEEDE Committee members on the web site is being reviewed with the National Office Webmaster. It is hoped that this can be resolved shortly. New copy for the AACRAO/SPEEDE web site will be developed this summer when Tuan Do returns from paternity leave.

SPEEDE Committee News – XML College Transcript Implementation Guide Now Available

The AACRAO SPEEDE Committee is very pleased to announce that the initial version of the XML College Transcript Implementation Guide is now available. The Guide has been developed by the SPEEDE Committee with support and assistance from the Post Secondary Electronic Standards Council (PESC). It is available at the PESC website, <http://www.pesc.org/info/approved-standards.asp>.

This new implementation guide is part of the continuing effort of the SPEEDE Committee to aid schools in developing the ability to exchange transcripts electronically. These exchanges have been successful for many years in the traditional EDI format developed by the SPEEDE Committee. This past year, the Committee completed the work on developing the XML format version of the college transcript. This newest Guide should be a valuable tool for schools to use who want to begin a new exchange effort utilizing the approved XML format. It is intended for use by postsecondary educational institutions, by software vendors, and by state and federal education agencies.

The Guide represents one of several steps the SPEEDE Committee is taking to aid schools in their process of exchanging student records electronically. Crosswalk tables matching data elements from XML to EDI and from EDI to XML should be completed soon and will provide additional tools and support for these projects. Any questions concerning the Guide should be directed to the AACRAO SPEEDE Committee, through the AACRAO website (<http://www.aacrao.org/>).

AACRAO Technology Conference Update
Jeff von Munkwitz-Smith
June 29, 2005

I believe we have a very strong program. Confirmations went out Monday (June 27th) and so far response has been good. I've got some good alternates in case there are cancellations.

Some program highlights:

Plenaries -

- Sunday Plenary speaker: Jenny Rickard, Dean of Admissions and Financial Aid at Bryn Mawr College and formerly the Vice President for Product Strategy for the higher education market at PeopleSoft.
- Monday Plenary: Panel on Open Source Software, featuring Chris Coppola, the President of The rSmart Group, Charlie Leonhardt, Principal Technologist at Georgetown University, and Barry Walsh, the Director of University Information Systems at Indiana University.
- Tuesday Plenary speaker: Philip Goldstein, founder of Goldstein and Associates and Research Fellow at the Educause Center for Applied Research, previously the head of the higher education practice for Cap Gemini Consulting and PriceWaterhouseCoopers.

Preconference Workshops -

- "Fundamentals of Implementing an Electronic Data Exchange System"
- "Leveraging Data: Using Data Mining to Improve Management, Workflow, Data Quality and Reporting"
- "Re-engineering"
- "XML Tools and Strategies for Data Exchange: Transcripts and More"

Breakout sessions -

- 48 sessions by institutional presenters
- 7 Fireside Chats
- 8 Corporate session slots (currently four of the corporate slots have been filled)

The SPEEDE Committee developed three of the workshops, three Fireside Chats, and twelve breakout sessions. The rest of the sessions came through the public proposal process or were ones that I recruited.

One of my challenges was to maintain the strong technical content of the program while including sessions that would draw the interest of student services managers who are not hands-on technologists. I also wanted sessions that dealt with the use of data in decision-making.

The 2005 CUMREC conference was the last one for that organization. AACRAO had a booth at the trade show and drew strong interest from both attendees and corporate exhibitors. I spoke with a number of people who are considering attending the Technology Conference for the first

time. Most of them were IT staff who support student systems; some were technology staff from Registrar's Offices. Several long-time CUMREC attendees have sessions in the program of the Technology Conference, including sessions on managing technology staff, leadership, and ERP implementation.

VICE PRESIDENT FOR LEADERSHIP AND MANAGEMENT DEVELOPMENT

Betty Huff

JULY 2005 BOARD OF DIRECTORS REPORT

Committee Work

Following the Annual Meeting in New York, I corresponded individually with every attendee who submitted a committee interest card at the meeting. That correspondence consisted of a “thank you” for the interest, instructions to complete the committee appointment request form via the web, and permission to contact me if they had any questions. Some of those (3-5) who submitted interest cards were not current members of AACRAO. I provided those persons with information on how to join AACRAO.

Stan has done a wonderful job of representing Group IV committees on the Program Committee. During Stan’s vacation time in Africa, I assisted Ed Johnson in committee and session completion, including setting priorities. That assistance reminded me of the quality and timeliness of the work done by my committee chairs.

State & Regionals

At this time, all requests for AACRAO representation at a state or regional meeting except for Kentucky. There are several meetings happening during a short timeframe in October and finding an available Board member has been difficult. I am continuing to correspond with KACRAO regarding their meeting. Part of the problem is date, but the location is also difficult for travel.

Association Issues Committee

A conference call was held June 6 with Jerry Bracken and Dan Garcia to discuss a Board of Directors Self-Evaluation and the appointment of members to the Program Committee to represent the different VPs and their PACs. A formal report will be presented at the July meeting.

General

I submitted an outside program proposal for the 2006 annual meeting.

Submitted by: Betty Huff
June 24, 2006

VICE PRESIDENT FOR RECORDS AND ACADEMIC SERVICES

Luz Diaz Barreras

JULY 2005 BOARD OF DIRECTORS REPORT

Since the annual meeting in NYC, and the implementation of the new committee applicant and appointment procedure, I have received many applicants for Group III committees. The procedure has worked well, and my chairs are happy to have healthier committee members.

My Program Committee Chair, Kathleen Sena, has decided to go with the two-year term. She and I both had terms of 2004-2007; she will continue thru San Diego. I have contacted Tina Falkner, current chair of the Academic Records Committee, regarding serving as Group III Program Committee Chair for the next term. This will bring Group III in line with the accepted staggered terms for VP's and Program Chairs. Tina will continue to work with her vice chair to transition off as committee chair.

6320 REG 101/FERPA workshop held in Dallas, June 20 and 21 at the Westin Park Central Hotel. Barbara Hart, Don Gwinn, and I presented the Reg 101. FERPA Workshop by LeRoy Rooker was another great workshop.
Attendees: 68 both workshops. Reg 101 only: 6. FERPA only: 54.

6300 Registrar 101
REG 101 held in NYC a great success. Barbara Lauren and I facilitated the workshop, along with presenters – Brad Myers, Don Gwinn, and Kathie Beaty.
Attendees: 47.

Registrar 101 Online is scheduled for October 17 thru November 13. Many improvements and new faculty will take place in this revision and continuously improving online-interactive course.

7310 Registrar 201
Ongoing discussion of developing a REG 201 workshop for more advanced registrars continues. A representative from Ohio state association attended the Reg 101 in Dallas, and state they are planning a (pre) workshop to be offered at their annual meeting. Will follow up with Brad Myers, as his university is hosting the meeting, and he has a long-standing involvement with Reg 101. Brad has also agreed to facilitate Reg 101 in San Diego.

7300 General Projects
Met with Group III Program Chair, Kathleen Sena, at NMACRAO annual meeting, and by telephone to discuss sessions submitted by Group III committees and the status in preparation for the site visit meeting in San Diego.

7500 Association Visits
New Mexico - NMACRAO annual meeting June 9 & 10 in Las Cruces at New Mexico State University. Robert Bensing, President.

Rocky Mountain – RMACRAO annual meeting, July 20 – 22, in Boulder Colorado. Cher Downey, President. Betty Huff is the AACRAO representative.

AACRAO Board of Directors Financial Update

Overview of the Association's Financial Performance

**Fiscal Year 2005
as of May 31, 2005**

Paul Wiley, Vice President for Finance

Highlights

Advertising revenue is \$15,576 ahead of this time last year.

Exhibit revenue is \$417,150, which is one percent over annual budget of \$412,220.

Registration revenue is \$1,674,962. This is 95% of the annual budget of \$1,768,355 and should reach the budgeted amount with additional revenue from Registrar 101, Admissions Institutes, and the IES Summer Institute still expected.

Membership dues collection for FY 2005 is \$1,992,754 compared to \$1,827,565 at this time last year (11.4% over annual budget)

Net revenue from the Annual Meeting, \$506,598, is 223% of the annual budget of \$227,662. This is \$21,232 more than the Las Vegas Annual meeting. This amount may change slightly in coming months if late invoices or expense reports arrive or by changes in salary allocations.

Net revenue from other meetings and workshops is \$181,893 which is 92% of annual budget. It is expected that we will meet budget but this area will not produce net revenue significantly in excess of the annual budget as it did last year.

Federal tax returns were filed in March and refunds for overpayment of estimated taxes were received in May.

Payroll taxes are paid up to date.

The total value of investments has increased \$39,261 since the beginning of the fiscal year.

Concerns

Corporate dues collections for FY 2005 are \$129,850 compared to \$145,300 at this time last year (12.6% under annual budget).

Sponsorships for FY 2005 are \$12,300 less than this time last year and at 70% of annual budget. Revenue here is likely to increase some over the summer with Registrar 101 and support for membership cards but probably will remain well under budget. While the Technology Conference saw an increase of \$3,295 in sponsorships, SEM and the Annual Meeting saw combined decreases of \$15,195 from last year's levels.

Consulting services has a year-to-date net loss of \$52,205. The department is budgeted to operate at a net loss of \$18,062 for the year. Expenses for the department (\$108,505, 92% of annual budget) are significantly outpacing revenue (\$56,300, 56% of annual budget).

IES credential evaluation net revenue is \$177,856 with annual net revenue budgeted at \$431,652. This is 39% behind budget at this time. However, this is \$135,879 ahead of where this item was at this time last year and \$41,181 ahead of where it was two years ago. The department has not made much headway on net revenue in the last three months. Even though the strongest part of the year is yet to come, it seems prudent to carefully review the FY 2006 budget for this area in order to reduce the income and expense projections to more realistic levels.

Net revenue from publications is \$82,484 (\$30,679 less than at this time last year) with budgeted net revenues of \$131,562 for the fiscal year. This is largely the result of having no *Transfer Credit Practices* (TCP) publication available for sale. This problem has plagued this department's net revenue for the last several years.

The total value of investments has increased \$39,261 since the beginning of the fiscal year.

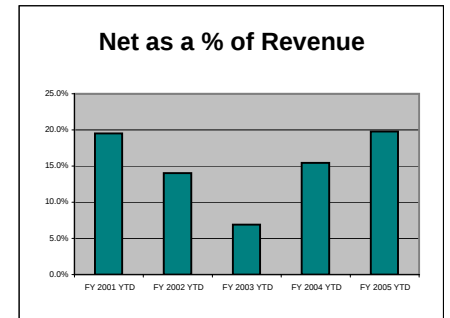
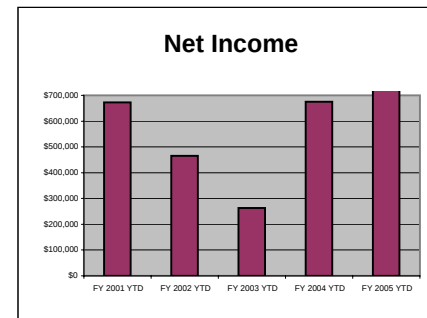
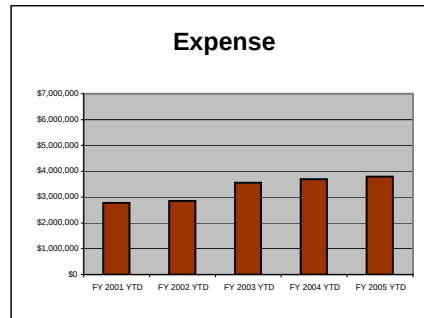
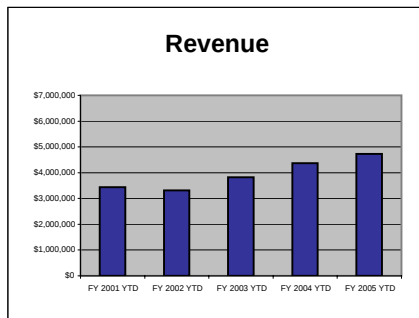
As of May 31, 2005

AACRAO Summary Revenue and Expense

Fiscal Year 2005

Year to Date Comparisons

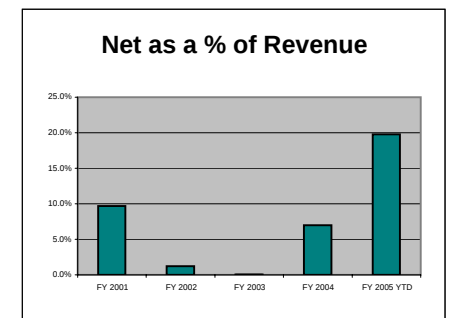
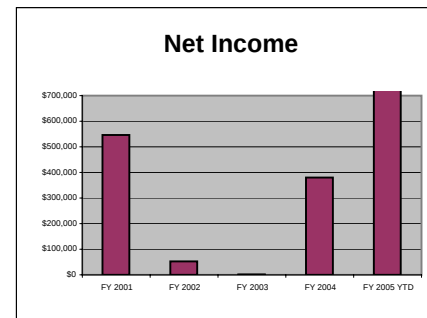
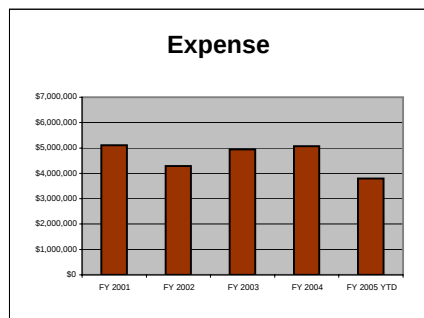
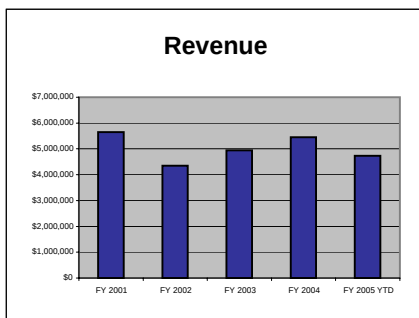
	FY 2001 YTD			FY 2002 YTD			FY 2003 YTD			FY 2004 YTD			FY 2005 YTD		
	Amount	Budget	% Budget	Amount	Budget	% Budget	Amount	Budget	% Budget	Amount	Budget	% Budget	Amount	Budget	% Budget
Revenue	\$3,443,727	\$5,227,773	65.9%	\$3,318,642	\$4,831,763	68.7%	\$3,819,310	\$5,268,890	72.5%	\$4,372,119	\$5,871,200	74.5%	\$4,731,891	\$6,201,015	76.3%
Expense	\$2,771,531	\$5,217,967	53.1%	\$2,853,803	\$4,831,763	59.1%	\$3,555,970	\$5,268,890	67.5%	\$3,697,397	\$5,871,200	63.0%	\$3,795,440	\$6,201,015	61.2%
Net	\$672,196			\$464,839			\$263,340			\$674,722			\$936,451		
Net % Revenue	19.5%			14.0%			6.9%			15.4%			19.8%		



* FY 2001 was 15-months in length

End of Fiscal Year Comparisons

	FY 2001			FY 2002			FY 2003			FY 2004			FY 2005 YTD		
	Amount	Budget	% Budget	Amount	Budget	% Budget	Amount	Budget	% Budget	Amount	Budget	% Budget	Amount	Budget	% Budget
Revenue	\$5,653,452	\$5,227,773	108.1%	\$4,346,277	\$4,831,763	90.0%	\$4,948,062	\$5,268,890	93.9%	\$5,449,503	\$5,871,200	92.8%	\$4,731,891	\$6,201,015	76.3%
Expense	\$5,106,952	\$5,217,967	97.9%	\$4,293,231	\$4,831,763	88.9%	\$4,946,849	\$5,268,890	93.9%	\$5,068,881	\$5,871,200	86.3%	\$3,795,440	\$6,201,015	61.2%
Net	\$546,500			\$53,046			\$1,213			\$380,622			\$936,451		
	9.7%			1.2%			0.0%			7.0%			19.8%		



* FY 2001 was 15-months in length

As of May 31, 2005

AACRAO Statement of Activities

Fiscal Year 2005

	FY 2001 YTD			FY 2002 YTD			FY 2003 YTD			FY 2004 YTD			FY 2005 YTD		
	YTD Actual	Operating Budget	% Budget	YTD Actual	Operating Budget	% Budget	YTD Actual	Operating Budget	% Budget	YTD Actual	Operating Budget	% Budget	YTD Actual	Operating Budget	% Budget
Revenue															
Advertising	\$102,637	\$120,000	85.5%	\$87,622	\$144,000	60.9%	\$72,555	\$164,000	44.2%	\$63,827	\$168,000	38.0%	\$79,403	\$121,000	65.6%
Contributions	\$21,300	\$0	0.0%	\$2,020	\$0	0.0%	\$1,790	\$4,000	44.8%	\$905	\$4,000	22.6%	\$100	\$4,000	2.5%
Corporate Dues	\$90,232	\$103,200	87.4%	\$78,021	\$103,200	75.6%	\$105,190	\$115,000	91.5%	\$106,354	\$148,500	71.6%	\$95,882	\$148,500	64.6%
Exhibit Fees	\$178,170	\$276,850	64.4%	\$271,780	\$321,550	84.5%	\$319,945	\$387,310	82.6%	\$376,925	\$418,420	90.1%	\$417,150	\$412,220	101.2%
Grants and Contracts	\$301,376	\$337,191	89.4%	\$95,917	\$335,957	28.6%	\$20,000	\$100,000	20.0%	\$20,000	\$80,000	25.0%	\$27,810	\$55,000	50.6%
Interest	\$86,255	\$96,000	89.9%	\$38,431	\$82,000	46.9%	\$31,453	\$55,000	57.2%	\$17,599	\$55,000	32.0%	\$42,928	\$45,000	95.4%
Labels/Mailing Lists	\$8,304	\$20,000	41.5%	\$14,683	\$5,000	293.7%	\$2,755	\$5,000	55.1%	\$13,136	\$5,000	262.7%	\$4,561	\$7,500	60.8%
Management Fees	\$12,853	\$11,296	113.8%	\$7,606	\$12,800	59.4%	\$4,341	\$12,800	33.9%	\$3,200	\$4,800	66.7%	\$3,200	\$4,800	66.7%
Member Dues	\$1,165,799	\$1,681,400	69.3%	\$1,192,427	\$1,728,900	69.0%	\$1,218,857	\$1,738,900	70.1%	\$1,277,505	\$1,738,900	73.5%	\$1,415,386	\$1,788,290	79.2%
Other Income	\$21,146	\$83,850	25.2%	\$13,472	\$72,761	18.5%	\$66,021	\$19,620	336.5%	\$29,992	\$0	0.0%	\$6,338	\$0	0.0%
Publication Sales	\$254,260	\$284,300	89.4%	\$220,269	\$330,850	66.6%	\$211,291	\$480,850	43.9%	\$315,738	\$516,450	61.1%	\$241,389	\$456,250	52.9%
Realized Gains (Losses)	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%	\$4,060	\$0	0.0%
Registrations	\$1,029,073	\$801,299	128.4%	\$934,655	\$1,119,745	83.5%	\$1,106,221	\$1,324,225	83.5%	\$1,530,736	\$1,346,930	113.7%	\$1,674,962	\$1,768,355	94.7%
Service Fees	\$108,522	\$280,000	38.8%	\$281,659	\$435,000	64.8%	\$515,953	\$734,685	70.2%	\$478,602	\$1,220,000	39.2%	\$593,422	\$1,210,000	49.0%
Sponsorships	\$63,800	\$168,000	38.0%	\$80,080	\$140,000	57.2%	\$142,938	\$127,500	112.1%	\$137,600	\$165,200	83.3%	\$125,300	\$180,100	69.6%
Total Revenue	\$3,443,727	\$4,263,386	80.8%	\$3,318,642	\$4,831,763	68.7%	\$3,819,310	\$5,268,890	72.5%	\$4,372,119	\$5,871,200	74.5%	\$4,731,891	\$6,201,015	76.3%
Expense															
Advertising and Promotions	\$63,073	\$48,659	129.6%	\$52,922	\$61,690	85.8%	\$84,877	\$87,350	97.2%	\$111,245	\$116,100	95.8%	\$82,179	\$129,800	63.3%
Awards, Scholarships and Grants	\$2,500	\$4,000	62.5%	\$7,500	\$3,250	230.8%	\$1,500	\$6,500	23.1%	\$9,500	\$5,500	172.7%	\$2,500	\$6,200	40.3%
Bad Debts	\$0	\$0	0.0%	\$0	\$0	0.0%	\$1,250	\$0	0.0%	\$0	\$0	0.0%	\$495	\$0	0.0%
Bank Charges	\$36,581	\$36,653	99.8%	\$42,422	\$48,773	87.0%	\$53,544	\$58,907	90.9%	\$63,031	\$80,007	78.8%	\$69,357	\$107,350	64.6%
Consulting/Outside Services	\$290,992	\$381,095	76.4%	\$233,833	\$444,114	52.7%	\$488,564	\$534,270	91.5%	\$418,415	\$756,368	55.3%	\$457,730	\$728,907	62.8%
Contingencies	\$0	\$257,876	0.0%	\$0	\$257,262	0.0%	\$0	\$209,623	0.0%	\$0	\$264,873	0.0%	\$0	\$264,072	0.0%
Depreciation	\$65,492	\$103,000	63.6%	\$79,576	\$140,500	56.6%	\$86,401	\$148,000	58.4%	\$70,138	\$145,186	48.3%	\$64,962	\$145,000	44.8%
Equipment Rental	\$9,270	\$44,884	20.7%	\$30,686	\$82,400	37.2%	\$63,131	\$75,100	84.1%	\$25,567	\$62,830	40.7%	\$45,144	\$78,650	57.4%
Fringe Benefits	\$119,376	\$127,182	93.9%	\$145,019	\$236,991	61.2%	\$176,852	\$294,977	60.0%	\$178,708	\$338,575	52.8%	\$184,795	\$368,348	50.2%
General Taxes	\$14,135	\$10,000	141.4%	\$2,999	\$19,000	15.8%	\$1,720	\$17,000	10.1%	\$0	\$13,150	0.0%	\$0	\$10,150	0.0%
Insurance	\$11,765	\$14,200	82.9%	\$15,052	\$17,000	88.5%	\$26,093	\$32,136	81.2%	\$30,672	\$37,650	81.5%	\$27,641	\$47,500	58.2%
Interest	\$13,172	\$0	0.0%	\$4,851	\$17,875	27.1%	\$587	\$800	73.4%	\$0	\$0	0.0%	\$0	\$0	0.0%
Legal and Accounting	\$152,048	\$158,800	95.8%	\$138,317	\$186,600	74.1%	\$186,981	\$252,525	74.0%	\$170,953	\$249,415	68.5%	\$181,111	\$267,100	67.8%
Management Fees (PIER)	\$9,653	\$0	0.0%	\$4,406	\$0	0.0%	\$1,141	\$0	0.0%	\$0	\$0	0.0%	\$0	\$0	0.0%
Meals, Lodging and Entertainment	\$157,005	\$179,685	87.4%	\$113,411	\$222,400	51.0%	\$97,876	\$250,266	39.1%	\$126,298	\$250,968	50.3%	\$141,730	\$275,544	51.4%
Meeting Costs	\$411,059	\$671,959	61.2%	\$423,983	\$664,554	63.8%	\$599,067	\$609,073	98.4%	\$707,889	\$627,244	112.9%	\$735,143	\$824,361	89.2%
Memberships and Subscriptions	\$12,392	\$30,315	40.9%	\$10,792	\$36,900	29.3%	\$33,674	\$31,350	107.4%	\$26,404	\$35,950	73.5%	\$26,167	\$35,700	73.3%
Other Expenses	\$20,984	\$35,400	59.3%	\$14,050	\$90,635	15.5%	\$5,642	\$18,064	31.2%	\$6,206	\$25,971	23.9%	\$8,941	\$28,900	30.9%
Payroll Taxes	\$54,848	\$78,266	70.1%	\$64,021	\$94,797	67.5%	\$73,025	\$114,001	64.1%	\$74,301	\$124,362	59.8%	\$81,349	\$132,311	61.5%
Postage and Delivery	\$81,960	\$85,638	95.7%	\$95,553	\$118,455	80.7%	\$78,138	\$153,950	50.8%	\$93,306	\$173,600	53.8%	\$89,855	\$137,650	65.3%
Printing, Production and Duplicating	\$191,717	\$293,454	65.3%	\$225,837	\$330,879	68.3%	\$193,903	\$405,174	47.9%	\$247,811	\$434,867	57.0%	\$201,461	\$346,250	58.2%
Rent	\$119,887	\$150,650	79.6%	\$104,981	\$149,112	70.4%	\$88,765	\$166,361	53.4%	\$99,821	\$159,536	62.6%	\$98,313	\$159,480	61.7%
Salaries and Wages	\$701,633	\$978,325	71.7%	\$827,297	\$1,184,954	69.8%	\$976,981	\$1,425,012	68.6%	\$994,402	\$1,554,522	64.0%	\$1,078,111	\$1,653,796	65.2%
Supplies, Equipment and Maintenance	\$61,582	\$106,583	57.8%	\$53,230	\$79,342	67.1%	\$65,131	\$67,625	96.3%	\$78,062	\$94,286	82.8%	\$48,040	\$110,462	43.5%
Telephone and Fax	\$39,417	\$43,341	91.0%	\$33,175	\$51,480	64.4%	\$40,438	\$61,235	66.0%	\$40,579	\$64,450	63.0%	\$46,874	\$66,000	71.0%
Temporary Assistance	\$15,667	\$93,200	16.8%	\$18,336	\$32,320	56.7%	\$7,785	\$22,300	34.9%	\$10,248	\$30,400	33.7%	\$17,285	\$18,950	91.2%
Training and Development	\$16,456	\$44,000	37.4%	\$18,552	\$49,500	37.5%	\$15,569	\$27,400	56.8%	\$11,890	\$34,000	35.0%	\$10,393	\$37,200	27.9%
Travel	\$98,867	\$276,415	35.8%	\$93,002	\$210,980	44.1%	\$107,335	\$199,891	53.7%	\$101,951	\$191,390	53.3%	\$95,864	\$221,334	43.3%
Total Expense	\$2,771,531	\$4,253,580	65.2%	\$2,853,803	\$4,831,763	59.1%	\$3,555,970	\$5,268,890	67.5%	\$3,697,397	\$5,871,200	63.0%	\$3,795,440	\$6,201,015	61.2%
Net Operating Income	\$672,196	\$9,806	6855.0%	\$464,839	\$0	0.0%	\$263,340	\$0	0.0%	\$674,722	\$0	0.0%	\$936,451	\$0	0.0%
Change in Value of Investments	(\$2,756)	\$0	0.0%	(\$716)	\$0	0.0%	\$93,288	\$0	0.0%	\$75,372	\$0	0.0%	\$50,756	\$0	0.0%
Total Net Income	\$669,440	\$9,806	6826.8%	\$464,123	\$0	0.0%	\$356,628	\$0	0.0%	\$750,094	\$0	0.0%	\$987,207	\$0	0.0%

