

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
October 17, 2008

Board Members in Attendance: Paul Aucoin, Mary Baxton, Sam Conte, Nora McLaughlin, Glenn Munson, Wanda Simpson Munson, Jeffrey von Munkwitz-Smith, Paul Wiley

Staff Members in Attendance: Matt Ogle, Jerome Sullivan

Call to Order

President Wiley called the meeting to order at 1:40 p.m. Mountain Time.

Minutes

MOTION 2008.10.01 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on July 29, 2008, be approved. ADOPTED

Reports of Standing Committees

Finance & Investments Committee

MOTION 2008.10.02 – It was duly moved and seconded to approve the Association Travel Policy. ADOPTED

Compensation Committee

The chair of the Compensation Committee presented its report.

Audit Committee

The chair of the Audit committee presented its report.

Governance Committee

MOTION 2008.10.03 - It was duly moved and seconded that President Wiley appoint a task force to review AACRAO's governance structures related to the Board of Directors, including: board composition and leadership; length of service; identification and recruitment of board members; and, the nominations and elections process. The task force should be charged to evaluate those structures and make recommendations to the board, as well as provide guidance and suggest appropriate ways to implement its recommendations. ADOPTED

Program Review & Development Committee

The chair of the Program Review & Development Committee presented its report.

Strategic Planning Committee

The chair of the Strategic Planning Committee presented its report.

President Wiley ordered the written reports of the standing committees (Finance & Investments, Compensation, Audit, Governance, Program Review & Development, and Strategic Planning) to be filed.

Reports of Officers

President Wiley ordered the written reports of the officers to be filed.

Executive Director Report

Executive Director Sullivan presented a review of the highlights of his written report. President Wiley ordered the report to be filed.

Unfinished Business

There were no unfinished business items to be discussed.

New Business

MOTION 2008.10.4 – It was duly moved and seconded that the Board endorse the investigation of a collaboration with Peabody College of Vanderbilt University to deliver an advanced professional development opportunity to AACRAO members. ADOPTED

MOTION 2008.10.5 – It was duly moved and seconded that Tina Falkner from the University of Minnesota-Twin Cities be appointed as the Vice-Chair for the 2009-2010 Program Committee. ADOPTED

MOTION 2008.10.6 – It was duly moved and seconded to require all, or most, Board meetings to be held in the Washington, DC area. After discussion, a subsidiary motion to refer the main motion to the Governance Committee for further review was adopted.

Executive Session

The Board of Directors met in executive session.

Adjournment

MOTION 2008.10.7 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 5:46 p.m. Mountain Time.

Attachments

Board of Directors Meeting Minutes, July 2008
Finance & Investments Committee Report
Association Travel Policy Draft
Compensation Committee Report
Audit Committee Report
Governance Committee Report
Program Review & Development Committee Report
Strategic Planning Committee Report
Vice President for International Education Report
Board of Directors Financial Update, September 2008
Executive Director Report

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
July 29, 2008

Board Members in Attendance: Paul Aucoin, Mary Baxton, Sam Conte, Nora McLaughlin, Glenn Munson, Wanda Simpson Munson, Michele Sandlin, Jeffrey von Munkwitz-Smith, Paul Wiley

Staff Members in Attendance: Matt Ogle, Jerome Sullivan

Call to Order

President Wiley called the meeting to order at 1:08 p.m. Central Time.

Minutes

MOTION 2008.7.01 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on March 22, 2008, be approved. ADOPTED

Reports of Standing Committees

Finance & Investments Committee

MOTION 2008.7.02 – It was duly moved and seconded that the Charter of the Finance & Investments Committee be approved as submitted. ADOPTED

MOTION 2008.7.03 – It was duly moved and seconded that the Association Travel Policy Draft be referred back to the Finance & Investments Committee to review for exceptions. ADOPTED

Compensation Committee

MOTION 2008.7.04 – It was duly moved and seconded that the Charter of the Compensation Committee be approved as submitted. ADOPTED

Audit Committee

MOTION 2008.7.05 – It was duly moved and seconded that the Charter of the Audit Committee be approved as submitted. ADOPTED

Governance Committee

MOTION 2008.7.06 – It was duly moved and seconded that the Charter of the Governance Committee be approved as submitted. ADOPTED

Program Review & Development Committee

MOTION 2008.7.07 – It was duly moved and seconded that the Charter of the Program Review & Development Committee be approved as submitted. ADOPTED

Strategic Planning Committee

MOTION 2008.7.08 – It was duly moved and seconded that the Charter of the Strategic Planning Committee be approved as submitted. ADOPTED

President Wiley ordered the charters of the standing committees (Finance & Investments, Compensation, Audit, Governance, Programs Review & Development, and Strategic Planning) to be filed.

Reports of Officers

Report of President-Elect

MOTION 2008.7.09 – It was duly moved and seconded that Recommendation #2 from the 2008-2009 Program Committee be referred to the Governance Committee for review. ADOPTED

MOTION 2008.7.10 – It was duly moved and seconded that Recommendation #3 from the 2008-2009 Program Committee be referred to the Governance Committee for review. ADOPTED

MOTION 2008.7.11 – It was duly moved and seconded to appoint Paul Kyle as Vice Chair of the 2008-2009 Program Committee. ADOPTED

President Wiley ordered the written reports of the officers to be filed.

Executive Director Report

Executive Director Sullivan presented a review of the highlights of his written report. President Wiley ordered the report to be filed.

Unfinished Business

There were no unfinished business items to be discussed.

New Business

MOTION 2008.7.12 – Duly moved and seconded that a focus of the October Board of Directors meeting should be strategic planning. ADOPTED

Executive Session

The Board of Directors met in executive session.

Adjournment

MOTION 2008.7.13 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 5:24 p.m. Central Time.

Attachments

Board of Director Meeting Minutes, March 2008
Finance & Investments Committee Charter
Compensation Committee Charter
Audit Committee Charter
Governance Committee Charter
Program Review & Development Committee Charter
Strategic Planning Committee Charter
2008-2009 Program Committee Recommendations
Board of Directors Financial Update, June 2008
Executive Director Report

**American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Finance & Investments Committee**

September 29, 2008
via conference call

The Finance & Investments Committee of the Board of Directors met via conference call on Monday, September 29, 2008 beginning at 4:00 p.m. Eastern time. All members of the committee (Sam Conte, Adrienne McDay, and Michele Sandlin) participated in the meeting. The agenda for the meeting consisted of four topics: (1) a review of the most recent available association financial reports – August 2008; (2) a review of 3rd quarter investment reports for the three long-term investment funds of the association – Endowment, Infrastructure, and Strategic Initiatives & Investments; (3) review and revision of the Investment Policy, for discussion with the full Board; and, (4) review and revision of the draft Association Travel Policy, for submission to the full Board.

Review of the August 2008 financial reports consisted primarily of general discussion of the state of the budget with 91.7% of the fiscal year elapsed. Review of the 3rd quarter investment reports was basically a follow-up discussion to the September 17th conference call with President Wiley, Executive Director Sullivan, and our investment consultant Arun Sardana, and focused on an examination of their performance for the fiscal year. The Investment Policy was briefly reviewed, with a suggestion for changes to the section listing the composition of the Investment Committee and questions regarding the unfinished section on investment guidelines. A copy of the Investment Policy is attached. The draft Association Travel Policy was also discussed, with minor revisions recommended for that document, a copy of which is attached, as well.

Attachments: Investment Policy
Association Travel Policy Draft

ASSOCIATION TRAVEL POLICY

The following guidelines were adopted by the Board of Directors on ____2008 and govern reimbursement for persons on authorized AACRAO travel. Travel claims should be submitted within 3 weeks of travel and must be sent to: AACRAO, 1 Dupont Circle Suite 520, Washington, DC, 20036-1135. Travel claims submitted after 90 days will not be paid.

General – Expenses incurred in support of AACRAO activities must be filed using the AACRAO expense form and accompanied by any and all receipts for services and goods to include airline tickets, lodging, taxis, etc. Individuals will provide a signed statement attesting to any expense for which there is no receipt and make every effort to secure a copy of that receipt in the shortest possible time. When received, that receipt should be forwarded to AACRAO for inclusion in the individuals travel file.

Transportation—

Airline – Reasonable flight costs to and from meetings and events are expected. Travelers are expected to make flight reservations as soon event dates are confirmed and no later than 21 days prior to the event, to ensure the lowest possible fares. Travel will be by coach class to include travel outside the United States. If an individual chooses to select unapproved travel in First or Business Class they will only be reimbursed at the Economy rate. In the case an event is cancelled or an emergency occurs, AACRAO will cover any penalty costs.

Airport – AACRAO will reimburse the traveler for costs related to and from the home to the airport, airport parking for a personal vehicle, and transportation to and from the airport at the destination. The traveler is expected to travel by the most economic means possible taking into consideration reasonable travel times and airline schedules.

Automobile – Reimbursement for the use of a private automobile will be reimbursed at the current federal mileage reimbursement rate.. This reimbursement should not exceed the cost of economy airfare.

Rental Car – Rental cars are not automatically authorized for use in and around an event location. All requests for rental cars must be approved by the Executive Director, AACRAO in advance of its use.

Taxis – Reasonable transportation costs to and from meeting/event/lodging facilities will be approved. However, personal choice transportation costs beyond those incurred to reach the facility will not be approved. Transportation costs must be supported by receipts.

Hotel Accommodations – AACRAO staff will normally make hotel arrangements for all major events, conferences or meetings. Individuals traveling on behalf of AACRAO otherwise will make their own hotel reservations. Whenever possible hotels should be chosen that fall in a moderate range of cost. Reservations will normally be made for the nights preceding each day of the meeting or conference. Rooms will be reserved on the basis of double occupancy as the

norm. If different accommodations are requested, the difference in cost will be a personal expense. Persons may request from the Executive Director that he waive this stipulation on a case by case basis. If additional nights are required, or if individual plans change, members are requested to contact the designated staff person as soon as possible to avoid paying for unused rooms. If an individual chooses to extend their stay for personal reasons, they are responsible for paying for those nights.

Meals – Where meals are not provided as part of an event they will be reimbursed at a per diem rate of \$55.00, regardless of locale. If less than a full day is involved, this will be prorated at \$10, \$15, and \$30 for breakfast, lunch and dinner respectively. Exceptions must be approved and accompanied by a receipt.

Tips – Reasonable tips to hotel and transportation personnel will be authorized. Tips for meals should be included in the cost of the meal.

Incidental Expenses - AACRAO will not pay for incidental expenses such as personal telephone calls, Internet access for personal use, movie rental, etc. Only telephone calls and Internet for AACRAO business may be claimed. Calls from hotel phones are discouraged because of the severe surcharges.

Alcoholic Beverages – Costs for alcoholic beverages, whether with or without meals are a personal expense and will not be reimbursed by AACRAO.

Exceptions – For any exceptions to this policy, please refer to the Executive Director or his/her designee for approval.

