

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
July 24 & 25, 2007

Board Members in Attendance: Paul Aucoin, Mary Baxton, Jerry Bracken, Sam Conte, Nora McLaughlin, Glenn Munson, Angé Peterson, Wanda Simpson, Paul Wiley

Staff Members in Attendance: Janie Barnett, Suzanne Levine, Barmak Nassirian, Jeff Petrucci, Jerome Sullivan

Call to Order

President Aucoin called the meeting to order at 3:07 p.m. MDT.

Minutes

MOTION 2007.7.01 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on May 1, 2007, be approved. ADOPTED

Reports of Officers

President Aucoin ordered that the written reports of the standing committees (Administration and Finance, Association Issues, and Professional Issues) be filed.

Executive Director Report

Executive Director Sullivan reviewed highlights of his written report. President Aucoin ordered the report filed.

Budget and Finance Report

Vice President for Finance Conte reviewed highlights of the financial update for June 2007. President Aucoin ordered the report filed.

Recess

President Aucoin declared the Board meeting to be in recess until the Executive Session, which was to begin Wednesday morning, July 25, 2007 at 8:30 a.m. MDT.

Reconvene

The Board reconvened at 8:30 a.m. MDT and went into Executive Session

Executive Session

The Board discussed the proposed draft employment contract for the Executive Director as presented by the Compensation Committee.

MOTION 2007.7.02 – Duly moved and seconded to accept the draft contract with amendments and present it to the Executive Director for review.

Unfinished Business

President Aucion stated that the Board had met in Executive Session to act upon the Executive Director's new contract.

There were no motions or discussion related to unfinished business.

New Business

MOTION 2007.7.03 – Duly moved and seconded: The American Association of Collegiate Registrars and Admissions Officers (AACRAO) is committed to the highest standards of professionalism, ethics and

integrity in the conduct of the Association's affairs, as well as to the promotion of professionalism, ethics and integrity in the conduct of campus operations represented by the Association's membership. The Association's commitment to these goals is manifest in its Statement of Professional Practices and Ethical Standards, its Conflict of Interests policy, and the various Board resolutions that articulate policies and procedures for the governance of the Association.

To build on these important precedents, the Board hereby resolves that the Administration and Finance Committee of the Board and the Executive Director, assisted by legal counsel and other experts as appropriate, shall:

- Review the Association's existing policies and practices with regard to its internal operations and its interactions with organizations that seek to transact business with, join, support, exhibit at or advertise with the Association, and develop proposed policies and procedures, as needed, that would address not only actual conflicts of interest, but also the appearance of any such possible conflicts in the conduct of the Association's activities.
- Review the Association's existing policies and practices with regard to acceptance of anything of other-than-nominal value—including gifts, meals, travel, and expense reimbursements—by any member of the Association's Board of Director, staff, or volunteers with Board-delegated authority from any entity with which the Association does or may conduct business or any entity with a possible interest in influencing the Association; and develop proposed policies and procedures, as needed, that would address not only actual conflicts of interest, but also the appearance of any such possible conflicts in the conduct of the Association's activities.
- Review the Association's Statement of Professional Practices and Ethical Standards, and recommend an action plan for its revision, and recommend a specially appointed taskforce, if needed, after active consultation with the membership.

The Board authorizes the expenditure of no more than \$25,000 in support of the activities required by this motion.

The Administration and Finance Committee shall report its recommendations to the Board within 60 days of adoption of this resolution. ADOPTED AS AMENDED

MOTION 2007.7.04 – Duly moved and seconded: WHEREAS, the American Association of Collegiate Registrars and Admissions Officers (AACRAO) seeks to enhance the profile of, and raise standards within, the profession of higher education administration and management internationally; and WHEREAS, this goal will be facilitated through the exchange of information, through consultation, and through collaborative projects with appropriate counterparts in other countries; and WHEREAS, the Association of Caribbean Higher Education Administrators (ACHEA) is the highly regarded counterpart to AACRAO in the Caribbean; BE IT THEREFORE RESOLVED, that, in exchange for a reciprocal arrangement by the ACHEA for a similar number of official AACRAO appointees, AACRAO will provide one slot at its annual conference for duly appointed representatives of the ACHEA. This slot will include conference registration, accommodation, and any inclusive meals; and BE IT FURTHER RESOLVED, that, in exchange for a reciprocal arrangement by the ACHEA for a similar number of official AACRAO appointees, AACRAO will extend non-voting membership benefits to duly appointed representatives of the ACHEA. MOTION IS DEFEATED

MOTION 2007.7.05 – Duly moved and seconded to accept the changes to the 2006-2007 Strategic Plan, which now becomes the 2007-2008 Strategic Plan with amendments. ADOPTED

MOTION 2007.7.06 – Duly moved from the Administration & Finance Committee and requiring no second that AACRAO set a budget of \$250,000 for the AACRAO Centennial Celebration, to be funded in the following manner: \$50,000 set aside in each of the next three fiscal years and \$100,000 from the 2010 annual conference budget. MOTION IS DEFEATED

Adjournment

MOTION 2007.7.07– It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 10:36 a.m. MDT.

Attachments

Board of Director Meeting Minutes, May 1, 2007

Administration and Finance Committee Report

Association Issues Committee Report

Professional Issues Committee Report

Board of Directors Financial Update, June 2007

Executive Director Report

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
May 1, 2007

Board Members in Attendance: Paul Aucoin, Mary Baxton, Jerry Bracken, Sam Conte, Dan Garcia, Nora McLaughlin, Glenn Munson, Angé Peterson, Wanda Simpson, Paul Wiley

Staff Members in Attendance: Janie Barnett, Suzanne Levine, Barmak Nassirian, Jerome Sullivan

Call to Order

President Aucoin called the meeting to order at 1:04 p.m. EST.

Minutes

MOTION 2007.5.01 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on February 27, 2007 be approved. ADOPTED

Reports of Officers

President Aucoin ordered that the written reports of the standing committees (Administration and Finance, Association Issues, and Professional Issues) be filed.

Executive Session

There were no issues requiring the Board to go into executive session.

Report on Joint Project of AACRAO and U.S. News & World Report

Associate Executive Director Nassirian reported that US News approached AACRAO to participate in their News Brief venture as they work to develop a product that will give them a presence in the higher education field, and they believe that partnering (collaborating) with AACRAO will give them a substantial audience. Publication would be made available to our mailing list (of approximately 80,000+) free of charge through the AACRAO server.

Executive Director Report

Executive Director Sullivan updated the Board on a number of issues, including: a review of our current accounting firm and the potential search for a new one; the status of the building renovation and lease; changes to the organizational structure of the office; a redesign of the MemberLink weekly e-mail newsletter; the implementation of automatic password changes in the AACRAO office to ensure information security; details related to upcoming meetings; membership dues; the status of IES, Publications, and ACS; and, the status of issues relating to the student loan scandal, the Higher Education Act, and accreditation issues.

Budget and Finance Report

Vice President for Finance Conte reviewed highlights of the financial update for March 2007. President Aucoin ordered the report filed.

Unfinished Business

The Board reviewed and updated its list of action items.

New Business

MOTION 2007.5.02 – Duly moved and seconded for the Board of Directors to approve the appointment of a Transfer Issues Ad Hoc Committee comprised of six to eight members to serve for a term of up to three years (2007-2010). This committee will fall under the purview of the Vice President of Admissions

and Enrollment Management. The main objectives are to work with the AACRAO National Office to study the feasibility of an annual Transfer Conference and to develop webinars on transfer issues.
ADOPTED

MOTION 2007.5.03 – Duly moved and seconded to have Associate Executive Director Nassirian continue with the negotiations for the U.S. News – AACRAO Daily News Brief proposal and bring it to the Board of Directors for action. ADOPTED

MOTION 2007.5.04 – Duly moved and seconded to discuss the Survey on Outsourcing in Higher Education. ADOPTED

Adjournment

MOTION 2007.5.05 – It was duly moved and seconded that the Board of Directors meeting be adjourned.
ADOPTED

The Board of Directors meeting adjourned at 4:22 p.m. EST.

**American Association of Collegiate Registrars and Admissions Officers
Report of the Administration and Finance Committee of the Board of Directors**

July 23, 2007

Jackson Hole, Wyoming

Committee Members in Attendance: Paul Aucoin, Sam Conte, Angé Peterson, Paul Wiley

Staff Members in Attendance: Jerome Sullivan, Jeff Petrucci, Barmak Nassarian

U.S. News Proposal

Executive Director Sullivan reported that, while AACRAO has agreed to continue conversations with U.S. News regarding the news brief venture, it was mutually agreed upon not to do it right now. This proposal will be held in abeyance for the time being.

Centennial Budget (Review proposal from Centennial Task Force)

There is nothing from the Task Force regarding a proposed budget for the Centennial Celebration. Executive Director Sullivan reported that while there was some preliminary exploration of the video project, no contracts were finalized at this point. We are looking at something that would be five to ten minutes long and serve as a promotional device for the celebration. Also, Louise Lonabocker is looking to interview a number of people who have made an impact in the profession and on AACRAO. It was suggested that we look to prorate what we think it's going to cost over the next three years and set money aside in the budget. It appeared that \$250,000 as a target was reasonable to deal with a video, a book, and the actual celebration. It was proposed that a motion go to the Board suggesting that we set aside \$50,000 a year in the budget for the next three years, plus \$100,000 in the 2010 conference budget, with the intent to adjust the funding as we learn more.

Request from N & E on voting incentives

The N&E Committee made a request to the Board to provide incentives to get broader membership participation in the voting process. Suggestions included a random drawing of voters for something like a free annual meeting registration; a free hotel room; or a free book from AACRAO. After discussion by the committee, it was decided to reject the idea of voter incentives.

AACRAO Disaster Response Policy

The committee reviewed the AACRAO Disaster Response Policy draft proposed by the Association Issues Committee. It was concluded that such a policy can't really address all potential situations, which could ultimately place AACRAO in an untenable position, so the committee declined to endorse it. It was suggested that AACRAO consider putting out some publication about good practices and/or providing relevant website links. Additionally, it was recommended that the AACRAO staff begin work on a disaster recovery and business continuance plan for the AACRAO office.

Executive Director Update on Lease and Hiring of Associate Executive Director for Business Affairs

Executive Director Sullivan introduced Jeff Petrucci, the new Associate Executive Director for Business Affairs. Jeff will initially be dealing with Human Resources policies and benefits, overall management of publications, membership, IES, and BDO. Over time, Jeff will assume responsibility for all business lines.

Executive Director Sullivan discussed the latest information regarding the building lease. He reported that we were provided with two options, one for five years and one for ten years. He is currently doing an analysis of the two options and is also looking to see if other associations in the building would like to hire a broker to negotiate the lease as a group. The ten-year lease could involve a possible temporary relocation of the landlord, who would take the lessees with them while building renovations were being done to the One Dupont Circle location. An analysis by Associate Executive Director Petrucci showed that, for the life of the ten-year lease, it would average out to about \$33/sq. ft., and the five-year lease would average about \$32/sq.ft. He also reported that comparable buildings in that general area would cost about \$46-\$48/sq.ft. There is no recommendation from the Executive Director as yet. This may be a possible action item for August Board conference call.

Review Budget/Financial Reports, 2007 Audit, New Budget Format for 07-08, and Discussion of Audit Committee Member

V.P. for Finance Conte did a brief review of the AACRAO Financial Update for June for the committee.

There was discussion regarding how to approach the 2007 audit – whether to stay with Raffa for one more year but ask them to use a new team or to initiate the selection process now and send out an RFP to various auditing firms. The Audit Committee requested that Executive Director Sullivan arrange to send out an RFP to auditing firms by this September, as well as work to develop criteria for analyzing responses to the RFP.

Executive Director Sullivan noted that he has been working on a new format for the AACRAO budget. There is no bottom line change to budget approved by the membership, it is simply a new format that combines departments and activities into three main areas (Programs, Business Lines, and Support). The re-formatted budget will make it easier for the Executive Director to track income and expenditures.

The Audit Committee discussed the selection of a Member-at-Large. Because two different due dates were published on the AACRAO website, it was decided that the committee would wait until the information on all applicants was available for review before deciding on someone to recommend.

Discussion of Strategic Plan: Review Items #4 and #6 on Ethics

The committee agreed that we should take some concrete steps regarding potential conflict of interest issues. Executive Director Sullivan has met by phone with other associations and exchanged relevant documents with them. He has also contacted our attorneys to have them review what we do now and how we do it. He wants to ensure that we look for reasonable ways

to do business, so he has suggested getting our attorneys working with us to draft a policy for consideration by the Board. Everyone agreed that this is definitely an issue of importance to the Association and the Board.

Executive Session

The Compensation Committee met in executive session and discussed the draft contract for the Executive Director. It was agreed that President Aucoin would share the updated document with the entire Board for review and discussion.

Agenda and Minutes

AACRAO: Association Issues Committee

Monday, July 23, 2007

Jackson Hole, Wyoming

8:30 a.m. – Noon

Attendees: Mary Baxton, Glenn Munson

Assigned to Committee

**1. AACRAO
Disaster
Recovery Policy**

Mary
Baxton

Reviewed draft of a policy as assigned and submitted it to the Administration and Finance Committee.

Item Completed. No further action necessary at this time.

**2. Demographic
Portrait of the
Association**

Glenn
Munson

Chair Mary Baxton talked with Executive Director Jerry Sullivan about this topic by telephone the week of July 9. This is a broad topic and the Association Issues Committee will collaborate with the Executive Director regarding ongoing marketing and IT efforts to develop a membership demographic portrait, expand methods to communicate with existing members, and identify and reach out to potential new members. The Chair will request that Glenn Munson take the lead on this project.

This topic may be carried over to the 2007 – 2008 year as issues are discussed.

Project has been assigned to Glenn Munson who will continue to work with Executive Director Jerry Sullivan and staff.

**3. Guidelines for
Creation of New
Committees and
Work Groups**

Reviewed and revised the Guideline drafted April 2006. Forwarded revision to the Board July, 2007.

Item Completed. No further action necessary.

Review Issues from 2006-2007 Strategic Plan listed under item F: Association Issues

Committee pursued discussion of 2007-2008 Strategic Plan Draft.

**4. Strengthen
Communication
Capability**

- a. Develop integrated communication strategy
- b. Conduct Board-level discussions – ongoing
- c. Develop consistent message for audience
- d. College feedback on member needs
- e. Provide timely member updates
- f. Optimize use of State and Regional visits

Communications is now a vital portion of the AACRAO Operating Plan. No further action necessary.

**5. Member
Diversity**

- a. Continue implementation of Diversity and Leadership Task Force recommendations
- b. Outreach effort to attract minority professionals
- c. Establish quantitative goals and track participation rates/report regularly to membership
- d. Prepare special brochure
- e. Conduct research to determine any hindrances to leadership participation
- f. Use State and regional meetings to recruit diversity candidates

The issue of Member Diversity is now a significant item under Section F.5, "Expand Membership", of the Strategic Plan.

**6. Distributive
Learning**

- a. Expand capabilities with initial emphasis on Webinars

Distributive Learning is now a vital portion of the AACRAO Operating Plan. No further action necessary.

**7. Increase
Membership**

- a. Create direct billing process for additional individual
- b. Organize marketing campaign to attract individual members
- c. Send versions of AACRAO Transcript to Provosts

See item 5 in 2007-2008 Strategic Plan Draft.

New Items.

**1. Reviewed Issues from 2007-2008 Strategic Plan Draft listed under item F:
Association Issues**

**5. Expand
Membership**

- a. Create a new process to allow direct billing for additional individual members from member-institutions.
- b. Organize a marketing campaign to attract more individual members from member-institutions.

These items are referred to AACRAO Office for development.

- c. Develop membership recruitment plan for community colleges.
 - d. Develop programming for AACRAO to address issues important to community colleges.
-

These items are referred to the AACRAO Office in cooperation with Vice President for Access and Equity and the Community College Issues Committee.

- e. Continue to develop the Financial Aid Committee under the Vice President for Admissions and Enrollment Management to strengthen AACRAO's appeal to this critical demographic group.
- f. Develop programming for AACRAO meetings to address issues on selective admissions.

These items are referred to the AACRAO Office in cooperation with the Vice President for Admissions and Enrollment Management and the appropriate Committees.

- g. Continue initiative with the International Baccalaureate North America (IBNA) to offer admissions professionals an additional incentive to join the Association.

6. Ethics

The Committee will work with the AACRAO Office on this item which needs further clarification.

- a. AACRAO office should review current vendor management practices to see if they are within the understood standards and make adjustments as necessary.
- b. Determine what may constitute best practices as they are likely to evolve as a consequence of recent scrutiny.

7. Security and Privacy

The Committee understands that these items will be pursued by the Administrative and Finance Committee.

- a. Increase training in areas dealing with security and privacy.
- b. Increase public affairs efforts to prevent detrimental remedies.
- c. Increase communication coverage of the issue and AACRAO actions.

8. Governance

The Committee will work with the AACRAO Office on these items which need further clarification.

- a. Review current governance structure and make recommendations.

The Committee will work with President and AACRAO Executive Director on this item.

2. Discussed possible action items for Committee issues in 2007-2008 Strategic Plan.

5. Expand Membership

- a. Continue initiative with the International Baccalaureate North America (IBNA) to offer admissions professionals an additional incentive to join the Association.

Action Items:

- 1) AACRAO Office needs to increase understanding by and communication to the Board of the role AACRAO is playing in this initiative.
- 2) From that understanding will come strategies to approach this item.

7. Security and Privacy

- a. Increase training in areas dealing with security and privacy.
- b. Increase public affairs efforts to prevent detrimental remedies.
- c. Increase communication coverage of the issue and AACRAO actions.

Action Items:

- 1.) AACRAO Office needs to increase understanding by and communication to the Board of the role AACRAO is playing in this initiative.
- 2.) From that understanding will come strategies to approach this item which may include:
 - offering webinars, workshops, and/or pre-conference workshops;
 - increased marketing and communication to increase AACRAO's visibility related to this issue; and
 - increased visibility of AACRAO's Disaster Response Policy;

8. Governance

- a. Review current governance structure and make recommendations.

Action Items:

- 1.) Review actions already taken by President Aucoin and his plan for restructuring;
- 2.) Continue discussion of Strategic Planning with Jim Dalton;
- 3.) Research governance structures of other non-profit associations;
- 4.) Plan further action based on progress of items 1 – 3.

Adjourn

The meeting adjourned at 11:55 a.m.

AGENDA & Minutes

AACRAO

Professional Issues Committee

Monday, July 23, 2007

Snow King Resort, Jackson Hole, Wyoming

8:30 a.m. – 12:00 p.m.