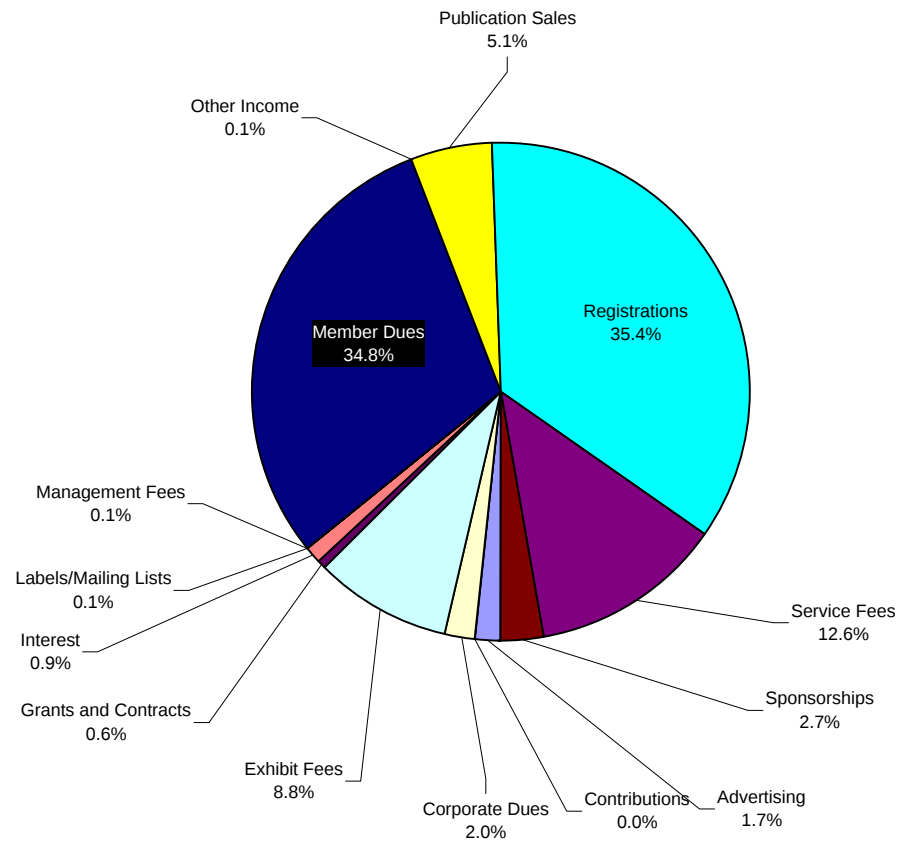
* FY 2001 was 15-months in length

As of May 31, 2005

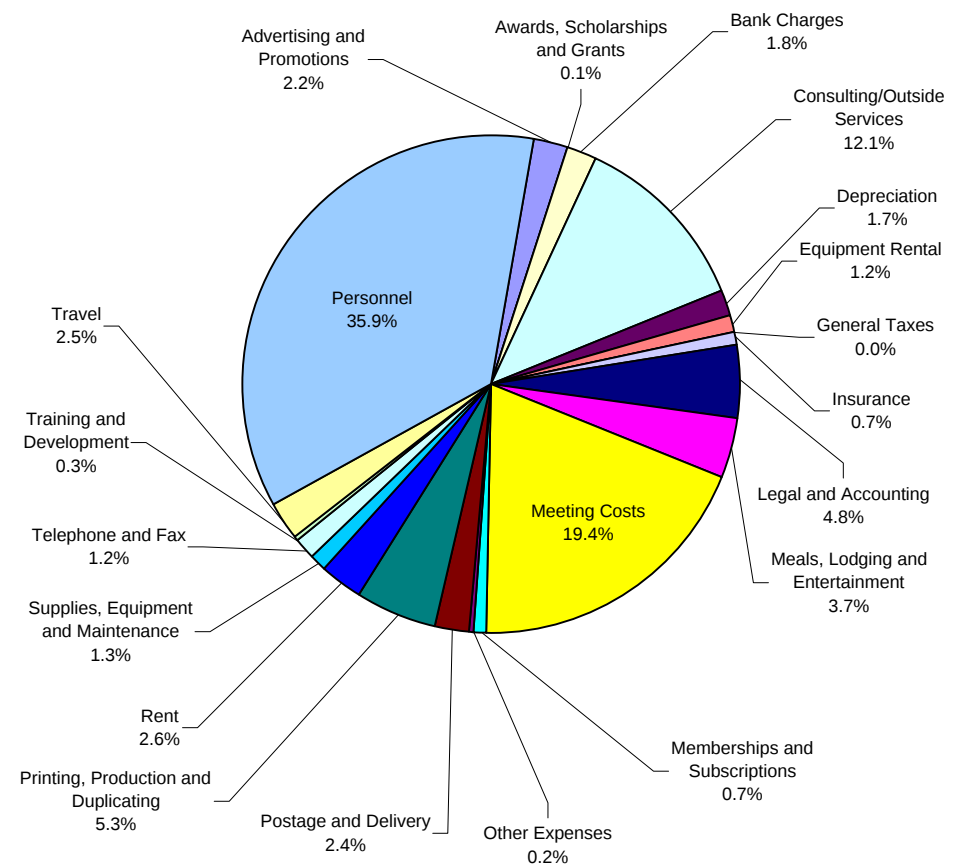
AACRAO Revenue and Expense by Activity

Fiscal Year 2005

Revenue by Activity



Expense by Activity



As of May 31, 2005

AACRAO Revenue, Expense, and Net by Department

Fiscal Year 2005

Department	FY 2001 YTD					FY 2002 YTD					FY 2003 YTD				
	Current YTD Actual	Operating Budget Amount	% Operating Budget	Budgeted At	Currently At	Current YTD Actual	Operating Budget Amount	% Operating Budget	Budgeted At	Currently At	Current YTD Actual	Operating Budget Amount	% Operating Budget	Budgeted At	Currently At
General and Administrative															
Revenue	\$1,832,307	\$1,952,200	93.9%	45.8%	41.2%	\$1,337,299	\$1,946,022	68.7%	40.3%	40.3%	\$1,371,441	\$1,938,320	70.8%	36.8%	35.9%
Expense	\$969,142	\$1,183,959	81.9%	27.8%	27.8%	\$729,857	\$1,358,205	53.7%	28.1%	25.6%	\$731,768	\$1,334,103	54.9%	25.3%	20.6%
Net	\$863,165	\$768,241	112.4%			\$607,442	\$587,817	103.3%			\$639,673	\$604,217	105.9%		
Annual Meeting															
Revenue	\$1,078,933	\$1,017,575	106.0%	23.9%	24.3%	\$1,055,878	\$1,059,775	99.6%	21.9%	31.8%	\$1,100,544	\$1,254,110	87.8%	23.8%	28.8%
Expense	\$726,787	\$1,013,129	71.7%	23.8%	20.9%	\$755,887	\$947,834	79.8%	19.6%	26.5%	\$840,628	\$960,814	87.5%	18.2%	23.6%
Net	\$352,146	\$4,446	7920.5%			\$299,991	\$111,941	268.0%			\$259,916	\$293,296	88.6%		
Member Services															
Revenue	\$9,905	\$11,600	85.4%	0.3%	0.2%	\$5,229	\$15,600	33.5%	0.3%	0.2%	\$88	\$19,000	0.5%	0.4%	0.0%
Expense	\$248,692	\$322,172	77.2%	7.6%	7.1%	\$199,244	\$409,223	48.7%	8.5%	7.0%	\$209,263	\$455,994	45.9%	8.7%	5.9%
Net	(\$238,787)	(\$310,572)	76.9%			(\$194,015)	(\$393,623)	49.3%			(\$209,175)	(\$436,994)	47.9%		
Meetings and Workshops															
Revenue	\$309,762	\$232,624	133.2%	5.5%	7.0%	\$239,040	\$421,520	56.7%	8.7%	7.2%	\$476,268	\$545,925	87.2%	10.4%	12.5%
Expense	\$215,525	\$243,111	88.7%	5.7%	6.2%	\$182,753	\$369,361	49.5%	7.6%	6.4%	\$356,034	\$449,478	79.2%	8.5%	10.0%
Net	\$94,237	(\$10,487)	-898.6%			\$56,287	\$52,159	107.9%			\$120,234	\$96,447	124.7%		
Publications															
Revenue	\$318,390	\$303,196	105.0%	7.1%	7.2%	\$208,748	\$335,889	62.2%	7.0%	6.3%	\$246,227	\$365,250	67.4%	6.9%	6.4%
Expense	\$192,033	\$260,156	73.8%	6.1%	5.5%	\$147,383	\$270,537	54.5%	5.6%	5.2%	\$177,215	\$270,335	65.6%	5.1%	5.0%
Net	\$126,357	\$43,040	293.6%			\$61,365	\$65,352	93.9%			\$69,012	\$94,915	72.7%		
Communications/Govt Svcs															
Revenue	\$150,835	\$129,000	116.9%	3.0%	3.4%	\$95,355	\$160,000	59.6%	3.3%	2.9%	\$84,679	\$267,600	31.6%	5.1%	2.2%
Expense	\$309,236	\$405,145	76.3%	9.5%	8.9%	\$214,571	\$532,114	40.3%	11.0%	7.5%	\$448,210	\$699,205	64.1%	13.3%	12.6%
Net	(\$158,401)	(\$276,145)	57.4%			(\$119,216)	(\$372,114)	32.0%			(\$363,531)	(\$431,605)	84.2%		
Governance															
Revenue	\$0	\$0	0.0%	0.0%	0.0%	\$0	\$0	0.0%	0.0%	0.0%	\$0	\$0	0.0%	0.0%	0.0%
Expense	\$180,538	\$161,841	111.6%	3.8%	5.2%	\$144,408	\$188,646	76.6%	3.9%	5.1%	\$173,544	\$210,771	82.3%	4.0%	4.9%
Net	(\$180,538)	(\$161,841)	111.6%			(\$144,408)	(\$188,646)	76.6%			(\$173,544)	(\$210,771)	82.3%		
Projects/Contracts															
Revenue	\$560,782	\$337,191	166.3%	7.9%	12.6%	\$92,411	\$405,957	22.8%	8.4%	2.8%	\$59,510	\$208,685	28.5%	4.0%	1.6%
Expense	\$361,578	\$262,196	137.9%	6.2%	10.4%	\$119,798	\$239,913	49.9%	5.0%	4.2%	\$110,649	\$142,938	77.4%	2.7%	3.1%
Net	\$199,204	\$74,995	265.6%			(\$27,387)	\$166,044	-16.5%			(\$51,139)	\$65,747	-77.8%		
IES															
Revenue	\$187,177	\$280,000	66.9%	6.6%	4.2%	\$283,214	\$457,000	62.0%	9.5%	8.5%	\$480,553	\$670,000	71.7%	12.7%	12.6%
Expense	\$224,051	\$262,753	85.3%	6.2%	6.4%	\$298,375	\$369,533	80.7%	7.6%	10.5%	\$441,246	\$617,070	71.5%	11.7%	12.4%
Net	(\$36,874)	\$17,247	-213.8%			(\$15,161)	\$87,467	-17.3%			\$39,307	\$52,930	74.3%		
Vice Presidents															
Revenue	\$0	\$0	0.0%	0.0%	0.0%	\$0	\$30,000	0.0%	0.6%	0.0%	\$0	\$0	0.0%	0.0%	0.0%
Expense	\$54,890	\$139,118	39.5%	3.3%	1.6%	\$61,527	\$146,397	42.0%	3.0%	2.2%	\$67,413	\$128,182	52.6%	2.4%	1.9%
Net	(\$54,890)	(\$139,118)	39.5%			(\$61,527)	(\$116,397)	52.9%			(\$67,413)	(\$128,182)	52.6%		
Total															
Revenue	\$4,448,091	\$4,263,386	104.3%	100.0%	100.0%	\$3,317,174	\$4,831,763	68.7%	100.0%	100.0%	\$3,819,310	\$5,268,890	72.5%	100.0%	100.0%
Expense	\$3,482,472	\$4,253,580	81.9%	100.0%	100.0%	\$2,853,803	\$4,831,763	59.1%	100.0%	100.0%	\$3,555,970	\$5,268,890	67.5%	100.0%	100.0%
Net	\$965,619	\$9,806				\$463,371	\$0				\$263,340	\$0			

* FY 2001 was 15-months in length

As of May 31, 2005

AACRAO Revenue, Expense, and Net by Department

Fiscal Year 2005

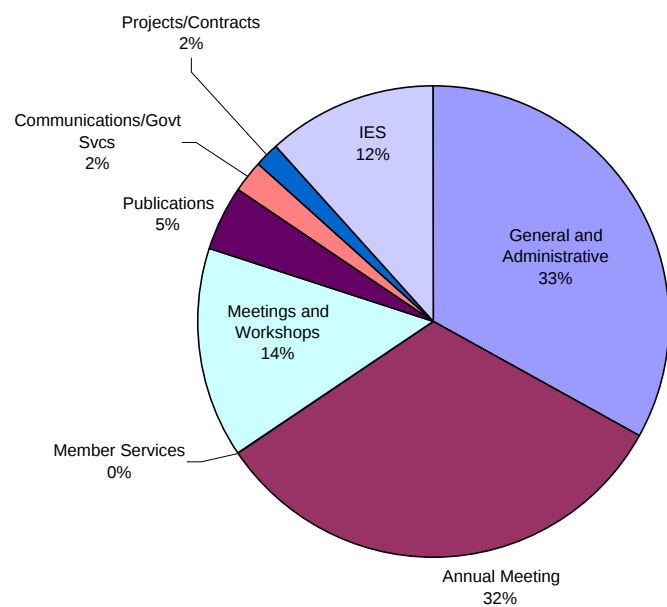
Department	FY 2004 YTD					FY 2005 YTD				
	Current YTD Actual	Operating Budget Amount	% Operating Budget	Budgeted At	Currently At	Current YTD Actual	Operating Budget Amount	% Operating Budget	Budgeted At	Currently At
General and Administrative										
Revenue	\$1,420,299	\$1,952,200	72.8%	33.3%	32.5%	\$1,566,975	\$1,994,090	78.6%	32.2%	33.1%
Expense	\$728,054	\$1,339,765	54.3%	22.8%	19.7%	\$780,641	\$1,450,107	53.8%	23.4%	20.6%
Net	\$692,245	\$612,435	113.0%			\$786,334	\$543,983	144.6%		
Annual Meeting										
Revenue	\$1,465,155	\$1,220,570	120.0%	20.8%	33.5%	\$1,532,736	\$1,387,195	110.5%	22.4%	32.4%
Expense	\$1,003,538	\$1,009,221	99.4%	17.2%	27.1%	\$1,026,138	\$1,159,533	88.5%	18.7%	27.0%
Net	\$461,617	\$211,349	218.4%			\$506,598	\$227,662	222.5%		
Member Services										
Revenue	\$5,021	\$20,000	25.1%	0.3%	0.1%	\$88	\$10,000	0.9%	0.2%	0.0%
Expense	\$246,304	\$431,716	57.1%	7.4%	6.7%	\$251,686	\$415,524	60.6%	6.7%	6.6%
Net	(\$241,283)	(\$411,716)	58.6%			(\$251,598)	(\$405,524)	62.0%		
Meetings and Workshops										
Revenue	\$584,484	\$669,980	87.2%	11.4%	13.4%	\$680,994	\$929,480	73.3%	15.0%	14.4%
Expense	\$359,264	\$583,248	61.6%	9.9%	9.7%	\$499,101	\$731,953	68.2%	11.8%	13.2%
Net	\$225,220	\$86,732	259.7%			\$181,893	\$197,527	92.1%		
Publications										
Revenue	\$309,138	\$438,250	70.5%	7.5%	7.1%	\$221,553	\$415,500	53.3%	6.7%	4.7%
Expense	\$195,975	\$296,419	66.1%	5.0%	5.3%	\$139,069	\$283,938	49.0%	4.6%	3.7%
Net	\$113,163	\$141,831	79.8%			\$82,484	\$131,562	62.7%		
Communications/Govt Svcs										
Revenue	\$88,294	\$226,200	39.0%	3.9%	2.0%	\$97,978	\$175,750	55.8%	2.8%	2.1%
Expense	\$390,610	\$770,773	50.7%	13.1%	10.6%	\$340,399	\$706,072	48.2%	11.4%	9.0%
Net	(\$302,316)	(\$544,573)	55.5%			(\$242,421)	(\$530,322)	45.7%		
Governance										
Revenue	\$0	\$0	0.0%	0.0%	0.0%	\$0	\$0	0.0%	0.0%	0.0%
Expense	\$138,772	\$224,141	61.9%	3.8%	3.8%	\$144,656	\$236,156	61.3%	3.8%	3.8%
Net	(\$138,772)	(\$224,141)	61.9%			(\$144,656)	(\$236,156)	61.3%		
Projects/Contracts										
Revenue	\$70,126	\$234,000	30.0%	4.0%	1.6%	\$84,434	\$159,000	53.1%	2.6%	1.8%
Expense	\$69,538	\$204,061	34.1%	3.5%	1.9%	\$121,195	\$153,855	78.8%	2.5%	3.2%
Net	\$588	\$29,939	2.0%			(\$36,761)	\$5,145	-714.5%		
IES										
Revenue	\$429,602	\$1,110,000	38.7%	18.9%	9.8%	\$547,133	\$1,130,000	48.4%	18.2%	11.6%
Expense	\$529,943	\$899,856	58.9%	15.3%	14.3%	\$436,580	\$926,947	47.1%	14.9%	11.5%
Net	(\$100,341)	\$210,144	-47.8%			\$110,553	\$203,053	54.5%		
Vice Presidents										
Revenue	\$0	\$0	0.0%	0.0%	0.0%	\$0	\$0	0.0%	0.0%	0.0%
Expense	\$35,399	\$112,000	31.6%	1.9%	1.0%	\$55,975	\$136,930	40.9%	2.2%	1.5%
Net	(\$35,399)	(\$112,000)	31.6%			(\$55,975)	(\$136,930)	40.9%		
Total										
Revenue	\$4,372,119	\$5,871,200	74.5%	100.0%	100.0%	\$4,731,891	\$6,201,015	76.3%	100.0%	100.0%
Expense	\$3,697,397	\$5,871,200	63.0%	100.0%	100.0%	\$3,795,440	\$6,201,015	61.2%	100.0%	100.0%
Net	\$674,722	\$0				\$936,451	\$0			

As of May 31, 2005

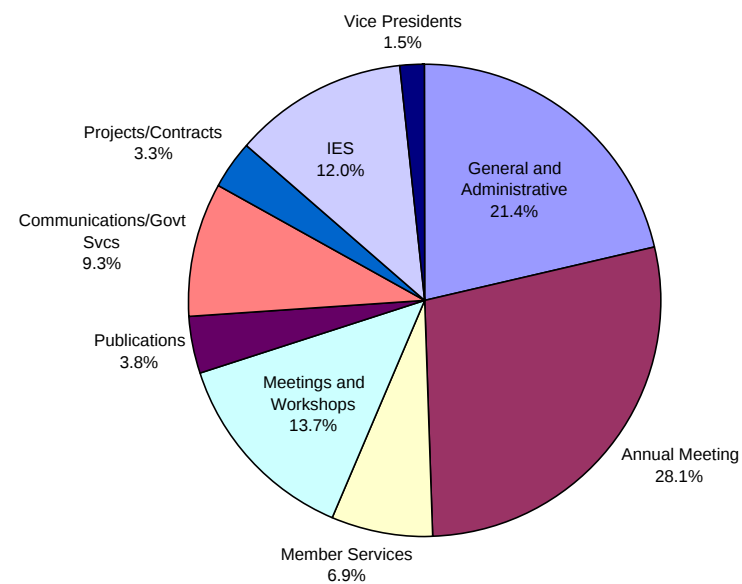
AACRAO Revenue and Expense by Department