AACRAO

Compensation Committee Report

October 2008

Members: Paul Aucoin, Mary Baxton, Nora McLaughlin (chair)

The Compensation Committee met in Kansas City to review the approved committee charter and determine the priority of tasks. We agreed to work first on items 1, 2, 3, and 9 in the charter. These are abbreviated below:

1. Develop a compensation philosophy and policies
2. Review and recommend goals and objectives relevant to the compensation of the executive director and senior managers
3. Annually evaluate the chief executive's performance in light of these goals
9. Develop succession plans for the executive director and senior managers

The committee discussed our concerns, ideas, and questions about each of the items. Subsequent to the meeting in Kansas, the chair researched BoardSource and Quatt Associates documents to develop a greater understanding of the issues at hand. The chair talked with Jerry Sullivan about his thoughts in these areas and clarified current policy and practice.

The committee will continue the discussion at the upcoming board meeting and hopes to present proposals for items 1 and 2, and report on progress in items 3 and 9 before the December meeting.

AACRAO Board of Directors
Audit Committee Report
October 2008

The Audit Committee had to select the auditing firm to conduct the FY09 (October 1, 2007 – September 31, 2008) AACRAO annual audit. The committee has decided to contract with Raffa. The contract was signed by the Executive Director and the Audit Committee chair on October 29, 2008. The auditing firm will have an audit report for the December 2008 Board meeting in Washington, D.C.

Raffa was selected to conduct the FY07 annual audit by the 2007-2008 BOD Administration and Finance Committee after a call for proposals. This company had conducted four previous audits for AACRAO. It was felt by the new Audit Committee that this company should conduct the audit for three years under this call for proposals ending with the FY09 annual audit. The Executive Director and the chair will make sure that for each audit year there is a different audit manager. It is recommended that the Audit Committee begin the bid process in order to have a new company under contract for the FY10 annual audit.

The Audit Committee Member-at-Large will be Susan Van Voorhis from the University of Minnesota-Twin Cities. She will participate in the audit report in December via conference call.

Members: Glen Munson, Jeff Von Munkwitz-Smith, Wanda Simpson Munson, chair

AACRAO

Governance Committee Report

October, 2008

Members: Paul Aucoin, Nora McLaughlin, Mary Baxton (chair)

The Governance Committee communicated by email. We believe that a general Board self-assessment is not required this fall. Earlier this year an extensive self-evaluation was completed as we began to consider future directions for the Board. Having one every third year may have more potential for a meaningful and useful assessment tool for the Board.

The Committee is reviewing orientation materials for new Board members, and will finalize them for the February 2009 BOD meeting and new member orientation.

The Governance committee has been asked to assist with the development of a Board policy on the establishment, dissolution, and appointment of Board committees, and how to proceed with a governance review within the Association. Discussion will take place on this topic as the Committee meets during the upcoming Board meeting in Santa Fe.

Submitted by Mary Baxton

October 10, 2008

American Association of Collegiate Registrars and Admissions Officers

Program Review and Development Committee

New Program Proposal

New programs may be proposed by members of the Board of Directors, the Executive Director of AACRAO, or the Program Review and Development Committee. Using the submitted information, the Committee shall assess the need for, as well as the costs associated with, the creation of new programs and shall recommend the further development and establishment of new programs to the Board of Directors. All new programs shall be proposed using this form.

Proposed Title of Program:

Please describe the program as completely as possible, including length and various topics and/or modules to be offered.

Please describe the program's goals and how they were established. What will the program achieve for its participants?

Please describe the impetus behind the establishment of the program. Why is it needed?

Please describe the need for the program. How were those needs determined?

What is the target market for the program? How was it determined?

Who will coordinate the establishment and offering of the program?

When will the program be offered for the first time? How often will the program be offered and when would such repeated offerings be held?

What is the expected attendance/enrollment?

Please explain the financial expectations of the program: registration fees and other income; expenses for the program and program facilitators/presenters; net income if any.

Name of Sponsor:

Title:

Date:

Operating Practices for AACRAO Board of Directors Evaluation, Creation and Elimination of Programs

The annual meeting, workshops, webinars, and conferences are integral to the mission of AACRAO. The Board of Directors shall assess all programs offered by AACRAO for effectiveness and relevance to the current and future needs of its members and assess the viability of new and proposed programs before such a program is established. The Board shall also recommend the elimination of programs when such action is deemed advisable.

The following is an operating practice for evaluating, creating, and eliminating programs offered by AACRAO. The document is a guideline only and is not to be interpreted as establishing a policy or bylaw change for the Board.

Programs of the Association are categorized as but not limited to:

- The Annual Meeting
- Conferences devoted to specific topics (Strategic Enrollment Management, Technology, Transfer Student Issues)
- On-site Workshops
- On-line Workshops
- Webinars

New programs shall be proposed using the appropriate Board form as developed by the Program Review and Development Committee. New programs may be proposed by members of the Board of Directors, the Executive Director of AACRAO, or the Committee. The PRDC shall assess the need for and the costs associated with the creation of new programs and shall recommend the further development and establishment of new programs to the Board of Directors.

In addition, the PRDC shall recommend to the Board of Directors the continuation, the elimination, or the modification of programs currently offered by the Association. Such actions will be based on the review of such programs undertaken on a regular timetable as established by the Committee.

Outlines of Strategic Plans

AACRAO

- I. Purpose Statement
- II. Goals
- III. Programs
- IV. Governing Process, Philosophy
- V. Professional Issues and Strategies
 1. Issue
 2. Actions
- VI. Association Issues and Strategies
 1. Issue
 2. Actions

American Association of Community Colleges

- I. Framing the Mission Statement
- II. Mission Statement
- III. Core Values Statement
- IV. Vision of AACC's Future
- V. Strategic Action Areas and Goals, 2007 -2012

American Council on Education

- I. Core Values: What We Stand For
- II. Vision: Where We Are Going
- III. Mission: Who We Are
- IV. Strategic Priorities: Our Plan for Action
- V. Areas of Focus

NACUBO

- I. Mission
- II. Vision
- III. New Dimensions
- IV. Goals
 1. Primary Beneficiaries
 2. Key Programs and Services
 3. Primary Objectives
 4. Measures
- V. Strengthening the Organization
 1. Member/Customer Service
 2. Leadership Development
 3. Staff Development

NASFAA

- I. Our Mission
- II. Our Goal

NASPA

- I. About NASPA
- II. Vision
- III. Mission
- IV. Core Values
- V. Nondiscrimination Policy
- VI. Goals
- VII. Strategic Objectives

Vice President International Education

Mary Baxton

October, 2008 Board of Directors Report

International sessions are planned for SEM 2008.

Attended the EAIE conference in Antwerp in September. Represented AACRAO as well as my school. Expenses paid by my school.

Work continues on the EDGE project. As of now the 3-year Bologna Profile is ready to activate and there are over 160 country profiles published. Attended an EDGE meeting in September.

Took part in several recent International Publications Advisory Committee (IPAC) conference calls. Plans are underway for a full volume guide to international admission, with over 20 chapters, and a projected release date for the annual meeting, spring 2010.

Mary Baxton

October 10, 2008



AACRAO Monthly Financial Update

Highlights | Fiscal Year 2008 | September 2008

Presented: Jerry Sullivan and Samuel Conte

Overview

AACRAO's pre-audit financial statements are reporting total operating expenses in excess of revenue by (\$162,524) for the month of September. However, AACRAO's year-to-date operating activities generated revenue in excess of expenses by \$757,240, compared to excess revenue of \$138,107 from last year.

The Association's investments portfolio resulted in net loss of (\$428,172) for the month and (\$878,193) for the fiscal year ending September 30, 2008, eliminating last year's gain of \$690,491.

The combined operating and investment activities resulted in a deficit of (\$590,696) for the month, and (\$120,953) for the fiscal year.

In addition, AACRAO received total bequests of \$139,044 during fiscal year 2008.

AACRAO's overall financial performance in comparison to industry average proved to be above standard. For the fiscal year ending September 30, 2008, AACRAO reported net profitability from operating activities as a percentage of total operating revenue of 10%, compared to 5.7% industry average. However, the loss from investment portfolio reduces the above ratio to 0.2%.

Key strategic actions in lieu of economic conditions

Given the current status of the economy, AACRAO took certain measures to safeguard its liquid assets, including transfers of at-risk cash and money market funds into "risk-proof" products, such as Certificate of Deposits (CDARS program) and government backed money funds, totaling \$2.5 million.

Financial Position

The following summarizes AACRAO's financial position as of:

	September 2008	August 2008	Change
Cash	\$1,450,602	\$1,622,057	(\$171,455)
Investments	4,921,894	5,149,559	(227,665)
Accounts Receivable	224,960	202,434	22,526
Prepaid Expenses	303,064	256,320	46,744
Total Assets	7,191,229	7,560,186	(368,957)
Accounts Payable	122,009	168,171	(46,162)
Unearned Income	2,359,969	2,106,691	253,278
Total Liabilities	2,804,710	2,582,971	221,739
Net Assets	\$4,386,519	4,977,215	(\$590,696)

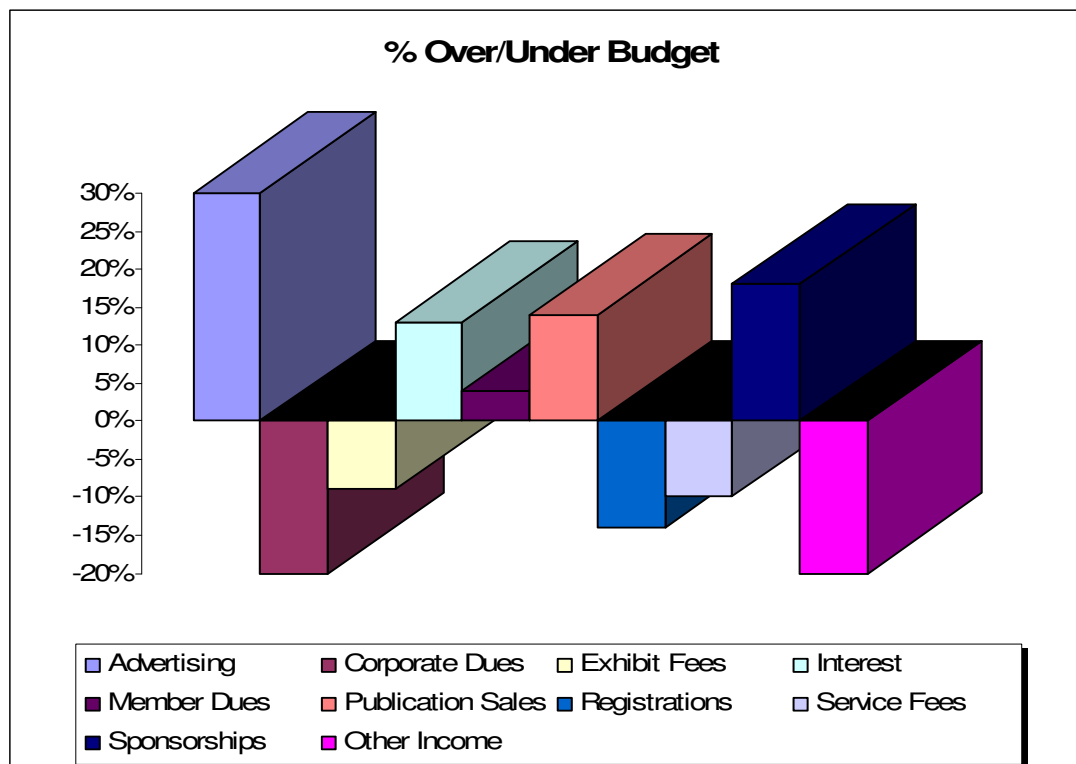
In terms of accounts analysis, the decrease in cash balances reflects transfer of funds to Federal government backed short term investments. The change in investments includes continuing decrease in value due to dismal market performance and the aforementioned transfer of funds.