Attendees: Jerry Bracken, Nora McLaughlin, Wanda Simpson (with assistance from Mary Baxton)

Review Issues from Strategic Plan		Actions on Strategic Plan
1. Meeting Demand for IT Skills, Support	Jerry Bracken	Jerry reported that all items were being addressed.
2. Accountability	Wanda Simpson	The committee feels accountability should continue as a strategic issue to be monitored.
3. Succession Planning and Leader Development	Nora McLaughlin	We recommend a change of title to Professional/Leadership Development. Nora reported that much work had taken place on this topic and she would present a report.
4. Transfer Issues	Wanda Simpson	Wanda reported that all of the action items were being addressed with the exception of the development of a national conference. This will be attempted next year. Mary Baxton reported that the International Issues were being addressed.
5. Strengthening Programming for Professionals with Low Participation in	Wanda Simpson	The committee feels we have met the three action items for this issue. The question we raise is whether we should retain this issue but target new populations (Academic Advising & Student Affairs) since we still have low

AACRAO		membership and participation in several areas or remove the issue from the plan. We feel this issue should be continued. (We see it has been moved to Association Issues)
6. Access	Wanda Simpson	This is clearly a strategic issue but no resources are available to target this specifically so it should remain on the Strategic Plan as a topic to monitor.
New Strategic Issues for 2007-2008		All
Issues from Draft Plan sent from AACRAO Executive Director & President	1. Meeting Demand for IT Skills, Support	The committee agrees this should remain on the strategic plan.
	2. Professional/ Career Development	The committee agrees this should remain on the strategic plan with the title change.
	3. Transfer	The committee agrees that this issue should remain on the strategic plan with the revisions to blend together domestic and international.
	4. Ethics	The committee agrees that this should be added to the strategic plan.
Recommendations		The committee recommends the following regarding the Strategic Plan and the proposed Strategic Plan. 1. The wording in item e on strategy 1 in the new plan should read.... Describe current and evolving practices.... 2. The accountability issue from the old plan should remain in the Strategic Plan as an item to monitor. 3. We feel that Access should remain on the Strategic Plan as an item to be monitored. 4. We agree that Ethics should be added as a strategic issue. We suggest the following issue statement. In light of AACRAO's long-standing commitment to high ethical standards and practices and the current public scrutiny of higher education, a review of professional standards and practices is in order.
Adjourn		The meeting adjourned at 12:00 Noon.

AACRAO Monthly Financial Update

Highlights | Fiscal Year 2007 | June 2007

Presented: Jerry Sullivan and Samuel Conte

Overview

At the end of the ninth month of the 2007 fiscal year, AACRAO has a net operating loss of **\$29,171** for the month and an operating gain of **\$691,757** year-to-date.

In addition, the market value of investments increased by **\$2,777** for the month, and continues to maintain a gain of **\$480,804** year-to-date, thus increasing net income to **\$1,172,562** year-to-date.

Financial Position

	June 2007	May 2007	Change
Cash	331,807	183,797	148,010
Investments	4,973,567	4,954,054	19,513
A/R	157,767	184,905	(27,138)
Prepaid Expenses	309,248	278,135	31,113
Total Assets	6,136,500	5,976,438	160,062
A/P	241,151	419,249	(178,098)
Unearned Income	931,560	577,164	354,396
Total Liabilities	1,424,108	1,237,653	186,455
Net Assets	4,712,390	4,738,785	(26,395)

The increase in cash is a reflection of cash received for member dues, Tech conference registrations, SEM conference registrations, and Annual Meeting exhibitor payments.

The increase in investments of **\$19,513** reflects the combination of \$18,402 in interest/dividends less \$1,666 in fees for a net increase of \$16,736 combined with \$2,777 from the change in value.

Prepaid expenses and unearned income increased in June versus May due to the expenditures and cash receipts, respectively, associated with the July Technology Conference, the November SEM Conference, and member dues.

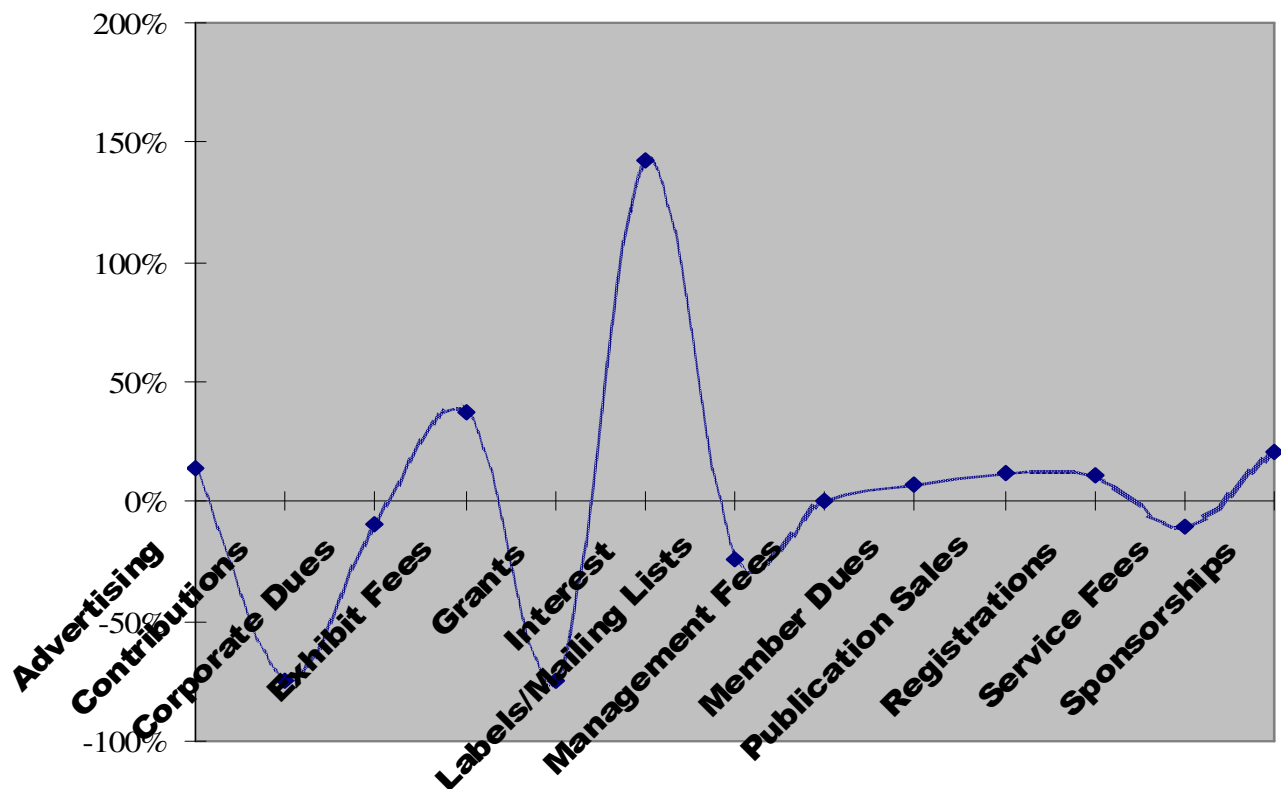
As a result of the cross over between the dues year (July through June) and the fiscal year (October through September), three months of 2006/2007 dues were recognized in fiscal year 2005/2006, while nine months of dues have been recognized in fiscal year 2006/2007.*

* For the 2006/2007 membership year, **\$2,253,434** has been collected for membership dues and **\$131,120** has been collected for corporate dues.

Statement of Activities

Revenues: Revenues for the nine months of the fiscal year are **\$5,919,566** or **84%** of budget (or **9%** above budget expectations.) Seven revenue generating activities are ahead of budget expectations of **75%**, while six are either at or below expectations:

% Over/Under Budget

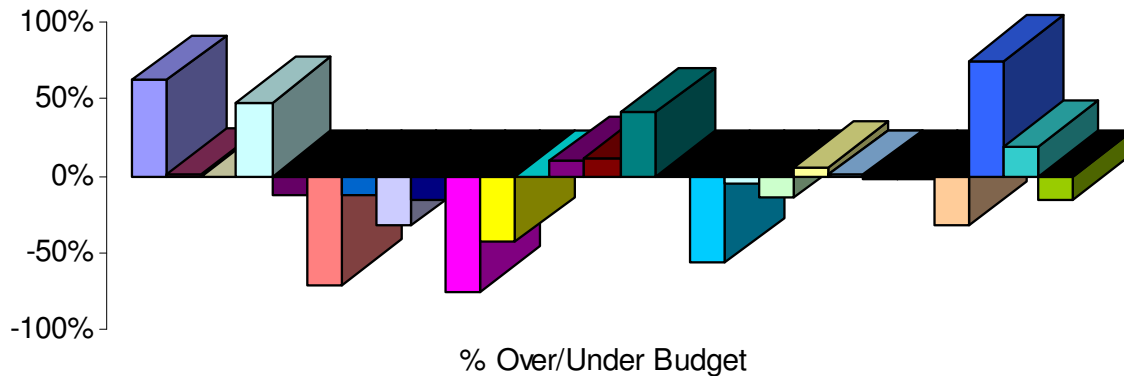


Exceeding Expectations:

- Advertising: 14% | \$19,665
- Exhibit Fees: 38% | \$177,250
- Interest Income: 142% | \$127,867
- Member Dues: 7% | \$160,557
- Publication Sales: 12% | \$55,485
- Registrations: 11% | \$218,700
- Sponsorships: 21% | \$35,650

Recognition of revenue associated with the Annual Meeting accounts for most of the activities that are currently above expectations.

Expenses: Expenses in total are **\$5,227,809** or **77%** of budget (2% above budget expectations.) For the nine months, eight expense activities are over budget, (five relating directly to the meetings) while eighteen are either at or below budget.



Advertising and Promotions	Awards, Scholarships and Grants
Bad Debts	Bank Charges
Consulting/Outside Services	Contingencies
Depreciation	Equipment Rental
Fringe Benefits	General Taxes
Insurance	Interest
Legal and Accounting	Meals, Lodging and Entertainment
Meeting Costs	Memberships and Subscriptions
Other Expenses	Payroll Taxes
Postage and Delivery	Printing, Production and Duplicating

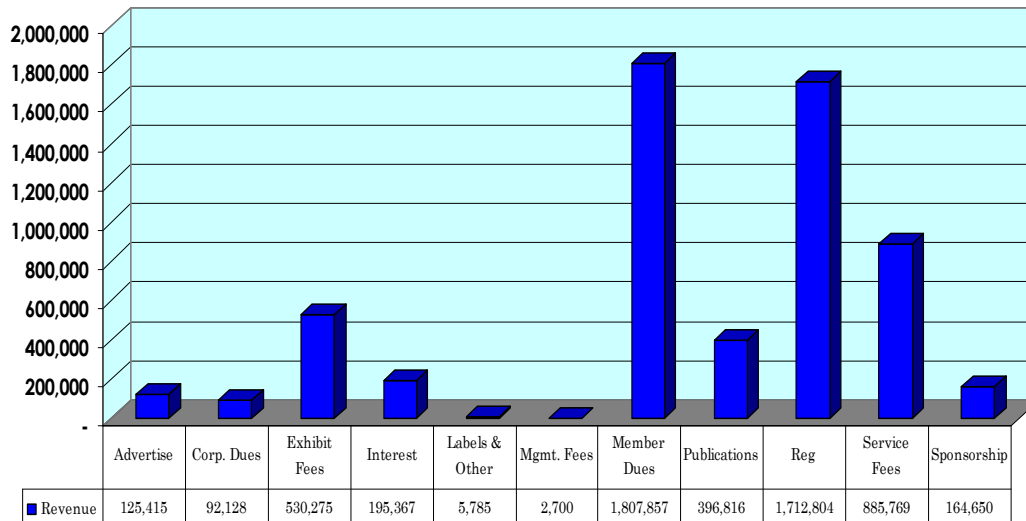
Exceeded Budget:

- Advertising: 62% | \$89,743
- Bank charges: 48% | \$53,191
- Legal/ accounting: 10% | \$28,864
- Meals and lodging: 12% | \$36,727
- Meeting costs: 41% | \$317,926
- Printing, production, and duplicating: 6% | \$17,971
- Temporary assistance: 75% | \$15,237
- Training: 20% | \$8,322

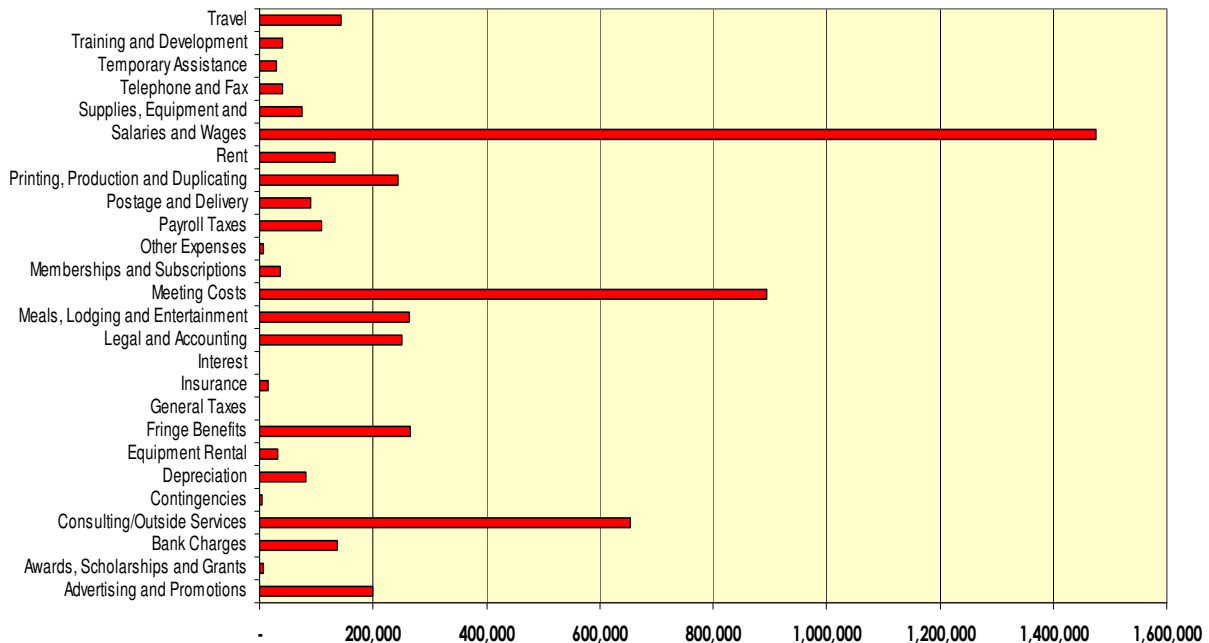
Recognition of expenses associated with the Annual Meeting account for most of the activities that are currently above expectations. In addition, advertising increased due to organizational marketing and lobbying activities.

AACRAO Revenue and Expense Analysis – Year-to-Date

Year-to-Date Actual Revenue



Year-to-Date Actual Expenses



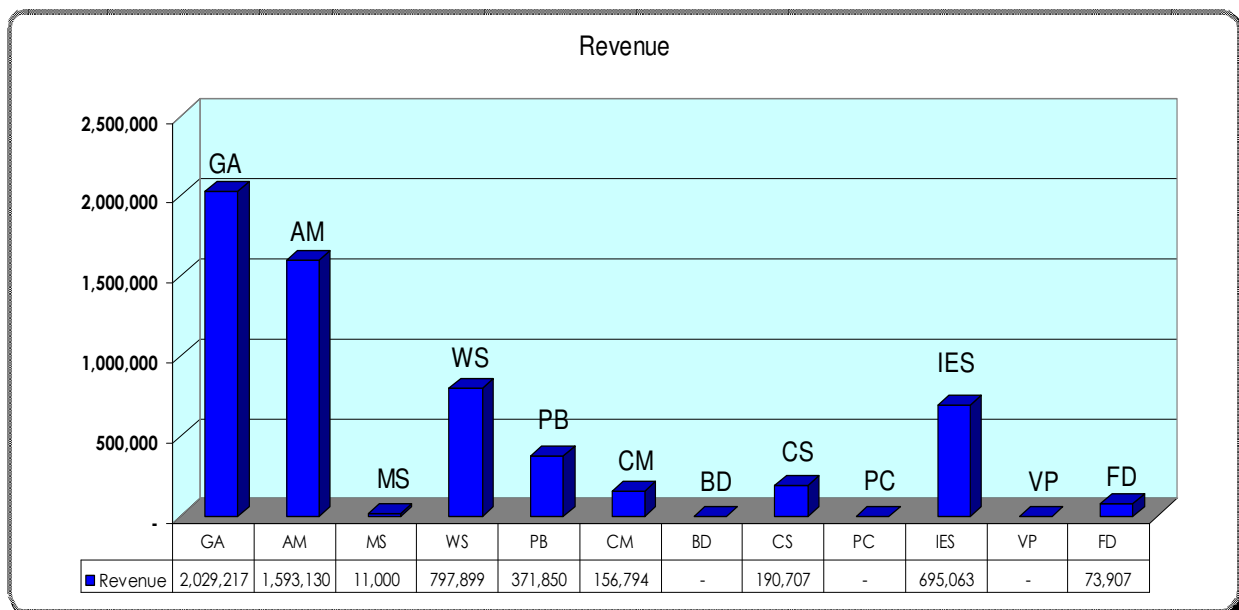
AACRAO By Department Analysis

As of 6/30/07	IES	ACS	Pubs Dept	Meetings	Total AACRAO
Revenue	695,063	190,707	371,850	2,391,029	5,919,566
Expenses	623,964	250,920	236,757	1,984,315	5,227,809
Net Operating	71,099	(60,214)	135,093	406,714	691,757
<i>Investments</i>					<i>480,804</i>
Net Income					1,172,562

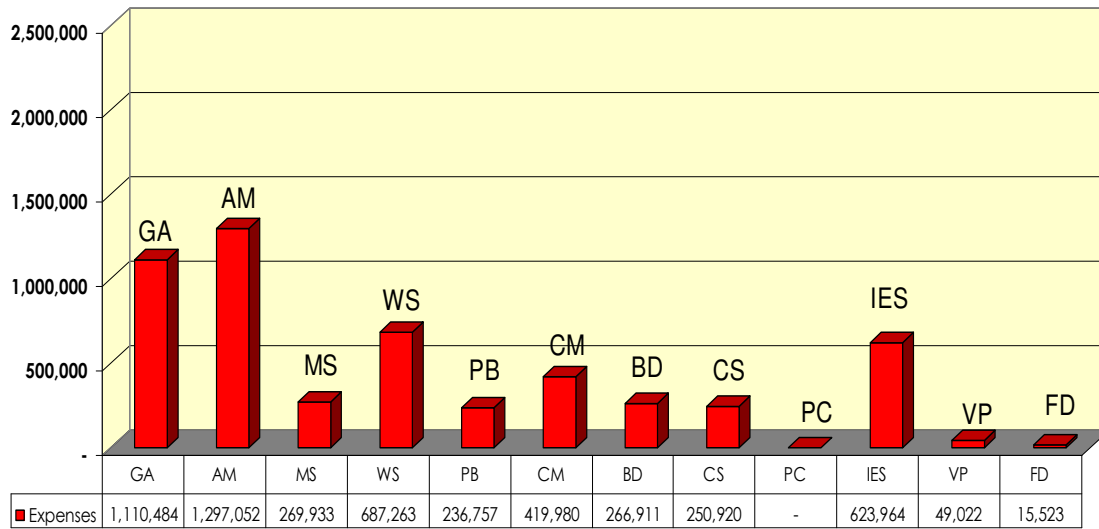
GA: General and Administrative **AM:** Annual Meeting **WS:** Meetings/Workshops **PB:** Publications

CM: Comm./Gov't Relations **BD:** Governance **CS:** Consulting Service **PC:** Projects