Fiscal Year 2005

Revenue by Department



Expense by Department



As of May 31, 2005

AACRAO Statement of Financial Position

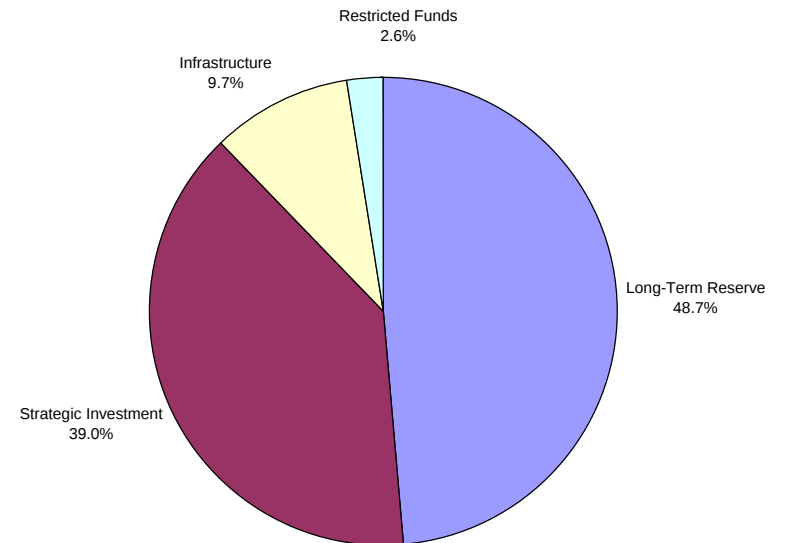
Fiscal Year 2005

	FY 2001 YTD	FY 2002 YTD	FY 2003 YTD	FY 2004 YTD	FY 2005 YTD
Assets					
Cash	\$413,930	\$533,026	\$515,617	\$629,554	\$832,874
Restricted Assets	\$215,136	\$224,101	\$113,209	\$86,632	\$80,792
Investments	\$1,923,661	\$1,863,652	\$1,952,927	\$2,178,691	\$2,532,211
Accounts Receivable	\$125,354	\$57,902	\$56,804	\$78,696	\$78,448
Prepaid Expenses	\$37,172	\$97,801	\$137,931	\$144,898	\$143,883
Inventory	\$12,962	\$18,517	\$40,321	\$124,030	\$126,297
Property & Equipment (less accumulated depreciation)	\$286,790	\$318,837	\$278,268	\$217,016	\$181,627
Total Assets	\$3,015,005	\$3,113,836	\$3,095,077	\$3,459,517	\$3,976,132
Liabilities					
Accounts Payable	\$88,631	\$120,808	\$321,052	\$405,938	\$417,933
Notes Payable	\$219,894	\$4,518	\$1,175	\$0	\$0
Accrued Expenses	\$114,129	\$149,079	\$170,926	\$180,097	\$205,337
Unearned Income	\$528,204	\$783,151	\$724,020	\$480,296	\$511,938
Total Liabilities	\$950,858	\$1,057,556	\$1,217,173	\$1,066,331	\$1,135,208
Beginning Net Assets	\$1,101,284	\$1,592,157	\$1,521,276	\$1,643,092	\$1,853,717
Net from Operations	\$965,619	\$463,371	\$263,340	\$674,722	\$936,451
Net from Investments	(\$2,756)	\$752	\$93,288	\$75,372	\$50,756
Ending Net Assets	\$2,064,147	\$2,056,280	\$1,877,904	\$2,393,186	\$2,840,924

Net Assets Summary	FY 2001 YTD	FY 2002 YTD	FY 2003 YTD	FY 2004 YTD	FY 2005 YTD
Net Assets Designated for Long-Term Reserve	\$902,481	\$990,934	\$901,031	\$1,158,500	\$1,383,624
Net Assets Designated for Strategic Investment Fund	\$104,741	\$792,747	\$720,825	\$926,800	\$1,106,898
Net Assets Designated for Infrastructure	\$52,525	\$198,187	\$180,206	\$231,700	\$276,725
Undesignated Net Assets	\$923,797	\$0	\$0	\$0	\$0
Restricted Cash - Conner	\$64,778	\$66,258	\$66,848	\$67,187	\$67,526
Restricted Cash - Russian Project	\$5,809	\$5,809	\$5,809	\$5,809	\$5,561
Restricted Cash - Scholarship	\$400	\$2,345	\$3,185	\$3,190	\$590
Restricted Cash - Mellon (NELS)	\$216	\$0	\$0	\$0	\$0
Restricted Cash - Spencer (NELS)	\$9,400	\$0	\$0	\$0	\$0
Total Net Assets	\$2,064,147	\$2,056,280	\$1,877,904	\$2,393,186	\$2,840,924

* FY 2001 was 15-months in length

Net Asset Distribution

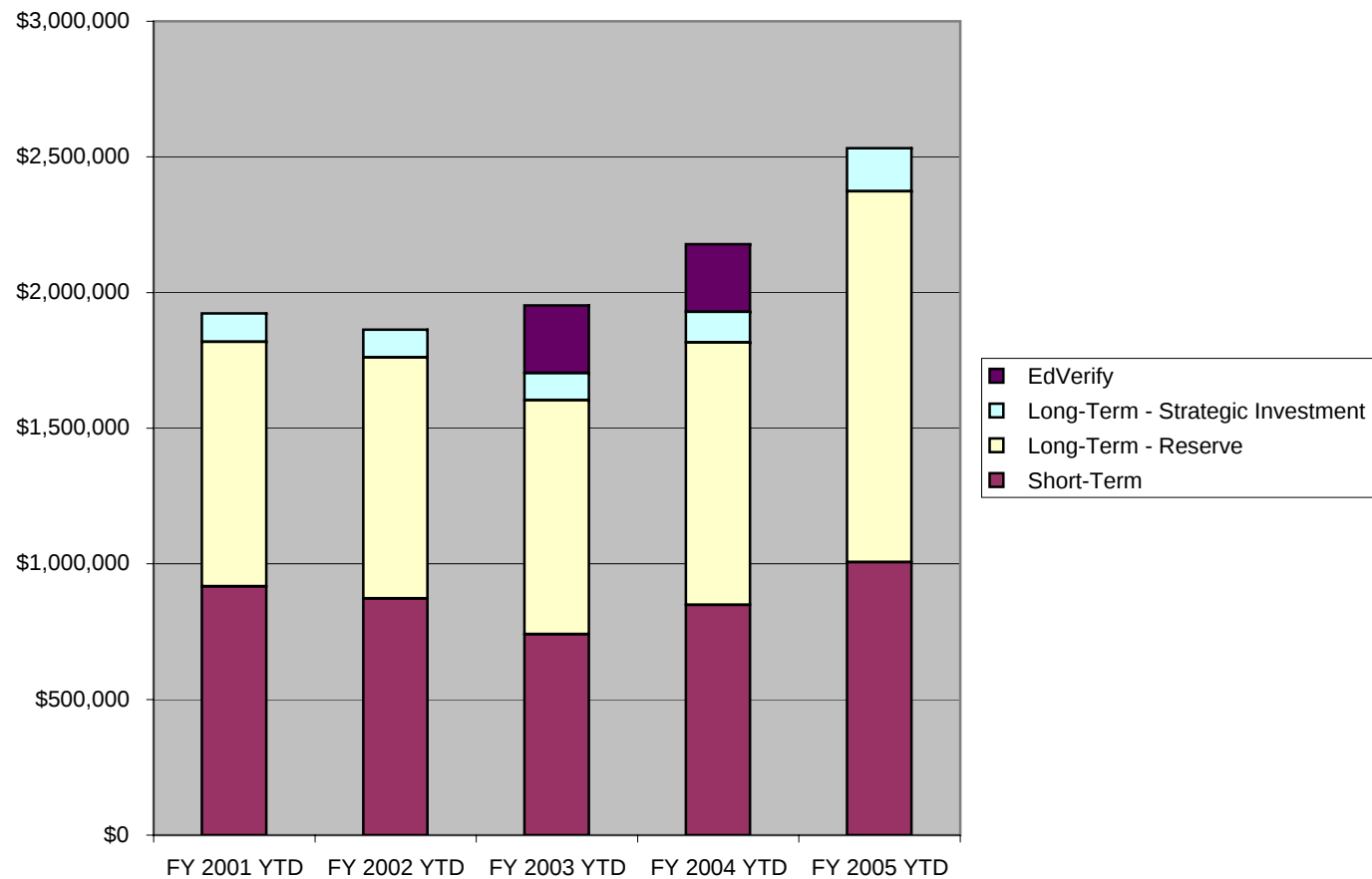


As of May 31, 2005

AACRAO Investments

Fiscal Year 2005

Investment Type	FY 2001 YTD	FY 2002 YTD	FY 2003 YTD	FY 2004 YTD	FY 2005 YTD
Short-Term	\$916,439	\$872,768	\$740,824	\$848,500	\$1,005,790
Long-Term - Reserve	\$902,481	\$887,842	\$862,054	\$967,862	\$1,367,689
Long-Term - Strategic Investment	\$104,741	\$103,042	\$100,049	\$112,329	\$158,732
EdVerify	\$0	\$0	\$250,000	\$250,000	\$0
Total Assets	\$1,923,661	\$1,863,652	\$1,952,927	\$2,178,691	\$2,532,211



* FY 2001 was 15-months in length

AACRAO
2005/2006 Member Approved
Detailed Master Budget

	Annual Meeting	Communications	General Administration	Governance	Meetings	Member Services	IES	Publication	VP Admission	VP Leadership	VP Finance	VP International	VP Access/Equity	VP Information Technology	VP Records Academic Svcs	Sub-total	Projects & Contracts	Total
Revenue																		
Advertising	5,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	105,000	-	105,000
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000
Corporate/associate dues	-	-	148,500	-	-	-	-	-	-	-	-	-	-	-	-	148,500	-	148,500
Exhibit fees	374,500	-	-	-	80,800	-	-	-	-	-	-	-	-	-	-	455,300	-	455,300
Grant/contract income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,000	55,000
Interest income	-	-	32,000	-	-	-	-	-	-	-	-	-	-	-	-	32,000	-	32,000
Investment gain/(loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Label/mailling list income	-	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000	-	10,000
Management fees	-	-	4,800	-	-	-	-	-	-	-	-	-	-	-	-	4,800	-	4,800
Member dues	-	-	2,100,000	-	-	-	-	-	-	-	-	-	-	-	-	2,100,000	-	2,100,000
Other income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Publication sales	-	31,800	-	-	-	-	-	309,000	-	-	-	-	-	-	-	340,800	-	340,800
Registrations	1,028,425	-	-	-	705,000	-	25,000	-	-	-	-	-	-	-	-	1,758,425	-	1,758,425
Service fees	-	-	-	-	-	-	1,098,000	-	-	-	-	-	-	-	-	1,098,000	206,000	1,304,000
Sponsorship revenue	79,400	-	-	-	53,500	20,000	-	-	-	-	-	-	-	-	-	152,900	-	152,900
Total Revenue	1,487,325	131,800	2,295,300	-	839,300	20,000	1,123,000	309,000	-	-	-	-	-	-	-	6,205,725	263,000	6,468,725
Personnel costs																		
	199,977	347,541	525,798	75,772	91,296	247,700	553,886	97,579	-	9,225	-	-	-	-	-	2,148,774	57,748	2,206,522
Other expenses																		
Advertising and promotion	24,000	9,500	250	-	17,600	12,833	55,000	10,833	-	-	-	750	-	-	-	130,766	6,000	136,766
Awards, scholarships and grants	1,500	2,500	5,500	-	-	-	-	-	-	-	-	-	-	-	-	9,500	2,000	11,500
Bad debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank charges	25,500	5,250	7,250	-	15,725	23,000	26,800	8,500	-	-	-	-	-	-	-	112,025	-	112,025
Consulting/outside services	182,048	130,000	55,500	14,000	106,575	34,500	171,600	71,000	1,450	5,500	-	-	-	1,000	4,000	777,173	130,000	907,173
Contingency expenses	82,528	-	198,743	-	-	-	-	-	-	-	-	-	-	-	-	281,271	-	281,271
Depreciation	-	-	138,000	-	-	-	-	-	-	-	-	-	-	-	-	138,000	-	138,000
Equipment rental	15,000	23,750	15,700	6,500	6,000	15,500	-	-	-	-	-	-	-	-	-	82,450	-	82,450
General taxes	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000	-	5,000
Insurance	15,000	3,500	24,000	-	3,000	-	-	3,500	-	-	-	-	-	-	-	49,000	-	49,000
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Meals, lodging and entertainment	69,193	14,950	14,550	64,575	29,097	7,553	62,232	6,203	4,500	12,000	500	4,000	4,000	10,000	3,000	306,353	6,750	313,103
Meeting costs	488,138	-	-	18,700	271,245	-	575	-	500	1,000	500	-	-	-	-	780,658	-	780,658
Memberships and subscriptions	-	20,850	14,725	-	-	1,100	2,000	100	-	-	-	-	-	-	-	38,775	-	38,775
Other expenses	6,000	-	5,000	-	4,000	5,000	870	150	700	500	12,000	-	-	-	-	34,220	-	34,220
Postage and delivery	21,500	21,550	6,750	3,175	23,450	13,376	25,200	21,100	350	250	-	50	1,000	750	-	138,501	550	139,051
Printing, production and duplicating	58,000	61,050	3,750	4,550	69,164	18,500	19,200	60,500	550	1,200	-	500	750	1,000	1,000	299,714	1,950	301,664
Legal and accounting	-	1,000	275,500	-	-	-	100	-	-	-	-	-	-	-	-	276,600	-	276,600
Rent	11,280	18,120	65,940	-	1,440	18,960	30,480	7,200	-	-	-	-	-	-	-	153,420	5,760	159,180
Supplies, equipment and maintenance	11,500	7,350	53,582	2,850	8,470	12,600	19,400	3,050	-	600	-	-	-	250	-	119,652	500	120,152
Telephone and fax	25,255	6,400	18,150	2,300	3,125	3,450	19,650	3,450	-	250	-	650	250	2,000	-	84,930	2,650	87,580
Temporary assistance	6,000	-	3,550	-	2,700	1,600	2,000	500	-	-	-	-	-	-	-	16,350	-	16,350
Training and development	1,500	5,000	26,200	-	-	1,500	-	2,000	-	-	-	-	-	-	-	36,200	1,500	37,700
Travel	30,367	13,750	8,850	51,475	21,700	8,167	29,100	4,867	6,950	15,900	1,000	8,050	4,000	14,000	2,000	220,176	13,809	233,985
Total Other Expenses	1,074,309	344,520	946,490	168,125	583,291	177,639	464,207	202,953	15,000	37,200	14,000	14,000	10,000	29,000	10,000	4,090,734	171,469	4,262,203
Total Expenses	1,274,286	692,061	1,472,288	243,897	674,587	425,339	1,018,093	300,532	15,000	46,425	14,000	14,000	10,000	29,000	10,000	6,239,508	229,217	6,468,725
Change in Net Assets																		
	213,039	(560,261)	823,012	(243,897)	164,713	(405,339)	104,907	8,468	(15,000)	(46,425)	(14,000)	(14,000)	(10,000)	(29,000)	(10,000)	(33,783)	33,783	-

AACRAO
2005/2006 Proposed Operating Budget
Detailed Master Budget

	Annual Meeting	Communications	General Administration	Governance	Meetings	Member Services	IES	Publication	VP Admission	VP Leadership	VP Finance	VP International	VP Access & Equity	VP Information Technology	VP Records Academic Svcs	Sub-total	Projects & Contracts	Total
Revenue																		
Advertising	5,000	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	105,000	-	105,000
Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	2,000
Corporate/associate dues	-	-	148,500	-	-	-	-	-	-	-	-	-	-	-	-	148,500	-	148,500
Exhibit fees	351,250	-	-	-	119,350	-	-	-	-	-	-	-	-	-	-	470,600	-	470,600
Grant/contract income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest income	-	-	32,000	-	-	-	-	-	-	-	-	-	-	-	-	32,000	-	32,000
Investment gain/(loss)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Label/mailling list income	-	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	10,000	-	10,000
Management fees	-	-	3,600	-	-	-	-	-	-	-	-	-	-	-	-	3,600	-	3,600
Member dues	-	-	2,100,000	-	-	-	-	-	-	-	-	-	-	-	-	2,100,000	-	2,100,000
Other income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Publication sales	-	44,600	-	-	-	-	-	313,000	-	-	-	-	-	-	-	357,600	-	357,600
Registrations	1,062,825	-	-	-	796,030	-	50,000	-	-	-	-	-	-	-	-	1,908,855	-	1,908,855
Service fees	-	-	-	-	-	-	977,000	-	-	-	-	-	-	-	-	977,000	206,000	1,183,000
Sponsorship revenue	79,400	-	-	-	67,600	10,000	-	-	-	-	-	-	-	-	-	157,000	-	157,000
Total Revenue	<u>1,498,475</u>	<u>144,600</u>	<u>2,294,100</u>	<u>-</u>	<u>982,980</u>	<u>10,000</u>	<u>1,027,000</u>	<u>313,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,270,155</u>	<u>208,000</u>	<u>6,478,155</u>
Personnel costs	<u>232,005</u>	<u>347,595</u>	<u>528,093</u>	<u>78,499</u>	<u>96,616</u>	<u>274,736</u>	<u>473,990</u>	<u>93,538</u>	<u>-</u>	<u>9,225</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,134,297</u>	<u>47,274</u>	<u>2,181,571</u>
Other expenses																		
Advertising and promotion	26,000	9,500	250	-	20,100	12,833	30,000	10,833	-	-	-	750	-	-	-	110,266	7,500	117,766
Awards, scholarships and grants	1,500	2,500	5,500	-	-	-	-	-	-	-	-	-	-	-	-	9,500	2,000	11,500
Bad debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank charges	27,900	5,250	7,250	-	19,325	23,000	21,300	8,500	-	-	-	-	-	-	-	112,525	-	112,525
Consulting/outside services	155,531	145,000	56,000	14,000	127,825	34,500	165,400	71,000	1,450	5,500	-	-	-	1,000	4,000	781,206	125,000	906,206
Contingency expenses	81,554	-	222,887	-	-	-	-	-	-	-	-	-	-	-	-	304,441	-	304,441
Depreciation	-	-	138,000	-	-	-	-	-	-	-	-	-	-	-	-	138,000	-	138,000
Equipment rental	15,000	23,750	15,700	6,500	11,000	15,500	-	-	-	-	-	-	-	-	-	87,450	-	87,450
General taxes	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	5,000	-	5,000
Insurance	11,760	3,500	24,000	-	3,000	-	-	3,500	-	-	-	-	-	-	-	45,760	-	45,760
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Meals, lodging and entertainment	69,193	14,950	13,550	64,575	45,267	7,553	40,232	6,203	4,500	12,000	500	4,000	4,000	10,000	3,000	299,523	6,250	305,773
Meeting costs	485,038	-	-	18,700	303,310	-	575	-	500	1,000	500	-	-	-	-	809,623	-	809,623
Memberships and subscriptions	-	20,850	14,725	-	-	1,100	2,000	100	-	-	-	-	-	-	-	38,775	-	38,775
Other expenses	4,000	-	5,000	-	4,000	5,000	870	150	700	500	12,000	-	-	-	-	32,220	-	32,220
Postage and delivery	20,500	21,550	6,750	3,175	39,450	13,376	19,400	25,100	350	250	-	50	1,000	750	-	151,701	1,250	152,951
Printing, production and duplicating	51,100	61,050	3,750	4,550	68,640	18,500	19,200	60,500	550	1,200	-	500	750	1,000	1,000	292,290	2,700	294,990
Legal and accounting	-	1,000	275,500	-	-	-	100	-	-	-	-	-	-	-	-	276,600	-	276,600
Rent	11,280	18,120	65,940	-	1,440	18,960	30,480	7,200	-	-	-	-	-	-	-	153,420	5,760	159,180
Supplies, equipment and maintenance	11,000	7,350	53,582	2,850	7,625	9,600	11,400	3,050	-	600	-	-	-	250	-	107,307	1,150	108,457
Telephone and fax	47,035	6,400	15,150	2,300	5,097	3,450	19,650	3,450	-	250	-	650	250	2,000	-	105,682	2,150	107,832
Temporary assistance	6,000	-	5,550	-	3,700	1,600	2,000	500	-	-	-	-	-	-	-	19,350	-	19,350
Training and development	1,500	5,000	26,200	-	-	1,500	-	2,000	-	-	-	-	-	-	-	36,200	1,500	37,700
Travel	30,367	13,750	8,350	51,475	24,200	8,167	19,100	4,867	6,950	15,900	1,000	8,050	4,000	14,000	2,000	212,176	12,309	224,485
Total Other Expenses	<u>1,056,258</u>	<u>359,520</u>	<u>968,634</u>	<u>168,125</u>	<u>683,979</u>	<u>174,639</u>	<u>381,707</u>	<u>206,953</u>	<u>15,000</u>	<u>37,200</u>	<u>14,000</u>	<u>14,000</u>	<u>10,000</u>	<u>29,000</u>	<u>10,000</u>	<u>4,129,015</u>	<u>167,569</u>	<u>4,296,584</u>
Total Expenses	<u>1,288,263</u>	<u>707,115</u>	<u>1,496,727</u>	<u>246,624</u>	<u>780,595</u>	<u>449,375</u>	<u>855,697</u>	<u>300,491</u>	<u>15,000</u>	<u>46,425</u>	<u>14,000</u>	<u>14,000</u>	<u>10,000</u>	<u>29,000</u>	<u>10,000</u>	<u>6,263,312</u>	<u>214,843</u>	<u>6,478,155</u>
Change in Net Assets	<u>210,212</u>	<u>(562,515)</u>	<u>797,373</u>	<u>(246,624)</u>	<u>202,385</u>	<u>(439,375)</u>	<u>171,303</u>	<u>12,509</u>	<u>(15,000)</u>	<u>(46,425)</u>	<u>(14,000)</u>	<u>(14,000)</u>	<u>(10,000)</u>	<u>(29,000)</u>	<u>(10,000)</u>	<u>6,843</u>	<u>(6,843)</u>	<u>-</u>