Unearned income increased during September, primarily a result of continuing receipts related to membership dues, SEM and Annual meeting.

As a result of the cross over between the dues year (July through June) and the fiscal year (October through September), three months of 2007/2008 dues were recognized in FY 2006/2007 while the other nine months have been recognized in FY 2007/2008. For the 2007/2008 membership year, \$2,322,132 were collected for membership dues and \$146,165 for corporate dues. Dues notices for membership year 2008/2009 were mailed in May, 2008, a month earlier than prior years. As a result, as of September 30, 2008, \$2,105,188 (or 91% of last year's total membership dues receipts) has been collected for membership dues and \$75,442 (or 52% of previous year's total corporate dues receipts) has been collected for corporate dues.

Statement of Activities

Revenue: Revenue generated for the fiscal year totaled \$7,886,842 or 94% of budget (6% below budget expectations). Five revenue generating activities exceeded their budget expectations of while others are either at or fell below expectations:



Exceeding Expectations:

Advertising: 30% | \$50,000

Member Dues: 4% | \$99,000

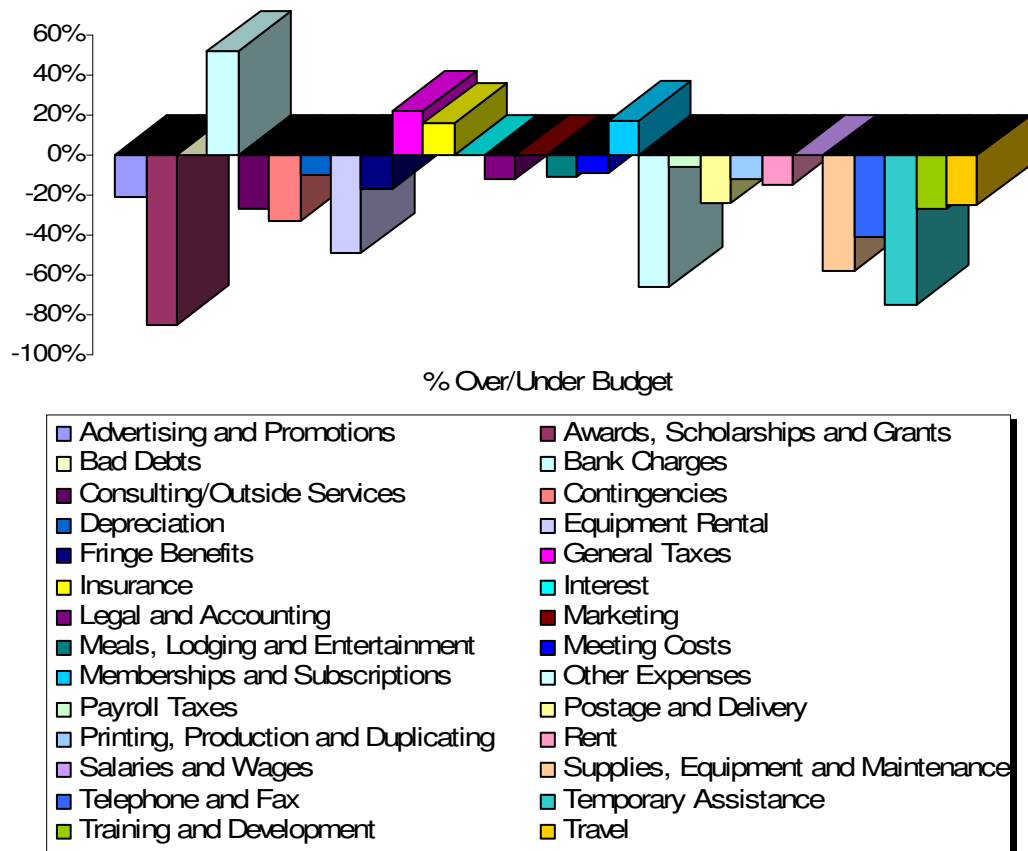
Publication Sales: 14% | \$68,000

Sponsorship: 18% | \$58,000

Interest Income: 13% | \$20,000

AACRAO's focus on enhancing advertising and sponsorship income resulted in revenue over expectation by \$108,000. Dues revenue and publications income maintained their strong performances through the end of the fiscal year, closing above goal by over \$150,000.

Expenses: Expenses for the fiscal year totaled \$7,029,602 or 88% of budget (12% below budget expectations.) Four expense activities exceeded their budgets, while twenty-four remained at or below budget.



Exceeded Budget:

Bank Charges: 52% | \$85,000

General Taxes: 22% | \$2,000

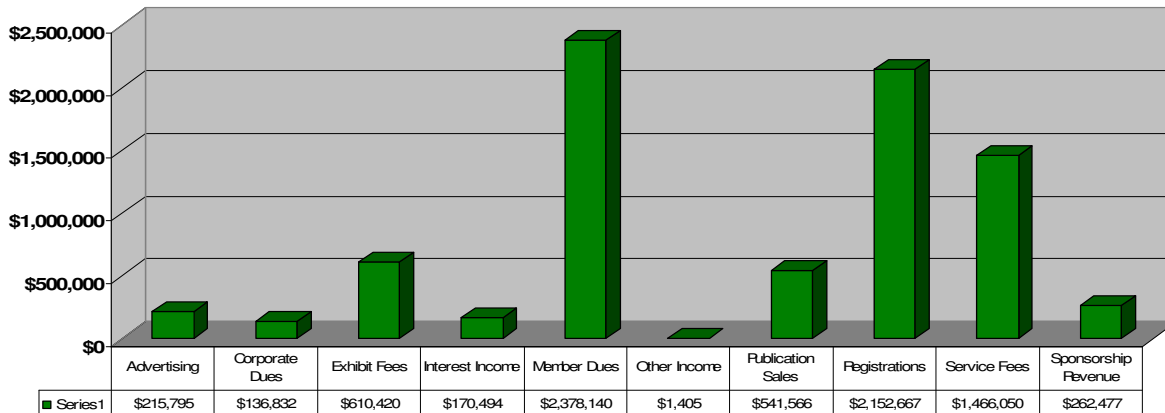
Insurance: 16% | \$7,000

Memberships and Subscriptions: 21% | \$8,300

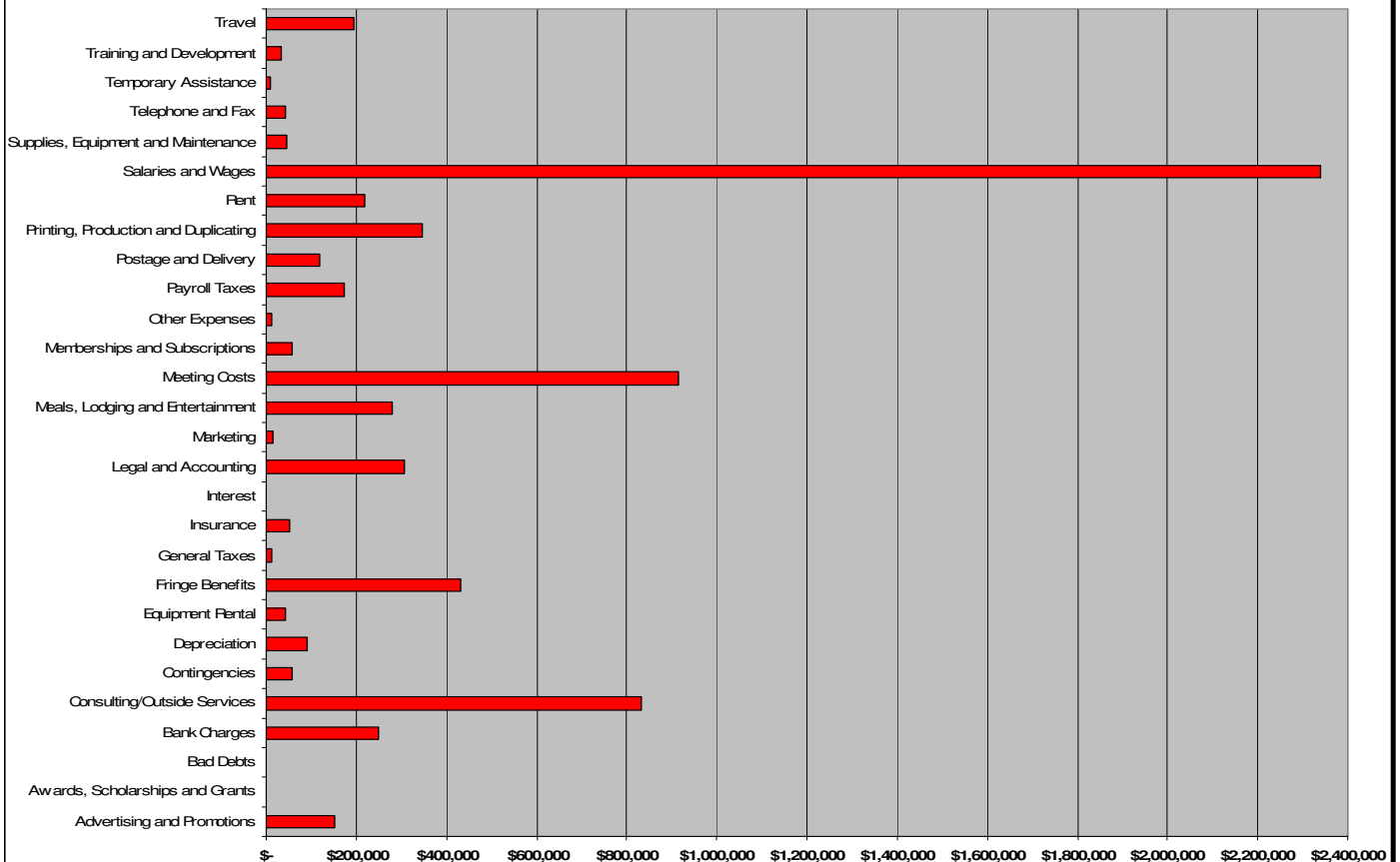
The overrun in bank fees reflects an increase in AACRAO's e-commerce activities. General Taxes increased as a result of unrelated business income tax liability. Insurance, memberships and subscriptions expenses are in excess of budget primarily due to the reorganization of AACRAO's chart of accounts.