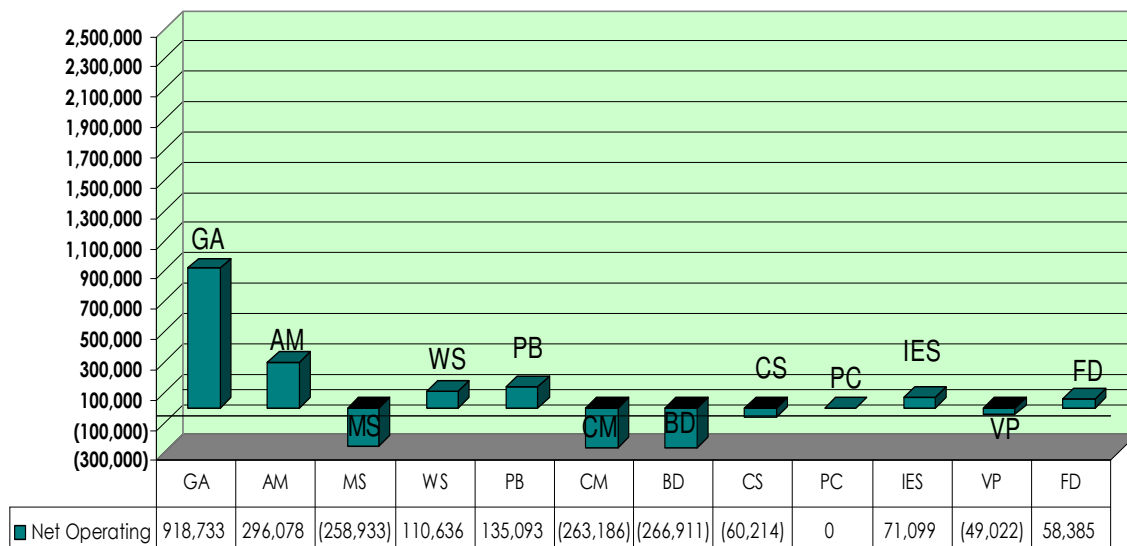
IES: IES **VP:** VPs

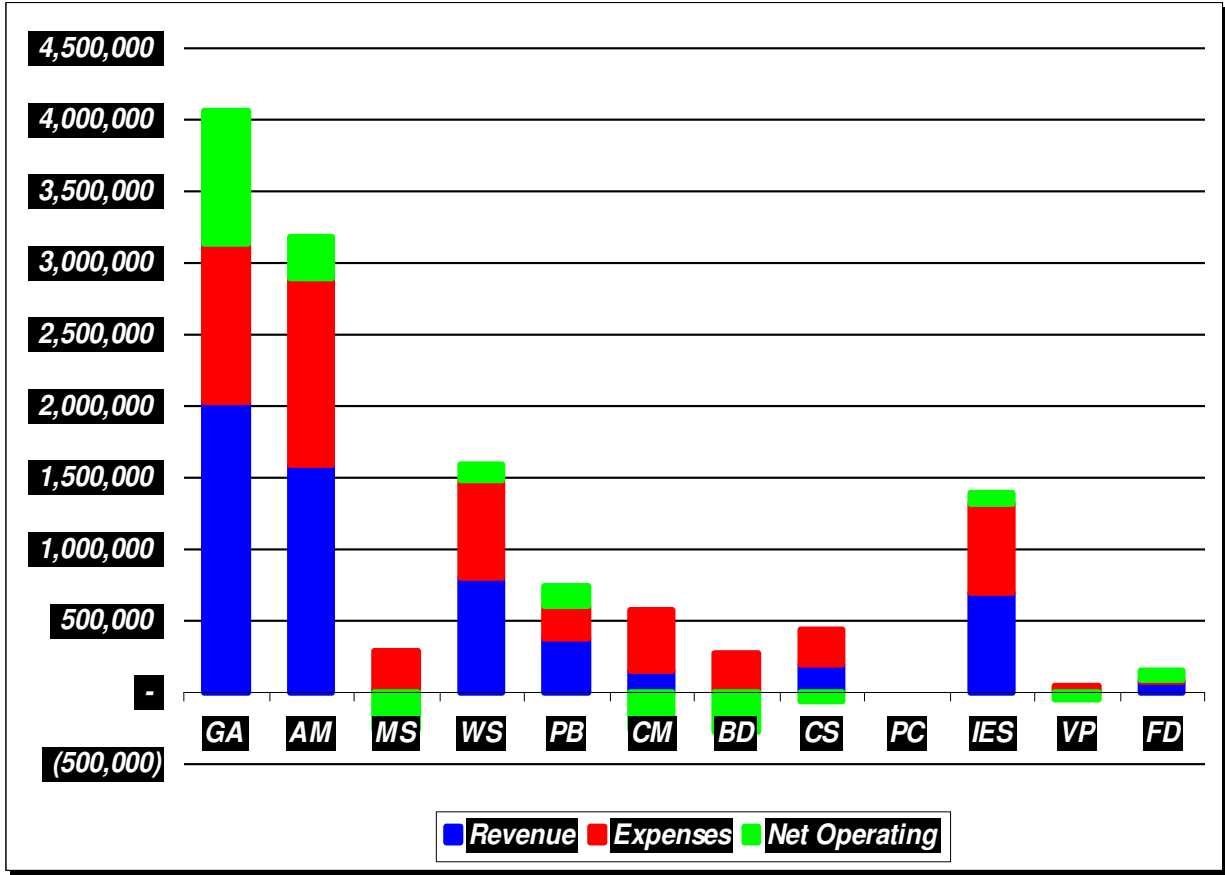


Expenses



Net Operating

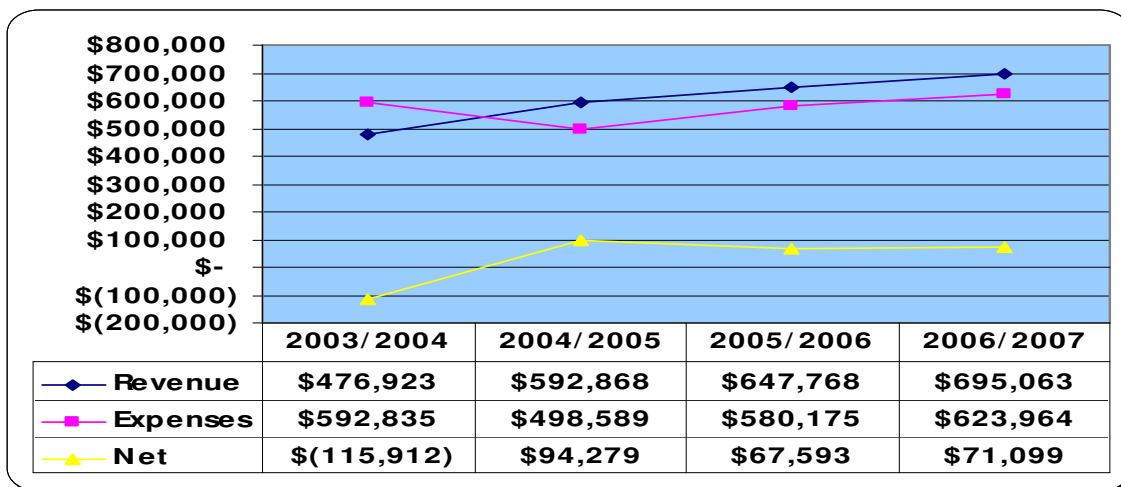




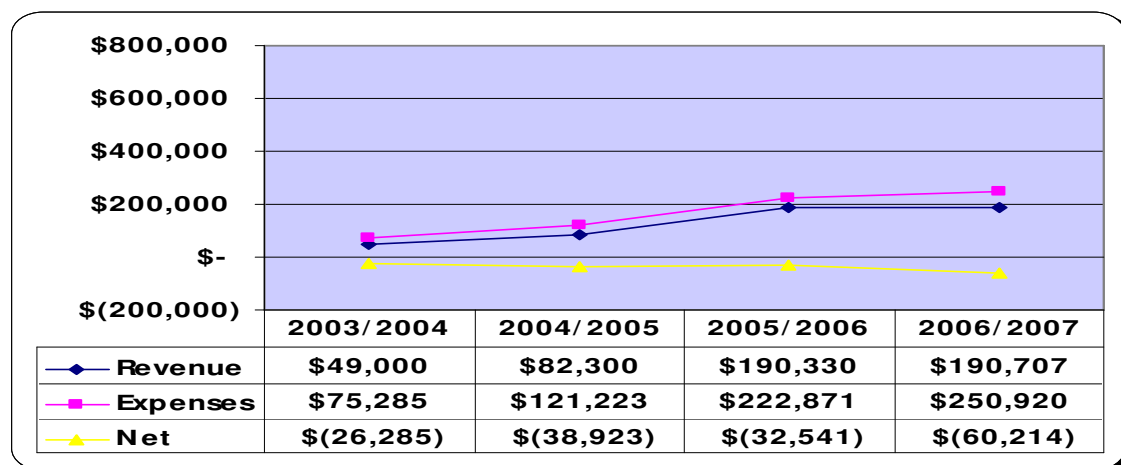
AACRAO Business Lines – Comparative Data

The following charts compare IES, ACS, and the Publications department activities YTD over the past four years:

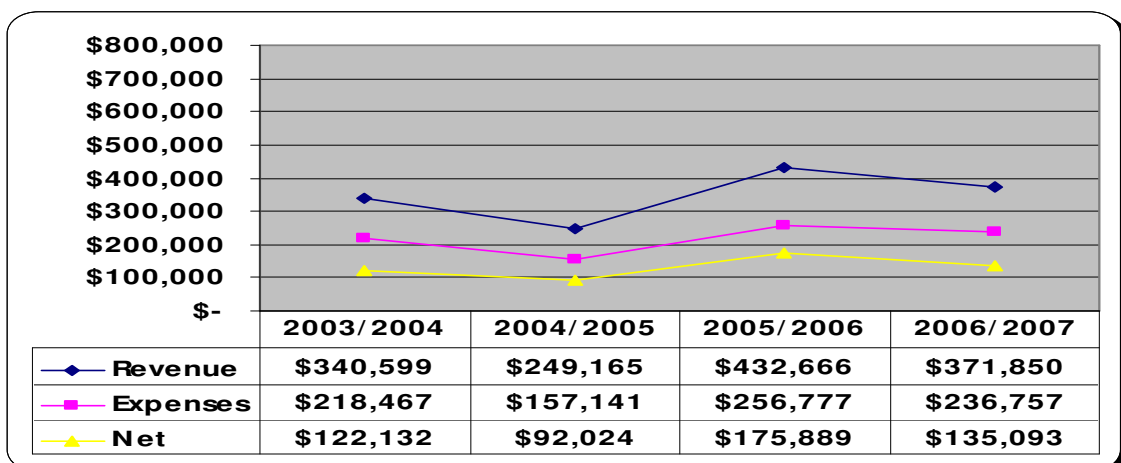
IES



ACS

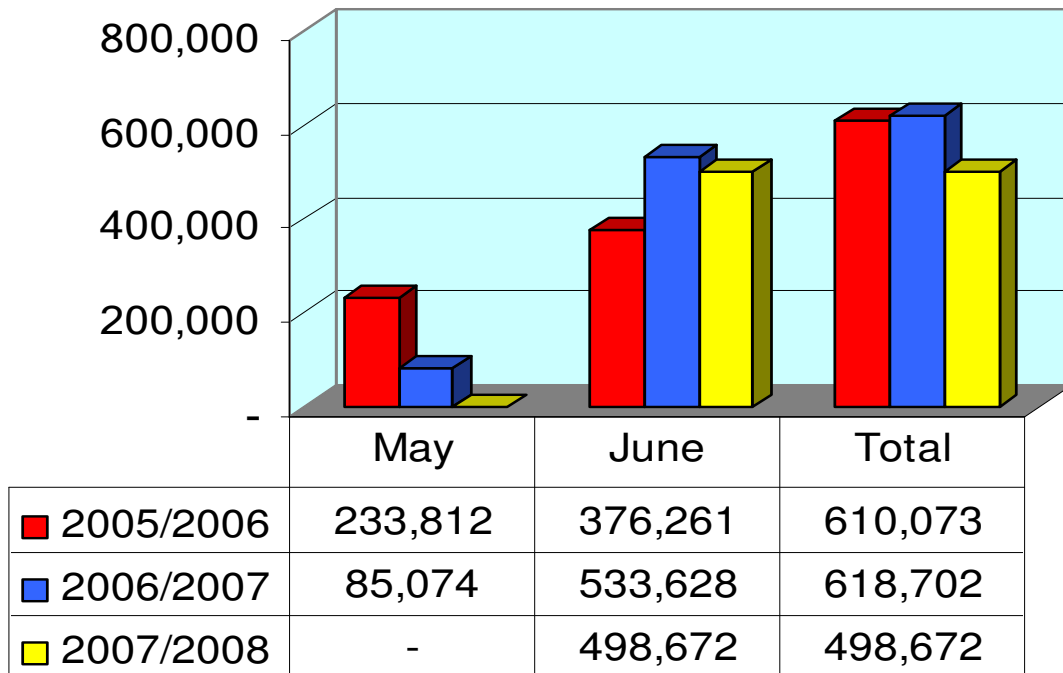


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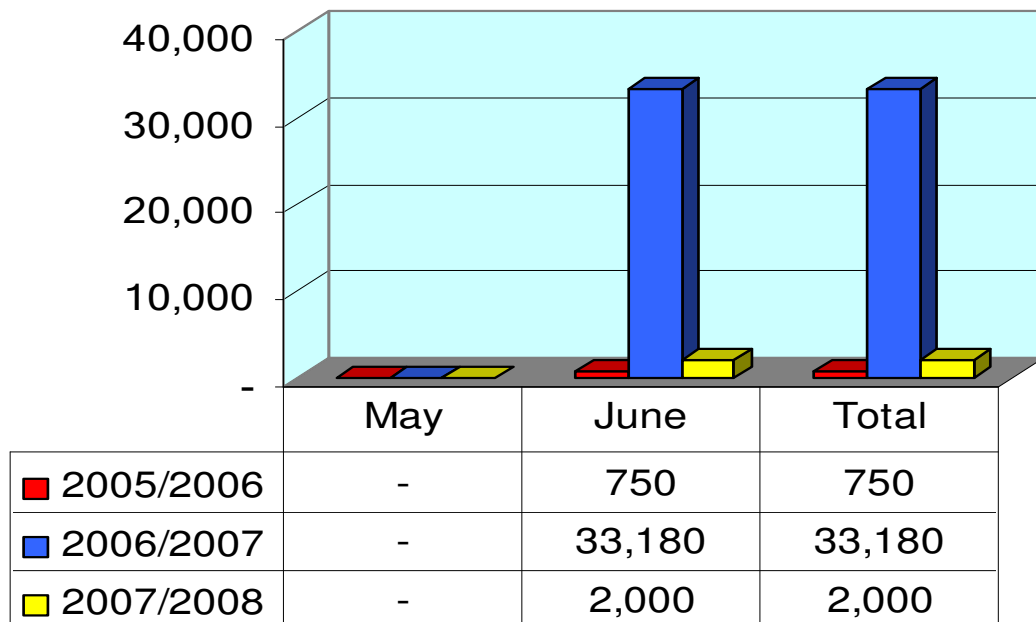


Appendix

Membership Dues: Cash Collections | Comparative Numbers



Corporate Dues: Cash Collections | Comparative Numbers





AMERICAN ASSOCIATION OF COLLEGIATE
REGISTRARS AND ADMISSIONS OFFICERS

EXECUTIVE DIRECTOR REPORT
JULY 22-25, 2007

TABLE OF CONTENTS

MIS/WEB SERVICES	
ACCOUNTING	4
Accounting	4
Financial Position	4
Statement of Activities	5
Expenses	6
AACRAO Revenue and Expense Analysis	7
AACRAO by Department Analysis	8
AACRAO Business Lines – Comparative Data	10
Membership and Corporate Dues: Cash Collections Comparative Numbers	11
ANNUAL MEETING	12
Current Annual Meeting	12
Exhibits	14
MEMBER SERVICES	15
Member Maintenance	15
Retention and Recruitment	21
MEETINGS and WORKSHOPS	24
Registrar 101	24
SEM Conference	24
FERPA Workshop	25
AACRAO Technology Conference	25
Admission Institutes	26
Distributive Learning	26
PUBLICATIONS	27
General Publications	27
TCP Publications	33
Compliance	34
COMMUNICATION/GOVERNMENT RELATIONS	34
Government Relations	34
Communications	35
<i>SEM Source</i>	35
PROJECTS/CONTRACTS	36
Consulting Services	36
MARKETING	36
INTERNATIONAL EDUCATION SERVICES	39
Evaluation Services	39
Summer Institute for International Admissions	40
LSAC Credential Evaluations	40
AACRAO Electronic Database for Global Education (EDGE)	40

6000 MIS/WEB SERVICES

6000 MIS/Web Services

Webinars

AACRAO delivered five webinars at the Annual Meeting in Boston, including the first ever video webinar. AACRAO also produced webinars on the 2007 Reauthorization Act, Direct Loans, and the College Textbook Affordability Act. Senator Richard Durbin, a sponsor of the Affordability bill, joined the Textbook webinar via telephone. Recently, AACRAO delivered a webinar on using Strategic Enrollment Management to enhance institutional planning. The webinar generated a substantial number of inquiries for AACRAO Consulting.

Nominations and Elections Online Activity Report

Using in-house coding resources, AACRAO developed a new online Activity Report for the Association's nominations process. Previously, nominees to AACRAO governance positions had to fill out a separate form for each position nominated, a tedious and time-consuming process. With the new form in place, nominees can save and edit the activity report and apply it to any position. The new report will save nominees time and make accepting nominations a less burdensome process.

Database Integration

AACRAO continued to work with Experient (meetings' facilitator) and Matrix (database developer) to integrate registration data from meetings with the membership database. AACRAO is pursuing a web services model which will allow real time membership lookups at registration time, and will also facilitate the flow of meeting attendee information back into the membership database. This data flow will allow AACRAO to market more effectively and move in the direction of more robust customer relations management.

AACRAO Consulting Web Redesign

AACRAO worked with an outside developer to completely re-create the AACRAO Consulting web page. The new page contains information about AACRAO Consulting offerings and provides a straightforward path for schools wishing to use AACRAO Consulting. The site has also been optimized to provide maximum visibility on internet search engines such as Google. With the optimization in place, Consulting Services now has one of the highest rankings in its category.

Blast Email Generator

AACRAO developed a new template and a new content management system for the weekly Memberlink email blast. The content manager allows staff with no html knowledge to generate a fully formatted HTML message with no assistance from technical staff.

Survey on Student Information Systems

AACRAO conducted a survey on Student Information Systems. The survey results will allow AACRAO Consulting to tailor more programs to meet the needs of campus professionals.

Latino/Latina Web Page and Listserv

AACRAO created a special section on the AACRAO web site to address the needs and issues of the Latino/Latina Caucus. AACRAO also created a special listserv for members of the community to communicate about items of special interest to the Caucus.

6005 Accounting

6005 Accounting

Overview

At the end of the ninth month of the 2007 fiscal year, AACRAO has a net operating loss of **\$29,171** for the month and an operating gain of **\$691,757** year-to-date.

In addition, the market value of investments increased by **\$2,777** for the month, and continues to maintain a gain of **\$480,804** year-to-date, thus increasing net income to **\$1,172,562** year-to-date.

Financial Position

	June 2007	May 2007	Change
Cash	331,807	183,797	148,010
Investments	4,973,567	4,954,054	19,513
A/R	157,767	184,905	(27,138)
Prepaid Expenses	309,248	278,135	31,113
Total Assets	6,136,500	5,976,438	160,062
A/P	241,151	419,249	(178,098)
Unearned Income	931,560	577,164	354,396
Total Liabilities	1,424,108	1,237,653	186,455
Net Assets	4,712,390	4,738,785	(26,395)

The increase in cash is a reflection of cash received for member dues, Technology conference registrations, SEM conference registrations, and Annual Meeting exhibitor payments.