AACRAO
2005/2006 Proposed Budget
Detailed Comparative Budget

	Annual Meeting				Communications				General Administration			
	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference
Revenue												
Advertising	\$ 6,000	\$ 5,000	\$ 5,000	\$ -	\$ 115,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate/associate dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,500	\$ 148,500	\$ 148,500	\$ -
Exhibit fees	\$ 339,920	\$ 374,500	\$ 351,250	\$ (23,250)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant/contract income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 32,000	\$ 32,000	\$ -
Investment gain/(loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Label/mailling list income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 10,000	\$ 10,000	\$ -
Management fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 3,600	\$ (1,200)
Member dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,788,290	\$ 2,100,000	\$ 2,100,000	\$ -
Other income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Publication sales	\$ -	\$ -	\$ -	\$ -	\$ 40,750	\$ 31,800	\$ 44,600	\$ 12,800	\$ -	\$ -	\$ -	\$ -
Registrations	\$ 951,875	\$ 1,028,425	\$ 1,062,825	\$ 34,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Service fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsorship revenue	\$ 89,400	\$ 79,400	\$ 79,400	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 1,387,195	\$ 1,487,325	\$ 1,498,475	\$ 11,150	\$ 175,750	\$ 131,800	\$ 144,600	\$ 12,800	\$ 1,994,090	\$ 2,295,300	\$ 2,294,100	\$ (1,200)
Personnel costs	\$ 175,679	\$ 199,977	\$ 232,005	\$ 32,028	\$ 345,232	\$ 347,541	\$ 347,595	\$ 54	\$ 514,736	\$ 525,798	\$ 528,093	\$ 2,295
Other expenses												
Advertising and promotion	\$ 18,000	\$ 24,000	\$ 26,000	\$ 2,000	\$ 9,500	\$ 9,500	\$ 9,500	\$ -	\$ 250	\$ 250	\$ 250	\$ -
Awards, scholarships and grants	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ 5,500	\$ 5,500	\$ -
Bad debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank charges	\$ 25,000	\$ 25,500	\$ 27,900	\$ 2,400	\$ 4,250	\$ 5,250	\$ 5,250	\$ -	\$ 8,500	\$ 7,250	\$ 7,250	\$ -
Consulting/outside services	\$ 140,037	\$ 182,048	\$ 155,531	\$ (26,517)	\$ 132,500	\$ 130,000	\$ 145,000	\$ 15,000	\$ 50,120	\$ 55,500	\$ 56,000	\$ 500
Contingency expenses	\$ 73,598	\$ 82,528	\$ 81,554	\$ (974)	\$ -	\$ -	\$ -	\$ -	\$ 190,474	\$ 198,743	\$ 222,887	\$ 24,144
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ 138,000	\$ 138,000	\$ -
Equipment rental	\$ 5,000	\$ 15,000	\$ 15,000	\$ -	\$ 22,750	\$ 23,750	\$ 23,750	\$ -	\$ 23,900	\$ 15,700	\$ 15,700	\$ -
General taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 5,000	\$ 5,000	\$ -
Insurance	\$ 15,000	\$ 15,000	\$ 11,760	\$ (3,240)	\$ 3,000	\$ 3,500	\$ 3,500	\$ -	\$ 23,000	\$ 24,000	\$ 24,000	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals, lodging and entertainment	\$ 65,509	\$ 69,193	\$ 69,193	\$ -	\$ 10,950	\$ 14,950	\$ 14,950	\$ -	\$ 13,600	\$ 14,550	\$ 13,550	\$ (1,000)
Meeting costs	\$ 507,200	\$ 488,138	\$ 485,038	\$ (3,100)	\$ 1,500	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -
Memberships and subscriptions	\$ -	\$ -	\$ -	\$ -	\$ 19,600	\$ 20,850	\$ 20,850	\$ -	\$ 12,750	\$ 14,725	\$ 14,725	\$ -
Other expenses	\$ 2,000	\$ 6,000	\$ 4,000	\$ (2,000)	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 5,000	\$ 5,000	\$ -
Postage and delivery	\$ 20,500	\$ 21,500	\$ 20,500	\$ (1,000)	\$ 23,600	\$ 21,550	\$ 21,550	\$ -	\$ 6,750	\$ 6,750	\$ 6,750	\$ -
Printing, production and duplicating	\$ 55,000	\$ 58,000	\$ 51,100	\$ (6,900)	\$ 78,900	\$ 61,050	\$ 61,050	\$ -	\$ 7,400	\$ 3,750	\$ 3,750	\$ -
Legal and accounting	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ 266,100	\$ 275,500	\$ 275,500	\$ -
Rent	\$ 11,760	\$ 11,280	\$ 11,280	\$ -	\$ 20,040	\$ 18,120	\$ 18,120	\$ -	\$ 61,320	\$ 65,940	\$ 65,940	\$ -
Supplies, equipment and maintenance	\$ 6,500	\$ 11,500	\$ 11,000	\$ (500)	\$ 7,400	\$ 7,350	\$ 7,350	\$ -	\$ 47,857	\$ 53,582	\$ 53,582	\$ -
Telephone and fax	\$ 9,500	\$ 25,255	\$ 47,035	\$ 21,780	\$ 6,100	\$ 6,400	\$ 6,400	\$ -	\$ 20,500	\$ 18,150	\$ 15,150	\$ (3,000)
Temporary assistance	\$ 7,000	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,550	\$ 3,550	\$ 5,550	\$ 2,000
Training and development	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 26,200	\$ 26,200	\$ 26,200	\$ -
Travel	\$ 19,250	\$ 30,367	\$ 30,367	\$ -	\$ 14,750	\$ 13,750	\$ 13,750	\$ -	\$ 10,100	\$ 8,850	\$ 8,350	\$ (500)
Total Other Expenses	\$ 983,854	\$ 1,074,309	\$ 1,056,258	\$ (18,051)	\$ 360,840	\$ 344,520	\$ 359,520	\$ 15,000	\$ 935,371	\$ 946,490	\$ 968,634	\$ 22,144
Total Expenses	\$ 1,159,533	\$ 1,274,286	\$ 1,288,263	\$ 13,977	\$ 706,072	\$ 692,061	\$ 707,115	\$ 15,054	\$ 1,450,107	\$ 1,472,288	\$ 1,496,727	\$ 24,439
Change in Net Assets	\$ 227,662	\$ 213,039	\$ 210,212	\$ (2,827)	\$ (530,322)	\$ (560,261)	\$ (562,515)	\$ (2,254)	\$ 543,983	\$ 823,012	\$ 797,373	\$ (25,639)

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	Governance				Meetings				Member Services			
	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference
Revenue												
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate/associate dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exhibit fees	\$ -	\$ -	\$ -	\$ -	\$ 72,300	\$ 80,800	\$ 119,350	\$ 38,550	\$ -	\$ -	\$ -	\$ -
Grant/contract income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment gain/(loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Label/mailling list income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Management fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Member dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Publication sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Registrations	\$ -	\$ -	\$ -	\$ -	\$ 796,480	\$ 705,000	\$ 796,030	\$ 91,030	\$ -	\$ -	\$ -	\$ -
Service fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsorship revenue	\$ -	\$ -	\$ -	\$ -	\$ 60,700	\$ 53,500	\$ 67,600	\$ 14,100	\$ 10,000	\$ 20,000	\$ 10,000	\$ (10,000)
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 929,480	\$ 839,300	\$ 982,980	\$ 143,680	\$ 10,000	\$ 20,000	\$ 10,000	\$ (10,000)
Personnel costs	\$ 73,006	\$ 75,772	\$ 78,499	\$ 2,727	\$ 84,377	\$ 91,296	\$ 96,616	\$ 5,320	\$ 241,384	\$ 247,700	\$ 274,736	\$ 27,036
Other expenses												
Advertising and promotion	\$ -	\$ -	\$ -	\$ -	\$ 20,050	\$ 17,600	\$ 20,100	\$ 2,500	\$ 9,000	\$ 12,833	\$ 12,833	\$ -
Awards, scholarships and grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank charges	\$ -	\$ -	\$ -	\$ -	\$ 17,150	\$ 15,725	\$ 19,325	\$ 3,600	\$ 20,000	\$ 23,000	\$ 23,000	\$ -
Consulting/outside services	\$ 16,500	\$ 14,000	\$ 14,000	\$ -	\$ 103,650	\$ 106,575	\$ 127,825	\$ 21,250	\$ 43,500	\$ 34,500	\$ 34,500	\$ -
Contingency expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment rental	\$ 5,000	\$ 6,500	\$ 6,500	\$ -	\$ 6,000	\$ 6,000	\$ 11,000	\$ 5,000	\$ 15,500	\$ 15,500	\$ 15,500	\$ -
General taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals, lodging and entertainment	\$ 58,075	\$ 64,575	\$ 64,575	\$ -	\$ 39,700	\$ 29,097	\$ 45,267	\$ 16,170	\$ 9,260	\$ 7,553	\$ 7,553	\$ -
Meeting costs	\$ 16,300	\$ 18,700	\$ 18,700	\$ -	\$ 295,361	\$ 271,245	\$ 303,310	\$ 32,065	\$ -	\$ -	\$ -	\$ -
Memberships and subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850	\$ 1,100	\$ 1,100	\$ -
Other expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Postage and delivery	\$ 3,300	\$ 3,175	\$ 3,175	\$ -	\$ 27,050	\$ 23,450	\$ 39,450	\$ 16,000	\$ 10,350	\$ 13,376	\$ 13,376	\$ -
Printing, production and duplicating	\$ 3,750	\$ 4,550	\$ 4,550	\$ -	\$ 79,750	\$ 69,164	\$ 68,640	\$ (524)	\$ 21,000	\$ 18,500	\$ 18,500	\$ -
Legal and accounting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rent	\$ -	\$ -	\$ -	\$ -	\$ 1,560	\$ 1,440	\$ 1,440	\$ -	\$ 19,680	\$ 18,960	\$ 18,960	\$ -
Supplies, equipment and maintenance	\$ 4,700	\$ 2,850	\$ 2,850	\$ -	\$ 14,405	\$ 8,470	\$ 7,625	\$ (845)	\$ 3,800	\$ 12,600	\$ 9,600	\$ (3,000)
Telephone and fax	\$ 3,350	\$ 2,300	\$ 2,300	\$ -	\$ 4,250	\$ 3,125	\$ 5,097	\$ 1,972	\$ 2,500	\$ 3,450	\$ 3,450	\$ -
Temporary assistance	\$ -	\$ -	\$ -	\$ -	\$ 2,700	\$ 2,700	\$ 3,700	\$ 1,000	\$ 3,100	\$ 1,600	\$ 1,600	\$ -
Training and development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Travel	\$ 52,175	\$ 51,475	\$ 51,475	\$ -	\$ 32,950	\$ 21,700	\$ 24,200	\$ 2,500	\$ 9,100	\$ 8,167	\$ 8,167	\$ -
Total Other Expenses	\$ 163,150	\$ 168,125	\$ 168,125	\$ -	\$ 647,576	\$ 583,291	\$ 683,979	\$ 100,688	\$ 174,140	\$ 177,639	\$ 174,639	\$ (3,000)
Total Expenses	\$ 236,156	\$ 243,897	\$ 246,624	\$ 2,727	\$ 731,953	\$ 674,587	\$ 780,595	\$ 106,008	\$ 415,524	\$ 425,339	\$ 449,375	\$ 24,036
Change in Net Assets	\$ (236,156)	\$ (243,897)	\$ (246,624)	\$ (2,727)	\$ 197,527	\$ 164,713	\$ 202,385	\$ 37,672	\$ (405,524)	\$ (405,339)	\$ (439,375)	\$ (34,036)

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	IES				Publications				VP Admissions			
	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference
Revenue												
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate/associate dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exhibit fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant/contract income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment gain/(loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Label/mailling list income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Management fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Member dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Publication sales	\$ -	\$ -	\$ -	\$ -	\$ 415,500	\$ 309,000	\$ 313,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -
Registrations	\$ 20,000	\$ 25,000	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Service fees	\$ 1,110,000	\$ 1,098,000	\$ 977,000	\$ (121,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsorship revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 1,130,000	\$ 1,123,000	\$ 1,027,000	\$ (96,000)	\$ 415,500	\$ 309,000	\$ 313,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -
Personnel costs	\$ 577,367	\$ 553,886	\$ 473,990	\$ (79,896)	\$ 80,348	\$ 97,579	\$ 93,538	\$ (4,041)	\$ -	\$ -	\$ -	\$ -
Other expenses												
Advertising and promotion	\$ 50,000	\$ 55,000	\$ 30,000	\$ (25,000)	\$ 13,000	\$ 10,833	\$ 10,833	\$ -	\$ -	\$ -	\$ -	\$ -
Awards, scholarships and grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700	\$ -	\$ -	\$ -
Bad debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank charges	\$ 24,000	\$ 26,800	\$ 21,300	\$ (5,500)	\$ 8,450	\$ 8,500	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -
Consulting/outside services	\$ 118,000	\$ 171,600	\$ 165,400	\$ (6,200)	\$ 54,000	\$ 71,000	\$ 71,000	\$ -	\$ -	\$ 1,450	\$ 1,450	\$ -
Contingency expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment rental	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General taxes	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals, lodging and entertainment	\$ 32,500	\$ 62,232	\$ 40,232	\$ (22,000)	\$ 4,200	\$ 6,203	\$ 6,203	\$ -	\$ 4,500	\$ 4,500	\$ 4,500	\$ -
Meeting costs	\$ 1,500	\$ 575	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ -
Memberships and subscriptions	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ 500	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses	\$ 1,000	\$ 870	\$ 870	\$ -	\$ -	\$ 150	\$ 150	\$ -	\$ 700	\$ 700	\$ 700	\$ -
Postage and delivery	\$ 22,100	\$ 25,200	\$ 19,400	\$ (5,800)	\$ 20,650	\$ 21,100	\$ 25,100	\$ 4,000	\$ 350	\$ 350	\$ 350	\$ -
Printing, production and duplicating	\$ 12,500	\$ 19,200	\$ 19,200	\$ -	\$ 78,500	\$ 60,500	\$ 60,500	\$ -	\$ 1,300	\$ 550	\$ 550	\$ -
Legal and accounting	\$ -	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rent	\$ 31,680	\$ 30,480	\$ 30,480	\$ -	\$ 7,440	\$ 7,200	\$ 7,200	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies, equipment and maintenance	\$ 18,700	\$ 19,400	\$ 11,400	\$ (8,000)	\$ 5,000	\$ 3,050	\$ 3,050	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone and fax	\$ 12,900	\$ 19,650	\$ 19,650	\$ -	\$ 2,650	\$ 3,450	\$ 3,450	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary assistance	\$ 2,100	\$ 2,000	\$ 2,000	\$ -	\$ 500	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -
Training and development	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 20,100	\$ 29,100	\$ 19,100	\$ (10,000)	\$ 3,050	\$ 4,867	\$ 4,867	\$ -	\$ 6,950	\$ 6,950	\$ 6,950	\$ -
Total Other Expenses	\$ 349,580	\$ 464,207	\$ 381,707	\$ (82,500)	\$ 203,590	\$ 202,953	\$ 206,953	\$ 4,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
Total Expenses	\$ 926,947	\$ 1,018,093	\$ 855,697	\$ (162,396)	\$ 283,938	\$ 300,532	\$ 300,491	\$ (41)	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
Change in Net Assets	\$ 203,053	\$ 104,907	\$ 171,303	\$ 66,396	\$ 131,562	\$ 8,468	\$ 12,509	\$ 4,041	\$ (15,000)	\$ (15,000)	\$ (15,000)	\$ -

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	VP Leadership				VP Finance				VP International Ed			
	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference
Revenue												
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate/associate dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exhibit fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant/contract income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment gain/(loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Label/mailling list income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Management fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Member dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Publication sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Registrations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Service fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsorship revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel costs	\$ 8,630	\$ 9,225	\$ 9,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses												
Advertising and promotion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ -
Awards, scholarships and grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consulting/outside services	\$ -	\$ 5,500	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals, lodging and entertainment	\$ 9,000	\$ 12,000	\$ 12,000	\$ -	\$ 500	\$ 500	\$ 500	\$ -	\$ 5,200	\$ 4,000	\$ 4,000	\$ -
Meeting costs	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ 500	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -
Memberships and subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses	\$ 500	\$ 500	\$ 500	\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -
Postage and delivery	\$ 250	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ 50	\$ 50	\$ -
Printing, production and duplicating	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200	\$ 500	\$ 500	\$ -
Legal and accounting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies, equipment and maintenance	\$ 600	\$ 600	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone and fax	\$ 250	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,150	\$ 650	\$ 650	\$ -
Temporary assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Training and development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 14,500	\$ 15,900	\$ 15,900	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ 5,200	\$ 8,050	\$ 8,050	\$ -
Total Other Expenses	\$ 27,300	\$ 37,200	\$ 37,200	\$ -	\$ 14,000	\$ 14,000	\$ 14,000	\$ -	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
Total Expenses	\$ 35,930	\$ 46,425	\$ 46,425	\$ -	\$ 14,000	\$ 14,000	\$ 14,000	\$ -	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
Change in Net Assets	\$ (35,930)	\$ (46,425)	\$ (46,425)	\$ -	\$ (14,000)	\$ (14,000)	\$ (14,000)	\$ -	\$ (14,000)	\$ (14,000)	\$ (14,000)	\$ -

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	VP Access/Equity				VP Information Tech				VP Records			
	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference
Revenue												
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate/associate dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exhibit fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant/contract income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment gain/(loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Label/mailling list income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Management fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Member dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Publication sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Registrations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Service fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sponsorship revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses												
Advertising and promotion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Awards, scholarships and grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consulting/outside services	\$ 8,100	\$ -	\$ -	\$ -	\$ 2,000	\$ 1,000	\$ 1,000	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
Contingency expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment rental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals, lodging and entertainment	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Meeting costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Memberships and subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Postage and delivery	\$ 500	\$ 1,000	\$ 1,000	\$ -	\$ 750	\$ 750	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ -
Printing, production and duplicating	\$ 500	\$ 750	\$ 750	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Legal and accounting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies, equipment and maintenance	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone and fax	\$ -	\$ 250	\$ 250	\$ -	\$ 1,000	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Training and development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ 1,900	\$ 4,000	\$ 4,000	\$ -	\$ 18,000	\$ 14,000	\$ 14,000	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Total Other Expenses	\$ 15,000	\$ 10,000	\$ 10,000	\$ -	\$ 33,000	\$ 29,000	\$ 29,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Total Expenses	\$ 15,000	\$ 10,000	\$ 10,000	\$ -	\$ 33,000	\$ 29,000	\$ 29,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Change in Net Assets	\$ (15,000)	\$ (10,000)	\$ (10,000)	\$ -	\$ (33,000)	\$ (29,000)	\$ (29,000)	\$ -	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ -

AACRAO
2005/2006 Proposed Budget
Detailed Comparative Budget

	Sub-total				Projects/Contracts				Total			
	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference	FY 2005 Operating	FY 2006 Approved	FY 2006 Operating	Difference
Revenue												
Advertising	\$ 121,000	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 121,000	\$ 105,000	\$ 105,000	\$ -
Contributions	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 2,000	\$ 2,000	\$ -	\$ 4,000	\$ 2,000	\$ 2,000	\$ -
Corporate/associate dues	\$ 148,500	\$ 148,500	\$ 148,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,500	\$ 148,500	\$ 148,500	\$ -
Exhibit fees	\$ 412,220	\$ 455,300	\$ 470,600	\$ 15,300	\$ -	\$ -	\$ -	\$ -	\$ 412,220	\$ 455,300	\$ 470,600	\$ 15,300
Grant/contract income	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -	\$ (55,000)	\$ 55,000	\$ 55,000	\$ -	\$ (55,000)
Interest income	\$ 45,000	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000	\$ 32,000	\$ 32,000	\$ -
Investment gain/(loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Label/mailling list income	\$ 7,500	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 10,000	\$ 10,000	\$ -
Management fees	\$ 4,800	\$ 4,800	\$ 3,600	\$ (1,200)	\$ -	\$ -	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 3,600	\$ (1,200)
Member dues	\$ 1,788,290	\$ 2,100,000	\$ 2,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,788,290	\$ 2,100,000	\$ 2,100,000	\$ -
Other income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Publication sales	\$ 456,250	\$ 340,800	\$ 357,600	\$ 16,800	\$ -	\$ -	\$ -	\$ -	\$ 456,250	\$ 340,800	\$ 357,600	\$ 16,800
Registrations	\$ 1,768,355	\$ 1,758,425	\$ 1,908,855	\$ 150,430	\$ -	\$ -	\$ -	\$ -	\$ 1,768,355	\$ 1,758,425	\$ 1,908,855	\$ 150,430
Service fees	\$ 1,110,000	\$ 1,098,000	\$ 977,000	\$ (121,000)	\$ 100,000	\$ 206,000	\$ 206,000	\$ -	\$ 1,210,000	\$ 1,304,000	\$ 1,183,000	\$ (121,000)
Sponsorship revenue	\$ 180,100	\$ 152,900	\$ 157,000	\$ 4,100	\$ -	\$ -	\$ -	\$ -	\$ 180,100	\$ 152,900	\$ 157,000	\$ 4,100
Total Revenue	\$ 6,042,015	\$ 6,205,725	\$ 6,270,155	\$ 64,430	\$ 159,000	\$ 263,000	\$ 208,000	\$ (55,000)	\$ 6,201,015	\$ 6,468,725	\$ 6,478,155	\$ 9,430
Personnel costs	\$ 2,100,759	\$ 2,148,774	\$ 2,134,297	\$ (14,477)	\$ 53,696	\$ 57,748	\$ 47,274	\$ (10,474)	\$ 2,154,455	\$ 2,206,522	\$ 2,181,571	\$ (24,951)
Other expenses												
Advertising and promotion	\$ 119,800	\$ 130,766	\$ 110,266	\$ (20,500)	\$ 10,000	\$ 6,000	\$ 7,500	\$ 1,500	\$ 129,800	\$ 136,766	\$ 117,766	\$ (19,000)
Awards, scholarships and grants	\$ 2,200	\$ 9,500	\$ 9,500	\$ -	\$ 4,000	\$ 2,000	\$ 2,000	\$ -	\$ 6,200	\$ 11,500	\$ 11,500	\$ -
Bad debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank charges	\$ 107,350	\$ 112,025	\$ 112,525	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 107,350	\$ 112,025	\$ 112,525	\$ 500
Consulting/outside services	\$ 672,407	\$ 777,173	\$ 781,206	\$ 4,033	\$ 56,500	\$ 130,000	\$ 125,000	\$ (5,000)	\$ 728,907	\$ 907,173	\$ 906,206	\$ (967)
Contingency expenses	\$ 264,072	\$ 281,271	\$ 304,441	\$ 23,170	\$ -	\$ -	\$ -	\$ -	\$ 264,072	\$ 281,271	\$ 304,441	\$ 23,170
Depreciation	\$ 145,000	\$ 138,000	\$ 138,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ 138,000	\$ 138,000	\$ -
Equipment rental	\$ 78,650	\$ 82,450	\$ 87,450	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 78,650	\$ 82,450	\$ 87,450	\$ 5,000
General taxes	\$ 10,150	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,150	\$ 5,000	\$ 5,000	\$ -
Insurance	\$ 47,500	\$ 49,000	\$ 45,760	\$ (3,240)	\$ -	\$ -	\$ -	\$ -	\$ 47,500	\$ 49,000	\$ 45,760	\$ (3,240)
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meals, lodging and entertainment	\$ 269,994	\$ 306,353	\$ 299,523	\$ (6,830)	\$ 5,550	\$ 6,750	\$ 6,250	\$ (500)	\$ 275,544	\$ 313,103	\$ 305,773	\$ (7,330)
Meeting costs	\$ 824,361	\$ 780,658	\$ 809,623	\$ 28,965	\$ -	\$ -	\$ -	\$ -	\$ 824,361	\$ 780,658	\$ 809,623	\$ 28,965
Memberships and subscriptions	\$ 35,700	\$ 38,775	\$ 38,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,700	\$ 38,775	\$ 38,775	\$ -
Other expenses	\$ 28,700	\$ 34,220	\$ 32,220	\$ (2,000)	\$ 200	\$ -	\$ -	\$ -	\$ 28,900	\$ 34,220	\$ 32,220	\$ (2,000)
Postage and delivery	\$ 136,400	\$ 138,501	\$ 151,701	\$ 13,200	\$ 1,250	\$ 550	\$ 1,250	\$ 700	\$ 137,650	\$ 139,051	\$ 152,951	\$ 13,900
Printing, production and duplicating	\$ 344,000	\$ 299,714	\$ 292,290	\$ (7,424)	\$ 2,250	\$ 1,950	\$ 2,700	\$ 750	\$ 346,250	\$ 301,664	\$ 294,990	\$ (6,674)
Legal and accounting	\$ 267,100	\$ 276,600	\$ 276,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,100	\$ 276,600	\$ 276,600	\$ -
Rent	\$ 153,480	\$ 153,420	\$ 153,420	\$ -	\$ 6,000	\$ 5,760	\$ 5,760	\$ -	\$ 159,480	\$ 159,180	\$ 159,180	\$ -
Supplies, equipment and maintenance	\$ 109,212	\$ 119,652	\$ 107,307	\$ (12,345)	\$ 1,250	\$ 500	\$ 1,150	\$ 650	\$ 110,462	\$ 120,152	\$ 108,457	\$ (11,695)
Telephone and fax	\$ 64,150	\$ 84,930	\$ 105,682	\$ 20,752	\$ 1,850	\$ 2,650	\$ 2,150	\$ (500)	\$ 66,000	\$ 87,580	\$ 107,832	\$ 20,252
Temporary assistance	\$ 18,950	\$ 16,350	\$ 19,350	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 18,950	\$ 16,350	\$ 19,350	\$ 3,000
Training and development	\$ 36,200	\$ 36,200	\$ 36,200	\$ -	\$ 1,000	\$ 1,500	\$ 1,500	\$ -	\$ 37,200	\$ 37,700	\$ 37,700	\$ -
Travel	\$ 211,025	\$ 220,176	\$ 212,176	\$ (8,000)	\$ 10,309	\$ 13,809	\$ 12,309	\$ (1,500)	\$ 221,334	\$ 233,985	\$ 224,485	\$ (9,500)
Total Other Expenses	\$ 3,946,401	\$ 4,090,734	\$ 4,129,015	\$ 38,281	\$ 100,159	\$ 171,469	\$ 167,569	\$ (3,900)	\$ 4,046,560	\$ 4,262,203	\$ 4,296,584	\$ 34,381
Total Expenses	\$ 6,047,160	\$ 6,239,508	\$ 6,263,312	\$ 23,804	\$ 153,855	\$ 229,217	\$ 214,843	\$ (14,374)	\$ 6,201,015	\$ 6,468,725	\$ 6,478,155	\$ 9,430
Change in Net Assets	\$ (5,145)	\$ (33,783)	\$ 6,843	\$ 40,626	\$ 5,145	\$ 33,783	\$ (6,843)	\$ (40,626)	\$ -	\$ -	\$ -	\$ -

Executive Director Report



July 2005

Webinar Technology

AACRAO broadcasted five sessions live from the Annual meeting in webinar format. Feedback from remote attendees was very positive. Recordings of the two most attended webinars will be available for a fee on the AACRAO website. AACRAO is currently investigating providing similar webinars at the SEM and Technology conferences, in addition to semi-monthly standalone webinars of topical interest.