AACRAO Revenue and Expense Analysis – Year-to-Date

Actual Revenue



Actual Expenses



AACRAO Performance Analysis by Department

Year-to-date	IT	GA	AM	MS	RD	MTS	PB	GR
Revenue	232,050	2,537,329	1,685,497	11,000	-	1,228,057	517,337	-
Expenses	392,891	1,401,805	1,113,200	312,375	81,456	985,467	334,342	102,619
Net Operating	(160,841)	1,135,524	572,297	(301,375)	(81,456)	242,590	182,995	(102,619)

	CM	BD	CS	PC	IES	VP	MK	TOTAL
Revenue	53,232	-	457,106	131	1,065,103	-	-	7,786,843
Expenses	420,526	371,015	411,548	5,896	889,498	71,689	135,275	7,029,602
Net Operating	(367,295)	(371,015)	45,559	(5,765)	175,605	(71,689)	(135,275)	757,241

Gifts/Bequests

139,044

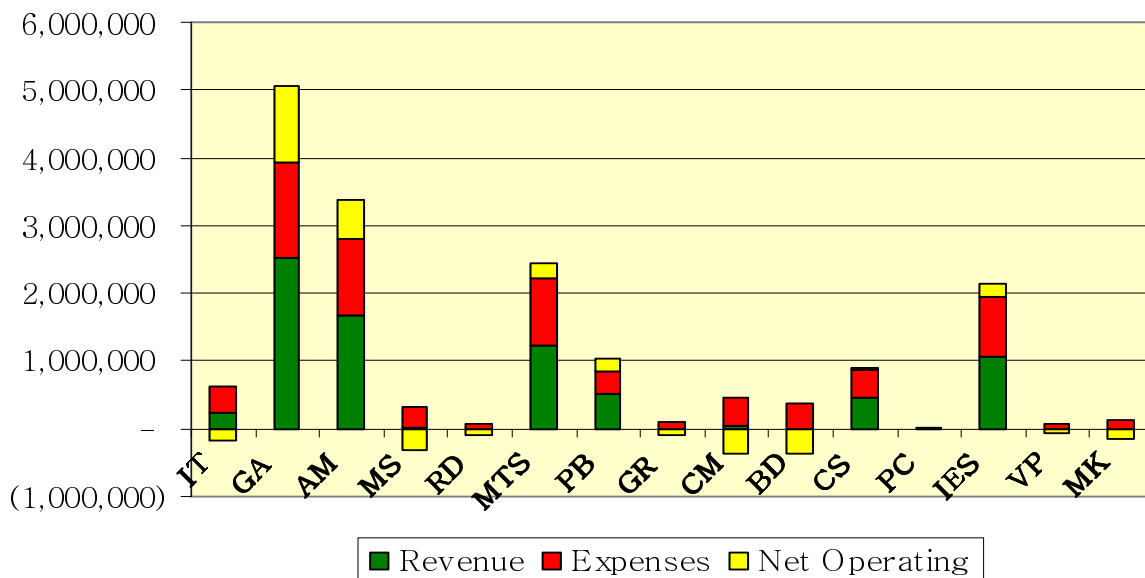
Investments

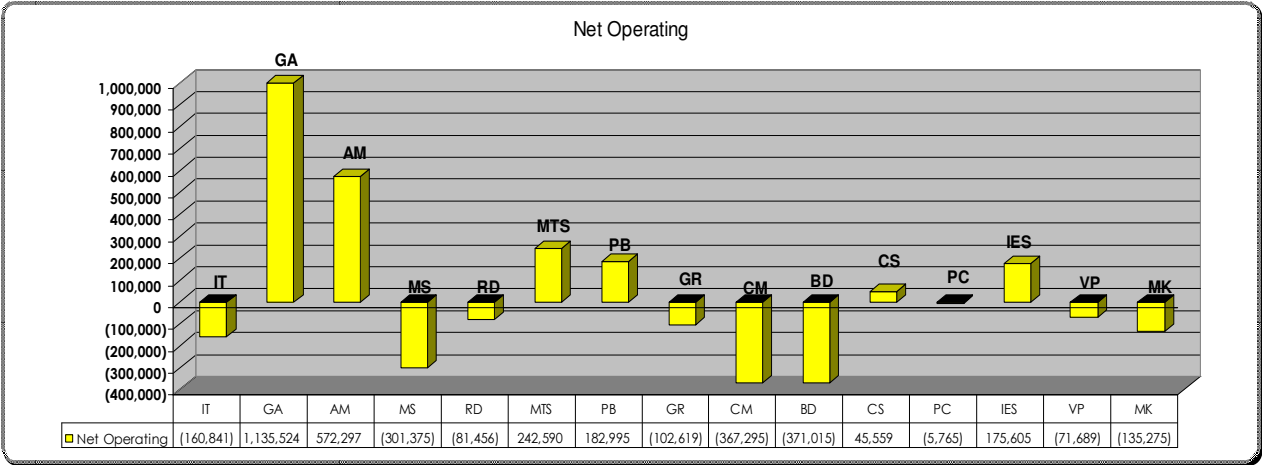
(878,193)

Net Income

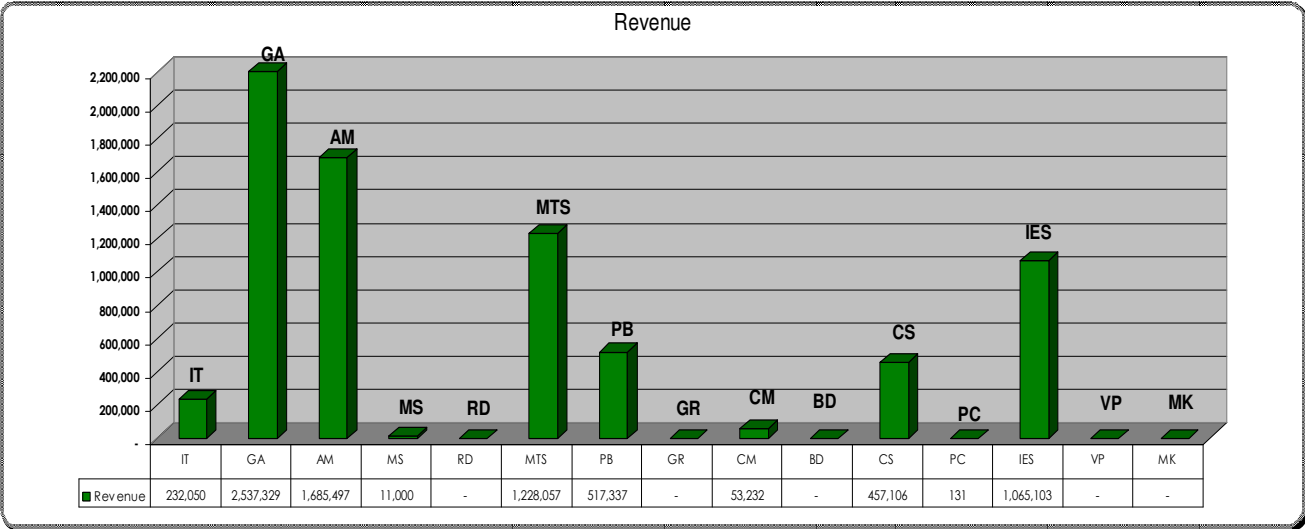
18,092

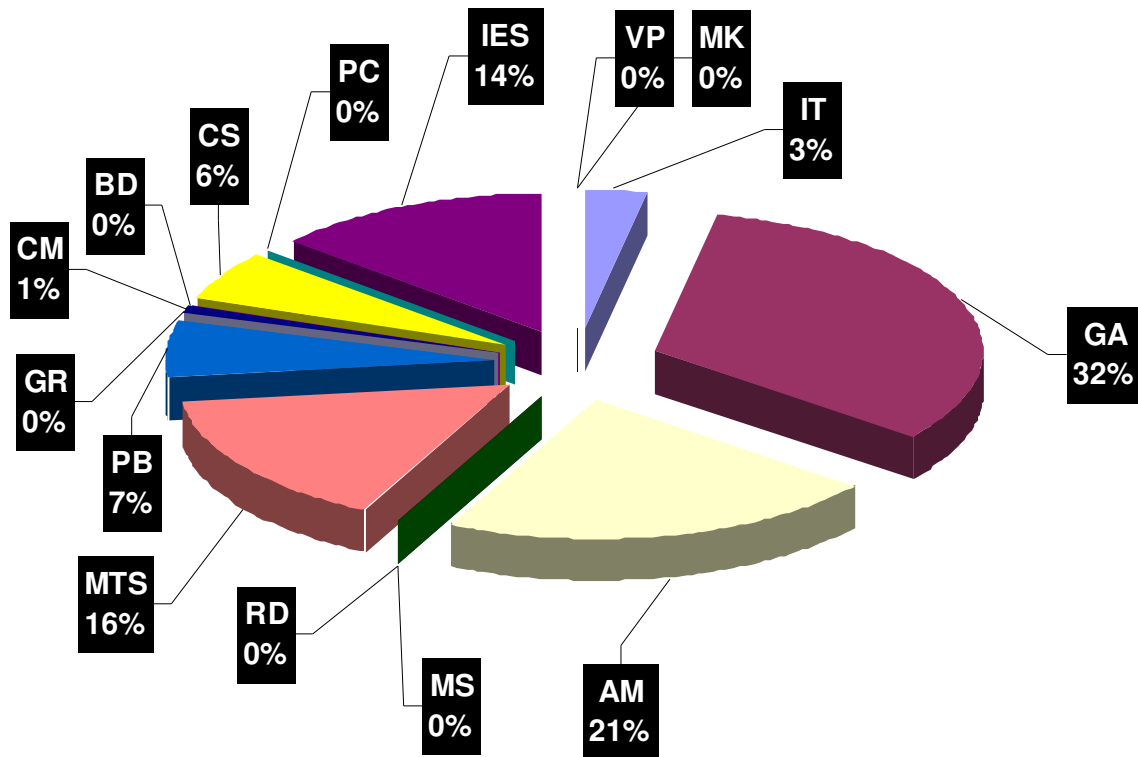
IT: Information Technology - GA: General and Administrative - AM: Annual Meeting - MS: Member Services - RD: Research - MTS: Meetings/Workshops - PB: Publications - GR: Government Relations - CM: Communications - BD: Governance - CS: AACRAO Consulting - PC: Projects Contracts - IES: Int'l Education Services - VP: Vice Presidents - MK: Marketing