The increase in investments of **\$19,513** reflects the combination of \$18,402 in interest/ dividends less \$1,666 in fees for a net increase of \$16,736 combined with \$2,777 from the change in value.

Prepaid expenses and unearned income increased in June versus May due to the expenditures and cash receipts, respectively, associated with the July Technology Conference, the November SEM Conference, and member dues.

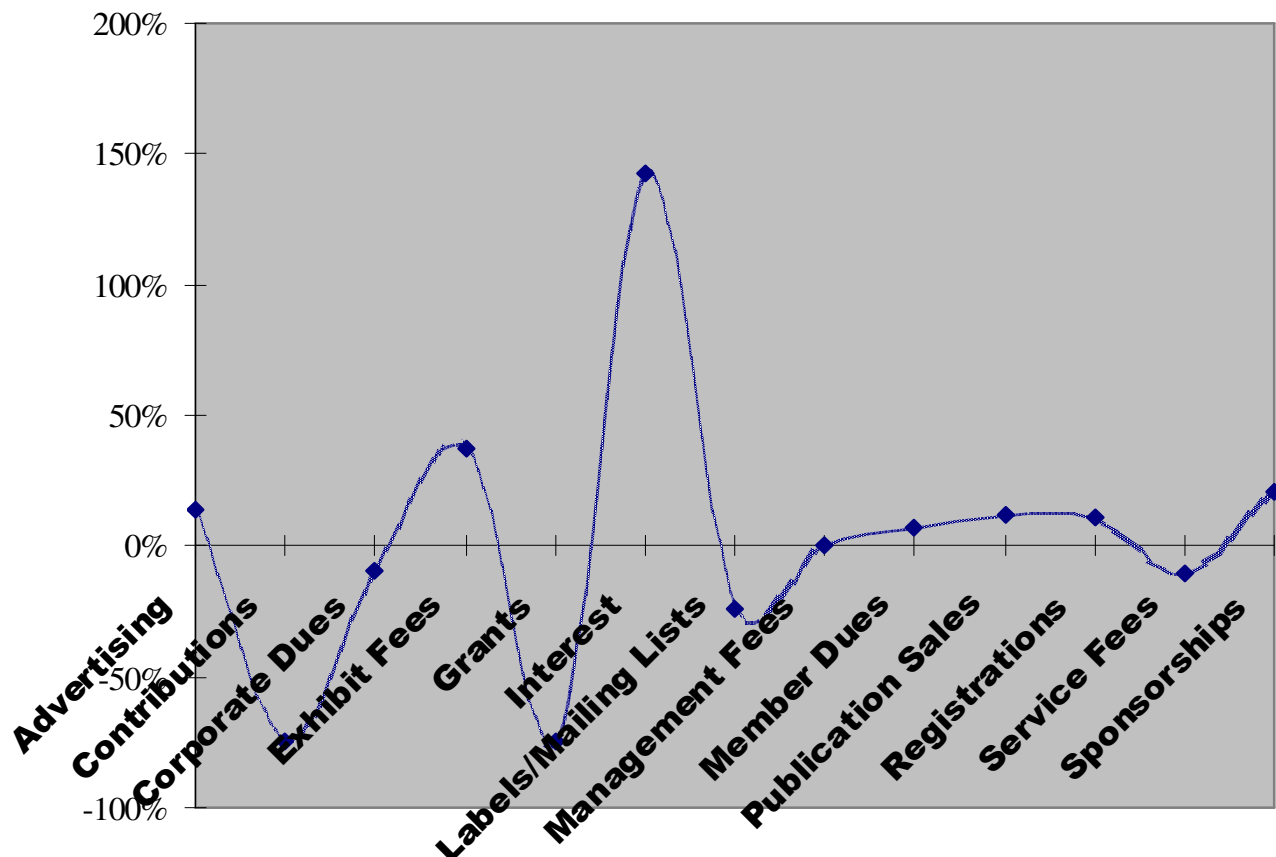
As a result of the cross over between the dues year (July through June) and the fiscal year (October through September), three months of 2006/2007 dues were recognized in fiscal year 2005/2006, while nine months of dues have been recognized in fiscal year 2006/2007.*

* For the 2006/2007 membership year, \$2,253,434 has been collected for membership dues and \$131,120 has been collected for corporate dues.

Statement of Activities

Revenues: Revenues for the nine months of the fiscal year are \$5,919,566 or 84% of budget (or 9% above budget expectations.) Seven revenue generating activities are ahead of budget expectations of 75%, while six are either at or below expectations:

% Over/Under Budget



Exceeding Expectations:

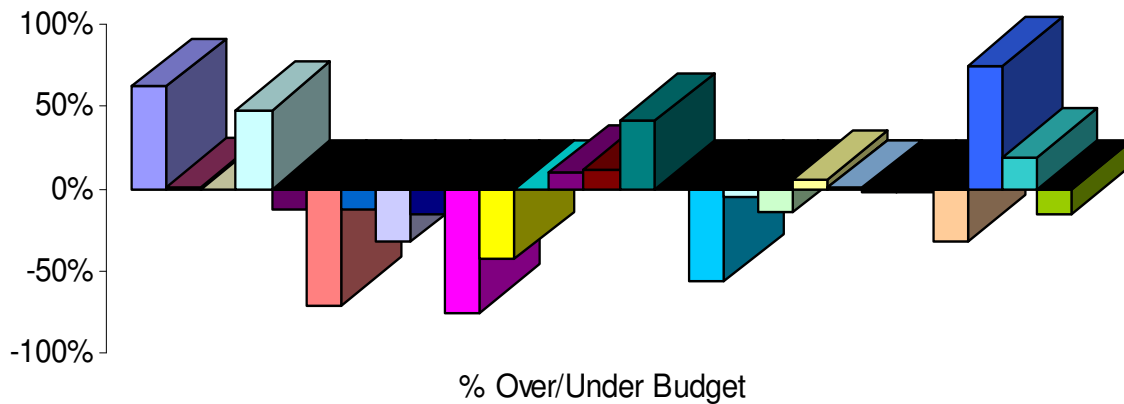
- Advertising: 14% | \$19,665
- Exhibit Fees: 38% | \$177,250
- Interest Income: 142% | \$127,867
- Member Dues: 7% | \$160,557
- Publication Sales: 12% | \$55,485
- Registrations: 11% | \$218,700

- Sponsorships: 21% | \$35,650

Recognition of revenue associated with the Annual Meeting accounts for most of the activities that are currently above expectations.

Expenses:

Expenses in total are **\$5,227,809** or **77%** of budget (**2%** above budget expectations.) For the nine months, eight expense activities are over budget, (five relating directly to the meetings) while eighteen are either at or below budget.



■ Advertising and Promotions	■ Awards, Scholarships and Grants
■ Bad Debts	■ Bank Charges
■ Consulting/Outside Services	■ Contingencies
■ Depreciation	■ Equipment Rental
■ Fringe Benefits	■ General Taxes
■ Insurance	■ Interest
■ Legal and Accounting	■ Meals, Lodging and Entertainment
■ Meeting Costs	■ Memberships and Subscriptions
■ Other Expenses	■ Payroll Taxes
■ Postage and Delivery	■ Printing, Production and Duplicating

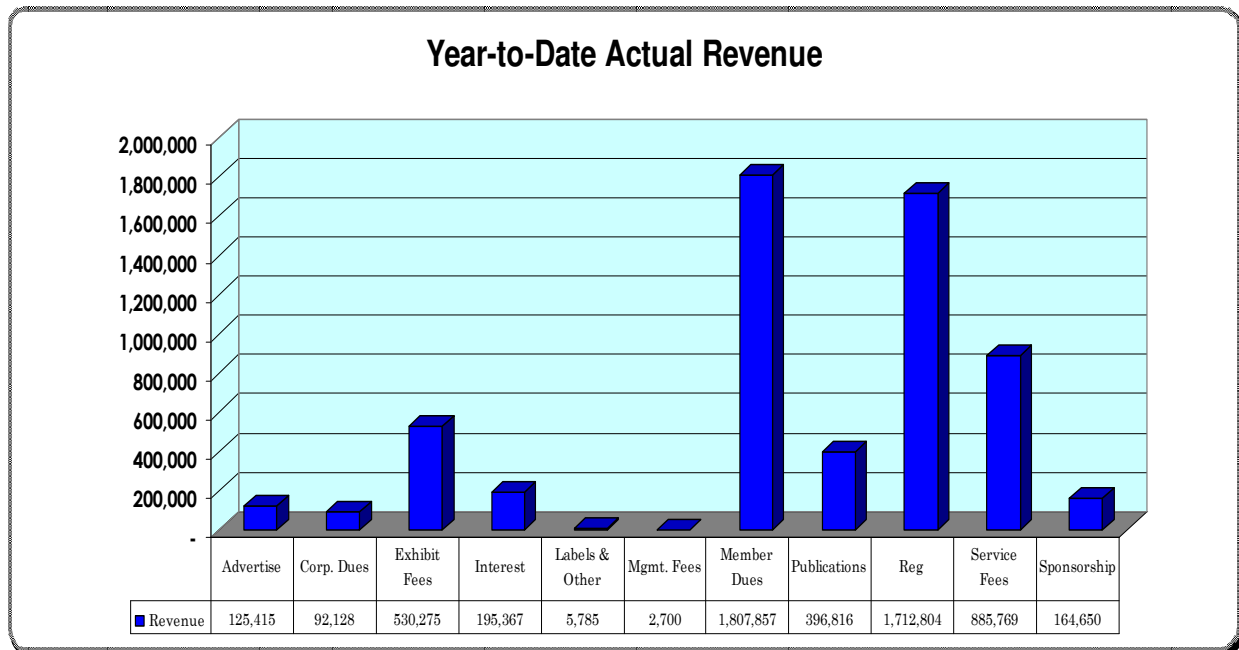
Exceeded Budget:

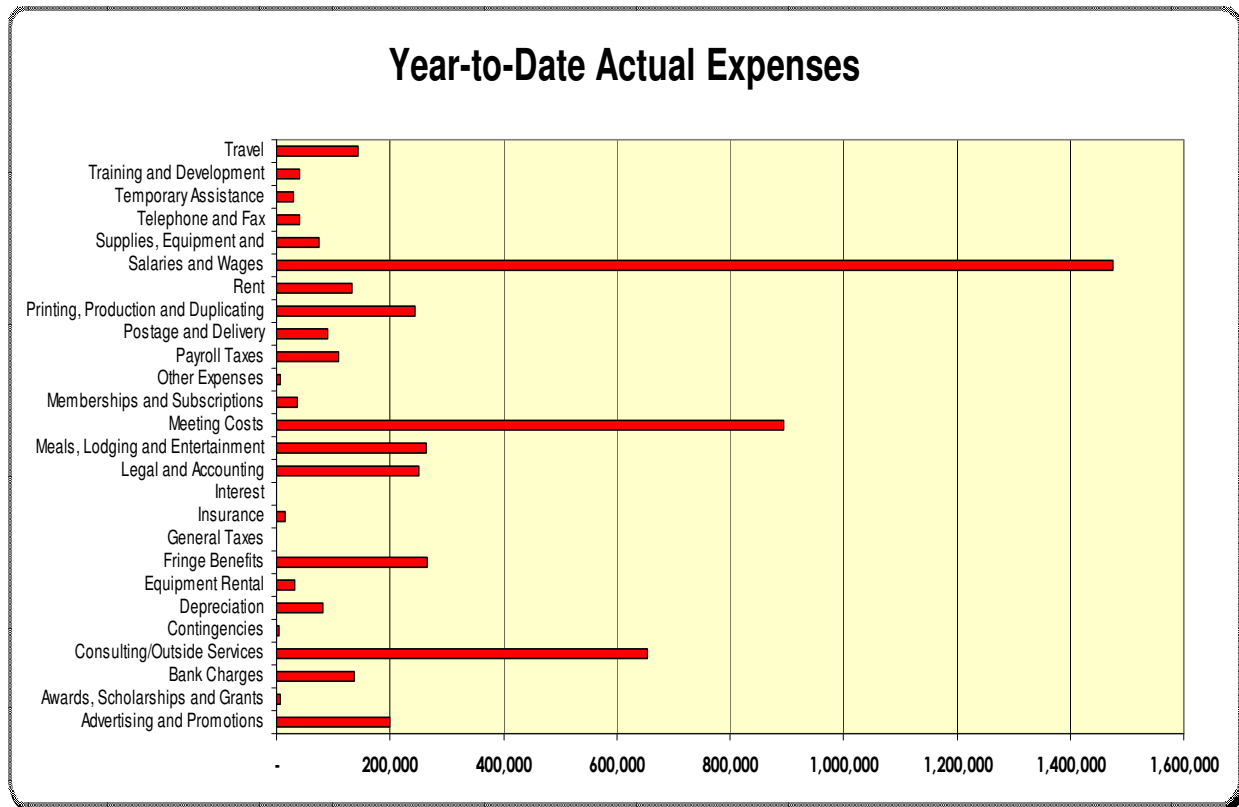
- Advertising: 62% | \$89,743
- Bank charges: 48% | \$53,191
- Legal/ accounting: 10% | \$28,864
- Meals and lodging: 12% | \$36,727
- Meeting costs: 41% | \$317,926
- Printing, production, and duplicating: 6% | \$17,971
- Temporary assistance: 75% | \$15,237

‣ Training: 20% | \$8,322

Recognition of expenses associated with the Annual Meeting account for most of the activities that are currently above expectations. In addition, advertising increased due to organizational marketing and lobbying activities.

AACRAO Revenue and Expense Analysis – Year-to-Date

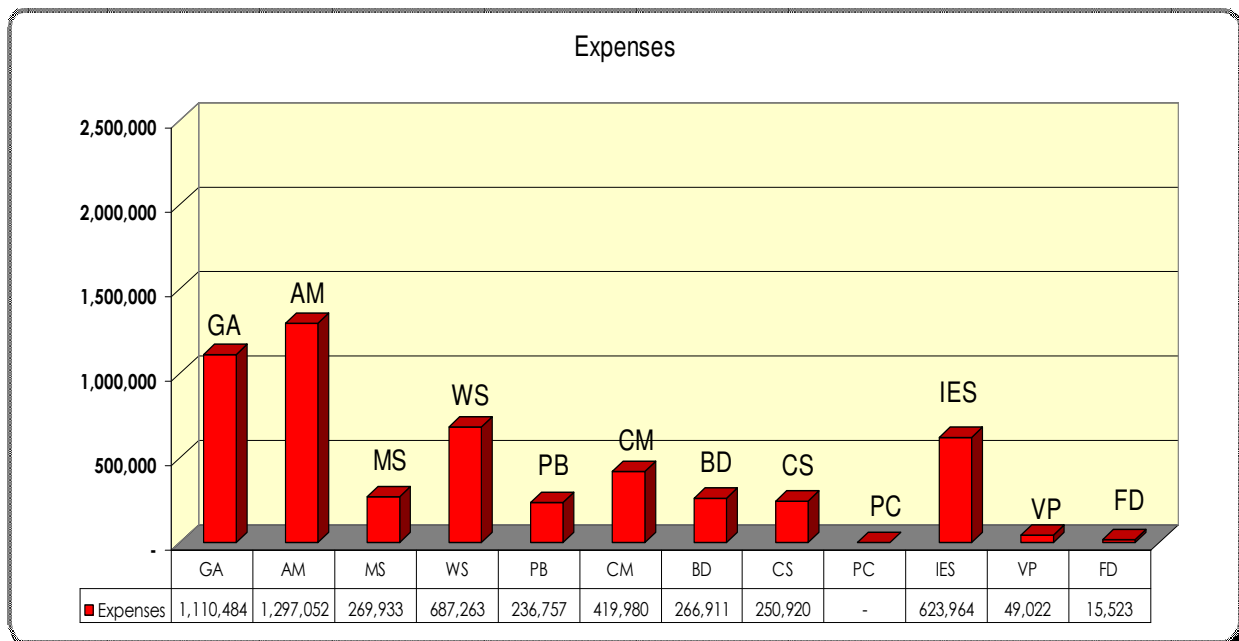
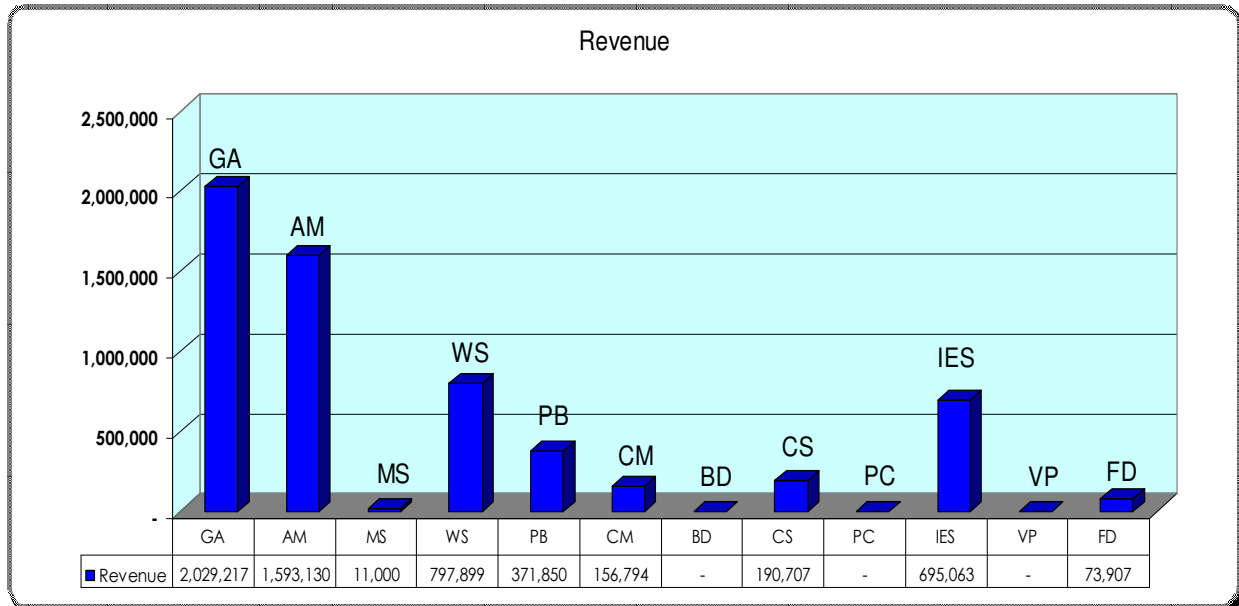