Web Task Force

AACRAO reviewed the results of the web survey and found a very high level of satisfaction among the membership with the current web page. Areas most suggested for improvement: the search function and the overall “look and feel” of the site. Accordingly, AACRAO is investigating implementing Google search technology to boost the search function and has solicited initial redesign templates from graphic designers.

2005-2006 AACRAO Renewals

For the second year, AACRAO used special PDF merge technology to electronically invoice the members for the 2005-2006 membership year. This electronic process has proved far more efficient and cost-effective than the paper process used in the past. AACRAO will next experiment with sending reminder invoices as HTML messages instead of attachments and gauge member response to the new format.

Jobs Online and Ecommerce Upgrade

AACRAO used in-house web development skills to completely revamp the ecommerce section of the Jobs Online site. In addition, AACRAO installed a new WYSIWYG (What You See Is What You Get) editor to enable job posters to add rich text formatting to their job announcements. Estimated savings to AACRAO by working in-house and not using outside developers: \$15k.

Nominations Online Voting

AACRAO successfully launched the 2006-2007 Nomination for Leadership. The Nominations web application resides on a server at AACRAO and can be accessed directly by IT staff for any changes or updates during the voting process. Voting will close August 1st at which time results will be available to the N&E officers.

SEM Presenter Confirmations

AACRAO emailed detailed confirmation information to SEM Conference presenters using the same PDF merge technology employed for membership renewal.

Firefox Upgrade / Computer Users Meeting

AACRAO updated all workstations in the AACRAO office to the latest version of Firefox browser. Firefox significantly increases the security of web browsing and the latest version resolves most page display problems. The IT staff also hosted a Computer Users Meeting for the AACRAO office and provided tips and tricks for using Firefox. Future meetings will address training needs as expressed by the AACRAO staff.

AACRAO Domain Names

AACRAO took control of managing AACRAO domain names from our web hosting provider. Bringing control of DNS in house will give AACRAO greater flexibility in creating, changing and deleting AACRAO domains and will eliminate the per transaction cost incurred with the web provider.

6005 Accounting

For the month of May, AACRAO has net operating income of \$9,877 for the month, and net operating income of \$936,451 year-to-date. All estimated expenses for the Annual Meeting have been replaced by actual costs incurred. As of May 31st, Annual Meeting income is \$1,532,736 and expenses are \$1,026,138, for a net income of \$506,598. The net income may change in the coming months if late invoices or expense reports arrive, or from salary allocations. There was a change in the value of investments of \$40,535 for the month, all unrealized. Highlights from the May financial statements are:

Statement of Financial Position

- 1) Cash increased \$477,000 in May. Transfers of \$450,000 were made from the Schwab short-term investment account to pay the remaining Annual Meeting invoices. Some of the actual payments were made in the beginning of June. Dues renewal payments, including \$50,757 received on May 31st, also contributed to the increase.
- 2) Investments decreased \$407,000 in May. This was due to the transfer described above, offset by the unrealized gains and interest earnings for the month.
- 3) Accounts receivable increased \$22,000 in May. The largest invoices were \$8,000 for an international consultation and \$4,900 for IES evaluation fees.
- 4) Accounts payable decreased \$62,000 in May due to payment of Annual Meeting invoices. The largest remaining invoice in the total is \$326,300 for the New York Hilton Hotel. This invoice was paid the beginning of June. During May, AACRAO began using a web-based invoice payment system, and this process is off to a good start.
- 5) Unearned income increased \$109,990 for the month. The membership dues deferral increased by the difference between amounts collected for the 2005/2006 membership year and eleven months of revenue recognition for the 2004/2005 membership year. For membership dues, \$1,992,754 was collected for the 2004/2005 dues year, and for corporate dues, a total of \$129,850 was collected. For the 2005/2006 membership year, \$233,812 has been collected for membership dues. Advance payments for exhibits for next year's Annual Meeting of \$41,750 were received this month.

Statement of Activities

Revenues for the first eight months of the fiscal year are \$4,731,891 or 76% of budget. Membership dues revenue is currently 12% over budget, while corporate dues revenue is now 2% under budget. Registration income is at 95% of annual budget, and should reach 100% over the summer with additional revenue from Registrar 101, FERPA, Admissions Institutes and the Summer Institute expected. Exhibit fees are 1% over annual budget and will remain at that level for the rest of the year. Sponsorships are at 70% of annual budget, but should increase somewhat in the summer from Registrar 101 and support for the member cards. Grants and contracts are at 51% of annual budget due to the recognition of revenue from nine IPEDS workshops. IES credential evaluation fees are \$66,362 for May, and \$528,673 year-to-date. The department has an operating gain of \$20,630 for the month and \$110,553 year-to-date. Consulting services has no revenue this month, and an operating loss of \$52,205 year-to-date. Publication sales were \$26,852 in May, but are 14% under budget year-to-date. Please note that the primary reason for the under budget publication revenues is the lack of a TCP publication available for sale. Advertising revenue for Jobs-On-Line is \$12,330 for the month, and is now 6% over budget. Interest income is \$42,928 year-to-date, which is 28% over budget.

Expenses in total are \$3,795,440 or 61% of budget.

Five categories are over budget:

Legal & Accounting – This category is 1% over budget due to various legal and accounting invoices received this month, and should return to within budget in June.

Meeting Costs – This category is 22% over budget due to Annual Meeting expenses, which were higher due to increased attendance. This category is expected to remain over budget this year.

Memberships & Subscriptions – This category is 6% over budget due to new subscriptions and renewals. This category may remain over budget this year.

Telephone & Fax – This category is 4% over budget due to costs incurred at the Annual Meeting, including WebEx charges.

Temporary Assistance – While this category is 24% over budget, the costs were incurred to cover a staffing shortage in the IES department. The increase in expenses here is offset by a reduction in the salaries and wages and payroll tax line items.

All payroll taxes are paid up-to-date. AACRAO's tax returns were filed in March, and refunds for estimated taxes paid were received in May.

ANNUAL MEETING

Meeting Industry Update

In 2001 when the recession was at its height and hotels were suffering from the post 9/11 travel decline, AACRAO negotiated contracts for future Annual Meetings in major cities through 2011. Not only were the rates relatively low compared to what groups had been paying but they were locked in with no escalator clauses – a very unusual feature in contracts prior to then. As we look at current trends in hotel pricing, we are pleased to report that our strategy has paid off.

Leading industry organizations report that the market has changed completely. It is now a sellers market with rates going up and availability being squeezed. The 2005 Hotel Operating Statistics (HOST) study shows the U.S. hotel industry generated profits of \$16.7 billion on room revenues of \$86 billion and all-time high total revenues of \$113.7 billion. The profit in 2004 was 30.5 percent higher than in 2003, when the industry achieved profits of \$12.8 billion. This is quite a change from a few years ago when some hotels were forced to lay off as many as 60% of their staff and close hotel restaurants!

6105 Current Annual Meeting

Registration

Total registration revenue for the 2005 Annual Meeting was budgeted for \$951,875. Actual revenue was \$1,106, 648 – 16% over budget. This figure includes \$34,100 in premeeting workshop revenue. Total registration of 3380 marked a new attendance record.

Method of Registrations

The number of web registrations is increasing year by year. Once again, more registrants (43%) registered by the web than by any other method (fax, mail, on site). On site registrations remained about the same.

	2003 Washington		2004 Las Vegas		2005 New York City	
Web	736	33%	1354	41%	1467	43%
Fax	683	31%	854	26%	836	24%
Mail	656	29%	838	25%	840	24%
On site	142	7%	258	8%	256	7%

Date of Registration

There has been a very slight decrease over the past three years in the number of people submitting registrations by the early bird deadline. It will be interesting to see if this trend continues.

	2003 Washington		2004 Las Vegas		2005 New York City	
Earlybird	1620	72%	2394	71%	2428	70%
Regular	618	27%	974	29%	1014	30%

Note: These totals include cancellations and no-shows.

Method of Payment

The method of payment was similar from 2003 to 2005. There was no increase in per cent of payments by credit card. This is surprising because web registrations -- which require credit card payment -- have increased.

	2003 Washington	2004 Las Vegas	2005 New York City
Checks	37% of total revenue	36% of total revenue	37% of total revenue
Credit cards	63% of total revenue	64% of total revenue	63% of total revenue
Cash	less than 1% of total revenue	less than 1% of total revenue	less than 1% of total revenue

Attendees by Geographic Area

We had expected a significant increase in international attendees due to the drop in the value of the dollar compared to other locations and the New York location. However, the total number of international attendees (not including Canada) increased by only 3%. Surprisingly, Canadian registrations dropped by 8%.

Host region MSACROA doubled its representation from previous years. In contrast, NEACRAO attendance increased by only 36% despite its proximity to New York. PACRAO attendance declined by only 26% following its record high representation of 683 registrants in Las Vegas. UMACRAO attendance stayed about the same. Both RMACRAO and SACRAO attendance declined.

See more registration information below in Annual Meeting Registration Statistics 1997-2005 and Annual Meeting Registration by State, Country, and Region.

**AACRAO Annual Meeting Registration Statistics
1997-2005**

	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York City 2005
Member	1716	1954	1550	2031	1927	1712	1465	2095	2066
Nonmember	84	78	70	99	163	106	91	187	189
Minority first-time attendee	54	137	85	80	53	69	77	220	235
Student	6	10	6	99					
Complimentary	137	64	68	81	52	45	58	76	60
Presenter only/Presenter One Day	20	183	0	0	61	30	39	33	31
Presenter complimentary full meeting									20
high school	17	18	9	22	43	18	5	NA	NA
one day – member	17	75	21	9	31	60	58	41	96
one day – nonmember	3	5	13	3	12	10	18	14	33
Exhibitor (complimentary)	189	231	363	357	500	350	400	451	469
exhibitor (paying meeting registration)	0	20	15	13				15	23
Workshop only	0	3	0	11	8	5	14	2	8
Other				8		29	47	38	49
Total	2243	2778	2200	2740	2885	2437	2272	3172	3279
Guests	64	93	69	150	79	38	83	88	89
guests (comp)					3	3	6	10	12
TOTAL	2307	2871	2269	2890	2967	2478	2361	3270	3380
Exhibiting companies	86	106	102	96			97	101	98
Booth spaces sold	?	131	139	109	149	146	143	152	149

Annual Meeting Registration by State, Country, and Region

Country/ State Postal Code	State/ Province	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York 2005	% change 2004 to 2005
United States											
AK	Alaska	2	1	1	2	12	8	7	4	9	125%
AL	Alabama	32	42	20	45	21	21	28	39	31	-21%
AS	American Samoa				0	1	0	0	1		-100%
AR	Arkansas	6	13	10	15	5	3	6	19	12	-37%
AZ	Arizona	33	52	24	33	35	22	24	56	33	-41%
CA	California	173	180	148	227	202	135	122	309	255	-17%
CO	Colorado	77	64	63	78	88	84	43	77	55	-29%
CT	Connecticut	28	25	26	37	29	13	28	28	47	68%
DC	District of Columbia	54	42	34	54	33	41	86	79	73	-8%
DE	Delaware	8	7	8	12	9	10	7	8	11	38%
FL	Florida	47	48	58	78	67	48	48	132	122	-8%
GA	Georgia	46	38	26	58	47	40	30	58	53	-9%
HI	Hawaii	8	5	3	8	4	2	1	7	4	-43%
IA	Iowa	52	69	35	40	40	60	25	39	42	8%
ID	Idaho	17	10	8	11	28	10	9	29	18	-38%
IL	Illinois	119	347	91	137	138	123	109	163	125	-23%
IN	Indiana	59	115	63	68	67	75	64	87	88	1%
KS	Kansas	53	81	50	57	53	60	51	91	71	-22%
KY	Kentucky	13	20	16	18	16	12	10	21	16	-24%
LA	Louisiana	28	23	29	101	21	25	19	28	40	43%
MA	Massachusetts	67	82	79	87	60	39	58	112	150	34%
MD	Maryland	38	60	68	65	43	27	122	53	76	43%

Country/ State Postal Code	State/ Province	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York 2005	% change 2004 to 2005
ME	Maine	11	9	7	16	7	4	7	8	14	75%
MI	Michigan	83	132	75	104	89	80	65	89	76	-15%
MN	Minnesota	43	58	47	68	65	230	50	85	92	8%
MO	Missouri	65	93	84	79	83	68	57	101	101	0%
MS	Mississippi	3	9	5	9	4	2	4	2	8	300%
MT	Montana	14	4	3	5	10	9	7	20	15	-25%
NC	North Carolina	26	36	145	53	47	26	35	49	45	-8%
ND	North Dakota	4	3	8	7	13	40	14	16	12	-25%
NE	Nebraska	42	41	26	34	31	48	26	34	26	-24%
NH	New Hampshire	4	8	9	8	4	8	8	6	8	33%
NJ	New Jersey	34	44	42	49	23	18	37	49	87	78%
NM	New Mexico	27	20	20	27	21	25	18	37	29	-22%
NV	Nevada	10	6	2	9	3	7	6	68	9	-87%
NY	New York	90	91	108	126	87	71	118	150	440	193%
OH	Ohio	85	130	88	96	81	69	66	113	108	-4%
OK	Oklahoma	25	25	14	16	20	16	6	28	15	-46%
OR	Oregon	26	22	21	34	74	17	11	40	29	-28%
PA	Pennsylvania	80	78	89	105	55	61	100	133	150	13%
PR	Puerto Rico	24	36	33	31	31	35	11	28	32	14%
RI	Rhode Island	11	14	11	15	7	7	12	16	14	-13%
SC	South Carolina	16	14	55	23	23	9	9	10	16	60%
SD	South Dakota	7	3	8	6	10	24	6	13	11	-15%

Country/ State Postal Code	State/ Province	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York 2005	% change 2004 to 2005
TN	Tennessee	48	59	49	49	36	32	41	53	41	-23%
TX	Texas	111	119	92	150	132	117	55	173	166	-4%
UT	Utah	123	32	21	44	31	29	18	50	47	-6%
VA	Virginia	56	51	68	73	35	42	90	99	78	-21%
VI	Virgin Islands		4	4			5	3	1	6	500%
VT	Vermont	5	7	4	5	5	8	8	13	19	46%
WA	Washington	39	26	25	45	251	33	35	58	57	-2%
WI	Wisconsin	58	98	55	56	61	54	30	58	47	-19%
WV	West Virginia	12	9	22	9	10	6	8	6	14	133%
WY	Wyoming	17	4	3	8	8	9	7	18	6	-67%
	TOTAL	2159	2609	2103	2590	2376	2067	1865	3064	3149	3%
Canada											
AB	Alberta	6	6		34	6	4	2	11	11	0%
BC	British Columbia	8	7	2	9	32	5	9	31	17	-45%
MB	Manitoba	1	1	2	3	4	12	5	5	5	0%
NB	New Brunswick		1		1			0	1		-100%
NF	Newfoundla nd	1		1		4	0	0	2	3	50%
NS	Nova Scotia	1	2	2	2	1	1	0	1		-100%
ON	Ontario	15	23	11	22	25	8	22	46	52	13%
QC	Quebec	8	4	6	8	2	0	38	5	6	20%
PE	Prince Edward Island					1	1	1			
SK	Saskatchew an	2	2	1	1	2	3	2	1	1	0%

Country/ State Postal Code	State/ Province	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York 2005	% change 2004 to 2005
	TOTAL CANADA	40	44	24	79	75	31	79	103	95	-8%
Afghanistan		1						0	0		
Argentina					1	0		0	0		
Australia					2	3		1	1	4	
Azerbaijan									1		
Bahamas					2	2		1	2		
Belize					1	0		0	0		
Benin									1		
Bermuda									2		
Bulgaria					1	0		1	0		
Cayman Islands							1	0	0		
Chile					2	4	2	2	3	1	
China									1		
Columbia					1	2		2	0		
Denmark							1	1	1	3	
Dominican Republic										2	
Egypt					7	9	5	5	7	10	
France					1	1		0	1	1	
Germany					2	1	1	1	2		
Ghana									1	2	
Grenada					0	1		1	2	1	
Greece							3	0	0		
Guam			2		1	0	3	0	1		
Hong Kong							1	0	0		
Hungary					1	0		0	0		
India					0	1	1	1	0		

Country/ State Postal Code	State/ Province	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York 2005	% change 2004 to 2005
Ireland					0	1		0	0	2	
Italy					1			2	0		
Jamaica					1	1	1	3	3	2	
Japan					1	3	3	1	2		
Kenya						1	1	0	0		
State of Kuwait						1	1	0	0		
Lebanon					2	2	1	2	4	8	
Mexico					2	1	1	2	10	6	
Netherlands									1	2	
New Zealand					2	3	2	1	3		
Nigeria										2	
Norway					1	1		0	3	2	
Pakistan							1	0	0		
Palau					1			0	1		
Philippines						1		0	0		
Russia					1	1		0	0		
Saudi Arabia					1	3		0	2	2	
Scotland							1	0	0		
Singapore									1		
South Africa					5	1	1	0	0		
Sri Lanka									1		
Sweden					4	2	2	2	2	8	
Switzerland						1		1	0		
Tortola						1		0	0		
Trinidad and Tobago							2	0	0		
United Arab Emirate						2	1	1	2	1	
United Kingdom					7	2	4	9	6	10	

Country/ State Postal Code	State/ Province	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York 2005	% change 2004 to 2005
Virgin Islands (British)										1	
TOTAL INTERNATIONAL (NOT CANADA)					51	52	40	40	67	69	3%
MSACROA	DE,DC,MD, NJ,NY,PA	250	280	315	357	217	187	384	393	764	94%
NEACRAO	CT,ME,MA, NH,RI,VT,N F,NS,NB,Q C	136	152	145	179	119	80	159	192	261	36%
PACRAO	AK,AZ,CA,H I,ID,MT,NV, OR,UT,WA, AB,BC,GU	459	351	258	462	688	281	253	683	504	-26%
UMACRAO	ND,SD,IA,M N	106	133	98	121	128	354	95	153	157	3%
RMACRAO	CO,WY,NM	121	88	86	113	117	118	68	132	90	-32%
SACRAO	AB,AK,NC, SC,FL,GA,K Y,LA,MS,O K,TN,TX,VA	457	497	587	688	474	393	381	711	643	-10%

Corporate Participants

2005 New York

Corporate presentation revenue was budgeted at \$33,900. We collected \$42,800 in corporate presentation revenue for the 2005 Annual Meeting.

2006 San Diego

We are making efforts to secure a minimum of 10 corporate presentations for the 2006 Annual Meeting – including 5 Corporate Showcase presentations.

Sponsorships

2005 New York

We budgeted for \$45,000 in sponsorship revenue for the 2005 Annual Meeting and collected \$38,200 in sponsorship revenue.

2006 San Diego

Current 2006 sponsorships sold include:

Oracle: *Cyber Cafe*

Datatel: *Tote bags*

SCT: *Badge Holders*

CollegeNet: *Golf Tournament*

We are pursuing potential sponsors from our list of Corporate Partners. Many corporate partners have expressed an interest in increasing their levels of participation in the upcoming year.

Advertising

2005 New York

Revenue from program advertising was budgeted at \$6,000. Six advertisements were sold in the Pocket Program that generated a total of **\$7,800** in collected revenue for the 2005 Annual Meeting.

6120 Exhibits

2005 New York

The final numbers for the exhibit sales show that 98 companies registered to exhibit with a total of 149 booths being sold. The budgeted goal was to sell 155 booths. The current revenue secured was \$333,850 which was \$11,320 over the amount sold for 2004. The budgeted amount for this year's annual meeting is \$337,800. The exhibit goal was at 99% for this year's annual meeting.

2006 San Diego

On-site, 59 companies reserved 111 booths for the 2006 AACRAO Annual Meeting. So out of the total booths sold in 2005, 74% were renewed for next year's show in San Diego.

Since the annual meeting, we have sold several additional booths. The exhibitor prospectus is at print and will be mailed to our prospects in early July. Once these brochures hit, our calling center will begin making sales calls.

2006 Exhibitors (as of June 2006)

ACT, Inc.	IDP Education Australia
Ad Astra Information Systems	ImageNow by Perceptive Vision
ADMIN.701, Admissions Processing, LLC	Infosilem
Admissions Lab	IntelliResponse - Comtext Systems Inc.
Adobe Systems Incorporated	International Consultants of Delaware
American Council on Education	International Education Research
ApplyYourself, Inc.	Foundation, Inc. (IERF)
AIE	International Security Products
ATI	Jenzabar
Australian Education International	Jostens
BookWear®	L.A.M. Enterprises, Inc.
Brainworks Design Group, Inc.	LiquidMatrix Corporation
Campus Management Corp.	LRP Publications
Capella University	MagnetStreet
Carnegie Communications	MELAB / English Language Institute /
CASCU	University of Michigan
CCM Software Services	Miami University - DARS Project
Champlain Software, a division of Para	mindwrap, inc.
Research, Inc.	National Mail-It
Chase Education First	The National Society of Collegiate Scholars
Ciber, Inc.	National Student Clearinghouse
The College Board	Nellie Mae
College Bound Selection Service	Nelnet
CollegeNET, Inc	Noel-Levitz
ComQuip, Inc.	Nolij Corporation
ComSpec International Inc. / EMPOWER	NRCCUA
Conclusive Systems	Oracle Corporation
Credentials Inc.	Overture Technologies
Data Impact	PACE Business Solutions
Data Tech Services	Paradigm, Inc.
Datatel	Paskill Stapleton & Lord
Decision Academic	Peterson's
Digital Architecture Group	Phi Theta Kappa Honor Society
Docufide, Inc.	Plasti-Plak
Dotmarketing, Inc.	PostcardPower
eCampusTours.com	RightNow Technologies
EDge Interactive	School Guide Publications
EDU Internet Strategies	SchoolMessenger / Reliance
Education Systems, Inc. EMAS PRO	Communications, Inc.
Educational Credential Evaluators, Inc.	SCRIP-SAFE® Security Products, Inc.
Educational Testing Service	Secured Document Systems -
The EI Group	PROTECTEDPaper
EMC Corp. / SSD Inc.	Selective Service System
EMS by Dean Evans & Associates, Inc.	SEM WORKS
Framing Success	SmartCatalog
The Greentree Gazette	SunGard Bi-Tech
Herff Jones, Inc.	SunGard SCT
Hobsons	Talisma
Hyland Software	TG

Three Rivers Systems, Inc.
U.S. Army Accessions Command
University of Cambridge International
Examinations

University of Miami Academic Credentials
Evaluators
World Education Services
Xap Corporation

MEMBER SERVICES

6205 Member Maintenance

Membership 2004-2005 (July 1, 2004 to June 30, 2005)

Annual Comparison – Dues

The table below contains an annual comparison of dues collected.