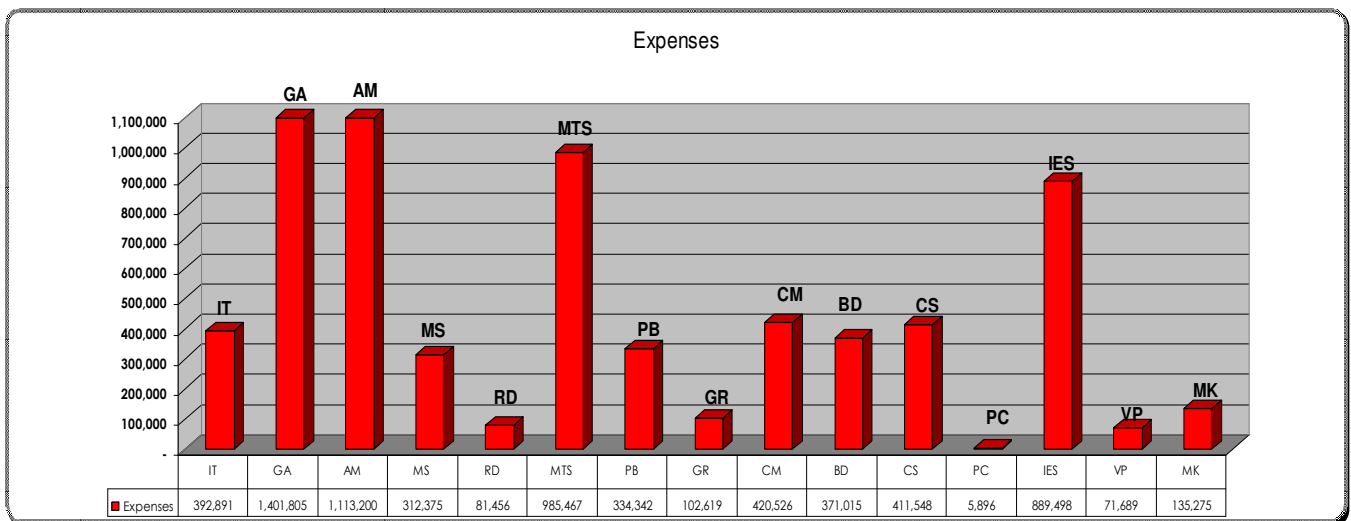


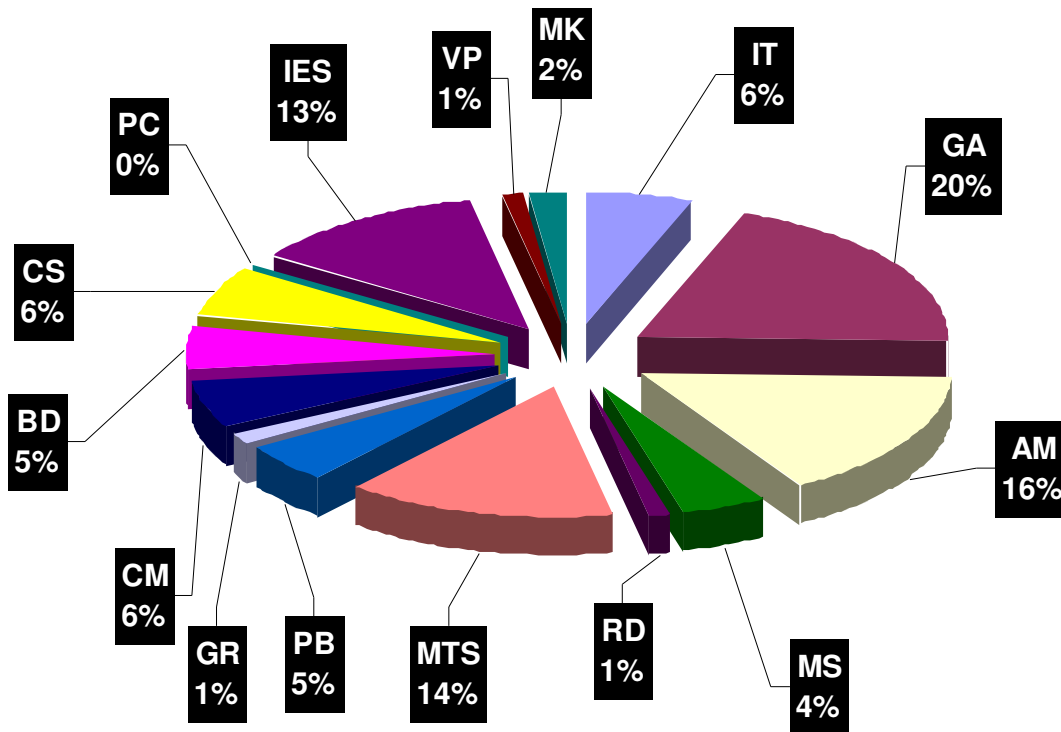
Revenue





Expenses

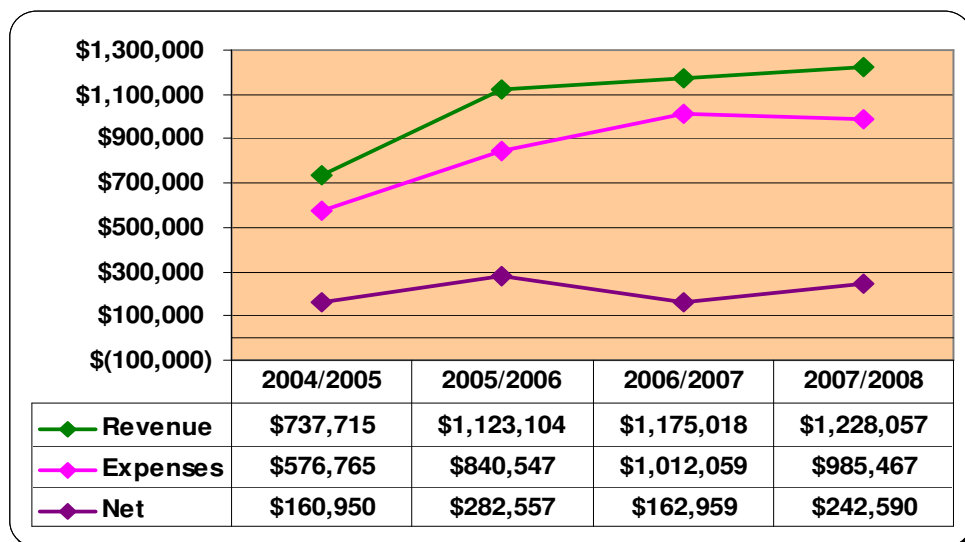




AACRAO Business Lines – Comparative Data

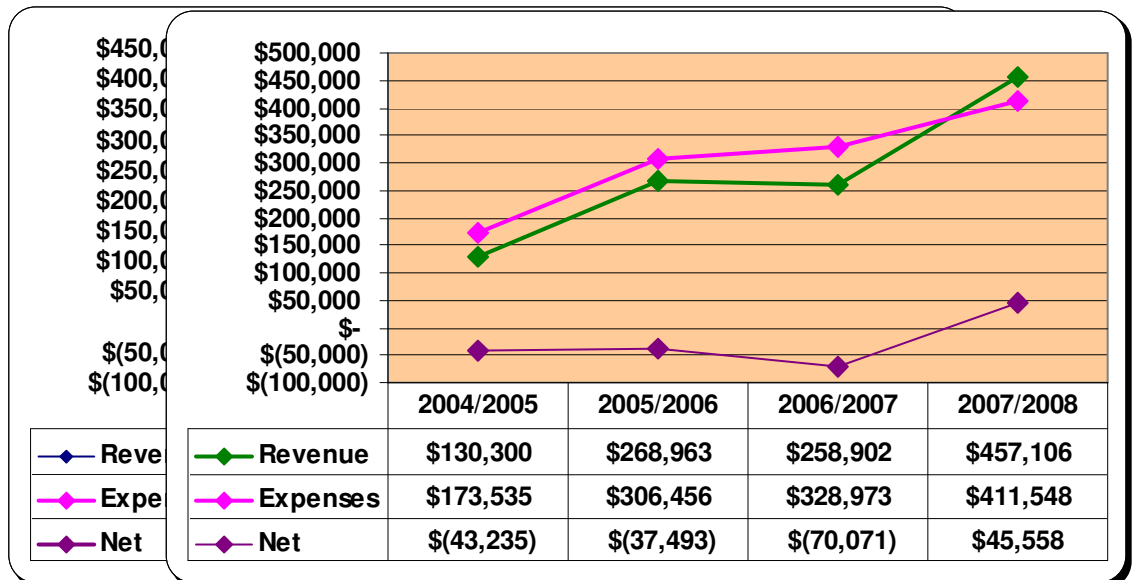
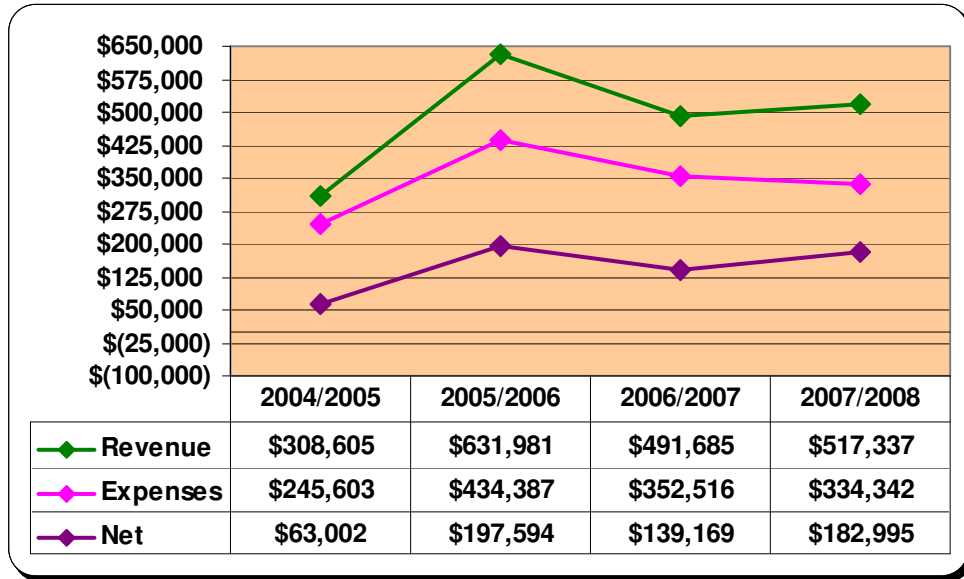
The following charts compare year-to-date department activities over the past four years:

MTS



PUB

JOL



C

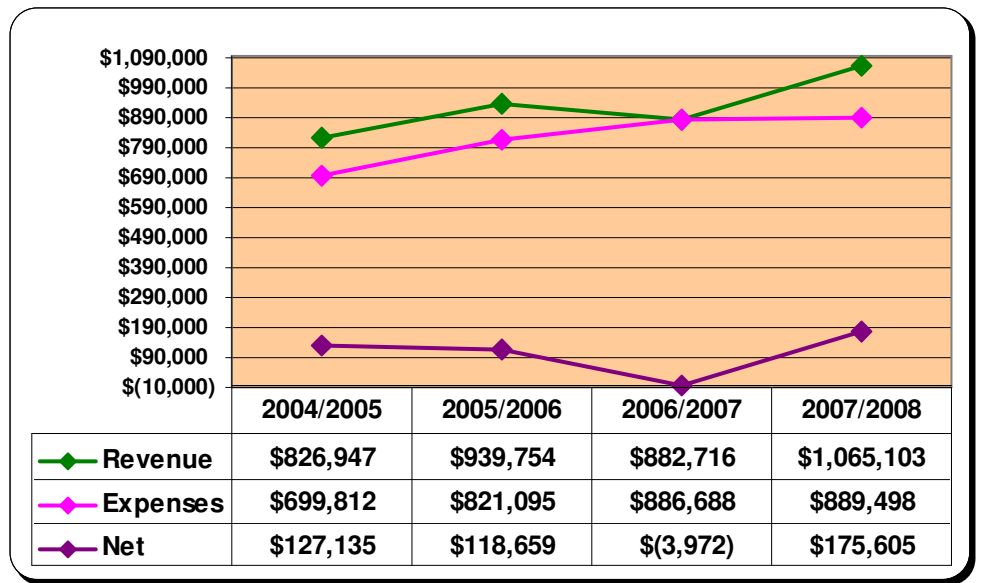
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Appendix



Membership Dues: Cash Collections | Comparative Numbers

**AMERICAN ASSOCIATION OF COLLEGIATE
REGISTRARS AND ADMISSIONS OFFICERS
EXECUTIVE DIRECTOR'S REPORT
BOARD OF DIRECTOR'S MEETING
October 15 -18, 2008
Santa Fe, NM**

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Evaluation Services 38

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Law School Admissions Council Credentialing Service 39

3

INFORMATION TECHNOLOGY

6390 WEBINARS

AACRAO produced and marketed the first “straight-to-archive” webinar, using LeRoy Rooker’s FERPA session at the AACRAO Technology Conference to test the marketability of recorded content. The response to date has been enthusiastic, with over 130 schools registering to view the webinar archive over the summer. As economic conditions continue to restrict travel opportunities for our members, AACRAO will explore new ways of using technology tools such as webinars to supplement traditional in-place meetings.