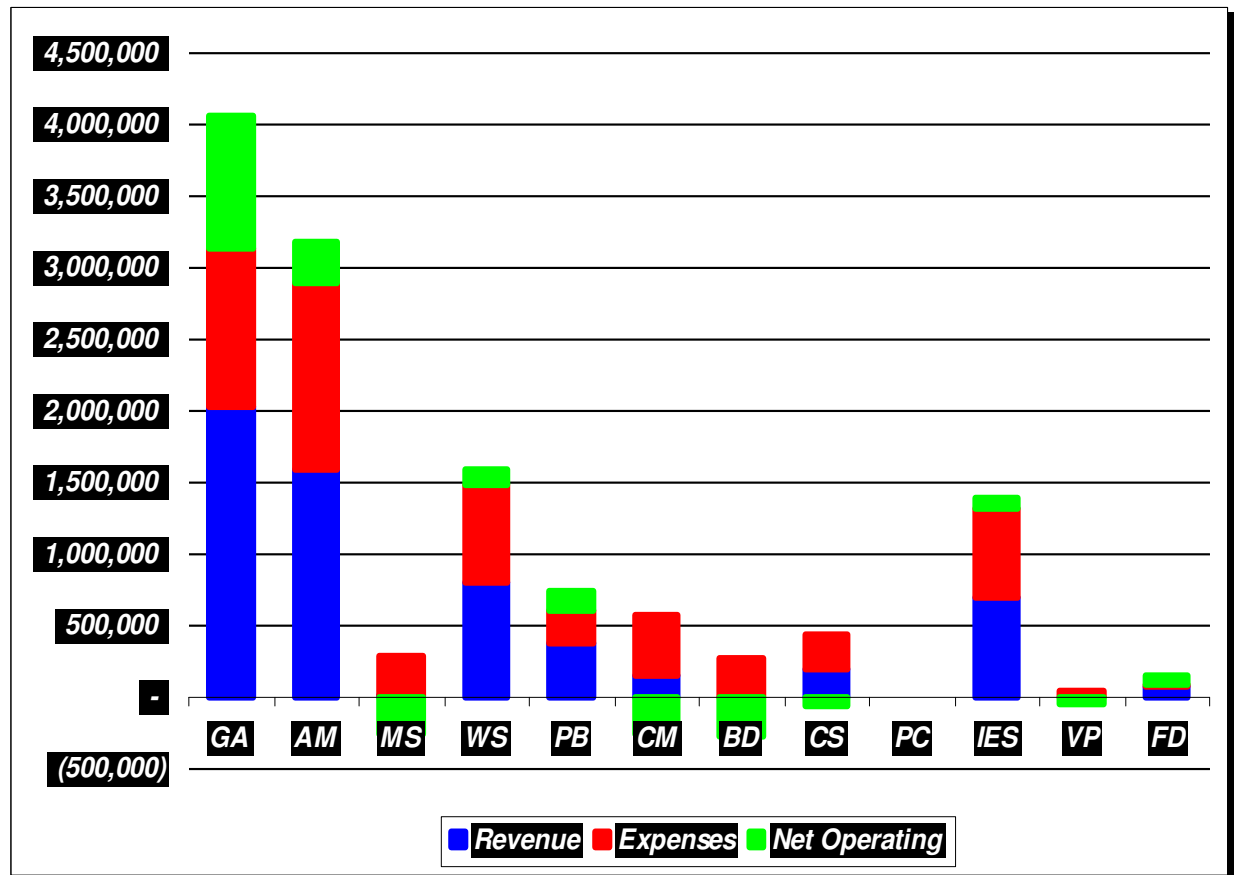
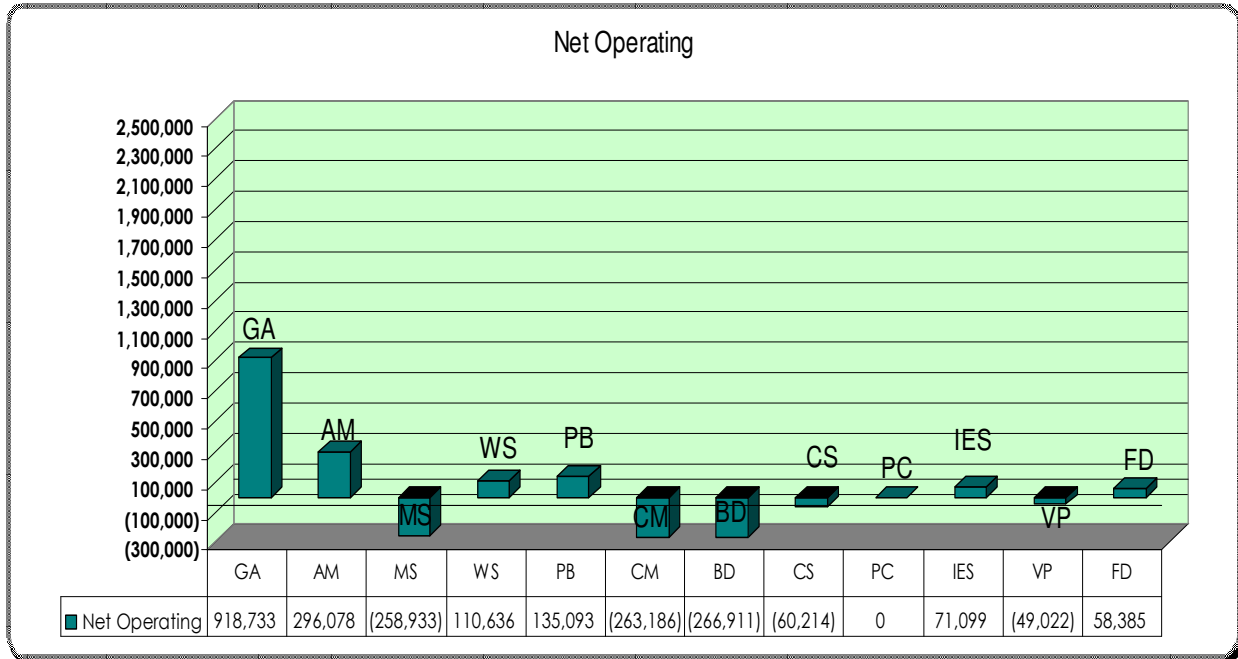


AACRAO By Department Analysis

As of 6/30/07	IES	ACS	Pubs Dept	Meetings	Total AACRAO
Revenue	695,063	190,707	371,850	2,391,029	5,919,566
Expenses	623,964	250,920	236,757	1,984,315	5,227,809
Net Operating	71,099	(60,214)	135,093	406,714	691,757
<i>Investments</i>					480,804
Net Income					1,172,562

GA: General and Administrative **AM:** Annual Meeting **WS:** Meetings/Workshops **PB:** Publications
CM: Comm./Gov't Relations **BD:** Governance **CS:** Consulting Service **PC:** Projects
IES: IES **VP:** VPs

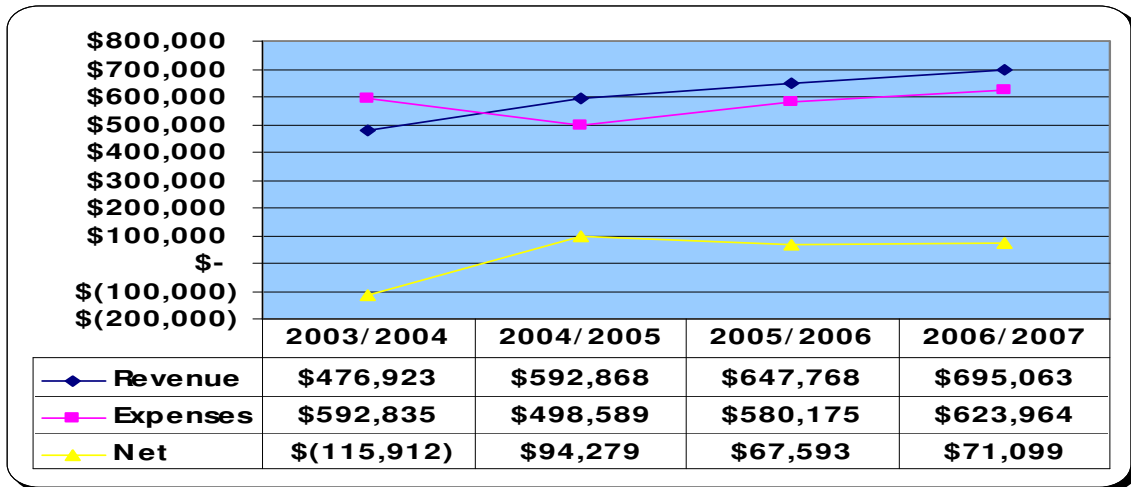




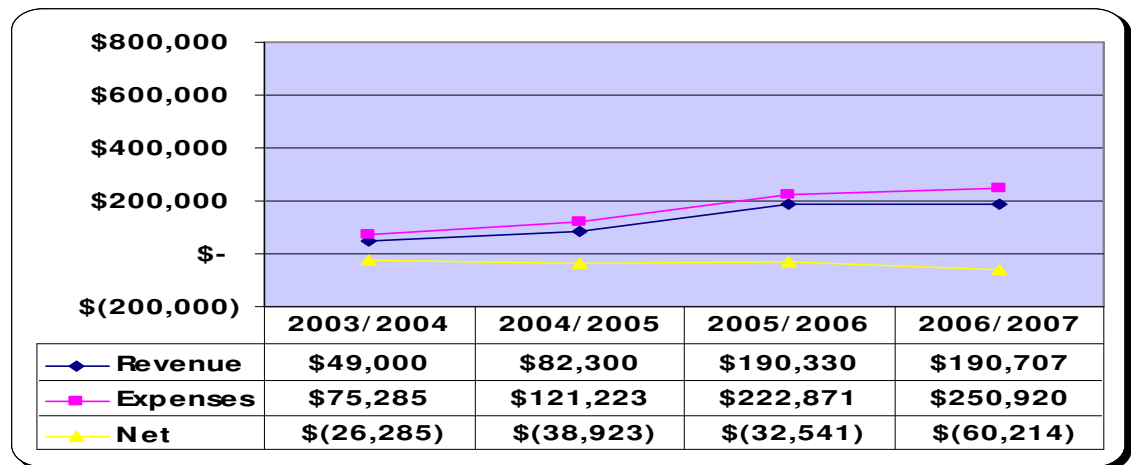
AACRAO Business Lines – Comparative Data

The following charts compare IES, ACS, and the Publications department activities YTD over the past four years:

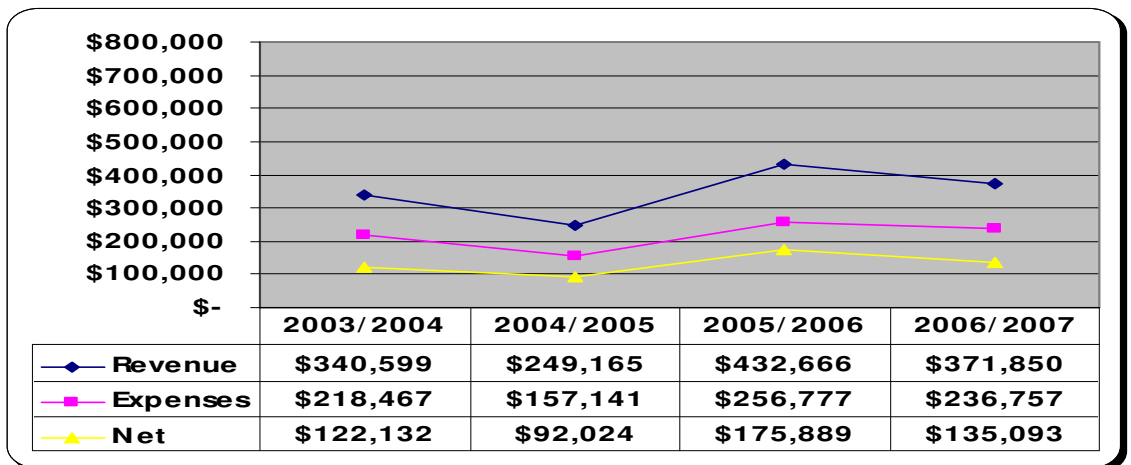
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ACS

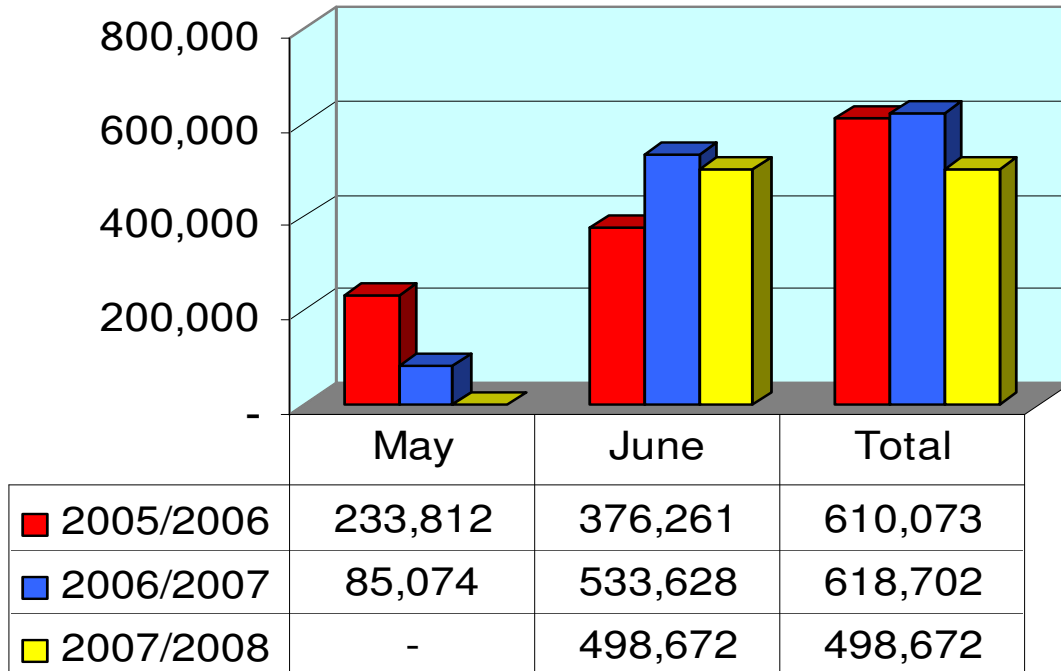


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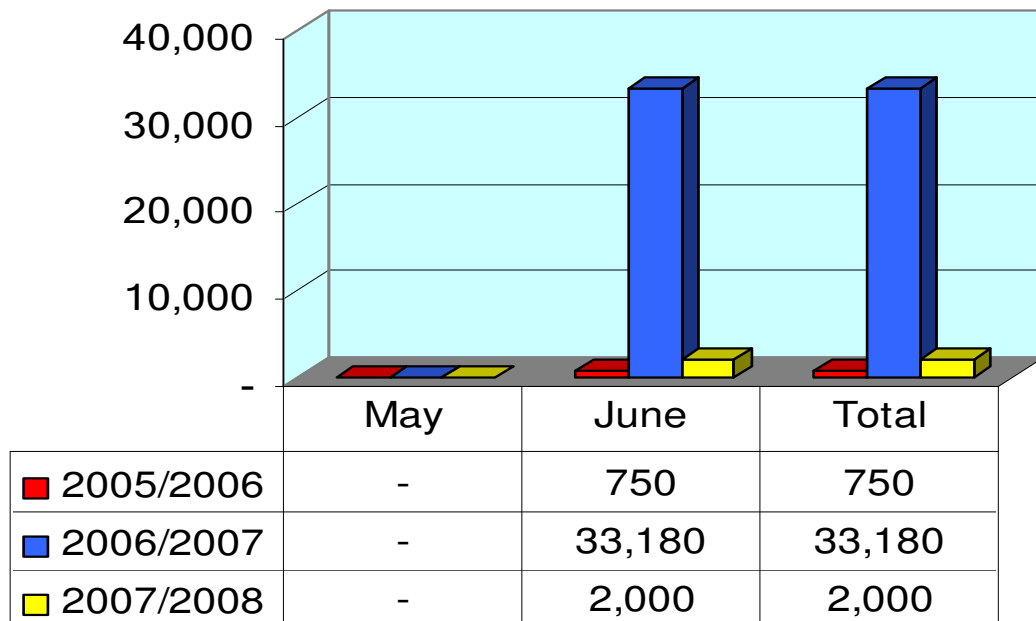


Appendix

Membership Dues: Cash Collections | Comparative Numbers



Corporate Dues: Cash Collections | Comparative Numbers



ANNUAL MEETING

6105 Current Annual Meeting

Registration

The official annual meeting attendance was 3142 which makes it the fourth largest meeting ever. This compares to New York City – the biggest – where we had 3380 people, San Diego – the second largest – where we had 3274 people and Las Vegas – the third largest – with 3270. We missed the budget target by one member registration and exceeded nonmembers by 50. See more registration information below in Annual Meeting Registration Statistics 1997-2007.

Attendees represented 39 countries in addition to the United States. Seventy registrants were from Canada and 90 were from other countries.

Participation by voting members has varied over the last three years. This year 44% of attendees were voting members. In San Diego, 58% of attendees were voting members and in New York, 66% of attendees were voting members but only 40% were in Las Vegas.

Method of Registrations

This year the number of web registrations increased to 53% from 49% in San Diego. Once again, more registrants registered by the web than by any other method (fax, mail, on site). On site registrations were up just slightly.

	2003	2004	2005	2006	2007
	Washington	Las Vegas	New York City	San Diego	Boston
Web	33%	41%	43%	49%	53%
Fax	31%	26%	24%	21%	19%
Mail	29%	25%	24%	21%	18%
On site	7%	8%	7%	8%	11%

Date of Registration

The number registering by the early bird deadline has remained fairly consistent ranging from 72% in Washington to 67% this year in Boston.

	2003	2004	2005	2006	2007
	Washington	Las Vegas	New York City	San Diego	Boston
Earlybird	72%	71%	70%	70%	67%
Regular	27%	29%	30%	30%	33%

Method of Payment

Credit card payments increased by 5% to 75% of total revenue. This corresponds with the increase in web registrations which require credit card payment.

	2003	2004	2005	2006	2007
	Washington	Las Vegas	New York City	San Diego	Boston

Checks	37% of total revenue	36% of total revenue	37% of total revenue	30% of total revenue 70% of total revenue	25% of total revenue 75% of total revenue
Credit cards	63% of total revenue	64% of total revenue	63% of total revenue		

**AACRAO Annual Meeting Registration Statistics
1997-2007**

	Salt Lake City 1997	Chicago 1998	Charlotte 1999	New Orleans 2000	Seattle 2001	Minneapolis 2002	Washington 2003	Las Vegas 2004	New York City 2005	San Diego 2006	Boston 2007	
										Actual	Actual	Budget
Member	1716	1954	1550	2031	1927	1712	1465	2095	2066	2026	1923	1924
Nonmember	84	78	70	99	163	106	91	187	189	163	103	153
Nonmember Corporate	-	-	-	-	-	-	-	-	-	-	15	-
Minority first-time attendee	54	137	85	80	53	69	77	220	235	186	155	170
Student	6	10	6	99							-	-
Complimentary	137	64	68	81	52	45	58	76	60	50	48	-
Presenter only/Presenter One Day	20	183	0	0	61	30	39	33	31	17	57	
Presenter complimentary full meeting									20	29	17	
High school	17	18	9	22	43	18	5	NA	NA	NA	-	
One day – member	17	75	21	9	31	60	58	41	96	49	96	195
One day – nonmember	3	5	13	3	12	10	18	14	33	12	44	-
Exhibitor (complimentary)	189	231	363	357	500	350	400	451	469	587	484	
Exhibitor (paying meeting registration)	0	20	15	13				15	23	13	38	
Exhibitor (hall only, over and above)											49	
Workshop only	0	3	0	11	8	5	14	2	8	13	9	
Other				8		29	47	38	49	49	50	
TOTAL	2243	2778	2200	2740	2885	2437	2272	3172	3279	3194	3030	
Guests	64	93	69	150	79	38	83	88	89	71	47	90
Guests (comp)					3	3	6	10	12	9	7	
TOTAL	2307	2871	2269	2890	2967	2478	2361	3270	3380	3274	3142	
Exhibiting companies	86	106	102	96			97	101	98	114	117	
Booth spaces sold	?	131	139	109	149	146	143	152	149	171	184	156

6120 Exhibits

2007 Boston

117 companies purchased 184 booth spaces – an increase of 3% over last year and 28 over budget. A significant number of exhibitors were new to the AACRAO meeting this year.