	Member	Corporate	Total
2004-2005	\$1,992,754.00	\$129,850.00	\$2,122,604.00
2003-2004	\$1,831,564.74	\$145,300.00	\$1,976,864.74
2002-2003	\$1,755,854.00	\$143,150.00	\$1,899,004.00
2001-2002	\$1,723,996.41	\$108,125.00	\$1,832,121.41
2000-2001	\$1,701,951.00	\$104,537.50	\$1,806,488.50
1999-2000	\$1,553,379.00	\$93,700.00	\$1,677,079.00

Annual Comparison - Institutional Membership Renewal Numbers

Institutional Members

	Renew	New	Dropped	Total
2004-2005	2,344 (97%)	**171 (7%)	70 (3%)	2,515
2003-2004	2,258 (97%)	**156 (7%)	80 (3%)	2,414
2002-2003	2,231 (96%)	**107 (5%)	102 (4%)	2,338
2001-2002	2,220 (95%)	113 (5%)	105 (5%)	2,333
2000-2001	2,179 (97%)	76 (3%)	70 (3%)	2,325
1999-2000	2,113 (94%)	19 (1%)	134 (6%)	2,266

** Does not include Organizational or Individual Members

Membership Renewal 2005-2006

In an effort to promote efficiency we used electronic billing for a second year for membership renewal. The renewal process started immediately following the annual meeting. The enrollment for each institution was adjusted according to the IPEDS data. Invoices were sent to all primary contacts (May 12) as a PDF attachment through email, instead of a hard copy by mail. In doing so we were able to eliminate printing and postage fees as well as reducing the manual labor involved.

In May, we also sent renewal information to non-renewals from the following five years: 2000-2001, 2001-2002, 2002-2003, 2003-2004, 2004-2005 (total 261 institutions). This project proved to be very successful in 2004-2005 when we invoiced 296 institutions and had 45 institutions renew with \$24,316.71 in revenue.

Collections Schedule for 2004-2005

May '04:	Email, Transcript and "What's New" page of the web site
June '04:	Second Email
July '04:	Third Email
August '04:	Fourth Email
September '04:	1 st round of phone calls Work with Conferon on unpaid institutions trying to register for SEM and the Technology conference
October '04:	2 nd round of phone calls. Call and email roster members other than the primary contact.
November '04:	3 rd round of phone calls
November '04:	Board members call unpaid institutions
December '04:	Mailed hard copies of invoices to primary contacts
January '05:	Continue to call unpaid members. Work with Conferon on unpaid institutions registering for the Annual Mtg.
January '05:	Completed round of calls to all unpaid institutions and faxed invoices.
January '05:	Contacted all cancelled members about rejoining AACRAO.
February '05:	Contacted all unpaid members to remind them that the annual meeting is coming up March 28-31 and that a current AACRAO membership entitles every staff member at their institution to an average of 20% off the meeting registration fee.
February '05:	Contacted annual meeting registrants that claimed the member rate when their institution dues had not been paid.
February '05:	Contacted all previous members about the annual meeting and also let them know that their membership is lapsed.
March '05:	Mailed the recent C&U to unpaid members letting them know that this would be their last copy.
March '05:	Contacted all the unpaid members expressing our regret for their not renewing their membership and informing them of the member discount at the upcoming annual meeting.

The following dues were collected in February, March, April and May 2005:

▪ February	\$20,013
▪ March	\$10,756
▪ April	\$ 5,518
▪ May	\$ 3,038
TOTAL	\$39,325

New Institutional Members 2004-2005

171 new members joined AACRAO (136 Institutional, 35 Affiliates).

New Organizational and Individual Members 2004-2005

6 organizational members and 23 individual members joined AACRAO.

Dropped Members

There are two different types of dropped members. Cancelled Members are those who have contacted the AACRAO office to indicate that they are dropping their membership. Unpaid Members are those who have not paid their dues.

Cancelled Institutional Members 2004-2005

42 members cancelled membership (36 Institutional, 6 Affiliates).

Cancelled Organizational and Individual Members 2004-2005

2 organizational members (Illinois Community College Board and Miami-Dade County Public Schools) and five of the individual members cancelled membership.

Unpaid Members 2004-2005

A total of 28 institutional members (21 institutional and 7 affiliate) did not pay their dues for 2004-2005.

Corporate Partners 2004-2005 (July 1, 2004 to June 30, 2005)

In 2004-2005, 16 new Corporate Partners joined AACRAO.

New Corporate Partners (Total 16)	City	State
Academic Credential Assessment Corporation (ACAC)	Casper	Wyoming
Academic Impressions	Denver	Colorado
Admissions Lab	Atlanta	Georgia
CEI Education Specs, Inc.	Houston	Texas
Center for Educational Documentation	Boston	Massachusetts
Credentials Inc.	Northfield	Illinois
Education Consultants and Evaluators International	Flowood	MS
Global Student Loan Corporation	New York	New York
Infosilem Inc.	Quebec	Canada
International Academic Credential Evaluators, Inc.	Denton	Texas
Nelnet Marketing Solutions	Portland	Maine
Secured Document Systems	Rochester	New York
SEM Works	Greensboro	North Carolina
Strategy Consultant	West Chester	Ohio
Thomson Peterson's	Laurenceville	New Jersey
XAP Corporation	Culver City	California

Category	Gross Revenues	Partnership fee
1	Under \$200,000	\$750
2	\$200,000 - \$100 million	\$2,000
3	\$100 - \$500 million	\$3,000
4	\$500 million +	\$4,000

Annual Comparison – Corporate Partners

Corporate Partners

	Dropped	Renew	New	Total
2004-2005	17	60	16	76
2003-2004	11	62	17	77 (No comp)
2002-2003	35	54	19	73 (2 comp)
2001-2002	15	68	21	89
2000-2001	11	41	42	83
1999-2000	3	47	5	52

Departing Corporate Partners 2004-2005

In 2004-2005, 8 corporate partners cancelled membership:

American Education Services (\$2,350)
Campus Direct, Plymouth Meeting, Pennsylvania (\$2,178)
Cap & Compass (\$750)
ComQuip, Inc. (\$750)
Educational Testing Service, Princeton, New Jersey (\$3,000)
Peoplesoft, Bethesda, Maryland (\$4,700)
SAS, Rockville, Maryland (\$4,175)
1 EDI Source, Inc. (\$2,000)

The following 9 corporate partners did not pay their dues for 2004-2005 and their membership was inactivated:

Academic and Professional International Evaluations (\$750)
Aptron Corporation (\$2,000)
ConnectEdu, Inc. (\$750)
Educational Perspectives (\$750)
ELS Language Centers (\$2,000)
Mobular Technologies (\$2,000)
Royall & Company (\$2,000)
RuffaloCODY (\$2,000)
The Trustforte Corporation (\$3,175)

The total amount of unpaid corporate dues was \$35,328.

1.) AACRAO Membership (2000-2001)	YR END 98-99	YR END 99-00	YR END 2000-2001	YR END 01-02	YR END 02-03	YR END 03-04	YR END 04-05
Institutional Members							
Paid Institutions	2247	2266	2275	2274	2262	2316	2395
Paid Institutional Individuals	8567	8532	8733	9,136	9175	9671	9846
Unpaid Institutions			66	127	102	67	57
Unpaid Institutional Individuals			185				
Affiliated Institutions							
Paid Affiliated Institutions	n/a	n/a	50	58	85	107	129
Paid Affiliated Individuals	n/a	n/a	67	118	197	276	270
Unpaid Affiliated Institutions			0	5	9	13	13
Unpaid Affiliated Individuals			0		33		
Individual Members							
Paid International	n/a	n/a	14	15	15	17	22
Paid High School	15	14	18	14	12	8	17
Paid Retired	6	7	9	12	9	12	9
Paid Student	5	5	4	5	2	4	3
Honorary Members	77	79	82	84	81	82	86
Unpaid International			0	2	5	1	3
Unpaid High School			0	4	6	2	1
Unpaid Retired			0	1	8	0	3
Unpaid Student			0	2	3	0	1
Corporate Partners							
Paid Corporate	53	52	83	89	73	77	76
Paid Corporate Individuals	187	171	131	129	110	124	116
Unpaid Corporate			3	15	35	11	17
Unpaid Corporate Individuals			3	14			25
Organizational Partners							
Paid Organizations	n/a	n/a	14	20	18	25	29
Paid Organizational Individuals	n/a	n/a	19	22	19	38	39
Unpaid Organizations			0	2	4	1	2
Unpaid Organizational Individuals			0	2	4	1	3
Active Members (paid)							
Active Voting Individuals			8733	9136	9175	9671	9846
Active Nonvoting Individuals			344	399	445	561	562
Total Number of Active Members			9077	9535	9620	10,232	10,408
Active Organizations (paid)							
Active Voting Institutions			2275	2274	2262	2316	2395
Active Nonvoting Institutions			147	167	176	209	234
Total Active Organizational Membership			2422	2441	2438	2525	2629

2.) Dues							
AACRAO Paid Dues*	\$ 1,524,488.00	\$ 1,553,379.00	\$ 1,701,951.00	*** \$1,723,996.41	\$1,755,854.00	\$1,831,564.74	\$1,992,754.00
Corporate Paid Dues**	\$ 60,686.00	\$ 93,700.00	\$ 104,537.50	****\$108,125	\$143,150	\$145,300	\$129,850
3.) Analysis – Institutional							
Year-to-Date							
% of Institutional Membership Paid			97%	95%	96%	97%	97%
# of Online Census Updates			2205				
Opt out Advertising			181				
% of Budget Met – Institutional			100%	(Increase 1%) 100%	(Increase 1%) 100%	(Increase 5%) 100%	(Increase 12%) 100%
Prior Year-to-Date							
% of Membership Paid Prior YTD			94%	97%	95%	96%	97%
# of Online Census Prior YTD			620				
4.) Analysis – Corporate							
% of Corp/Org Paid			97%	80%		(12% - not paid) 88%	(24% - not paid) 76%
% of Budget Met – Corporate			108%		132%	(Increase 2%) 100%	(Decrease 10%) 90%
% of Corporate Paid Prior YTD			100%	97%	80%		88%
* Includes Institutional, Affiliated & Individual ** Includes Corporate & Organizational Partners *** Includes all categories except Corporate Partners **** Includes Corporate Partners only							

6215 Retention & Recruitment

Potential Members from Phone Calls and Emails

We are currently working with the following 76 institutions/individuals who contacted us directly via phone or email within the last couple of months regarding AACRAO membership. The new phone system has enabled us to better route incoming calls and direct them to the appropriate staff person. We are following up with each inquiry within two weeks after the initial membership request. We are receiving an average of 30-35 inquiries per month.

First Name	Last Name	Title	Institution
Tammy	Brown	(Registrar's Office)	Louisiana Technical College - Baton Rouge
Bernadette	Winkler	Registrar	Visible School
Lian	Upsdell	Marketing Associate	ImageNow/Peceptive Software, Inc.
Missy	Gluckman	Coordinator, Study Abroad	SUNY Rockland Community College
Georgia	Irre	Registrar	Sanford-Brown College
Janis	Patellaro	Manager	KLA-Ten Cor
Vicki	Lynn	Senior Project Manager	WPI
Anita	Miles	Student Services Administration	Embry-Riddle Aeronautical University - Extended
Angela	Lee	Administrative Assistant	Olivet University
Jane	McGill	Asst. Director of Records and Registration	Volunteer State Community College
Larry	Borgione	Product Manager	Oracle Corporation
Christine	Wilborne	Admissions Counselor	CUNY Queensborough Community College
Jeffrey	Irwin	President	St. Teresa's Medical University
Jon	Bixby	Vice President Education	Ironpoint
Jeff	Codner	Paralegal Instructor and Program Coordinator	Metropolitan College
Jeffrey	Cooper	SVP and Chief Compliance Officer	ITT Educational Services, Inc.
Jerald	Hunter	GS	US Army 1st Recruiting Brigade
Charles	Timinsky	Director of Admissions	Sierra Nevada College
John	Sharkey	Provost/EVP Academic Affairs	Pace University
Larry	Borgione	Campus Solutions Product Strategy	Oracle
Lynn	Schmitt	Guidance Counselor	currently between employment
Reham	El Sayed	Assistant Director, Office of Admissions	American University of Kuwait
Debra	Border	Dean of Students/College Systems	Bryan LGH College of Health Sciences
Al	Frankel	Asst. Dir. Of Scheduling & Reg.	University of Maryland- Baltimore County
Sandra	Cooper	Coordinator - Degrees	Saint Louis University
Lidia	Santos	Graduate Admissions Office	Concordia University
James	Lynch	Director of Admissions	University of Rhode Island
Matthew	Gerst	Assistant Registrar	Saint Louis University
Ruth	Jones	Asst. Dir. for Law Records & Registration	Golden Gate University School of Law
James	Elswick	Associate Director of Recruiting	University of Missouri-Kansas City
Jason	Tatar	Coordinator of Admissions	Westmoreland County Community College
Margaret	Colangelo	Administrative Assistant	Phi Theta Kappa International Honor Society
Luz	Ortiz	Registrar	ICPR Junior College- Mayaguez Campus

Chris	O'Neil	Administrative Assistant	William Carey International University
Tatiana	Herrera	Admissions - Recruiter	Johnson & Wales University
Elise	Scanlon	Executive Director	Accred. Comm. of Career Schools & Coll. of Tech
Christy	Tilford	Assistant Director of Admissions	University of Nebraska at Omaha
April	Short	Graduate Admissions Officer	University of Kentucky
Susie	Dean	HR Manager	Southern California University of Health Sciences
Margaret	Colangelo	Executive Assistant	Phi Theta Kappa Int'l Honor Society
Beverly	Martin	Marketing Manager	National Academic Advising Assoc. (NACADA)
Gloria	Zamarippa	Administrative Office Assistant	Tarrant County College District
		Assistant Dean for Academic Affairs	
Dr. Marty	Stevens	Faculty Associate, Team Lead	Lutheran Theol. Southern Seminary
Becky	Copper	Assistant Director of Admissions	Capella University
Ann	Goodrich	Associate Director of Admissions	Franklin Pierce College
Amy	Patton	Director of Admissions	Wilkes University
Stephanie	Shafer	Higher Education Team	Eastern Nazarene University
Scott	Tolleson	CA Regional Admissions Counselor	Quest Software
		Director	
Betsey	Fuller Hayes	Assistant Registrar	Albertson College of Idaho
Rocky	Chen	Academic Recruiting Coordinator	TCM Coll. (Canadian Coll. of Oriental Medicine)
Fr. Benet	Phillips	Admissions Counselor	St. Anselm College
Izzy	Gamez	Registrar	Univ. of Houston, Off. of Stud. Acad. Support
Erick	Morales	Admissions and Records	Univ. of Texas at El Paso
Christopher	Cox	Assistant Registrar	Bowling Green State University
Alicia	Romo	Director of Administration and Finance	Santa Monica College
Angela	Rogers	Academic Associate	Lynn University
		Registrar	
Rose	Daniels	Coordinator, Student Services	University of Massachusetts Medical School
Tracy	Green	Program Assistant, Enrollment Services	Onondaga Community College
Monique	Dobbins	Registrar	South University
Beth	House	Registrar	Sierra Nevada College
Diana	Fairchild	Assist. Dean of the Coll. for Academic Records & Information (Registrar's Office)	Boise State University
		Admissions Counselor	
Ted	Mansfield	Administrative Assistant	Cascadia Community College
Jilliane	Alvarado	Dir. - Enroll. Planning & Research	Baran Institute of Technology
		Admissions Representative	
		Registrar	
Scott	Wignall	Dean of Student Services	Eureka College
Denise	Seigel	Student at Towson University	Long Island University - CW Post Campus
David	Stephens	A&R Evaluation Technician	University of Michigan- Dearborn
Norma	Rojero	Staff Assistant, Financial Aid & Stud. Records	Chaffey College
Faith	Hodges	Director of Student Affairs/Registrar	Flathead Valley Community College
Shawna	Leonard	Director of Compliance	Culinary Academy of Austin
Natalie	Spooner		Jefferson Community College - SUNY
	Broomhead		
	(for other employees)		
Keiko	Chiappa		Wentworth Institute of Technology
Joe	Gonzalez		Employed at Univ. of Maryland Univ. College
Christina			East Los Angeles College
Kate	Mulhern		Central Florida Community College
Joanne	DeBernardo		Yale University; School of Forestry & Envir. Sci.
Bernadette	Rosman		Kaplan Higher Education

Army Recruiting Battalions

The following three army recruiting battalions joined AACRAO recently:

U.S. Army Recruiting Battalion, Columbus, Ohio
U.S. Army Recruiting Battalion, Des Moines, Iowa
U.S. Army Recruiting Brigade, Fort Meade, Maryland

Membership information was sent to the other 41 recruiting battalions throughout the U.S. This action was taken in response to the current military recruiting crisis reported in the media. It is our hope that the professional development made available through AACRAO membership will be of benefit to these recruiting organizations. Likewise, we hope the effort will help boost our membership numbers.

1. U.S. Army Recruiting Battalion (CO)
2. Los Angeles Recruiting Battalion (CA)
3. Phoenix Recruiting Battalion (AZ)
4. Portland Army Recruiting Battalion (OR)
5. Salt Lake City Recruiting Battalion (UT)
6. Southern California Battalion (CA)
7. U.S. Army Recruiting Battalion – Seattle (WA)
8. U.S. Army Recruiting Battalion – Houston (TX)
9. U.S. Army Recruiting Battalion – New Orleans (LA)
10. Oklahoma City Recruiting Battalion (OK)
11. U.S. Army Recruiting Battalion – St. Louis (MO)
12. U.S. Army Chicago Recruiting Battalion (IL)
13. Cleveland Recruiting Battalion (OH)
14. Milwaukee Battalion (WI)
15. U.S. Army Recruiting Battalion Minneapolis (MN)
16. 3d Recruiting Brigade – Fort Knox (KY)
17. U.S. Army Recruiting Battalion – Columbia (SC)
18. Jacksonville Army Recruiting Battalion (FL)
19. Raleigh Recruiting Battalion (NC)
20. Tampa Recruiting Battalion (FL)
21. The Army Recruiting Battalion – Jackson (MS)
22. U.S. Army Recruiting Battalion – Albany (NY)
23. U.S. Army Recruiting Battalion – Baltimore (MD)
24. U.S. Army Harrisburg Recruiting Battalion (PA)
25. New York City Recruiting Battalion (NY)
26. Mid-Atlantic Recruiting Battalion (NJ)
27. Pittsburgh Recruiting Battalion (PA)
28. U.S. Army Recruiting Battalion – Syracuse (NY)
29. U.S. Army Recruiting Battalion Beckley (WV)
30. 1st U.S. Army Medical Recruiting Battalion (MD)
31. Sacramento Recruiting Battalion (CA)
32. U.S. Army Recruiting Battalion – Dallas (TX)
33. U.S. Army Recruiting Battalion – Kansas City (MO)
34. The San Antonio Recruiting Battalion (TX)
35. U.S. Army Recruiting Columbus Battalion (OH)
36. Indianapolis Recruiting Battalion (IN)
37. Great Lakes Recruiting Battalion (MI)
38. Atlanta Recruiting Battalion (GA)

39. Miami Recruiting Battalion (FL)
40. Nashville Recruiting Battalion (TN)
41. New England Recruiting Battalion (ME)

AACRAO Annual Meeting, New York – March 28-31, 2005

Membership information was sent to the non-members who attended the AACRAO Annual Meeting.

146 Institutional Membership packages were mailed:

American University in Beirut (2) (Beirut), Apollo College - Portland (OR), Argosy University - Sarasota (2) (FL), Argosy University - Hawaii (2) (HI), Argosy University - Schaumburg Campus (IL), Argosy University - Twin Cities (MN), Argosy University - Washington DC (VA), Argosy University-San Francisco (2) (CA), Argosy University - Seattle (WA), Army Management Staff College (VA), Baylor Law School (TX), Benjamin N Cardozo School of Law - Yeshiva Univ (2) (NY), Butler University - Institute for Study Abroad (CA), California Community College (CA), California State University East Bay (CA), Candler School of Theology at Emory University (GA), Capital University Law School (OH), Castleton State College (VT), City University (England), Clark College (3) (WA), Coahoma Community College (MS), Cornell Law School (NY), DIS - Denmark's International Study Program (2) (Denamark), Dongguk Royal University (CA), Drew University (2) (NJ), Elms College (MA), Ferkauf Graduate School - Yeshiva University (NY), Georgetown University Law Center (DC), Gray Academy (MB), Greenfield Community College (MA), Hackley School (NY), Halmstad University (Sweden), Harrisburg University of Sci Technology (PA), IFSA Butler University (PA), Indiana University (IN), Inter American University of Puerto Rico (2) (PR), Interamerican University of Puerto Rico - School of Law (2) (PR), Jackson Community College (2) (MI), Jackson State University (MS), Johns Hopkins Univ School of Public Health (3) (MD), Johns Hopkins University School of Nursing (2) (MD), Kankakee Community College (2) (IL), Kansas State University at Salina (KS), Kent State university - Stark Campus (2) (OH), King Saud University (2) (Riyadh), Louisiana State University-Graduate School (2) (LA), LSU Honors College (LA), Malmö University (Sweden), Mannes College of Music-New School University (2) (NY), McWhorter School of Pharmacy Samford University (AL), Medgar Evers College (10) (NY), MELAB/English Language Institute/Univ of Michigan (MI), Miami Ad School (FL), Minnesota State College-Southeast Technical (2) (MN), Monash University (Australia), Mount Saint Mary's College (3) (NY), Neosho County Community College (2) (KS), Northampton Community College-Monroe (PA), Norwegian University of Science & Technology (Norway), NY Institute of Technology (NY), Orange Coast College (2) (CA), Ouachita Baptist University (2) (AR), Paradise Valley Community College (AZ), Pasadena City College (CA), Penn Law School (PA), Pierce College (WA), Pont. Univ. Catolica Madre y Maestra (3) (Chile), Queen's University (NY), Rutgers University (3) (Piscataway), Rutgers University (Camden), San Jacinto College-South (TX), Santa Clara University School of Law (CA), Seattle University School of Law (WA), Sir Arthur Lewis Community College (Australia), Stanford Graduate School of Business (CA), SUNY Alfred College of Technology (3) (NY), Taylor University (IN), Texas Tech University School of Law (TX), The Federal University of Technology (Nigeria), The University of Melbourne (Australia), The University of Mississippi School of Law (MS), Universidad del Sagrado Corazon (PR), Universidad Iberoamericana AC (2) (Mexico), University of Connecticut School of Social Work (CT), University of Ghana (Ghana), University of Kansas Medical Center (3) (KS), University of Maryland School of Nursing (MD), University of Miami School of Medicine (FL), University of New Mexico School of Law (NM), University of Phoenix (AZ), University of Puerto Rico at Cayey (2) (PR), University of Puerto Rico in Carolina (PR), University of South Alabama College of Medicine (AL), Utah State Board of Regents (UT), Vanderbilt University

Law School (TN), Villanova University School of Law (PA), Western New England College School of Law (2) (MA), WSCN (IL), Yale Law School (CT).