AACRAO also produced a well-attended and well-received webinar on issues raised for the registrar by violence on campus. Upcoming webinars will address topics such as credential fraud, diploma mills and strategic enrollment strategies. A full panel of webinars will be offered from the AACRAO SEM conference.

6500 WEB SERVICES

AACRAO CRM Upgrade

AACRAO successfully completed implementation of the first components of the CRM database upgrade: the tradeshow and exhibitor modules. These modules are currently in testing phase and will go into production after a staff orientation and training period is completed mid-quarter.

IES Workflow Enhancements

AACRAO introduced a major enhancement to the IES document workflow process. Previously, supplemental documents were inspected and routed by a human agent. Going forward, all supplemental document routing will be performed automatically without human intervention. It is expected that this automatic routing will significantly improve the speed and accuracy of IES document management.

Nominations: Activity Report Form

For the first time, AACRAO used a web-based application form which allows nominees to retrieve and edit previously submitted application data for use in the current nominations process. In years past, nominees were required to re-enter all application information for each nomination, a process many members found onerous and dissuasive to volunteering for association leadership positions.

Ecommerce: New Management Interface

AACRAO developed (in-house) a unified ecommerce management interface giving staff members a single

web-based tool to perform day-to-day transactional operations across all departments and activities. This interface will improve customer service and streamline accounting functions for online commercial activity.

ID Management Wiki

Responding to interest generated at the AACRAO Technology conference, AACRAO created a web page for identity management issues. This web page is in the “wiki” format, a unique type of web page which allows interested peers to collaborate at creating and maintaining content. It is hoped that the ID Management wiki will prove an influential resource in guiding the ID management discussion.

4

Unique Visitors

36,217

36,78 7
37,689
34,16 6
31,334
42,58 1
35,92 0
30,077
38,96 4
39,80 4 44,78 0
40,62 4
40,07 6
39,09 6
40,68 6
42,952
25,000
27,000
29,000
31,000
33,000
35,000
37,000
39,000
41,000
43,000
45,000
47,000
49,000
M ay- 0 7
J un- 07
J ul- 0 7
A ug- 07
S ep- 07
O c t - 0 7
N o v - 07
D e c - 07
J an- 08
F eb-0 8
M a r - 0 8
A p r - 0 8
M ay- 0 8
J un- 08
J ul- 0 8
A ug- 08
S ep- 0 8

Series1 36,217 36,787 37,689 34,166 31,334 42,581 35,920 30,077 38,964 39,804 44,780 40,624 40,076
 39,096 40,686 52,472 42,952
 May-07 June-07 July-07 August-07
 September-07
 October-07
 November-07
 December-07 January-08 February-08 March-08 April-08 May-08 June-08 July-08 August-08
 September-08

AACRAO.ORG Unique Visitors May 07 – September 08

Transcript
 AACRAO.org
 Jobs Online
 IES (Credentials)
 July
 August
 September
 0

2,000
 4,000
 6,000
 8,000
 10,000
 12,000
 14,000
 16,000
 18,000
 20,000
 22,000
 24,000
 26,000
 28,000
 30,000
 32,000
 34,000

Top Sections

July 21,932 21,930 3,793 6,007
 August 41,705 19,328 3,074 5,685
 September 27,837 19,715 2,884 5,120
 Transcript AACRAO.org Jobs Online IES (Credentials)
 6

GENERAL AND ADMINISTRATIVE

6005 ACCOUNTING

Overview

AACRAO's pre-audit financial statements are reporting total operating expenses in excess of revenue by (\$162,524) for the month of September. However, AACRAO's year-to-date operating activities generated revenue in excess of expenses by \$757,240, compared to excess revenue of \$138,107 from last year.

The Association's investments portfolio resulted in net loss of (\$428,172) for the month and (\$878,193) for

the fiscal year ending September 30, 2008, eliminating last year's gain of \$690,491.

The combined operating and investment activities resulted in a deficit of (\$590,696) for the month, and (\$120,953) for the fiscal year.

In addition, AACRAO received total bequests of \$139,044 during fiscal year 2008.

AACRAO's overall financial performance in comparison to industry average proved to be above standard.

For the fiscal year ending September 30, 2008, AACRAO reported net profitability from operating activities

as a percentage of total operating revenue of 10%, compared to 5.7% industry average. However, the loss from investment portfolio reduces the above ratio to 0.2%.

Key strategic actions in lieu of economic conditions

Given the current status of the economy, AACRAO took certain measures to safeguard its liquid assets, including transfers of at-risk cash and money market funds into "risk-proof" products, such as Certificate of

Deposits (CDARS program) and government backed money funds, totaling \$2.5 million.

Financial Position

The following summarizes AACRAO's financial position as of:

In terms of accounts analysis, the decrease in cash balances reflects transfer of funds to Federal government

backed short term investments. The change in investments includes continuing decrease in value due to dismal market performance and the aforementioned transfer of funds. Unearned income increased during September, primarily a result of continuing receipts related to membership dues, SEM and Annual meeting.

September 2008 August 2008 Change

Cash **\$1,450,602** \$1,622,057 (\$171,455)

Investments **4,921,894** 5,149,559 (227,665)

Accounts Receivable **224,960** 202,434 22,526

Prepaid Expenses **303,064** 256,320 46,744

Total Assets 7,191,229 7,560,186 (368,957)

Accounts Payable **122,009** 168,171 (46,162)

Unearned Income **2,359,969** 2,106,691 253,278

Total Liabilities 2,804,710 2,582,971 221,739

Net Assets \$4,386,519 4,977,215 (\$590,696)

7

As a result of the cross over between the dues year (July through June) and the fiscal year (October through

September), three months of 2007/2008 dues were recognized in FY 2006/2007 while the other nine months

have been recognized in FY 2007/2008. For the 2007/2008 membership year, \$2,322,132 were collected for

membership dues and \$146,165 for corporate dues. Dues notices for membership year 2008/2009 were mailed in May, 2008, a month earlier than prior years. As a result, as of September 30, 2008, \$2,105,188 (or

91% of last year's total membership dues receipts) has been collected for membership dues and \$75,442 (or

52% of previous year's total corporate dues receipts) has been collected for corporate dues.

Statement of Activities

Revenue: Revenue generated for the fiscal year totaled \$7,886,842 or 94% of budget (6% below budget expectations). Five revenue generating activities exceeded their budget expectations of while others are either at or fell below expectations:

Exceeding Expectations:

Advertising: 30% | \$50,000

Member Dues: 4% | \$99,000

Publication Sales: 14% | \$68,000

Sponsorship: 18% | \$58,000

Interest Income: 13% | \$20,000

AACRAO's focus on enhancing advertising and sponsorship income resulted in revenue over expectation by \$108,000. Dues revenue and publications income maintained their strong performances through the end of the fiscal year, closing above goal by over \$150,000.

-20%

-15%

-10%

-5%

0%

5%

10%

15%

20%

25%

30%

% Over/Under Budget

Advertising Corporate Dues Exhibit Fees Interest

Member Dues Publication Sales Registrations Service Fees

Sponsorships Other Income

8

Expenses: Expenses for the fiscal year totaled \$7,029,602 or 88% of budget (12% below budget expectations.) Four expense activities exceeded their budgets, while twenty-four remained at or below budget.

-100%

-80%

-60%

-40%

-20%

0%

20%

40%

60%

% Over/Under 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 Marketing

Meals, Lodging and Entertainment Meeting Costs

Memberships and Subscriptions Other Expenses

Payroll Taxes Postage and Delivery

Printing, Production and Duplicating Rent

Salaries and Wages Supplies, Equipment and Maintenance

Telephone and Fax Temporary Assistance

Training and Development Travel

Exceeded Budget:

Bank Charges: 52% | \$85,000

General Taxes: 22% | \$2,000

Insurance: 16% | \$7,000

Memberships and Subscriptions: 21% | \$8,300

The overrun in bank fees reflects an increase in AACRAO's e-commerce activities. General Taxes increased as a result of unrelated business income tax liability. Insurance, memberships and subscriptions expenses are in excess of budget primarily due to the reorganization of AACRAO's chart of accounts.

AACRAO Revenue and Expense Analysis – Year-to-Date

\$0

\$500,000

\$1,000,000

\$1,500,000

\$2,000,000

\$2,500,000

Actual Revenue

Series1 \$215,795 \$136,832 \$610,420 \$170,494 \$2,378,140 \$1,405 \$541,566 \$2,152,667 \$1,466,050 \$262,477

Advertising Corporate

Dues

Exhibit Fees Interest Income Member Dues Other Income Publication

Sales

Registrations Service Fees Sponsorship

Revenue

Actual Expenses

\$- \$200,000 \$400,000 \$600,000 \$800,000 \$1,000,000 \$1,200,000 \$1,400,000 \$1,600,000 \$1,800,000 \$2,000,000 \$2,200,000 \$2,400,000

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

Marketing

Meals, Lodging and Entertainment

Meeting Costs

Memberships and Subscriptions

Other Expenses

Payroll Taxes

Postage and Delivery

Printing, Production and Duplicating

Rent

Salaries and Wages

Supplies, Equipment and Maintenance

Telephone and Fax

Temporary Assistance

Training and Development

Travel

AACRAO Performance Analysis by Department

Year-to-date IT GA AM MS RD MTS PB GR

Revenue 232,050 2,537,329 1,685,497 11,000 - 1,228,057 517,337 -

Expenses 392,891 1,401,805 1,113,200 312,375 81,456 985,467 334,342 102,619

Net Operating (160,841) 1,135,524 572,297 (301,375) (81,456) 242,590 182,995 (102,619)

CM BD CS PC IES VP MK TOTAL

Revenue 53,232 - 457,106 131 1,065,103 - - **7,786,843**Expenses 420,526 371,015 411,548 5,896 889,498 71,689 135,275 **7,029,602****Net Operating (367,295) (371,015) 45,559 (5,765) 175,605 (71,689) (135,275) 757,241***Gifts/Bequests 139,044**Investments (878,193)***Net Income 18,092****IT:** Information Technology - **GA:** General and Administrative - **AM:** Annual Meeting - **MS:** Member Services - **RD:**Research - **MTS:** Meetings/Workshops - **PB:** Publications - **GR:** Government Relations - **CM:** Communications - **BD:**Governance - **CS:** AACRAO Consulting - **PC:** Projects Contracts - **IES:** Int'l Education Services - **VP:** Vice Presidents -**MK:**