2008 Orlando

Our prospects for exhibit participation in Orlando are looking good! We currently have 99 booths paid for, and an additional 33 reserved. This means that currently 132 out of 196 booths are accounted for, which is 67% of the show. 64 exhibitors reserved 126 booths – a 68% renewal rate in Boston for Orlando. This compares to last year when 70 exhibitors reserved 128 booths for Boston while at the show in San Diego.

MEMBER SERVICES

6205 Member Maintenance

Membership 2006-2007

Annual Comparison – Dues

The table below contains an annual comparison of dues collected.

Note: The total revenue from membership dues increased 7% in 2006/2007 (includes 3.4% dues increase).

	Member	Corporate	Total
2006-2007	\$2,253,434.00	\$131,120.00	\$2,384,554.00
2005-2006	\$2,096,724.00	\$142,003.00	\$2,238,727.00
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	Unpaid	Total
2006-2007	2,461 (97%)	**144 (5%)	81 (3%)	2,605
2005-2006	2,385 (95%)	**157 (6%)	130 (5%)	2,542
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

New Institutional Members 2006-2007

In 2006-2007, 144 new members joined AACRAO (122 Institutional, 22 Affiliates).

New Organizational and Individual Members 2006-2007

In 2006-2007, 8 individual members and one organizational member 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 canceling their membership. Unpaid Members are those who have not paid their dues.

Cancelled Institutional Members 2006-2007

A total of 29 institutions (1%) cancelled membership (26 Institutional, 3 Affiliates).

Unpaid Members 2006-2007

A total of 52 institutions (2%) did not pay their dues for 2006-2007.

Membership Renewal 2007-2008

In an effort to promote efficiency we used electronic billing for a fourth year for membership renewal. The enrollment for each institution was adjusted according to IPEDS data. Invoices were sent to all primary contacts (June 6, 2007) 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 reduce the manual labor involved.

New Dues Calculation

AACRAO implemented a new dues structure for 2007-2008 based on FTE rather than headcount. As a result of the new dues calculation, we saw 390 instances of size code decreases i.e. if an institution drops from a size code 7 to a size code 5, this counts as two size code decreases. The maximum revenue loss for the drop of 390 size codes is \$76,050 i.e. $\$195 \times 390 = \$76,050$.

We are hopeful but are by no means sure that most of the institutions will continue to maintain their current roster even if they have dropped a size code i.e. if a size code 3 has a full roster and drops to a size code 2, they will hopefully maintain their three members.

The \$76,050 loss represents 3% of our 2006-2007 total membership revenue.

Recruitment Campaign to Past Members

As part of the renewal process, we also sent renewal information to non-renewals from the past seven years: 2000-2001, 2001-2002, 2002-2003, 2003-2004, 2004-2005, 2005-2006, 2006-2007.

This project proved to be very successful as shown in the following results from previous years.

Year	Institutions Inactive	Institutions Rejoining	Total Revenue
2004-2005	296	45	\$24,316
2005-2006	262	28	\$14,230
2006-2007	368	35	\$18,750
2007-2008	378		

AACRAO Demographic Information

A message was sent to all AACRAO members on February 14 with a link to our demographic information at <http://www.aacrao.org/about/demographics.cfm>

The response to this standalone personalized email was very good. We received many emails and phone calls to the Membership department immediately following this message.

The message also contained a link for members to update their information online, including personalizing their User ID and password.

www.aacrao.org/members_only/IndividualFormPublicMembersEditInfo/editMyInfo

Corporate Partners 2006-2007

The total revenue in 2006-2007 from Corporate Partners was \$131,120. Last year, the total revenue was \$142,003. Eight new Corporate Partners joined in 2006-2007.

New Corporate Partners (Total 8)	City	State
Hershey's Systems Inc.	Santa Fe Springs	California
Hoike (CampusDocs)	Honolulu	Hawaii
Intelliresponse/Comtext Systems, Inc.	Kitchener	Ontario
Oracle Corporation	Redwood Shores	California
Rapid Insight, Inc.	Conway	New Hampshire
Rose & Tuck	Sacramento	California
Runner Technologies, Inc.	Boca Raton	Florida
TK20, Inc.	Austin	Texas

Annual Comparison – Corporate Partners

Corporate Partners

	Dropped	Renew	New	Total
2006-2007	14	51	8	59
2005-2006	20	55	10	65
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 2006-2007

International Credential Assessment Service of Canada, Inc. cancelled their corporate membership this year.

The following 13 corporate partners did not pay their dues for 2006-2007:

(NOTE: The marketing department is placing calls to corporate partners who have not renewed).

1. Academe Solutions, Inc. - \$2000
2. AcademyOne (formerly Strategic Explorers) - \$2000
3. American Education Research Corporation - \$2000
4. Career Consulting International - \$2000
5. Center for Educational Documentation - \$2000
6. CIBER Enterprise Solutions - \$4000
7. Foreign Consultants Inc. - \$2000
8. Global Services Associates, Inc. - \$2000
9. Impressive Software Solutions, Inc. - \$2000
10. InsideTrack - \$2000
11. Institute of Construction Management and Technology - \$2000
12. The National Society of Collegiate Scholars - \$2000
13. Washington Evaluation Service - \$2000

The total amount of unpaid corporate dues is \$28,000.

1.) AACRAO Membership (2000-2001)	YR END 00-01	YR END 01-02	YR END 02-03	YR END 03-04	YR END 04-05	YR END 05-06	YR END 06-07
Institutional Members							
Paid Institutions	2275	2274	2262	2316	2395	*2424	2504
Paid Institutional Individuals	8733	9,136	9175	9671	9846	10,004	10,252
Unpaid Institutions	66	127	102	67	57	125	57
Unpaid Institutional Individuals	185						
Affiliated Institutions							
Paid Affiliated Institutions	50	58	85	107	129	*103	101
Paid Affiliated Individuals	67	118	197	276	270	209	226
Unpaid Affiliated Institutions	0	5	9	13	13	19	24
Unpaid Affiliated Individuals	0		33				
Individual Members							
Paid International	14	15	15	17	22	26	29
Paid High School	18	14	12	8	17	13	13
Paid Retired	9	12	9	12	9	8	8
Paid Student	4	5	2	4	3	2	4
Honorary Members	82	84	81	82	86	90	89
Unpaid International	0	2	5	1	3	1	7
Unpaid High School	0	4	6	2	1	5	6
Unpaid Retired	0	1	8	0	3	1	0
Unpaid Student	0	2	3	0	1	2	0
Corporate Partners							
Paid Corporate	83	89	73	77	76	65	59
Paid Corporate Individuals	131	129	110	124	116	118	110
Unpaid Corporate	3	15	35	11	17	18	14
Unpaid Corporate Individuals	3	14			25	20	14
Organizational Partners							
Paid Organizations	14	20	18	25	29	32	30
Paid Organizational Individuals	19	22	19	38	39	46	**61
Unpaid Organizations	0	2	4	1	2	3	3
Unpaid Organizational Individuals	0	2	4	1	3	3	3
Active Members							
Active Voting Individuals	8733	9136	9175	9671	9846	10,004	10,252

Active Nonvoting Individuals	344	399	445	561	562	512	540
Total Number of Active Members	9077	9535	9620	10,232	10,408	10,516	10,792
Active Organizations							
Active Voting Institutions	2275	2274	2262	2316	2395	2424	2504
Active Nonvoting Institutions	147	167	176	209	234	200	190
Total Active Organizational Membership	2422	2441	2438	2525	2629	2624	2694
2.) Dues							
AACRAO Paid Dues	\$ 1,701,951.00	\$1,723,996.41	\$1,755,854.00	\$1,831,564.74	\$1,992,754.00	\$2,096,724.00	\$2,253,434.00
Corporate Paid Dues	\$ 104,537.50	\$108,125.00	\$143,150.00	\$145,300.00	\$129,850.00	\$142,003.00	\$131,120.00
Year-to-Date							
% of Institutional Membership Paid	97%	95%	96%	97%	97%	95%	97%
% of Budget Met – Institutional	100%	(Increase 1%) 100%	(Increase 1%) 100%	(Increase 5%) 100%	(Increase 12%) 100%		(Increase 7%) 100%
Prior Year-to-Date							
% of Membership Paid Prior YTD	94%	97%	95%	96%	97%	97%	97%
4.) Analysis – Corporate							
% of Corporate Renewals	97%	80%		(12% - not paid) 88%	(24% - not paid) 76%		(20% - not paid) 80%
% of Budget Met – Corporate	108%		132%	(Increase 2%) 100%	(Decrease 10%) 90%		
% of Corporate Paid Prior YTD	100%	97%	80%		88%		
*42 Affiliate Members became Institutional Members							
** Includes 12 Reciprocal Individuals							

Year-End Comparison: 2000-2006

The above table compares the membership renewal totals for the last 7 years. Of note, institutional and individual memberships have continually increased. While corporate membership numbers have decreased due to a hike in dues in 2005-2006 and stricter membership requirements, the total revenues increased in 2005-2006 (there was a drop in corporate dues in 2006-2007).

6215 Retention & Recruitment

Potential Members from Phone Calls and Emails

We are currently working with the following institutions/individuals who contacted us directly via phone or email from April to June 2007 regarding AACRAO membership. We are following up with each inquiry within two weeks after the initial membership request. We are receiving an average of 25-30 inquiries per month.

Jun-07

April	Perolio	Registrar	Midlands Lutheran College
Mimi	Cranston		Wisconsin Indianhead Technical College
Belenda	Corneluis	Recruiting Specialist	Pikes Peak Community College
Ben	Wagner		Rutgers - Camden
Elizabeth	Blackburn	Registrar	Ivy Tech Community College - Southwest
Jeannie	Boyd-Warren	Registrar	TESST College of Technology - Baltimore
Claudius	Carnegie	Director, Regulatory Compliance Asst Program Manager (Int'l Students & Programs)	Miami-Dade County Public Schools
Euphemia	Chow		The Hong Kong Univ. of Science and Technology
Elizabeth	Carrasquillo	Student Services Associate/Recruiter	Christian Theological Seminary
Germaine		Registrar	Grantham University
John	Loera	Dean of Enrollment Services	College of the Desert
Valerie	Stella	Registrar	Westwood College - Anaheim
John	Cusack	Head of Business School	Athlone Institute of Technology
Nicole	Vilegi	Admissions Counselor	University of Denver, Graduate School of Int'l Studies
Yukiko	Suda	Special Ass't. to the President, President's Office	Akita International University
Ann	Keep	Manager, International Admissions	The University of Queensland
Sarah	Veazey	Assistant Registrar	Plymouth State University
Annika	Adama	Assistant Director of Academic Support	Embry-Riddle Aeronautical University
B	Brown	Dir. of Instit. Research & Associate	New College of California
Tony	Grimm	Registrar	Olivet Nazarene University
Evelyn	Koine	Assistant Director	Southern Illinois University, Carbondale
Kelvin	Booker		Southern Illinois University, Carbondale
Toni	Riley	Director of Student Services	Johns Hopkins University
Vickie	Peyton	International Admissions	Southern Illinois Univ., Carbondale - Int'l Admissions
Valerie	Davis		Olive-Harvey College
Laurie	Wright	Student Records	Ohio State University – Newark

May-07

Alfreda	Poynter	Director of Admissions & Recruitment	Central Arizona College-Signal Peak Campus
Tony	Turner	State Coordinator of Enrollment Management	Georgia Department of Technical and Adult Education
Karen	Vance	Office of Public Records	North Harris Montgomery Community College District

Nancy	Kramer	Assistant Registrar	Regent University
David	Herman	Vice Pres. For Stud. Affrs.	SUNY at Fredonia
Dr.Vincent	Friedl	Director of Admissions & Registrar	John Thomas College of Naturopathic Medicine
Nellie	Wilson	Admissions & Programs Director	Acupuncture and Integrative Medicine College
Peter	Dung	Academic Counselor	Southern California Institute of Architecture (SCI-Arc)
Robert L.	Gibson	Director of Enrollment Services/Registrar	Northeast Mississippi Community College
Tammy	Schofield	International Student Recruitment Coordinator	College of Lake County
Laurel	Pellis	Director of Graduate Admissions	Chatham University
Tiffany	Carter	Assistant Registrar	National Defense University
Grant	McMillian	University Registrar	Trinity Western University
Nancy	Ludwig	Office of Institutional Research	Northeastern University
Michael	Cook		Michigan State University
Robert	Wilkinson		Pittsburgh State University
Jocelyn	McCabe	Executive Assistant	Commission on Grad. of Foreign Nursing Schools
Sandy	Calhoun	Registrar	Colorado State University

Apr-07

		Faculty for the Assessment & Research of Degrees	National Instit. for Academic Degrees & Univ. Eval.
Yoshikawa	Yumiko		
Karen	Pepe	Admissions Counselor	Suffolk County Community College
Carrie	Munro	Admissions Assistant	Cambridge College
Marie	Smith	Associate Director of Admissions	Prescott College
Lisa R.	Ziehmer	Asst. to the Registrar	University College (Northwood University)
Robert	Berwick	Registrar	ITT Technical Institute- Springfield
Stacey	Crowder	Admissions Counselor	Troy University
Audrey	Lyons	Registrar	FAES Graduate School at NIH
Claire	Plowgian	Administrative Assistant	Flashpoint Academy
Adriana	Marinescu	Administrative Assistant	Trustforte Corporation
Michele	Karwocki	Registrar	New Hampshire Technical Institute
Lauren	Thorp	Admission Processing	Roosevelt University
Cynthia	Price	Registrar	DeVry University - Columbus, OH
Geri	Mansdorf	Associate Director	Yeshiva University
Michelle	Lilly	Director, Records and Registration	Nashville State Community College
Lana	Barron	Director, Enrollment Management	Rochester EOC

2007 Summer MOCCRAO Conference, Chesapeake College, MD – June 20-22, 2007

Membership information was sent to one non-member institution that attended the 2007 Summer MOCCRAO Conference: Cecil College, MD. In addition, membership information was sent to 22 non-member individuals that attended the conference from various institutions in Maryland.

AACRAO Annual Meeting - February 28–March 3, 2007

Membership information was sent to the following 77 non-member institutions who attended the Annual Meeting:

Agresso (OH), AI Bradley Academy (PA), AnyCollege.Net (MN), Argosy University (PA), Argosy University/Phoenix (AZ), Argosy University/Washington DC (VA), Army Management Staff College (VA), Ben-Gurion University (Israel), Biddison Hier, Ltd (DC), British Columbia College of Teachers (Canada), Cambridge Assessment (United Kingdom), Cape Cod Community College (MA), CedarCrestone (AZ), CIRIUS Denmark (Denmark), College of Midwives of BC

(Canada), College of the Siskiyous (CA), Community College of the Air Force (AL), Cuesta College (CA), Data Supplies Inc (GA), DoD/CPMS/DLAMP (VA), EducationQuest Foundation (NE), Educator Capital Partners (MA), Eduventures, Inc (MA), Embassy of Oman Cultural Division (VA), Exeter Group, Inc (MA), FCCPT (VA), Illinois Valley Community College (IL), Indian School of Business (India), Informatie Beheer Groep (Netherlands), Intelliworks (MD), Jackson Community College (MI), Johnson & Wales University (FL), Kalamazoo Valley Community College (MI), Kean University (NJ), Kuwait University (Kuwait), Lahore Univ of Management Sciences (Pakistan), Law School Admission Council (PA), LDS Business College (UT), Linda Glover & Associates (FL), Los Angeles Pierce College (CA), Medgar Evers College (NY), Midwestern Higher Education Compact (MN), MSC-Southeast Technical (MN), Nebraska Christian College (NE), Niagara College (Canada), Northeast Community College (NE), Northwest Mississippi Community College (MS), Norwegian Univ of Science & Technology (Norway), NRCCUA (MO), NUFFIC (Netherlands), Ontario College of Teachers (Canada), Orange Coast College (CA), Pacifica Graduate Institute (CA), Pontificia Universidad Catolica de Chile (Chile), Queen's University (ON), Quest Diagnostics Incorporated (CA), Red River College (Canada), RTI International (NC), Arabian Cultural Mission (DC), SCAD Atlanta (GA), Southeast Technical Institute (SD), State Center Community College District (CA), Swedish Nat'l Agency for Higher Education (Sweden), Texas Chiropractic College (TX), The Community College of Baltimore County-Dundalk (MD), The Embassy of Kuwait (DC), The Pennsylvania State University (PA), The Spelman & Johnson Group (MA), Trent University (Canada), Union College (NE), Univ of California-Office of the President (CA), Univ of Maryland Univ College - Europe (Germany), Univ of Minnesota, Morris (MN), Universidad del Turabo (PR), Universities Admissions Centre Pty Ltd (Australia), University of Puerto Rico at Cayey (PR), UNLV William S. Boyd School of Law (NV), US Army Command & General Staff College (KS).

Regional NAFSA Meetings - 2006-2007

As a result of contacts made by AACRAO staff at regional NAFSA meetings this year, membership information was sent to 9 non-member institutions, 1 non-member corporation, 53 additional non-members, and 2 individual non-members.

Sixteenth Annual SEM Conference – November 12-15, 2006

Membership information was sent to the following 26 non-member institutions who attended the SEM Conference:

Alabama A & M University (AL), Algonquin College (ON), Baton Rouge Community College (LA), Cascadia Community College (WA), Centennial College (ON), Chabot College (CA), Crafton Hills College (CA), Guam Community College (GU), Indian River Community College (FL), Interamerican University of PR (PR), Jackson State University (MS), Liverpool Hope University (England), Modesto Junior College (CA), Mohawk College (Canada), Mongolian Technical & Professional School (Mongolia), Mt San Jacinto College (CA), Niagara College (Canada), Ohio Board of Regents (OH), Peninsula College (WA), Red River College (MB), Riverside Community College District (CA), The University of Findlay (OH), University of Akron Wayne College (OH), Univ of Minnesota, Morris (MN), West Central Technical College (GA), Winston Salem State University (NC).

Army Recruiting Command - Education Specialists

We sent 45 membership packets with a complementary copy of the *Solomon Amendment* to education specialists and Army Recruiting Commands around the country.

MEETINGS AND WORKSHOPS

6300 Registrar 101

One site based workshop is budgeted for this year to be held in conjunction with the SEM Conference in New Orleans, October 31-November 1. The Registrar 101 Workshop will once again be sponsored by the National Student Clearinghouse.

6305 SEM Conference

The 2007 SEM Conference will be held October 28-31, 2007 at the Hilton New Orleans Riverside.

The following 23 exhibitors have been secured to date.

- AACRAO Consulting Services
- [ACT](#)
- [Ad Astra Information Systems](#)
- [AY Recruiting Solutions](#)
- [Azorus, Inc.](#)
- [Bookwear](#)
- [CampusDocs](#)
- [CollegeNET](#)
- Connect ED
- [Datatel](#)
- [EDge Interactive](#)
- [Eduventures, LLC](#)
- Global Financial Aid Services
- [Hobson](#)
- [Innovation Ads](#)
- [James Tower](#)
- [Maguire Associates](#)
- [Nelnet](#)
- [Nolij](#)
- [NRCCUA](#)
- [Peterson Ray & Company](#)
- [School Guide Publications](#)
- [SunGard Higher Education](#)

Corporate presentations at the SEM Conference will be given by:

- [Ad Astra Information Systems](#)
- [AY Recruiting Solutions](#)
- [CampusDocs](#)
- [CollegeNet](#)
- [Datatel](#)
- [EDge Interactive](#)
- [Eduventures](#)
- [Hobsons](#)
- [SunGard Higher Education](#)

Three sponsorships have been sold to date. Sungard Higher Education is sponsoring the name badges, SAS is sponsoring the onsite-program and Scantron is sponsoring the session evaluations.