Previous Members

In February, 2004 we contacted 194 previous institutional members. In response to this effort we received the following nine replies which includes five new memberships:

1. **California College for Health Sciences-** Malu Haapai called to request membership information. We emailed her information and added her to the potential list.
2. **Vaughn College** (formerly College of Aeronautics)- Regina Chan called to request the appropriate applications to re-activate her membership; her payment was made February 23 by credit card.
3. **El Centro College-** joined March 8.
4. **Escuela de Artes Plasticas-** joined on March 9.
5. **Fisk University-** Lisa Dixon called March 7, requesting renewal information. We sent her an email, mailed her an information packet, and added her to the potential spreadsheet.
6. **Honolulu Community College-** Geri Imai emailed membership requesting information. We mailed her information and added her to the potential spreadsheet.
7. **Palau Community College-** Lesley Adachi emailed membership requesting information. We mailed her information and added her to the potential spreadsheet.
8. **H CouncilTrenholm State Technical College-** joined February 24.
9. **University of Puerto Rico - Mayaguez Campus** – check received March 15, 2005.

SACRAO, Myrtle Beach, SC – February 5-9, 2005

Membership information was sent to the non-members who attended the SACRAO Conference.

Thirty-two Institutional Membership packages were mailed:

Athens State University(AL), Francis Marion University(SC), Gainesville College(GA), Forsyth Technical Community College(NC), Texas Chiropractic College(TX), University of Cambridge,King's College London(UK), Alabama A&M University(AL), Faulkner University (AL), Shelton State Community College (AL), Henderson State University (AR), Ozarka College (AR), Southern Arkansas University(AR), Florida State University (FL), Central Georgia Technical College (GA), Georgia Military College (GA), Psychological studies Institute(GA), Hopkinsville Community College(KY), Jefferson Community College(KY), Baton Rouge Community College(LA), Coahoma Community College (MS), Copiah Lincoln Community College (MS), Hinds Community College (MS), Itawamba Community College(MS), Jackson State University (MS), Northwest Mississippi Community College(MS), Livingstone College (NC), Pitt Community College (NC), Wayne Community College(NC), Moshood Abiola Polytechnic(Nigeria), Lemoyne-Owen College (TN), Psychological Studies Institute(TN), Texas State University-San Marcos(TX).

OUTREACH

AACRAO exhibited at the following State & Regional meetings:

MSACROA
NEACRAO
CACRAO (Carolinas)
SACRAO (February)

The State and Regional organizations have responded very appreciatively and positively to our outreach efforts.

AACRAO exhibited at the following meetings in the Fall of 2004 and the Spring and early Summer 2005:

NACADA - National Academic Advising Association (Cincinnati, October 2004)
Technology Conference (Newport Beach, CA, October 2004)
College Board
Strategic Enrollment Management Conference (Orlando, FL, November 2004)
AACC – American Association of Community Colleges (Boston, MA, April 9-12, 2005)
NAGAP – National Association of Graduate Adm. Professionals (Chicago, IL, April 20, 2005)
CUMREC – Keystone, CO (May 15-17, 2005)
NAFSA Regional Meetings (throughout the summer and fall).
NAFSA Annual Meeting – (Seattle, WA, May 29-June 3, 2005)

MEETINGS AND WORKSHOPS

6300 Registrar 101

A Registrar 101 Workshop was held in Dallas, Texas on June 20-21, 2005 in conjunction with a FERPA Workshop presentation by LeRoy Rooker on June 21. There were 64 people preregistered for the Registrar 101 Workshop. Only 35% of attendees were from Texas. The rest came from throughout the country from Alaska to Massachusetts and south to Florida.

6305 SEM Conference

SEM XV will be held at the Chicago Hilton on November 13-16, 2005. Conference Director, Bob Bontrager has finalized the program and brochures will be mailed in July.

The following 12 exhibitors have been secured to date.

NRCCUA	James Tower
Talisma	CollegeNet
IntelliResponse	GoalQuest, Inc.
Hobsons, Inc.	Ad Astra
ApplyYourself	National Student Clearinghouse
Datatel	Liquid Matrix

We have also secured the following 3 corporate presentations for the upcoming SEM Conference:

Talisma	Noel-Levitz
Hobsons	

6320 FERPA Workshop

We have budgeted for three FERPA Workshops that are expected to break even on an overall basis. The first workshop was held in Dallas on June 21, 2005. 105 people preregistered for the meeting. 76% of attendees were from Texas.

6325 AACRAO Technology Conference

The 2005 AACRAO Student Services Technology Conference will be held at the Sheraton Atlanta Hotel on October 9-11, 2005. Conference Director, Jeff von Munkwitz-Smith has finalized the program. Registration and hotel reservations are now open. The meeting brochure will be mailed in July.

The following 10 companies have secured exhibit spaces at the upcoming Technology conference:

ComQuip, Inc.	SunGuard SCT
Hobsons, Inc.	ApplyYourself, Inc.
CollegeNet, Inc.	Miami University/DARS
Talisma	National Student Clearinghouse
Datatel	Liquid Matrix

The following companies have secured corporate presentations for the Technology Conference:
Talisma Hobsons

6345 Admission Institutes

Four Admission Institutes are planned for this summer. Promotion began with a kick off at the Annual Meeting followed by announcements in the weekly email blasts.

We have updated the Admission Institutes postcards with the 2005 dates and locations. They were available at the AACRAO booth at the Annual Meeting. They were also provided to the Committee members with copies for their individual outreach efforts. In addition, committee members sent email messages to their state and regional listservs. A fax broadcast promoting all the locations was sent at the end of June.

Registration as of June 20:

Kennesaw (Atlanta) July 25-26 -- 13 (9 paid, 2 host site discount, 2 complimentary)

Portland OR July 28-29 -- 7 (4 paid, 1 host site discount, 2 complimentary)

Houston July 28-29 -- 5 paid

Boston August 1-2 -- 1 paid

6350 Distributive Learning

Two professional development courses:

Registrar 101 onsite in Dallas, Texas June 20-21, 2005, has an enrollment of 65 for the 1½ day Registrar 101 component, presented with Luz Barreras, Registrar of the New Mexico Institute of Mining and Technology and AACRAO Vice President for Records and Registration; B.J. (Barbara) Hart, Assistant Director, Registration Services & Testing Services, Arizona State University, West Campus; and Donald G. Gwinn, Director, North Central Region, National Student Clearinghouse. The Clearinghouse is co-sponsoring this presentation. There is an add-on option concerning FERPA, which 100 people have enrolled for; the FERPA component is presented by LeRoy Rooker of the Family Policy Compliance Office of the U.S. Department of Education.

Management Dynamics Online will be presented October 3 – November 11, 2005. Marketing started in June. Faculty: Don Bunis.

PUBLICATIONS

6400 General Publications

The Work of the Registrar

AACRAO published *The Work of the Registrar*, a historical document about the registrar's profession written in 1940 by AACRAO member and University of Maryland registrar, Alma Preinkert, in February 2005. Eric Lampe wrote the foreword. It was advertised through an e-mail blast to AACRAO members, the *AACRAO Transcript* and the *SEM Source*. 185 copies have been sold since publication.

Current Trends in Grades and Grading Practices in Higher Education: Results of the 2004 AACRAO Survey

AACRAO published *Current Trends in Grades and Grading Practices in Higher Education: Results of the 2004 AACRAO Survey* just in time for the 2005 Annual Meeting. This survey, conducted in October and November 2004, attempted to gauge trends and determine common institutional practices in such areas as calculating grade point averages, transcribing incomplete coursework, academic bankruptcy and forgiveness. Approximately 160 copies have been sold since publication.

Works in Progress

AACRAO's Basic Guide to Enrollment Management

A revised contract was sent to Craig Westman, Associate Dean of Enrollment Services, Ferris State University at the end of May 2005. The book is scheduled for completion for the 2005 SEM Conference in Atlanta, Georgia.

Central Asia

Chris Foley, Senior Associate Director, Indiana University – Bloomington, stated at the 2005 Annual Meeting that he would submit an application for a publication on Central Asia with four contributing authors – Chris Foley; Erik Johansson, Credential Evaluator, Swedish National Agency for Higher Education; Ann Koenig, AACRAO and Ted McKown, Assistant Director of

Admissions for International Recruitment, Kent State University. A contract was emailed to him on June 2, 2005.

Electronic Database for Global Education (EDGE)

Dave Mihalyi, an AACRAO IES part-time evaluator, has been hired to serve as the EDGE content editor. Dave participated with the EDGE coordinating group in a meeting in California in early December. At that meeting the list of high volume countries for visa applications provided by U.S. Immigration and Customs Enforcement (ICE) was reviewed to make sure we had included those countries in our initial search for country authors.

Dave is currently reviewing previously submitted country chapters for presentation to the Review Committee.

Twenty-six contracts for the following countries have been signed: Angola (Lou Nunes), Afghanistan (Ted McKown), Belgium (Jennifer Minke), Brazil (Lou Nunes), Dominican Republic (Eva Adan), Egypt (Ginger Johnson), Ghana (Nancy W. Keteku), Honduras (Luisa M. Havens), Hungary (Jane Shepard), Iran (Shahzad Kamyab), Jamaica (Marcelle Heerschap), Japan (Mary Baxton), Jordan (Carol McAllister), Kazakhstan (Chris J. Foley), Kyrgyzstan (Chris J. Foley), Lebanon (Ted McKown), Nigeria (Claire Sylves), Romania (Jane Shepard), Saudi Arabia (Ginger Johnson), Sweden (Karlene Dickey), Switzerland (Karlene Dickey), Taiwan (Norhan Rahmat), Tajikistan (Chris J. Foley), Thailand (Nancy Katz), Turkmenistan (Chris J. Foley), and Zimbabwe (Rebecca Zeigler Mano).

FERPA Guide

A new FERPA publication is scheduled for the 2006 annual meeting. Four of the original group from the 2001 edition will be involved: Elliott Baker, Dennis Hicks, Faith Weese and Brad Myers. The other authors will be Earl Hawkey and LeRoy Rooker (Department of Education). Dennis Hicks will act as Managing Editor. No contracts have been signed to date. A meeting of the 2006 FERPA Guide "Editorial Team" will take place in Ohio on June, 22-23, 2005.

France

The author of the *France* publication, Kathleen Trayte, has completed the sections on elementary, primary, secondary and lower postsecondary schools. The placement recommendations also need to be completed. The final text is due for delivery to the AACRAO office on September 1, 2005

Pocket Guide for Admission Counselors

Dewey Holleman sent the first draft consisting of nineteen pages of the pocket guide in November 2004. He has completed the glossary of terms and a glossary of professional websites. The thirty page text is currently being edited. A contract has been signed as of June 15, 2005.

Registrar's Guide

AACRAO will produce a new comprehensive manual of the registrar's profession, tentatively titled, *The Registrar's Guide: Evolving Best Practices in Records and Registration*. Chapters will cover topics from registration and electronic communication to records retention, small college issues, financial aid for registrars, compliance matters, information technology, graduate and professional issues, managing the office, and many others. Barbara Lauren, Associate Director, Research at AACRAO will act as Managing Editor. We are estimating a total of 25 contributing authors at an honorarium of \$300 each for a total of \$7,500.

Systems Implementation

A contract has been signed with Sharon Cramer for a publication on systems implementation. A call for participation email was sent out and the response was very positive. A brief nine question Student Information System Survey was sent to the AACRAO membership in March. The 489 results from the survey were sent to Sharon Cramer in April 19, 2005. The final text is due from the author at the end of June 2005

Russia

Travel for the *Russia* publication was completed in 2000. The project directors are Bill Paver and Gloria Nathanson and the authors are George Fletcher, Johnny Johnson, Linda Staton (ETS), and Gary Anderson. AACRAO IES staff have reviewed the publication. Chapter one needs to be completed by Bill Paver and the placement recommendations are incomplete. Answers to questions sent to Russians involved in the project are also outstanding.

United Kingdom

The first chapter of the UK publication is complete and the chapter on Secondary Education is close to completion. This publication is a full country study with placement recommendations. The author will work with the AACRAO IES staff on the placement recommendations.

AACRAO Bookstore

AACRAO sold a total of \$34,000 in publications at the 2005 Annual Meeting in New York City. Four book signings were conducted with Rudy Giuliani; Alan Ezell and John Bear; William Sedlacek and Bob Laird. A bookmark offering a 10% discount on the purchase of AACRAO publications was included in the tote bag.

AACRAO sold publications at the NAFSA Conference in Seattle, WA, May 29 – June 3, 2005 for a revenue of \$3420. Our only new international publication was *Taiwan*, which sold very well.

AACRAO implemented a portable scanning system for the AACRAO Bookstore at both the Annual Meeting and the NAFSA Conference. Not only were onsite transactions more efficient, but sales were more conveniently and accurately reconciled post meeting. The new scanning system allows us to provide the customer with faster service and an itemized receipt. It also tracks inventory and is capable of producing a variety of reports. We have integrated credit card payments into the existing scanning system and it was employed at the 2005 Annual Meeting and the 2005 NAFSA Conference.

Marketing and Advertising

- An advertisement will be placed in the July issue of the Greentree Gazette advertising AACRAO's Strategic Enrollment Management series of publications and AACRAO and SEM Consulting Services.
- At the end of May, an e-mail was sent to all members advertising a 20% discount on the five essential books of the registrar. The sale was extended until June 17 via the Friday email on June 10.
- The publications brochure was updated to include the two newest AACRAO publications and inserted in the 2005 Annual Meeting tote bags along with a bookmark advertising a 10% discount.

- The review of *Student Marketing for Colleges and Universities* that appeared originally in the Fall 2004 issue of *C&U* was used to market the publication in *SEM Source*, the Friday e-mail and the *Transcript*. Hopefully, this also called attention to the valuable content in *C&U*.
- In the winter of 2005, Alexander Kafka of *The Chronicle of Higher Education* requested a review copy of The SEM Anthology for an upcoming special report on admissions.
- An HTML e-mail reminding members of the new publications available from AACRAO was sent in the beginning of December.
- Publications advertisements are being included in the monthly emails for *SEM Source*.
- Brian Vander Schee, Ph.D., assistant professor of Business Management at the University of Pittsburgh - Bradford, reviewed *Student Marketing for Colleges and Universities* by Richard Whiteside for fall 2004 issue of *College and University*.
- AACRAO developed a new publications brochure containing all the new publications with four color photos of the covers. The new brochure was mailed with the member letter and member cards, is being distributed at meetings and included with publications orders from the distribution center.
- AACRAO has installed a new phone system, streamlining the process for individuals calling the office to order publications. Their calls are now forwarded directly to the Distribution Center without having to hang up and redial. In addition, voice mail messages can be recorded at the office instead of at the Distribution Center, reducing our customer service charges from PMDS.
- AACRAO is donating its most recent publications to the ACE library for inclusion in their catalog and for use by patrons of the library. ACE will include AACRAO publications in its monthly list of new acquisitions distributed to all the higher education associations in One Dupont Circle. This service is free.

6430 TCP Publications

The new Transfer Credit Practices Online system was launched at the beginning of November 2003. The AACRAO office staff assisted the Reporting Officers in use of the system and updating their information. The system has the capacity to display the transfer credit practices of more than one institution per state. Eric Lampe is currently identifying other potential reporting institutions. Five new reporting officers have been added. The print publication should be available in the fall of 2005.

COMMUNICATION/GOVERNMENT RELATIONS

6505 Government Relations

Reauthorization of the Higher Education Act of 1965

House

Republican leaders of the House Education and Workforce Committee introduced legislation February 2, 2005, that would reauthorize the Higher Education Act (HEA). The legislation, called the College Access and Opportunity Act of 2005 (H.R. 609), expands legislation originally introduced by Representatives Howard P. “Buck” McKeon (R-Calif.) and John Boehner (R-Ohio) in the 108th Congress to include not only student financial assistance programs in Title IV, but also teacher quality provision of Title II, international education programs in Title VI and graduate programs in Title VII.

The College Access and Opportunity Act would, among other provisions, hold colleges and universities accountable for their tuition increases; place new reporting requirements on transfer of academic credit; and eliminate many important laws that currently safeguard student financial assistance programs. Essentially, the lawmakers have introduced a bill that combines three pieces of legislation that were approved in the last Congress—teacher quality, international programs and graduate education—and one that was not—the title IV bill. In fact, during the last Congress the Title IV bill was so contentious that the higher [education community](#) could not support it.

The House Education and Workforce Subcommittee on 21st Century Competitiveness will mark-up H.R. 609 on Wed., July 13. This is the first significant step in the legislative process towards reauthorizing the Higher Education Act. AACRAO does NOT support H.R. 609.

In preparation for the mark-up AACRAO continues to meet with both Republican and Democratic Members of Congress and staff; to work with the “Keep Integrity Coalition” and with other higher education associations; and to write amendments to the proposed legislation. Additionally AACRAO continues to disseminate pertinent information to AACRAO members through presentations at state and regional meetings and through the AACRAO TRANSCRIPT.

At no time over the last several years has reauthorization seemed so imminent. In terms of process, the subcommittee will mark up the bill and approve or deny the mark. If the bill is approved by the subcommittee, it then will move to the full committee for similar consideration. Should the bill pass the full committee, it will be scheduled for consideration by the whole House of Representatives either by itself or as a component of a separate piece of legislation like the budget reconciliation bill. Amendments to the proposed legislation will be allowed at both the subcommittee and full committee levels.

AACRAO staff expects a considerable amount of discussion to occur regarding proposals on transfer of academic credit and the so-called Title IV integrity provisions—repeal of the 90/10 rule and 50 percent rules, and the creation of a single definition of “Institution of Higher Education.”

AACRAO Testifies Before House Subcommittee

On May 5, 2005 AACRAO Executive Director Jerome Sullivan testified before the House education Subcommittee on 21st Century Competitiveness at a hearing to examine the portability of academic credit and whether student mobility policies can be improved. Rather than focusing on H.R. 609 in its [testimony](#), AACRAO explained in detail the transfer process and focused on the success of current transfer practices and student mobility nationwide. AACRAO additionally highlighted its “Transfer Credit Practices” (TCP) resource--a database of institution-to-institution transfer credit practices--and other resources on the AACRAO Web site (Professional Development page) like the comprehensive list of “State Transfer and Accreditation Websites.”

AACRAO also noted “The Joint Statement on Transfer and the Award of Credit,” jointly issued by the AACRAO, American Council of Education and the Council for Higher Education Accreditation (CHEA), which advocates examination of three considerations in evaluating transfer credit (quality, comparability, and applicability of courses); its cooperative agreement with the New England Transfer Association; and its participation on CHEA’s Committee on Transfer and the Public Interest.

Finally, AACRAO presented members of the subcommittee with copies of its publication *The College Transfer Student in America: The Forgotten Student*. The publication offers research and practical advice to campus administrators concerning everything from maximizing the

effectiveness of articulation agreements to addressing the specific and unique needs of an institution's transfer population.

AACRAO suggested three possible steps that the federal government could take to facilitate voluntary data collection so as to make transfer more seamless. First, the government could voluntarily collect information about courses and post such information on the College Opportunities Online (COOL) portal of the U.S. Department of Education's Web site, or on CollegeStepz.com, a Web site operated under the auspices of the National Articulation and Transfer Network (NATN). Second, the federal government could consider requiring a disclosure requirement for institutions that make claims about the transferability of their coursework to other institutions. Finally, Congress could authorize a grant program, with grants to be awarded on a competitive basis, to promote articulation agreements and increase degree attainment.

Of great importance to note, AACRAO is the only higher education association whose principals have been asked to testify more than once before the House education committee since it began consideration of this reauthorization of the Higher Education Act.

Additionally, these two opportunities are the first and second ever afforded AACRAO throughout its 100 year history.

Senate

The Senate, which was inactive on reauthorization during the 108th Congress recognized the appointment of a new chairman (John Enzi—R-Wyoming) to the Health, Education, Labor and Pensions (HELP) Committee in January and has moved within the last couple of months towards a serious bi-partisan attempt at reauthorizing the Higher Education Act. While a Senate reauthorization bill has yet to be introduced, Republican and Democratic staff have worked upwards of four hours per day for the last several weeks to craft legislation. AACRAO staff continues to monitor legislative activity and expects much of the problematic language concerning transfer of academic credit, program integrity, voter registration and graduation rates to be included in the Senate proposal.

According to Senate education staff, their reauthorization legislation will be introduced sometime in July and consideration by the committee will occur quickly thereafter.

Diploma Mill Workshop

On June 24, 2005, AACRAO facilitated a diploma mill workshop on Capitol Hill for Senate staff. Allen Ezell and George Gollin presented at the event and several key Senate staff members were in attendance from both the Health, Education, Labor and Pensions and Homeland Security committees. Significantly, the number of diploma mills is likely increase should Congress decide to repeal the 50 percent rules in distance and correspondence education. AACRAO is concerned that repeal of the 50 percent rules would drastically impact the credibility of traditional college and university credentials.

Coalition to Keep Integrity

AACRAO has joined a coalition of higher education groups representing students, faculty, and consumer advocates to oppose the proposed elimination of rules that safeguard federal higher education and student loan programs. In addition to AACRAO, the coalition, called "Keep Integrity," includes the National Association of College Admissions Counseling (NACAC), the United States Student Association (USSA), the State Public Interest Research Group's Higher Education Project (State PIRGs), and the American Federation of Teachers.

The “Keep Integrity” coalition was formed to promote ethical standards in admissions and to combat proposals in the U.S. House of Representatives to relax federal safeguards on student financial aid programs like the 90/10 rule, the 50 percent rules for distance and correspondence schools, the current definition of “institution of higher education,” and new program participation requirements on transfer of academic credit. Toward that end, Keep Integrity launched an advertising campaign March 1st (See Attachment) to coincide with the aforementioned Congressional hearing on waste fraud and abuse in the for-profit education sector.

The coalition is concerned with allegations of wrongdoing by some for-profit institutions that have been raised by media outlets like the Financial Times and the CBS News show 60 Minutes. These reports have detailed aggressive and misleading admissions tactics that both AACRAO and NACAC have historically opposed. The coalition’s first ad focused specifically on documented enrollment scams perpetrated by some trade schools before the current protections were incorporated into federal law in 1992. Additionally, the ad highlighted reports of current abuses.

Keep Integrity aims to protect administrators and students from situations in which high pressure admissions tactics are employed and where little to no benefit is received while substantial costs are accrued. AACRAO is concerned that if unethical admission practices are left unchecked, the integrity of admissions and recruitment functions will be compromised, students will suffer unmanageable debt loads and taxpayers will be left to cover a sizable rate of loan defaults.

AACRAO plans to continue to work with the Keep Integrity coalition to publicize legislative efforts that would similarly harm institutional autonomy and transfer of academic credit. The Keep Integrity coalition has met with several Members of Congress including Reps. Michael Castle (R-Del.), Randy Kuhl (R-N.Y.), Tim Bishop (D-N.Y.) and George Miller (D-Calif.). Additionally, the coalition has worked with two New York Times reporters for articles that will appear in the paper’s upcoming educational supplement.