Marketing

(1,000,000)

—

1,000,000

2,000,000

3,000,000

4,000,000

5,000,000

6,000,000

I T

GA
AM
MS
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MTS
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VP
MK

Revenue Expenses Net Operating

1 1

IT
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MTS
PB
GR CM BD
CS
PC
IES
VP MK
(400,000)
(300,000)
(200,000)
(100,000)
0
100,000
200,000
300,000
400,000
500,000
600,000
700,000
800,000
900,000
1,000,000

Net Operating
Net Operating (160,841) 1,135,524 572,297 (301,375) (81,456) 242,590 182,995 (102,619) (367,295) (371,015) 45,559 (5,765) 175,605 (71,689) (135,275)
IT GA AM MS RD MTS PB GR CM BD CS PC IES VP MK

Revenue

IT
GA
AM
MS RD
MTS
PB
GR CM BD
CS
PC
IES
VP MK
-
200,000
400,000
600,000
800,000
1,000,000
1,200,000
1,400,000
1,600,000
1,800,000
2,000,000
2,200,000

Revenue

Revenue 232,050 2,537,329 1,685,497 11,000 - 1,228,057 517,337 - 53,232 - 457,106 131 1,065,103 - -
IT GA AM MS RD MTS PB GR CM BD CS PC IES VP MK

1 2

Expenses

IT
GA AM
MS
RD
MTS
PB
GR
CM BD CS
PC
IES
VP
MK

-
100,000
200,000
300,000
400,000
500,000
600,000
700,000
800,000
900,000
1,000,000
1,100,000

Expenses

Expenses 392,891 1,401,805 1,113,200 312,375 81,456 985,467 334,342 102,619 420,526 371,015 411,548 5,896 889,498 71,689 135,275
IT GA AM MS RD MTS PB GR CM BD CS PC IES VP MK

1 3

AACRAO Business Lines – Comparative Data

The following charts compare year-to-date department activities over the past four years:

\$(100,000)

\$100,000

\$300,000

\$500,000

\$700,000

\$900,000

\$1,100,000

\$1,300,000

Revenue \$737,715 \$1,123,104 \$1,175,018 \$1,228,057

Expenses \$576,765 \$840,547 \$1,012,059 \$985,467

Net \$160,950 \$282,557 \$162,959 \$242,590

2004/2005 2005/2006 2006/2007 2007/2008

\$(100,000)

\$(25,000)

\$50,000

\$125,000

\$200,000

\$275,000

\$350,000

\$425,000

\$500,000

\$575,000

\$650,000

Revenue \$308,605 \$631,981 \$491,685 \$517,337

Expenses \$245,603 \$434,387 \$352,516 \$334,342

Net \$63,002 \$197,594 \$139,169 \$182,995

2004/2005 2005/2006 2006/2007 2007/2008

\$(100,000)

\$(50,000)

\$-

\$50,000

\$100,000

\$150,000

\$200,000

\$250,000

\$300,000

\$350,000

\$400,000

\$450,000

Revenue \$117,645 \$155,620 \$169,877 \$173,150

Expenses \$- \$- \$- \$-

Net \$117,645 \$155,620 \$169,877 \$173,150

2004/2005 2005/2006 2006/2007 2007/2008

1 4

\$(100,000)

\$(50,000)
 \$-
 \$50,000
 \$100,000
 \$150,000
 \$200,000
 \$250,000
 \$300,000
 \$350,000
 \$400,000
 \$450,000
 \$500,000
 Revenue \$130,300 \$268,963 \$258,902 \$457,106
 Expenses \$173,535 \$306,456 \$328,973 \$411,548
 Net \$(43,235) \$(37,493) \$(70,071) \$45,558
 2004/2005 2005/2006 2006/2007 2007/2008
 \$(10,000)
 \$90,000
 \$190,000
 \$290,000
 \$390,000
 \$490,000
 \$590,000
 \$690,000
 \$790,000
 \$890,000
 \$990,000
 \$1,090,000
 Revenue \$826,947 \$939,754 \$882,716 \$1,065,103
 Expenses \$699,812 \$821,095 \$886,688 \$889,498
 Net \$127,135 \$118,659 \$(3,972) \$175,605
 2004/2005 2005/2006 2006/2007 2007/2008
 1 5

Appendix

Membership Dues: Cash Collections | Comparative Numbers Corporate Dues: Cash Collections | Comparative Numbers

-
 250,000
 500,000
 750,000
 1,000,000
 1,250,000
 1,500,000
 1,750,000
 2,000,000
 2,250,000
 2,500,000
 2006/2007 85,074 533,628 747,673 324,930 129,560 204,235 108,347 48,185 42,097 15,045 7,235 7,375 2,253,384
 2007/2008 - 498,672 828,198 452,541 100,185 156,641 112,050 52,430 54,487 43,218 16,913 6,798 2,322,132
 2008/2009 89,330 479,652 795,356 519,639 221,211 - - - - - 2,105,188
 May June July Aug Sep Oct Nov Dec Jan Feb Mar Apr Total
 -
 25,000
 50,000
 75,000
 100,000
 125,000
 150,000
 2006/2007 - 33,180 41,230 24,330 8,190 10,000 4,190 2,000 - 6,000 2,000 - 131,120
 2007/2008 - 2,000 20,585 38,340 43,850 16,195 2,195 - 6,000 13,000 4,000 - 146,165
 2008/2009 2,585 24,218 34,030 8,609 6,000 - - - - - 75,442
 May June July Aug Sep Oct Nov Dec Jan Feb Mar Apr Total
 1 6

6015 GENERAL OPERATIONS

The AACRAO Executive staff reviewed the implementation of the new health care program and has found it to be responsive and not complex. Current demands on reimbursement are running below projected utilization.

The AACRAO Executive Staff and Department heads reviewed and finalized changes to the Employee Handbook. The Handbook was published and is now available to all employees. Currently under development are a performance appraisal program and a tele-commuting policy. The AACRAO Executive staff has reviewed selected financial performance ratios established

during the previous months. The first of these is now included in the financial section of this report. AACRAO's performance in this metric is better than the average of like associations. The AACRAO Executive Staff met with McQuade Brennan and other selected sources to review the internal policies that must be in place to comply with the new IRS 990. It's not expected that there will be any difficulty in fulfilling the requirements of the new form.

- Under a new IRS revision AACRAO will be required to file an expanded Form 990 for the fiscal year ending September 30, 2009.

- AACRAO Executive staff met with McQuade Brennan and representatives from the IRS to determine the complexity of this new filing.

- The AACRAO Executive staff is following key developments in this process and foresees no difficulties in complying with these changes.

McQuade Brennan and the Executive Staff, along with AACRAO's financial advisors, are meeting on a regular basis during this time of financial crisis. There has not been, nor is there the intent to recommend changing the basis of AACRAO's Investment Policy.

The AACRAO Executive Staff has begun a review of the association's insurance policies to determine appropriateness of coverage and cost.

ANNUAL MEETING

6105 CURRENT ANNUAL MEETING

The 95th Annual Meeting will be held in Chicago, Illinois on April 13-16, 2009. The educational sessions and exposition hall are being held at McCormick Place West with hotel rooms and a few events at the Hilton Chicago and Palmer House Hilton. McCormick Place West opened in October 2007 and both Hilton properties have recently completed renovations.

432 session proposals were submitted for consideration for the 2009 Annual Meeting. In August, presenters and facilitators were notified that 233 of these sessions were accepted. The program committee is currently confirming presenters.

Plans are underway to market the 2009 Annual Meeting in Chicago. We will once again produce an abridged registration brochure, which will direct people to AACRAO's website for complete information on the meeting. As registration and hotel reservations are scheduled to open in November, we will plan to mail the brochure towards the end of November/early December.

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6120 EXHIBITS

2009 Chicago

For the Chicago exhibit hall, there are currently 72 paid companies in 142 booths. This represents 78% of space sold. The Annual Meeting corporate opportunities brochure has been completed, and was distributed to Technology Conference participants in July. Corcoran Expositions did a mailing of the brochure to our exhibiting prospects database in August, and we will be giving copies of the brochure to SEM exhibitors in Anaheim as part of a meeting marketing packet.

2009 Annual Meeting exhibitors to date include:

- AACRAO Consulting
- AACRAO IES
- ACE
- Ad Astra Info System
- Applications Quest
- Association of College Honor Societies
- Avow Systems, Inc.
- BookWear
- Campus Management Corporation
- CampusDocs (a division of Hoike Technologies)
- Capellia University

- Cappex, Inc.
- CELCAT
- CIBER, Inc
- CollegeNET, Inc.
- CollegeSource Inc.
- Comquip
- ConnectEDU, Inc.
- Credentials Inc.
- Data Tech Services
- Datatel, Inc.
- Decision Academic Inc.
- DI Imaging
- Digital Architecture
- Docufide, Inc.
- Education Systems, Inc.
- Educational Credential Evaluators, Inc.
- EMPOWER / ComSpec International, Inc.
- EMS by Dean Evans & Associates, Inc.
- ETS (Educational Testing Service)
- Experian QAS
- Herff Jones, Inc.
- Hershey Systems
- Hobsons
- Hyland Software, Inc.
- ImageNow by Perceptive Software, Inc.
- INFORMS, Inc.
- Infosilem Inc.
- IELTS International
- ImageNow by Perceptive Software, Inc.
- InfoCision Management Corp
- Infosilem, Inc.
- Inside Higher Ed
- International Baccalaureate North America
- International Education Research Foundation, Inc. (IERF)
- International Security Products
- Jolesch Photography
- Jonesville Paper Tube Corporation
- Jostens
- Leepfrog Technologies, Inc.
- Mindwrap, Inc.
- National Student Clearinghouse
- National Transcript Center
- NOLIJ Corporation
- Overture Technologies
- Paradigm, Inc.
- Petersons, a Nelnet Company
- Phi Theta Kappa International Honor Society
- PlattForm, Inc.
- redLanter, a tradition of Miami University
- RightNow Technologies

- Runner Technologies, Inc.
- Saudi Arabian Cultural Mission
- SCRIP-SAFE Security Products, Inc.
- SNTial Technologies
- STEP EIKEN
- SunGard Higher Education
- Talisma Corporation
- The College Board
- Three Rivers Systems, Inc.
- Timecruiser Computing Corporation

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- U.S. Army Recruiting
- University of Cambridge International Examinations
- Verba
- World Education Services, Inc.
- Xap Corporation

Corporate Presentations at the Annual Meeting will be given by:

- CollegeSource
- Pearson
- The College Board
- Runner Technologies

The following companies are participating as sponsors at the Annual Meeting:

- Datatel – Totebags
- ImageNow – Badge Holders
- Australian Education International – International Educators Reception
- Runner Technologies – Evaluations
- Jostens – Award and Plaques

MEMBER SERVICES

6205 MEMBER MAINTENANCE

2008/2009 Membership Cards

The membership cards and letter which contain the member ID and password will be mailed in October. Golden Key International Honour Society sponsored the membership cards for a second year for \$11,000.

Membership 2007-2008

The 2007-2008 membership year ended on June 30, 2008 and the growth trend continued in terms of revenue and number of institutions for an eighth year in a row.

Annual Comparison – Dues

The table below contains an annual comparison of dues collected.