6320 FERPA Workshop

We have budgeted for one FERPA Workshop that is expected to break even on an overall basis. We will explore holding one in conjunction with a Registrar 101 Workshop and one as a webinar. We will continue to have FERPA sessions at the Technology Conference and the Annual Meeting.

The following Annual Meeting sessions have been submitted for upcoming Annual Meeting in Orlando:

- Best Practices of Small College Registrars Part I
- Federal Compliance 101
- Federal Compliance Overview
- FERPA 101: The Short Version
- FERPA Roundtable
- FERPA: Beyond the Basics
- FERPA: What You Need to Know -- "The Update"
- FERPA: What You Need to Know--The "Overview"
- How to Train Your Faculty, Staff and Administration on FERPA: It Can be Done!
- Human Subjects Review Committees and the Inadequacies of FERPA
- Legal Issues in Records and Registration
- Supporting the Entrepreneurial Institution: Creating a Federated System to Support Non-Credit Course Offerings
- Virginia Tech - Where we prepared, what did we learn and how we were involved in the decision processes that affected the entire campus community in the aftermath

The following FERPA sessions were presented at the Technology Conference:

- Parental Access to Student Information
- Putting Student Record Information At Parents' Fingertips: Online Proxy Authorization System at the University of Minnesota

6330 AACRAO Technology Conference

The 2007 Student Services Technology Conference was held July 15-17 at the Hilton Minneapolis. The meeting was promoted at the Annual Meeting via sponsorship of the Cyber Café and an ad on the name badge stock. A flier promoting all three meetings (Annual, Tech and SEM) was created for distribution at the AACRAO Annual Meeting and other meetings where AACRAO has a presence.

Registration for this year's Technology Conference is the highest we have ever had. As of 9 July, 465 participants were registered for the conference. Last year, there were a total of 435 participants which included 31 people that registered at the conference. We sold out of our hotel room block five weeks before the conference dates.

This year we had a sell out for the Exhibit Hall for the Technology Conference. The following 36 companies exhibited at the Technology Conference:

1 EDI Source
AY Recruiting Solutions

Avow Systems
CampusDocs

CIBER
CollegeNet
CollegeSource
ComQuip
Conclusive Systems
Connect Edu
Docufide
Event Management Systems
Hershey Systems
Higher Technology Solutions
Hyland Software
ImageNow
Infosilem
Intelliworks
Jostens
Leapfrog Technologies

Miami University DARS
National Student Clearinghouse
NOLIJ
National Transcript Center
Oracle
Rapid Insight
Regent
Runner Technologies
Scrip-Safe International
SmartCatalog
SNTial Technologies
SP Controls
SunGard Higher Education
Talisma
Varitronics
Xap

The following companies made corporate presentations:

CollegeNET
Ad Astra Information Systems
Avow Systems
CIBER
College Source
Connect Edu
ImageNow

Hyland Software
Oracle
SmartCatalog
SunGard Higher Education
National Transcript Center
Runner Technologies

The following companies purchased sponsorships:

Datatel - Totebags
SunGard Higher Education - Badge Holders

We prepared a Corporate Opportunities Brochure for Tech '08 to distribute at the '07 Conference. We encouraged attendees to sign up for booth space and presentations on-site. We are also in the process of creating a comprehensive Advertising Brochure, which will be distributed in our media kit and distributed to all corporate contacts.

6345 Admission Institute

We are presenting one workshop at the Annual Meeting for new professionals in admissions recruitment and management.

6350 Distributive Learning

Admissions Counselor 101 Online – This course was presented for the second time online from Monday, April 30 – Sat., May 19 to thirteen enthusiastic students. Faculty including Doug Hartnagel, Todd Burrell, and Dr. Larry Rideaux, Jr.

Topics covered included: What is involved in being an admissions professional; Fine tuning your presentation skills; Recruiting and marketing; “Ethically Speaking;” Making the Most of your Recruiting Season; and Tips on Road Trips and Presentations.

Admissions Manager 101 Online – This course was offered for the first time, from Monday, June 4 – Sunday, June 30, to nineteen managers who were emphatic in their positive reactions to the course.

Just a sampling of the comments included:

“All the elements of the course were very helpful to me. The cool thing is I have recently been given the opportunity to be an assistant director so I will be able to put to use what I have learned very soon!”

“I learned something valuable from every part of the program.”

“You [the faculty] are all fantastic! You truly complement one another.”

Topics covered included: Making the Transition to Management; Building and Retaining Your Office Team; Best Practices in Recruiting and Marketing; and Operations and Processing.

The trail-blazing faculty included Doug Hartnagel, Dean Kahler, and Dr. Brent Gage.

Registrar 101 Online was presented, for the seventh time since 2003, to 29 registrants, including registrars from Canada, Abu Dhabi, and the American University of Afghanistan. (Dates were Monday, Jan. 22 – Sat., Feb. 18). Presenters included Elaine Dawson, Leslie King, and Barbara Lauren (AACRAO staff). Topics covered included the Role and Organizational Context of the Registrar (King); Information Sources for Registrars (Lauren); Academic Policy and the Registrar (Dawson); and FERPA (Lauren) and the Solomon Amendment (Dawson).

More than 200 registrars have now taken Registrar 101. Leslie King is the first participant to become a member of the Registrar 101 Online faculty – and also the first registrar faculty member from a community college.

PUBLICATIONS

6400 General Publications

The top five best-selling titles for the 2006-2007 fiscal year, starting with the most popular, include:

The 2006 FERPA Guide
The FERPA Quick Guide
Transfer Credit Practices (TCP)
The Basic Guide to Enrollment Management
The Registrar’s Guide

AACRAO has released four new publications in the last four months. The following are the latest publications released by AACRAO with brief descriptions and sales information. The listing starts with the newest publication:

Academic Dishonesty: Developing and Implementing Institutional Policy

This overview of academic dishonesty was released on June 12, 2007. Drawing heavily from current literature, case law, and a survey of fifty-two North Park University (Chicago) faculty members, author Dennis Bricault, Ph.D analyzes the legal issues affecting academic misconduct and provides guidance for assessing and restructuring institutional policies and procedures. In the first three weeks of its release, 207 copies were sold.

The Educational System of France

The Educational System of France is a guide for United States admissions officers to the structure and content of the educational system of France. The book was released for the 2007 NAFSA Conference (May 29- June 1, 2007) in Minneapolis, and as of June 1, 2007, 54 copies have sold.

The Impact of Bologna and Three-year Degrees on U.S. Admissions: A Focus on Europe, Australia and the United Kingdom

This monograph captures the presentations and discussions among participants from a November 2006 symposium on how to develop admissions policies regarding international applicants with three-year bachelor's degrees. It was released March 13, 2007, and as of June 1, 2007, 206 copies have sold.

Accreditation Mills

The book was released March 6, 2007 and was authored by Allen Ezell. It gives a historical perspective of the accreditation mill problem, defines tactics used by mills to deceive the public, and explains how readers can take an active role in the fight against the. As of June 1, 2007, 154 copies have sold.

Community Colleges and Student Information Systems Implementation: A Survey on the Registrar's Role

The book was released on November 22, 2006. Based on a dissertation submitted by Sandy Lepley, it utilizes the findings of a survey to report the ways in which systems implementation has affected the perceived role of the community college registrar. As of June 1, 2007, 40 copies have sold.

Electronic Database for Global Education (EDGE)

EDGE became available for subscription on November 2, 2006 featuring 40 country profiles. Since its release, an additional 34 profiles have been added, making the current total 74. This electronic resource provides easily accessible up-to-date information on foreign educational systems. As of July 5, 2007, 182 institutional subscriptions have been purchased, totaling 431 individual users.

FERPA Quick Guide

The FERPA Quick Guide was released September 21, 2006, with a preface given by Dennis Hicks. Designed to give staff members key facts on their role in FERPA compliance, this short publication provides a basic overview of the Family Educational Rights and Privacy Act of 1974, as amended, and the full text of its regulations. As of June 1, 2007, 576 copies have sold.

Gamers Go to College

Gamers Go to College illustrates how Gamers create and demand a convergence of technology in higher education. The publication's overarching theme highlights the vital role communication plays and the varying venues that are at higher education's disposal in light of the Gamers generation. The book was released in time for the AACRAO Technology Conference in July 2006 and as of June 1, 2007, 272 copies have sold.

Transfer Credit Practices of Designated Educational Institutions (TCP) 2006

Transfer Credit Practices of Designated Educational Institutions (TCP) 2006 was released in July 2006, and presents a voluntary exchange of information regarding practices for acceptance of transfer credit. This publication reports the transfer acceptance practices of one major institution in each state regarding credit awarded by other colleges and universities in that state. As of June 1, 2007, 981 copies have sold.

Guide to Bogus Institutions and Documents

The Guide to Bogus Institutions and Documents was released in time for the NAFSA Conference in May 2006. The publication provides the information and tools needed to face and fight the complex battle against the problem of bogus universities and degree fraud. As of June 1, 2007, 475 copies have sold.

The Educational System of the United Kingdom

The Educational System of the United Kingdom is a guide for United States admissions officers to the structure and content of the educational system of the United Kingdom. The book was released at the 2006 Annual Meeting in San Diego and as of June 1, 2007, 235 copies have sold.

The 2006 AACRAO FERPA Guide

The 2006 AACRAO FERPA Guide was released at the 2006 Annual Meeting in San Diego. The primary purpose of the publication is to provide guidance as to the substance of FERPA, and also training materials and forms which are available on a CD included with the Guide. As of June 1, 2007, 2,122 copies have sold.

The Registrar's Guide: Evolving Best Practices in Records and Registration

The Registrar's Guide was released at the 2006 Annual Meeting in San Diego. This guide is the first comprehensive guide to the registrar's profession to be published in 27 years. Its 35 chapters address a variety of responsibilities, ranging from registration and academic scheduling to detecting credentials fraud and implementing student information systems; preparing for commencement and preparing for accreditation; project management and budgeting. As of June 1, 2007, 1,560 copies have sold.

AACRAO's Basic Guide to Enrollment Management

AACRAO's Basic Guide to Enrollment Management was released in November 2005. The publication is a primer or "how to" resource for new or seasoned enrollment managers, with practical applications of Strategic Enrollment Management (SEM) best practices, outlining how making some basic adjustments can have an immediate impact on enrollments. As of June 1, 2007, 951 copies have sold.

Works in Progress

The College Admissions Officers Guide

This comprehensive guide is currently being edited by AACRAO's Associate Director of Research, Barbara Lauren, and will feature 40 contributing authors. It will be similar in length and format to the Registrar's Guide, and is scheduled for release at the 2008 Annual Meeting.

Central Asia

Chris Foley submitted an application in May 2005 for a publication on Central Asia with four contributing authors – Chris Foley, Erik Johansson, Ann Koenig and Ted McKown. The first contract was sent to Chris in June 2005. A revised contract including additional author Botir Djuraev was sent on to Chris on October 31, 2005. The contract was signed and the final text is due Fall 2007.

Counterfeit Diplomas and Transcripts - Are Your School's Diplomas/Transcripts for Sale?

This publication will overview the world of counterfeit documents and will help educators use legal and technological tools to thwart participants in the industry. A contract was sent to the author Allen Ezell on June 20, 2007. The scheduled delivery date for the final text is February 1, 2008.

Electronic Database for Global Education (EDGE)

EDGE became available for subscription on November 2, 2006, with 40 countries featured. Since its release, an additional 34 profiles have been added, making the current total 74. The EDGE Database was demonstrated to members at the 2007 Annual Meeting as well as to attendees at the 2007 NAFSA Conference, allowing for on-site registration.

1. Sixty-nine contracts for the following countries have been signed: Afghanistan (Ted McKown), Angola (Lou Nunes), Argentina (Sandra Rodriguez), Belgium (Jennifer Minke), Bolivia (Sandra Rodriguez), Bosnia & Herzegovina (Ann Koenig), Brazil (Lou Nunes), British Columbia (Linda Jahn), Bulgaria (Kristalina Karabunarlieva), Cape Verde (Lou Nunes), Cuba (Lou Nunes), Dominican Republic (Eva Adan), Ecuador (Sandra Rodriguez), Egypt (Ginger Johnson), Finland (Gunnar Danell), France (Kathleen Trayte), Ghana (Nancy W. Keteku), Guinea-Bissau (Lou Nunes), Honduras (Luisa M. Havens), Hong Kong (Marilee Hong), Hungary (Jane Shepard), Iceland (Gunnar Danell), India (Ravi Kallur), Indonesia (Mary Baxton), Iran (Shahrazad Kamyab), Iraq (Shahrazad Kamyab), Jamaica (Marcelle Heerschap), Japan (Mary Baxton), Jordan (Carol McAllister), Kazakhstan (Chris J. Foley), Kuwait (Shahrazad Kamyab), Kyrgyzstan (Chris J. Foley), Lebanon (Ted McKown), Manitoba (Mary Baxton), Morocco (Shahrazad Kamyab), Mozambique (Lou Nunes), Netherlands (Bradley Spencer and Liliane Bauduy), New Brunswick (Jennifer Minke), Newfoundland and Labrador (Marilee Hong), Nigeria (Claire Sylves), NW Territories (Linda Jahn), Norway (Gunnar Danell), Paraguay (Sandra Rodriguez), P.R. of China (Eunha-Anna Kim), Poland (Ann Koenig), Prince Edward Island (Mary Baxton), Qatar (Shahrazad Kamyab), Quebec (Linda Jahn), Romania (Jane Shepard), Sao and Principe (Lou Nunes), Saskatchewan (Mary Baxton), Saudi Arabia (Ginger Johnson), Serbia & Montenegro (Ann Koenig), Singapore (Mary Baxton), Spain (Shahrazad Kamyab), Sweden (Karlene Dickey), Switzerland (Karlene Dickey), Taiwan (Norhan Rahmat), Tajikistan (Chris J. Foley), Thailand (Nancy Katz), Tunisia (Shahrazad Kamyab), Turkmenistan (Chris J. Foley), United Arab Emirates (Shahrazad Kamyab), Uruguay (Sandra Rodriguez), Uzbekistan (Ann Koenig), Venezuela

(Sandra Rodriguez), Vietnam (Mark Ashwill), Yukon (Linda Jahn), and Zimbabwe (Rebecca Zeigler Mano).

Managing for Outcomes

This publication will describe outcome-oriented operations, a coordinated leadership/management system that enables organizations to thrive by consistently delivering specific, measurable outcomes that are expected and valued by key stakeholders. The final text was submitted by Wayne Sigler, Director of Admissions at the University of Minnesota on February 12, 2007. The book is scheduled for release at the end of July 2007.

Russia

Travel for the Russia publication was completed in 2000. As of September 2006, Chris Foley has agreed to complete the publication in the Summer of 2007 by updating time sensitive information collected during the 2000 trip and adding additional descriptions and documentation as needed. A contract has been signed.

The Next SEM Challenge: Communicating in an Online Society

Craig Westman and Penny Bouman will be authoring a second publication related to the Gamers generation and titled *The Next SEM Challenge: Communicating in an Online Society*. It will demonstrate how higher education can create content, tools, and experiences to connect with this audience and build relationships in an Internet-driven world. There will be a total of twenty contributing authors. A contract has been signed with a delivery date of August 1, 2007. The publication is scheduled for release at the SEM 2007 meeting.

Second Time Around - Systems Implementation

Sharon Cramer, the author of *Student Information Systems* is interested in authoring a short guide on implementing a new system. This guide will target institutions which are planning a second systems implementation, and will focus on new issues and procedures arising the second time around. It will include recommendations from campuses that have made second implementations or significant upgrades to their current system. The guide is tentatively scheduled for early summer 2008.

SEM Publication (Bontrager and Brown)

The title of this publication has yet to be finalized, and SEM chapter topics and titles are in progress. On March 21, 2007 a timeline was sent to authors Bob Bontrager and Gil Brown. The publication is tentatively scheduled for the 2008 Annual Meeting.

AACRAO Bookstore

AACRAO sold a total of \$6,278 in publications at the NAFSA Conference in Minneapolis, May 29 – June 1, 2007. The new international publications featured at the meeting were the *The Educational System of France* which sold 23 copies, *The Impact of Bologna and Three-year Degrees* which sold 27 copies, and *Accreditation Mills* which sold 11 copies.

AACRAO sold a total of \$29,017 in publications at the Annual Meeting in Boston. Three new publications were featured: *Accreditation Mills*, *The Impact of Bologna and Three-year Degrees on US Admissions*, and *Community Colleges and Student Information Systems*. Two book signings were held: Allen Ezell signed copies of *Accreditation Mills*, Craig Westman and Penny Bouman signed copies of *Gamers Go to College*.

AACRAO sold a total of \$10,044.50 in publications at the Sixteenth Annual Strategic Enrollment Management (SEM XV) Conference in Phoenix, Arizona, from November 12 – 15, 2006. One book signing was held: Craig Westman and Penny Bouman signed copies of *Gamers Go to College*.

AACRAO sold a total of \$2,300 in publications at the AACRAO Technology Conference in Denver, Colorado, July 23-25, 2006.

AACRAO sold a total of \$780 in publications at the 13th Annual Summer Institute for International Admissions, July 24-27, 2006 in Washington DC.

Marketing and Advertising

Our marketing efforts have yielded positive results, evidenced by our record sales and consistently low number of book returns. The low number of book returns is direct proof that our advertising has been accurate and well-received.

- Sample AACRAO publications were exhibited at the following meetings:
 - AACC (American Association of Community Colleges) 87th Annual Convention, Tampa, FL, April 14-17, 2007
 - NAGAP (National Association of Graduate Admissions Professionals) 20th Annual Conference, April 25th - 28th, 2007, Orlando, Florida
- Desk copies were given at the following requests:
 - In February 2007, a copy of *Brazil* was granted to Christopher Foot for the Australian Education Index, a database compiled by the Cunningham Library at the Australian Council for Educational Research in Camberwell, Australia.
 - In April 2007, a copy of *Accreditation Mills* was sent to Sally E. Verebely of Northcentral University, Prescott, AZ. Dr Freda Turner, Dissertation and Research Chair is reviewing the text in consideration of using it as required reading for a graduate class named DISSERTATION, Accreditation.
- In recent issues of *SEM Source*, the following publications have been featured:
 - *Community Colleges and Student Information Systems* (May 2007)
 - *Transfer Credit Practices 2006* (March 2007)
- In June 2007, four international publications were reviewed by Philip Altbach, Boston College, in *International Higher Education – Quarterly Publication*, Summer 2007 issue, Number 48. The publications reviewed were included *United Kingdom, The Guide to Bogus Institutions and Documents, Accreditation Mills*, and *Bologna*.
- In July 2007, we included an advertisement in the July/August issue of NAFSA's *International Educator* magazine which featured our most current AACRAO publications, including two of our newest publications: *The Impact of Bologna and Three-year Degrees on U.S. Institutions* and *Accreditation Mills*.
- Five publications advertisements were featured in the May 2007, vol. 82:2 edition of *College & University: In Print* (TCP and Community Colleges), *In Print* (Registrar's Guide and 2006 FERPA Guide), *Complete SEM Solution* (half page), *EDGE* (full page), *International Graduate Admissions Guide* (half page), *Foreign Educational Credentials Required* (half page), *Resources for International Admissions* (two page), full page pubs ad.