STAR Act Report

AACRAO released a new report May 5, 2005 which shows that students and institutions could benefit from the bi-partisan Student Aid Reward Act (STAR) should the bill become law. The STAR Act is sponsored by lawmakers Sen. Gordon Smith (R-Ore.), Sen. Edward Kennedy (D-Mass.), Thomas Petri (R-Wis.) and George Miller (D-Calif.). The Congressional Budget Office forecasts that the bill would provide more than \$17 billion in need-based federal student financial aid to campuses across the Nation over the next 10 years. Co-authors of the report include the U.S. Public Interest Research Group’s Higher Education Project (U.S. PIRG) and the U.S. Student Association (USSA).

[The report](#), called “Easy Money - How Congress Could Increase Federal Student Aid Funding At No Additional Cost To Taxpayers,” analyzes the potential student aid increases that would be available under the STAR Act. The STAR Act calls upon the U.S. Secretary of Education to determine which of the two federal student loan programs—the Family Education Loan Program (FFEL) and the William D. Ford Direct Loan Program (DL)—is less costly to the government and taxpayers. It then would reward additional student aid funds to schools that switch to or currently participate in the more fiscally efficient loan program. While the act does not specifically identify which of the two loan programs it deems most efficient, President Bush’s 2006 education budget notes that student loans made through the FFEL program, which uses a complex set of subsidies to private lenders, guaranty agencies, and secondary markets to issue federally-insured student loans, cost \$11 more for every \$100 loaned than the same loans made directly with U.S. Treasury dollars in the Direct Loan program.

The STAR Act has not yet been considered by Congress but subsidies to banks and differences between the FFEL and DL programs are being discussed as part of the reauthorization of the Higher Education Act.

GAO Update on SEVIS

The Government Accountability Office (GAO) contacted AACRAO staff in mid-March about the ability of international students to navigate the U.S. visa process and the impact the Student and Exchange Visitor Information System (SEVIS) has had on campus. This conversation was in follow-up to a survey AACRAO produced for the agency in Feb. 2004 and in preparation for a congressional hearing at which the GAO would testify. In an effort to provide more information to the House education committee and the GAO, AACRAO has resurveyed its membership to gauge current and continuing trends in international student enrollment and administration of SEVIS. The [survey report](#) was published and distributed recently to AACRAO members and may be viewed on the AACRAO Web site.

GAO Report on Transfer of Academic Credit

AACRAO staff continues to assist officials from the Government Accountability Office (GAO)—the research arm of the U.S. Congress—with a study the agency has been tasked to conduct on transfer of academic credit. On February 10, 2005, AACRAO staff convened a group of members to meet with the GAO via conference call to discuss a House and Senate request for the study. The call, which followed a series of conversations between AACRAO staff and the GAO was an attempt to provide the agency with transfer of credit technical expertise and to enable development of the study's design.

The GAO study is not yet complete and AACRAO has offered to conduct a survey of its membership regarding transfer practices for the GAO.

Unit Record Data Collection

The National Center for Education Statistics at the U.S. Department of Education (NCES) is considering a proposal that would change the way in which the Integrated Post-secondary Education Data System (IPEDS) data collection efforts can be streamlined and the quality of data improved. One proposal receiving serious consideration would be to move from collecting aggregate data (enrollments, graduation rates, etc.) and move to collecting the record-level student data from which the aggregate calculations are derived.

AACRAO staff has communicated directly with NCES staff and other higher education associations to gain information about the proposal and to discuss possible challenges and concerns including those related to privacy and technical matters. NCES hosted a series of technical review panels in late October and early November to discuss the proposal and AACRAO member Jeffrey Von Munkwitz-Smith moderated one of the meetings.

AACRAO staff has widely communicated the proposal to members through electronic regulatory [alerts](#) and the AACRAO Transcript. A page on the Web site continues to cover recent developments, background information and responses from other higher education associations. Additionally, officials from the U.S. Department of Education including Dennis Carroll, Commissioner of the National Center for Education Statistics; LeRoy Rooker, Director of the Family Policy Compliance Office; and Terry Hartle, Senior Vice President for Government

Relations at the American Council of Education served as panelists during a session at the 2005 AACRAO Annual Meeting. The session was delivered to AACRAO members and other interested individuals via AACRAO's WebEx technology.

AACRAO Public Policy Taskforce

In order to align taskforce membership more closely with Congressional authority over higher education issues, AACRAO staff and Public Policy Task Force (PPTF) chair, Don Hossler (Indiana U.), are deliberating new member representation on the taskforce. A PPTF preliminary meeting is scheduled during the Annual Meeting. Staff continues to revise the 2004 Public Policy Agenda so that it reflects AACRAO priorities in 2005. The Agenda has and will continue to be used as a guide during reauthorization of the Higher Education Act of 1965 and other legislative and regulatory actions of interest to AACRAO professions.

Collaboration with Regional Associations

We continue to conduct federal relations sessions at state and regional association meetings in an effort to align and integrate the activities of the national organization with those of the states and regions. This will become increasingly important as Congress and the federal government moves forward on a number of issues including reauthorization of the Higher Education Act of 1965, increased oversight of international students, accountability of institutions, and FERPA compliance.

AACRAO provided government relations keynote addresses at the Mississippi ACRAO association meeting and the annual meeting of the New England Transfer Association (NETA). Additionally government relations sessions were conducted at the AACRAO Annual Meeting, the Eastern Association of Student Financial Aid Administrators meeting (EASFAA), the State University of New York Registrars Association (SUNYRA) and Michigan Association of Student Financial Aid Administrators (MASFAA).

6515 Communications

The AACRAO office continues to receive numerous media inquiries about current topics including affirmative action, international student visas, SEVIS, admissions practices, FERPA, and transfer of credit. Staff received inquiries from media outlets such as *The New York Times*, *Financial Times*, *Wall Street Journal*, *British Broadcasting Company*, *CNN*, *Chronicle of Higher Education*, *The Washington Post*, *The San Francisco Chronicle*, *Boston Globe*, *L.A. Times*, *USA Today*, *Dallas Morning News*, *The Detroit Free Press*, *National Public Radio*, *NBC Nightly News*, *Dateline NBC*, *Money Magazine*, *The Baltimore Sun*, *Inside Higher Education*, and *Education Daily*. Over 15 news organizations were present at the 2005 AACRAO Annual Meeting.

6530 Compliance

Constitution Day

Included in the law that set FY 2005 funding levels for programs at the Departments of Labor, Health and Human Services, and Education, is a new regulation by Senator Robert Byrd (D-W.V.) that requires educational institutions receiving federal aid to offer an instructional program on the U.S. Constitution every Sept. 17—the anniversary of the its signing.

A new U.S. Department of Education notice in the May 24, 2005 *Federal Register* provides offers guidelines on instruction but stops short of requiring a specific curriculum. Institutions will be responsible for implementing Constitution Day beginning September 17, 2005.

By law, Constitution Day is to be held every year on September 17 to commemorate the day the Constitution was signed in 1787. The U.S. Department of Education notes in the *Federal Register* that if September 17 falls on a Saturday, Sunday or holiday, the institution shall hold Constitution Day during the proceeding or following week. The notice provides no direction, however, to institutions whose sessions begin in late September.

The law requires institutions to hold an “educational program on the U.S. Constitution for the students served by the educational institution.” The Federal Register notice says that “educational institution” includes but is not limited to “local educational agencies” and “institutions of higher education” receiving federal funds from the Department of Education. The notice makes no reference however, to whether an institution with more than one campus is required to provide a Constitution Day program on one or each of its campuses.

It is important to note that the requirement extends to all educational institutions that receive federal funds, not just those receiving federal funding from the U.S. Department of Education. The Department’s authority, however, extends only those educational institutions that receive funding from the Department and consequently the Department can only regulate with regard to those institutions.

Officials from the U.S. Department of Education say that they have no plans to monitor institutional compliance with Constitution Day and that it is “too soon to speculate” about what might happen if a college did not comply with the requirement.

AACRAO encourages all institutions that receive federal funds to comply with the law and, like other higher education organizations, is pleased that the Department has favored an honor-system approach.

6535 TRANSCRIPT

The AACRAO Transcript offers members the latest news about federal relations, court proceedings, compliance and industry developments affecting higher education. Additionally, the Transcript contains information about colleagues on the move. Items in the Transcript are communicated to members each week via email blast.

Reader visits to the Transcript had increased steadily to the point that the online resource regularly achieves over 15,000 independent visits per month. In March, in fact the Transcript had over 19,000 unique visitors. The Transcript is the repository for over 2,700 articles including over 600 on federal relations and 1500 on industry activity. The Transcript generally is the second most visited section of AACRAO’s Web site per month, following only the “What’s New” page. The chart below illustrates the jump in visitors since the transcript began to be distributed in html format last August.

Total Visitor Sessions per Month:

Month	2002	2003	2004	2005
January	5,416	8,416	5,291	15,604
February	6,922	6,028	5,132	17,889
March	7,310	9,010	7,136	19,095
April	7,391	6,181	3,213	18,059
May	6,329	8,770	8,573	18,082
June	6,622	9,887	6,729	
July	7,925	11,134	5,273	
August	8,013	8,569	10,039	
September	8,145	8,535	12,810	
October	10,035	8,052	10,953	
November	7,777	5,400	10,150	
December	7,488	5,127	12,583	

This year, for the first time ever, AACRAO sent a special edition of the Transcript from the Annual Meeting in an effort to share information about sessions with members who were unable to attend. The special edition included an interview with President Joe Roof; summaries of sessions and plenary addresses; and recognition of AACRAO award winners.

PROJECTS/CONTRACTS

6755 Consulting Services

AACRAO continues to develop and has begun to implement the new AACRAO Consulting Services (ACS) business plan. AACRAO has contracted with Bob Bontrager and Tom Dibble to help build the division. Bob is VP for Enrollment Management at Oregon State University, coordinator of AACRAO's 2004, 2005, and 2006 annual SEM conferences, and consultant with ACS; and Tom is an experienced consultant and professor of higher education administration who assisted AACRAO when it started to provide consulting services. Their bios are as follows:

Thomas Dibble:

Tom Dibble, Co-Director of AACRAO Consulting Service, has 25+ years of broad experience as a senior management consultant to higher education, government, and the for-profit sector. He has assisted clients with issues concerning strategic planning, organization design, performance measurement, process and operations analysis, benchmarking, management systems and procedures design, and management training. He has assisted organizations of all types and sizes in the development and execution of improvement strategies and programs, as well as operational audits of effectiveness and efficiency. Most recently within higher education, he has been involved in working with clients to design innovative approaches to restructuring student service and business office functions, in addition to providing process redesign analysis and training and the development of benchmarking methods.

Dr. Dibble began his career as a methods engineer with General Motors in Kansas City, Missouri, and later served as a cost analyst at Mellon Bank in Pittsburgh, Pennsylvania. He then joined Booz, Allen & Hamilton in Atlanta, Georgia, where he consulted with several large utilities, industrial products companies, and banks in operations improvement and management systems. His career as an educator includes faculty appointments as an Assistant Professor in the Graduate School of Business Administration at The University of Michigan, and as an Assistant Professor in the Owen Graduate School of Management at Vanderbilt University. At Michigan and Vanderbilt he taught courses in Strategy, General Management, Operations Strategy, and Purchasing. Formerly he was a co-founder and partner of The Innovation Network, a general management consulting partnership focused exclusively on assisting public and private colleges and universities, multi-campus state systems, and consortia across the United States seeking to initiate and successfully manage large-scale institutional change and renewal.

Tom holds a B.S. (Industrial Engineering) from General Motors Institute, an M.B.A. in Accounting from Emory University, and a Ph.D. in Strategic Management from The University of Michigan.

Bob Bontrager:

Bob Bontrager, VP for Enrollment Management at Oregon State University, is also Co-Director of AACRAO Consulting Services and Director of the AACRAO Strategic Enrollment Management (SEM) Conference, held each November. He has 20 years experience in enrollment management at small private and large public institutions. His areas of expertise include strategic planning, recruitment, orientation, retention, financial aid, marketing, net revenue strategies, and pre-college programs. Most recently at Oregon State University, Bob's leadership resulted in a 40% increase in enrollment, including increases in the academic and diversity profile of the student body. He teaches and advises masters and doctoral students as a faculty member in Oregon State's College Student Services Administration program.

Dr. Bontrager has been instrumental in developing and implementing a number of innovative programs. These include Oregon State's Dual Enrollment Program, in which students are jointly admitted and eligible to enroll concurrently at OSU and numerous community college partners. The purpose is to promote access and persistence by providing students greater educational options. Bob is Director of the Dual Enrollment Summit Conference held each May. He also has been instrumental in the use of noncognitive variables in admission and scholarship decisions, with Oregon State being a leader in using these variables on a large scale.

Prior to joining Oregon State in 1994, Bob spent 6 years as Vice President for Enrollment Management at Eastern Mennonite University in Virginia and was Assistant Registrar at Arizona State University from 1983-88. He completed his Master of Counseling degree and Ed.D. in Educational Leadership & Policy Studies at Arizona State.

ACS intends to emphasize specific, well-defined services in addition to general problem-solving consultation. As examples, such services may include “best practices” audits for registrars and admissions offices, enrollment management plan audits, financial aid strategies and tactics that drive enrollment goals, recruitment and retention strategies and tactics, enrollment forecasting and goal setting, etc. We intend also to explore products complementary to the consulting that will further assist institutions in managing the performance of their functions and creating change, such as staff training and development, performance measurement/benchmarking, and satisfaction measurement. (ACS also has provided workshops on enrollment management on a limited basis and plans to develop more in areas of demand.)

Our marketing approach will be to follow “education-based marketing,” in which we take on the role of educating prospective clients about how a state-of-the-art operation is run. This allows the prospective clients to compare their own operations with other, better models, to perceive that theirs too can be better, to see that AACRAO can provide the solutions, and to a certain extent to understand our perspectives on these solutions. Such an approach is not directly sales-oriented; rather, it establishes ACS as an authority, building our reputation among prospective clients as a reliable source of valuable information. These educational messages will be short (1,500-2,000 words), easy-to-read publications in the form of a printed handout or an electronic message. They will be available to all members and to a select list of decision-makers at non-AACRAO institutions, as well as to others who express interest. We intend to tailor our message and publications to meet the needs of several different audiences within higher education – 4-year schools, 2-year schools, graduate, professional, public, private, large, small, etc.

Our immediate plan is to develop a brand identity for ACS; to re-design the ACS Website, advertise to drive readers to our Website and promotion to the AACRAO membership. We are developing a set of supporting publications. We also are reviewing for efficacy our participation at conferences attended by decision makers for these consulting services (AACRAO Annual Meeting, SEM, NASFAA, NASULGC, ACE, NASPA, AACC, etc.) for presentations and/or distribution of our publications.

Projects we have worked on this past quarter or that we have in place for the next:

University of Michigan-Dearborn. We will continue to work with UM-D and are developing a new contract, having just completed work already contracted. During this quarter, Bob Bontrager conducted the two final visits for which we had contracted, on April 12-13 and June 13-14, 2005. A new enrollment manager for UM-D was hired with Bob’s assistance in recruitment and selection; and he began work in April. Previous to this quarter, Bob Bontrager visited Dearborn January 21-22 to participate in interviews of semifinalists for the position of Vice Chancellor for Enrollment Management. Jim Day visited January 26-28 for continued work on the transition to Banner as the information system for enrollment management. Bontrager returned February 22-24 to review the communications plan transition, work on the strategy for 2005/06, and work on Scholarship Program changes.

Project history:

This continuous project developed after Bontrager made an overall assessment in April 2004 of UM-Dearborn’s enrollment management organization and the University invited us to submit another proposal to follow up on it.

The first visit of this follow-up series was held September 1-3, 2004, to assist UM-Dearborn with its search for a new Director of Admissions; with its student information system usage to manage prospects; and with the financial aid cycle schedule and optimal use of financial aid funds.

Bontrager headed UM-D's executive search for a Vice Chancellor for Enrollment Management and Student Affairs.

On October 13-15, Bob Bontrager and Jim Day (Director, Information Technology Manager for Enrollment Management, Oregon State University) visited UM-Dearborn to help with its transition to Banner student information system for enrollment management; to work on leveraging scholarship offers; and to help develop a search process for the Director of Admissions.

Bontrager visited UM-Dearborn on December 9-10, 2004, to help further develop communication plans for prospective students; and to review scholarship programs.

Empire State College. To help Empire State College (ESC) enhance its enrollment management organization, AACRAO Consulting Services completed the first of a two-part project to make a broad assessment of ESC's current situation and make recommendations concerning, among other issues, ESC's enrollment management structure, organizational efficiency and effectiveness, coordination of policies and processes among its branches, best practices in student services and administrative linkages among services, and better use of technology. The visit for the first of these parts was conducted during the week of January 18 and involved Joe Roof, Bob Wilkinson and Lisa Rosenberg. It was designed to get a firm understanding of the institution, and reflect this back to its constituents so that they can get an outside expert perspective. The second visit will assist with issues in enrollment management that were uncovered at the first visit; consultants will include Bob Wilkinson, Stan Henderson, and Bob Massa.

University of Maine at Farmington. The site visit for this project was held February 14-16, 2005 by Ed Johnson, Registrar, Montana Tech; and Reta Pikowsky, Registrar, University of Idaho. They conducted a review of the registrar's office and records functions at the institution and recommendations for improving the operation and the interface of the office with faculty, with advising, and with other student services. Among the considerations is the best use of PeopleSoft, which is being implemented throughout the Maine system. The report has been discussed, revised, and accepted.

Loyola College, Baltimore, MD. Review of records and registration processes and procedures. The consultant on this project was Donald Bunis. He visited Loyola on April 21, following review of Loyola's materials and e-mail and phone discussions with the contact; and followed up with telephone interviews. The report is complete and has been accepted.

Texas Higher Education Coordinator Board. A SEM workshop, with presenters Stan Henderson, Bob Wilkinson, and Matt Short, was conducted for the Texas Higher Education Coordinating Board June 20 in Austin, Texas.

Upcoming projects

University of Michigan-Dearborn. As mentioned in the previous section, we will develop another contract for Bob Bontrager to continue enrollment management work with UM-D after having just completed the previous contract.

Truckee Meadows Community College. Christine Kerlin will conduct an enrollment management review of Truckee Meadows June 27-29.

Stetson University School of Law. Clayton Smith and Maureen Carver will conduct an enrollment management review focusing on admissions and registration at Stetson June 29-July 1. Maureen will return one day in September to work with the then-new registrar.

Projects under discussion

Columbus State Community College, Ohio. Registration/records review.

Clark College, Washington. Enrollment management audit.

Mid-Association for Institutional Research. We are discussing a small workshop in institutional research in service of enrollment management for the November 9 conference in Columbia, MO.

Pontificia Universidad Catolica de Puerto Rico. Enrollment management: assessment of how its current structure might be improved in order to make it more effective in the recruitment and retention of students, as well as in other student services.

6775 IPEDS (Integrated Postsecondary Education Data System)

The final presentation on IPEDS, College Opportunities Online, and the Peer Analysis System was made by Gary Young, Registrar at Centenary College, on June 14 at the annual meeting of FACRAO.

INTERNATIONAL EDUCATION SERVICES (IES)

6900 Evaluation Services

The volume of requests for evaluations received thus far during FY2005 when compared with the same time frame of FY2004 and FY2003:

FY2003 (10/1/02 – 5/31/03)	FY2004 (10/1/03-05/31/04)	FY2005 (10/1/04-5/31/05)
2860	3257	3356*

* does not include LLM Credential Service requests. LLM - Master of Laws for the Law School Admissions Council (LSAC)

	<u>FY2004</u>				<u>FY2005</u>			YTD
	Revenue	Expense	Net	YTD Net	Revenue	Expense	Net	Net
October	48,550	61,449	(12,899)	(12,899)	49,869	52,762	(2,893)	(2,893)
November	34,865	89,944	(55,079)	(67,978)	71,191	60,913	10,278	7,385
December	49,675	57,796	(8,121)	(76,099)	65,054	60,798	4,256	11,641
January	46,590	61,242	(14,652)	(90,751)	70,334	46,455	23,879	35,520
February	35,460	59,734	(24,274)	(115,025)	76,593	55,202	21,391	56,911
March	62,273	70,649	(8,376)	(123,401)	64,068	52,102	11,966	68,876
April	88,549	53,329	35,220	(88,181)	75,661	54,705	20,956	89,923
May	63,640	75,801	(12,161)	(100,342)				
June	47,321	62,891	(15,570)	(115,912)				
July	55,811	79,683	(23,872)	(139,784)				
August	60,220	49,828	10,392	(129,392)				
September	56,364	61,963	(5,599)	(134,991)				
Totals	649,318	784,309	(134,991)					

We have finally been able to convince our largest institutional user of evaluations, the University of Maryland, University College to accept their copy of our evaluations in .pdf format. This will eliminate mailing costs, printing and security paper costs and assist UMUC in getting completed evaluations in a timely fashion as well as solving the problem of 'lost' evaluations. We continue to urge all of our institutional recipients of our evaluations to consider accepting evaluations in the .pdf format.

6905 Training, Marketing, Consultations

During the last quarter the two largest exhibit venues took place at the AACRAO Annual Meeting and the NAFSA: Association for International Educators National Conference. While traffic at AACRAO was diminished significantly due to the poor location, the conversation we did have with institutional representatives were substantial, resulting in additional institutional users. The NAFSA meeting location was excellent, located in a high traffic area.

6915 Summer Institute for International Admissions

Registered participants for this year's Summer Institute appear to be approximately the same as last year. This will be our final year in holding the Summer Institute in conjunction with The College Board. The current Director of the International Office of The College Board is leaving in July and we feel there is no longer an advantage in doing workshops with international high school counselors. A change of venue will also be beneficial as the location used for the past six years – Georgetown University – is very cumbersome in their structure for holding summer programs. We have received invitations from several institutions, including some in the Baltimore/Washington area that we will pursue.

6920 Baden-Wurtemberg Seminar / Australian Familiarization Tour

All appears set for this year's B-W Seminar to be held in late September. Sixteen participants were selected and at this time all appear to be going – four alternates were selected in case one or more of the participants drops out.

In late May the Australian Familiarization Tour was announced and at the AACRAO booth at the NAFSA Conference there appeared to be great interest in applying for this Tour. However, with slightly more than one month until the deadline no applications have been received.

6925 Law School Admissions Council (LSAC) LLM applicant evaluations

In early July IES staff will meet with LSAC in Newtown PA to review the process followed during the past year. We will also include all the evaluators by conference call so that the LSAC programmers can hear what technical problems we encountered during the first year of operation.

Electronic Database for Global Education (EDGE)

As of early June there are 28 countries completed for EDGE, 42 additional countries under contract or pending contracts, and 10 countries where we are still waiting to receive confirmation from recommended authors as to their willingness to participate. Our target is to have up to 60 countries ready to post to the website by October, 2005 or earlier. We want to make a beta version of EDGE available for interested parties to use for a limited time before going behind the subscription firewall in the Fall. An August working weekend in Austin Texas is planned to finish up a number of countries where we have not found authors and to work out final details of the launch.

The annual financial contribution from the Paver Family Foundation has been extremely beneficial to the launch of this web based resource. Their grant has covered web development costs and author honorariums. The annual Paver contribution will enable AACRAO to offer this subscription resource with minimal upfront costs and allow us to enjoy revenue from initial launch of the service.

Work continues to proceed to get AACRAO added to the GSA schedule of vendors. This process is very time-consuming and at times frustrating as we deal with U.S. Government Contracting Personnel. Our first submission was rejected – no reason given – only to find out that ALL initial submissions are rejected. The consultant contracted by AACRAO to shepherd this process was told that our second submission will also be rejected and we at that time will be given an amendment to be completed for the third submission but we cannot be given that amendment now. As required for this second submission, w2005 July ED Report.doc are currently contacting 20 users of IES services to have them provide statements as to our reliability to the GSA Contracting Office.