- Two publications were reviewed by Brian Vander Schee in *College & University*, vol. 82:2 edition (May 2007): *GenXers Return to College* and the *College Recruiters Quick Guide*.
- In May 2007, 300 copies of the 2007-2008 publications brochure were sent to the Brightkey Distribution Center for insertion with publication orders.
- In June 2007, an email blast of the *Academic Dishonesty* book review was sent to non-members such as deans, librarians, academic officers, student affairs officers and assistants to the president. Over 40 copies were sold as a result.
- In June 2007, a half page ad for *Academic Dishonesty* was placed in the conference program for the 31st Annual NACADA Conference program to be held October 18-21, 2007 in Baltimore.
- In June 2007, a design update was completed on the online AACRAO Publications catalog. Graphics for seventeen of our newest publications were added.
- Weekly publications advertisements and graphics have been included in Memberlink, including an interview with Sharon Cramer on her *Student Information Systems* book.
- 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 at One Dupont Circle. This service is free.

Permission Granted

- In February 2007, XanEdu was granted permission on behalf of Capella Faculty at Capella University to include the Chapter 7 of *Strategic Enrollment Management Revolution* in a digital CoursePack for approximately 7 students enrolled in ED7611 during the Spring 2007 semester. XanEdu posted the material on a password-protected web site at www.xanedu.com. Only the instructor and students registered for this course had access. The material was removed at the end of the semester.
- In April 2007, permission was granted to Scott Morrell of Southern Oregon University to print and distribute chapter 20 of the Registrar's Guide for use in his roundtable discussion named "Transfer Articulation: Building the Tower of Babel" at the 2007 OrACRAO conference in Seaside, Oregon (May 20-21, 2007).

6430 TCP Publications

Transfer Credit Practices of Designated Educational Institutions (TCP) 2006 was released in July 2006, the first print copy in 8 years. AACRAO has established this voluntary medium of information exchange for over 70 years, in order to provide crucial information to colleges and universities to determine their own transfer credit practices. The online version continues to be available to members at http://www.aacrao.org/users_only/TCPForm/.

An on-going effort to recruit new reporting officers has yielded a total of 31, ten of which have completed their reporting in the TCP database. We are currently aiming our recruiting efforts at the top 20 two-year colleges. As a result of our efforts, the following nine two-year colleges have volunteered to report for TCP, and are currently being trained:

1. Broward Community College, Florida
2. Salt Lake Community College, Utah
3. Monroe Community College, New York
4. Suffolk County Community College, New York

5. Santa Fe Community College, Florida
6. Houston Community College System, Texas
7. Montgomery College, Maryland
8. CUNY Borough of Manhattan Community College
9. CUNY Queensborough Community College

On June 8th an e-mail was sent to all 85 TCP reporting officers requesting that they update their state's credit practice information by August 1, 2007. We have received nine responses from this e-mail.

6530 Compliance

The College Admissions Officer's Guide

The companion volume focusing on admissions will have more than thirty chapters. It is intended, in its scope, to be a companion volume to *The Registrar's Guide*. The book is at the second draft stage, with publication expected in time for the Annual Meeting in Orlando in March 2008.

COMMUNICATION/GOVERNMENT RELATIONS

6505 Government Relations

Legislative Developments

The House and Senate education committees requested that the budget committees include a nominal entitlement cut of \$750 million to programs under their jurisdiction in the Fiscal Year 2008 budget resolution. The Education committees intended to use the ensuing budget reconciliation process to enact much deeper cuts to the federal subsidies to student loan companies, which they would redirect to students and institutions. By late June, 2007, both committees had passed reconciliation bills that included between \$18 and \$20 billion in cuts (over 5 years) to loan subsidies, and that redistributed the savings to students and institutions. AACRAO has supported the committees' conceptual approach to restructuring, and has provided some technical assistance with some of the details.

Unlike the House, the Senate Committee on Health, Education, Labor, and Pensions (HELP) reported out a full reauthorization bill along with its reconciliation legislation. The Senate bill, authored by Chairman Ted Kennedy (D-MA) was, unfortunately, substantially similar to the committee's last reauthorization effort produced by then-Chairman Mike Enzi (R-WY). Of greatest concern to AACRAO was the inclusion of a federal transfer mandate in the Kennedy reauthorization bill. AACRAO took out a full-page ad in *Roll Call* opposing the provision, and was about to fully activate its membership in opposition to federal intrusion. By noon on the day that the AACRAO ad ran, the Committee staff released an updated version of the bill that only required disclosure of transfer policies for institutions. This is a provision that AACRAO does not oppose. The great effectiveness of the Association's opposition was noted in the trade press and caused significant discontent with AACRAO among the groups that have lobbied for the mandate.

Regulatory Issues

Late last years, the Secretary of Education indicated that she would convene negotiated rulemaking committees to draft new regulations on, among other topics, accreditation. The promulgation of new rules without legislative changes was of great concern to the higher education community, as was the Secretary's stated intent to use the process to advance the recommendations of her appointed Commission on the Future of Higher Education. The process by which negotiators were selected led to additional misgivings about the Department's good faith in any negotiations. The anxieties of the higher education community were justified in the heavy-handed regulatory provisions that the Secretary attempted to obtain support for on the Committees she had formed. These included the imposition of the transfer mandate as an accreditation standard, which AACRAO objected to on grounds of lack of legal Secretarial authority. Having failed to obtain consensus, the Secretary appeared to be ready to proceed unilaterally when she was confronted with a provision to cut-off funds in the House Labor-HHS appropriation bill and bipartisan opposition in the Senate HELP committee. In the face of congressional warnings, the Secretary announced her plans not to regulate, which AACRAO views as a victory for the Association's position on transfer.

6515 Communications

AACRAO media relations efforts continue to very prominently feature the Association before the public. AACRAO has received excellent coverage in virtually every major newspaper in the country since February, including several articles in the New York Times, the Wall Street Journal, USA Today, and the Washington Post. Our media relations efforts have successfully communicated the AACRAO public policy positions.

In addition to media relations activities, AACRAO will launch a new monthly web-based newsletter devoted solely to security issues—both electronic and physical—as they affect colleges and universities. The new monthly will be outsourced to Information, Inc., a suburban Maryland company with a long history of producing customized newsletters for associations and professional societies.

AACRAO is in continued discussions with U.S. News Bulletins with regard to production of customized daily higher education news briefings. The pace of the conversation was slowed primarily to allow the ongoing controversy on rankings to be settled. We are sensitive to the distinct possibility that the membership might view the launch of this joint project as in some way related to the rankings activities of U.S. News. We will follow the procedures specified by the Board with regard to member consultation and final Board approval.

6540 SEM Source: An Update on Trends in State-of-the-Art Student Services

SEM Source provides members with news and information of interest to enrollment managers. The publication is designed to enhance AACRAO's presence in the field of Strategic Enrollment Management as well as attract new attendees to the annual SEM Conference.

Second, to the extent that there are no additional budgetary burdens imposed on AACRAO by making the publication more broadly available, bundling *SEM Source* with membership enhances the value of joining the association and provides a new member benefit.

Recent issues have included the articles: Organizational Transformation to Meet and Exceed Service Expectations: The Role of One-stop Centers in Higher Education, by Tom Green, Ph.D.; Student Affairs, Retention and the Enrollment Management Dynamic, by Steven R. Perry and

Roger B. Sullivan; The University of Missouri–Kansas City: Meeting the Changing Needs of Our Community, by Mel Tyler; “Vision Teams” as an Office Tool, by Earl Robbins; Back from the Brink: Bringing Graduate Admissions into the 21st Century, by Susan Grogan Ikerd and L. Katharine Harrington; Taking Care of Business: Establishing a Student One-stop Service Center, by Larry Lesick and Karen Chrostek; and Adult Students in Postsecondary Education, a series on financial aid by Gayle Denham.

The SEM Source database includes more than 300 feature articles.

PROJECTS/CONTRACTS

6755 Consulting Services

Since February, we have signed eleven new contracts for a total of fifteen projects. We are likely to sign two new contracts in the immediate future.

With the help of a consultant and AACRAO IT, we have completely redesigned and continue to improve the consulting Web site to improve functionality, facilitate navigation, and utilize tools to optimize readership. It will be possible for staff to update the site to add information. Recent updates include information on the consultants, testimonials, and further descriptions of projects.

We are working on a new logo and will become “AACRAO Consulting.” We have been working on new ads for C&U and have placed ads in Greentree Gazette, Inside Higher Education, and the annual consulting guide of University Business. Further details are listed in the Marketing section.

In May, consultant Gil Brown and Bob Smith, president of Slippery Rock University, presented a webinar titled, “Using SEM to Enhance Institutional Financial Planning.” The response was very positive, and one consulting contract already has been signed as a result. We will repeat this webinar in November and plan to present a webinar on SEM and Community Colleges and one on Achieving Enrollment Goals Through Academic Engagement in the winter and spring of next year.

We exhibited at NASFAA in July, WARUCC in June (Western Association of Registrars of the Universities and Colleges of Canada). Bob Bontrager presented at the ACE conference in February.

Invitations for the executive symposium planned during the SEM conference are being sent in July. We also are planning a special program for institutions who bring large teams (of at least ten), in order to engage them throughout the conference and familiarize them with a consultant.

MARKETING

(Number not yet assigned) Marketing

The marketing department has been focused on branding and integrating the marketing efforts of the association. There has been careful attention within each department to ensure

that all the marketing materials reflect a consistent image and that all departments within AACRAO are operating in tandem to leverage existing marketing resources. The new brand guide created by marketing is being used by AACRAO staff and graphic design vendors. The newly created media kit that describes the products and services of the association is also available for distribution. Marketing is currently designing an advertising brochure geared toward corporate exhibitors. The next push within marketing will be to develop a corporate strategy aimed at attracting new leads for AACRAO and expanding existing relationships with corporate partners. Marketing also supported the government relations department with an ad that ran in *Rollcall* magazine on June 19, 2007.

Executive Symposium

AACRAO's marketing department has been organizing and preparing for the second annual Executive Symposium to be held in conjunction with AACRAO's SEM conference. There has been a concerted effort to integrate the Executive Symposium theme with this year's SEM program. There will be a direct mail campaign in early July inviting senior level campus leaders, Presidents, Provosts, Chancellors and Vice Presidents of Enrollment. A web template for the symposium links to AACRAO's SEM site, and there will be an Executive Symposium link on the SEM site as well. Marketing has also been working to develop a C&U ad to cross promote SEM, the Executive Symposium, and the Community College track at SEM. AACRAO marketing will build awareness of the symposium through targeted email blasts, *MemberLink*, *Transcript*, *Inside Higher Ed*, *the Chronicle of Higher Education* and *the Greentree Gazette*.

AACRAO Consulting

AACRAO Consulting Services has changed its brand name to AACRAO Consulting. There will be only a minimal cost incurred through the name change, but all new marketing material going into production will reflect the new brand name. On May 24, 2007, AACRAO Consulting conducted its first Webinar, led by senior consultant Gil Brown at George Mason University along with Bob Smith President of Slippery Rock College, on the topic of financial planning and enrollment management. The webinar was hugely successful, helping to generate new clients for AACRAO Consulting. The IT department mentioned that post survey results were very positive and a number of participants mentioned that they would like AACRAO to host more webinars on related topics. The director of AACRAO Consulting has created a plan for topics to be covered during the 2007-2008 fiscal year.

Research

AACRAO will conduct two sets of focus groups at the Technology Conference in Minneapolis to assess the specific technology needs of AACRAO members and to obtain feedback on future technology related topics that AACRAO should address. Marketing will prepare a report of focus group results for AACRAO's executive staff.

AACRAO Technology Conference

Marketing has pursued a two-pronged strategy for the Tech Conference. First, marketing conducted an internal advertising campaign utilizing direct mail, C&U ads, and *MemberLink*. Second, marketing is increasing the external exposure for the Tech Conference by advertising in non-AACRAO media, such as the *Chronicle of Higher Education*, *Campus Technology*, and Web banner ads within *Inside Higher Ed* and the *Greentree Gazette*.

AACRAO Centennial

Two focus groups were conducted on various issues related to the planned celebration of AACRAO's centennial at the 2010 Annual Meeting. A report laying out the groups' preferences was provided to Stan Henderson, the chair of the centennial committee, and AACRAO's executive staff. Following the Annual Meeting in Boston, the marketing department met with Leading Authorities, the proposed vendor for the media presentation, to convey information revealed during the focus group sessions. Leading Authorities has submitted a proposal to begin the process of capturing highlights and interviewing leaders at the 2007 SEM Conference and 2008 Annual Meeting in Orlando.

International Baccalaureate Diploma Programme

The International Baccalaureate Diploma Programme (IB) has long been recognized as one of the most prestigious secondary level programs offered in the United States and around the world. Members from the IBNA met at the AACRAO offices on April 13, 2007 to discuss marketing for the jointly developed student-based web registry. The marketing department has been working closely with the IT department to create the most effective strategy for promoting the Web registry. The marketing department has developed various ad campaigns targeting colleges and university admissions officers. A representative from AACRAO's staff will be attending the IBNA Annual Meeting in Chicago to present the initial concepts for the marketing campaign and to demonstrate the features of the Web registry.

MARKETING OUTREACH EFFORTS

AACRAO recently exhibited at the following meetings:

- **NACADA**, National Academic Advising Association, Tallahassee, FL, March 4 – 6, 2007.
- **NASPA**, Student Affairs Administrators in Higher Education, Orlando, FL, March 31- April 4, 2007.
- **AACC**, American Association of Community Colleges, Tampa, FL, April 14 – 17, 2007.

We recruited the following prospects companies to exhibit and/or sponsor at AACRAO's Annual Meeting and TECH:

- Regent
- SP Controls
- Higher Technology Solutions

- **NAGAP**, National Association of Graduate Admissions Professionals, Orlando, FL, April 25-28, 2007.

- **NAFSA**, Association of International Educators, Minneapolis, MN, May 27-31, 2007

We recruited the following prospects companies to exhibit and/or sponsor at AACRAO's Annual Meeting and TECH:

- Anglo American Educational Services
- Parsons Paris, International Liaison
- Naylor Publications
- Varitronics/ Variquest

- **NASDTEC**, National Association of State Directors of Teacher Education and Certification, Salt Lake City, June 3-6, 2007.

- **WARUCC**, Western Association of registrars of the Universities and Colleges of Canada, Canada, June, 24- 27, 2007.

- **NASFAA**, [National Association of Financial Aid Administrators](#), Washington, July 7 – 11, 2007.

AACRAO recently shipped outreach materials to the following State & Regional meetings in the spring:

SETA ACRAO (March)

Washington AACRAO (April)

CACRAO (April)

Oregon ACRAO (May)

Utah (June)

FloridaACRAO (June)

New México (June)

Alabama AACRAO (June)

Idaho (June)

Rocky Mountain AACRAO (June)

AACRAO recently exhibited at the following State & Regional meetings in the spring:

SACRAO (February)

**Note: AACRAO is currently developing an exhibiting schedule for 2008*

INTERNATIONAL EDUCATION SERVICES (IES)

6900 Evaluation Services

The volume of files processed continues to demonstrate steady growth for Foreign Credential Evaluation Service:

October 2006 – June 2007	6147	(includes 2373 LSAC files)
October 2005 – June 2006	4851	(includes 863 LSAC files)
October 2004 – June 2005	3631	
October 2003 – June 2004	3555	

Revenue for the current Fiscal Year continues to improve over last year for the same months:

FY 2006					FY 2007				
Month	Revenue	Expense	Net	YTD Net	Month	Revenue	Expense	Net	YTD Net
Oct	59,955	59,263	691	691	Oct	91,342	64,715	26,627	26,627
Nov	97,978	68,503	29,474	30,165	Nov	86,484	70,043	16,441	43,068
Dec	58,904	67,705	(8,801)	21,364	Dec	47,575	59,875	(12,300)	30,588
Jan	102,652*	64,202	38,449	59,813	Jan	117,277†	57,943	59,333	89,921
Feb	57,640	55,786	1,855	61,688	Feb	63,441	55,196	8,245	98,167
Mar	63,480	68,443	(4,963)	56,705	Mar	78,676	61,645	17,030	115,197
Apr	67,882	60,013	7,869	64,574	Apr	46,260	74,773	(28,513)	86,683
May	71,047	71,792	(745)	63,828	May	92,845	103,217‡	(10,373)	76,310
Jun	68,229	64,465	3,764	67,593	Jun				
July	89,921	98,162	(8,241)	59,352	Jul				
Aug	108,243	65,502	42,741	102,093	Aug				
Sept	104,348	80,285	24,062	126,155	Sept				
Totals	939,754	821,095	126,155	126,155	Totals				

* The December, 2005 payment from LSAC was received late and included in the January, 2006 revenue.

† The December, 2006 payment from LSAC was received late and is included in the January, 2007 revenue

‡ An automated invoicing system from a subcontractor evaluator was not functioning for a 14 month period and the abnormally high expenses for May, 2006 reflect full payment for the delayed billing.

A market research study regarding the institutions and organizations that use AACRAO IES evaluations was completed on July 5, 2007 and currently there are 1,156 users that accept IES foreign educational credential evaluations.

6915 Summer Institute for International Admissions

The registrations for the 14th Annual Summer Institute for International Admissions, to be held at One Dupont Circle July 23 – 26, 2007, are going well. As of July 6th there are 54 registrants (Revenue - \$30,100) with several anticipated registrations due early during the week of July 9-13. Given the limitations of the meeting rooms in the NCHE Conference Center at One Dupont Circle we will limit registrations to a maximum of 65.

6925 LSAC Credential Evaluations

In mid-June IES and LSAC held a “Go to Meetings” training program with all of the IES evaluators and the relevant staff at LSAC. This was the first opportunity for all of the IES evaluators who work on the LSAC LLM and JD credential service evaluations to review with the LSAC staff the whole process. It afforded IES to make suggestions so the LSAC programmers could see why the suggested changes would improve the evaluation process.

It was agreed that this would be an annual event and that the Director, IES would meet with LSAC staff for at least one additional meeting per contract year.

6450 AACRAO Electronic Database for Global Education (EDGE)

Subscriptions to EDGE are doing well. As of July 6, 2007 there were 436 users registered representing 185 institutions and organizations. We will shortly be notifying subscribers as to the fees for the second 12-month registration period. A user’s survey is being prepared to assist in marketing efforts and to help guide in improvements to EDGE. The survey will be distributed via the EDGE listserv in September.

At a recent national meeting of the American Immigration Lawyers Association (AILA) a representative of the Immigration and Customs Enforcement (ICE) stated that “EDGE would be the standard that evaluations for immigration purposes would be measured against”. In mid-July senior staff from Immigration and the US Department of Labor will visit AACRAO for an EDGE demonstration. The potential for sales and setting standards is tremendous with over 3,000 ICE adjudicators (who could subscribe at a government rate of \$50 per user) and over 3,500 law firms practicing immigration law (who would subscribe at the corporate non-member rate of \$3,000 for 5 user license).

The group working on the EDGE profiles met in Los Angeles in June to review almost 30 additional country profiles which will be posted to the database shortly. With these additional countries EDGE will contain profiles on close to 120 countries which represents where 98% of those granted US visas come. EDGE will continue to add profiles until every educational system are included, thus making it truly a unique resource in the world.

The EDGE working group also agreed to meet twice a year for reviewing country profiles and suggestions for improvement.