Member Corporate Total

2008-2009 (Aug 08)	\$1,883,977.00	\$69,442.00	\$1,953,419.00
2007-2008	\$2,322,132.00	\$146,165.00	\$2,468,297.00
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

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Annual Comparison - Institutional Membership Renewal Numbers

Institutional Members

Renew New Dropped/Unpaid Total

2008-2009 (Aug 08) 2,204 (83%) **70 (2%) 447 (17%) 2,274

2007-2008 2,506 (96%) **145 (5%) 99 (4%) 2,651

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

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 2008-2009

So far this year, 5 institutions have cancelled membership.

Unpaid Members 2008-2009

A total of 447 institutions (17%) have not renewed their membership as of August 31, 2008.

Call for Award Nominations

The awards page was redesigned to enable members to more easily browse the selection of awards, as well as to see descriptions of recent award winners. The nomination process is online for a second consecutive year, and we hope these changes will lead to more member participation in the awards nomination process. The call for awards nominations began in September with twice weekly advertisements in *MemberLink* and *Transcript*, for the following awards. The deadline for nominations is November 30, 2008.

- APEX (Achieving Professional Excellence in Education Administration) Award
- Exemplary New Member Award
- Award for Excellence in International Education
- Honorary Membership and Distinguished Service Awards
- Elbert W. Ockerman State and Regional Professional Activity Award
- Founders Award for Leadership
- Thomas A. Bilger Citation for Service

As in years past, SunGard Higher Education will sponsor the APEX award and Jostens will sponsor all other plaques and certificates.

AACRAO Committees

On February 20, end-of-term letters were sent to all expiring committee members. For those having served less than 3 years of service, they were given the option of extending their term on their committee. For those having served the maximum term of 3 years, they were encouraged to continue their involvement in AACRAO and sign up for another committee. The response was rapid and positive, with almost all eligible committee members choosing to extend their term. In 20

2009, the process of informing committee chairs and members of their upcoming end-of-term will be done automatically.

In order to advertise AACRAO committees and encourage more member involvement, a new printable flyer was designed in August, 2008. The last brochure was printed in August, 2005. In addition, members were invited to join a committee via a MemberLink article on September 29, 2008.

New List Serve for Community College Issues

AACRAO created a new Community College list serve in mid June. As of June 30, 2008, we had over 500 subscriptions. The list serve will focus on all community college issues such as open

and rolling admission, articulation, collaborations, transferability, prior learning assessment, placement issues, military credit, student services for non-traditional students of all kinds and any other relevant issues. A welcome message was posted along with information on the June 26th Community College Webinar. On July 30, 2008 membership information was sent to the 52 nonmember subscribers. *As a result, Labette Community College and McIntosh College joined.*

6215 RETENTION AND 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 July and August 2008 regarding AACRAO membership. We are following up with each inquiry within two weeks after the initial membership request. We are receiving an average of 15-20 inquiries per month.

Recruitment Campaign to Community Colleges

As part of the strategic plan to recruit community colleges, we have developed a recruitment campaign to all registrars and admissions officers at non-member 2-year institutions across the country. For this campaign, a flyer was designed outlining AACRAO's professional development opportunities for community colleges, including Webinars, meetings, the community colleges listserv, committees and publications.

So far, membership packets have been mailed to 88 registrars and 49 admissions officers in California. Over the next two months, mailings to the remaining U.S. states will be completed.

2008 Summer Institute for International Admissions, July 22-24, 2008.

Membership information was sent to the non-member attendee of the 2008 Summer Institute: Nanjing Foreign Language School.

2008 AACRAO Technology Conference, July 10-12, 2008.

Membership information was sent to the non-member attendees of the 2008 Technology Conference: Rust College and Queen's University, Canada.

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RESEARCH

6220 RESEARCH

The following surveys were conducted since the last Board report:

- Tech Conference evaluation
- Ethics survey to support the work of the AACRAO Task Force on Ethics.

Survey results were shared with the membership in the July 21 edition of AACRAO's MemberLink.

The following surveys are currently being prepared for the upcoming quarter:

- Academic Competitiveness / SMART Grants, in cooperation with NACAC and the American School Counselor Association (ASCA)
- Registrars' Transcript Practices, a repeat and update of the previous data collection effort done in conjunction with the publication of "The Academic Record and Transcript Guide."

In addition, a report on the Academic Progression survey report will be posted in October.

MEETINGS AND WORKSHOPS

6300 REGISTRAR 101

This past July we held a stand alone Registrar 101 Workshop in conjunction with a FERPA Workshop near Chicago, Illinois at the Embassy Suites – Lombard, July 17-18, 2008.

Another site based workshop is budgeted for this year to be held in conjunction with the SEM Conference in Anaheim, California, November 20-21. We are searching for a new sponsor.

6305 SEM CONFERENCE

The 2008 SEM Conference will be held November 16-19, 2008 at the Anaheim Marriott Hotel. This hotel contract was originally signed on 8 November 2006. As of 2 October, 312 people have

registered for the 18th Strategic Enrollment Management Conference.

The registration brochure for the meeting was mailed during the first week of September. To reduce costs and be more environmentally friendly, we reduced the size of the brochure and condensed the content so that attendees would go to AACRAO's website to obtain the information they need and to register. We will send out periodic email blasts reminding people of various deadlines and encouraging them to register for the meeting.

Corporate marketing efforts began last October for this meeting. The SEM '08 Corporate Opportunities Brochure was distributed in New Orleans, along with the Corporate Opportunities Brochure for our other meetings, our new Advertising Brochure, and our corporate partner application. We have made numerous efforts to contact past and current exhibitors through emails,

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printed materials, and face-to-face visits on-site to encourage them to participate at SEM as well as our other meetings.

We have 52 booth spaces available in the exhibit hall. We have sold 48 booths, which represents 92 percent of the hall being sold. The following 44 exhibitors will be in Anaheim:

- EMAS Pro (Education Systems)
- Rapid Insight
- James Tower
- NRCCUA
- ImageNow
- Talisma
- SunGardHE
- Scrip-Safe
- Innovation Ads
- Jenzabar
- BookWear
- CollegeSource
- Azorus
- Plattform Advertising
- Royall & Company
- Datatel
- Hobsons
- AACRAO Consulting
- Connect EDU
- Eduventures
- CollegeNET
- Intelliworks
- Peterson's - a Nelnet Company
- Runner Technologies
- Ad Astra Information Systems
- Capexx
- CollegeBoard
- OmniUpdate
- National Student Clearinghouse
- Financial Aid TV
- Oracle
- NOLIJ
- ACT, Inc
- Double Positive Marketing Group
- SPSS
- Xap

- InsideTrack
- Earthbound Media Group
- Financial Aid Services
- Edge Interactive
- Connect-ED (Blackboard Connect)
- SJG - The Spelman & Johnson

Group

- ETS

Corporate presentations at the SEM Conference will be given by:

- Datatel
- ImageNow
- Noel-Levitz
- The Princeton Review
- SunGard Higher Education
- CollegeSource
- ConnectEDU
- Royall & Company
- SAP
- Runner Technologies
- Hobsons
- National Student Clearinghouse
- Oracle
- Maguire Associates

The following companies are participating as sponsors at the SEM Conference:

- Datatel – Totebags
- ImageNow – Badge Holders
- College Source – Onsite program
- Runner Technologies - Evaluations
- SunGard Higher Education – Transition Screen
- EMAS pro – Event Signage
- SPSS – Cyber Café
- OmniUpdate - Pens

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Ads from the following companies are scheduled to appear in the SEM Onsite Program:

- Datatel
- SPSS
- CollegeSource
- AACRAO Consulting
- EMASPro
- Inside Higher Ed
- Runner Technologies
- ImageNow
- OmniUpdate
- Hobsons

We have prepared a Corporate Opportunities Brochure for SEM '09 to distribute at the '08 Conference. We will encourage attendees to sign up for booth space and presentations on-site. We will also distribute our new Advertising Brochure, as well as information on our other meetings.

6310 EXECUTIVE SYMPOSIUM

The third annual Executive Symposium will again be held in conjunction with the AACRAO

SEM Conference. This year, the symposium is on Sunday, November 16, at the Anaheim Marriott Hotel. Specifically designed for college and university chancellors, presidents, provosts, chief enrollment management officers, and their executive-level team members, the program will include forward-thinking presentations and dialogue from leading higher education professionals on strategic recruitment and retention strategies and on the integration of enrollment management and institutional budget planning.

6320 FERPA Workshop

We held one FERPA Workshop that was held in conjunction with a stand alone Registrar 101 Workshop near Chicago, Illinois, at the Embassy Suites – Lombard, July 17-18, 2008.

We will explore holding a FERPA Workshop as a webinar. We will continue to have FERPA sessions at the Technology Conference and the Annual Meeting.

The following FERPA sessions have been accepted for upcoming Annual Meeting in Chicago:

- Campus Safety and FERPA - Responding in Emergencies
- Ethics Training On-line
- Federal Compliance Overview
- FERPA 101: The Short Version
- FERPA Q & A Panel/Roundtable Discussion
- FERPA: What You Need to Know -- "The Update"
- FERPA: What You Need to Know--The "Overview"
- Legal Issues in Records and Registration
- Registrar 101: An Introduction to the Profession
- Student Workers: Access to Data, the Need to Know and Conflict of Interest

The following FERPA sessions were presented at the Technology Conference:

- FERPA Update
- Privacy and Security Considerations for Student Information

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6325 TECHNOLOGY CONFERENCE

The 2008 Student Services Technology Conference was held July 10-12 at the Baltimore Marriott Waterfront. 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 was the second highest we have had. A total of 463 participants registered for the conference, 34 people registered on site. Last year, there were a total of 533 participants which included 39 people that registered at the conference.

The following companies exhibited at Tech '08:

- Miami University DARS
- National Transcript Center
- National Student Clearinghouse
- Runner Technologies
- Rapid Insight
- CollegeNet
- Docufide
- Leepfrog Technologies
- Blackbaud
- CollegeSource
- Hobsons
- Smart Catalog
- Texas Digital
- Image Now
- Scrip-Safe
- Talisma
- SNTial Technologies

- QAS
- Intelliworks
- Hyland Software
- Nolij
- EMAS Pro
- Xap
- Overture Technologies
- Credentials
- Avow Systems
- Hershey Systems
- SSD Technology
- SPSS
- Connect-ED
- AACRAO Consulting

We sold twelve corporate presentations for Tech '08:

- Runner Technologies
- College Source
- Smart Catalog
- Image Now
- Talisma
- Intelliworks
- Hobsons
- Hyland Software
- Hershey Systems
- Credentials
- SPSS
- AACRAO Edge

The following sponsors participated in the Technology Conference:

- Datatel – Totebags
- ImageNow – Badge Holders
- EMAS Pro – Event Signage & Onsite Program
- College Source – Transition Screen & Opening Reception
- SPSS – Cyber Café

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The 2009 AACRAO Technology Conference will be held at the JW Marriott Starr Pass Resort & Spa in Tucson, Arizona, July 19-21. The theme for next year's meeting is: Explore the Next Generation of Information Management. The confirmed 2009 sleeping room rate is \$132 plus tax single or double occupancy. We have created a corporate opportunities brochure for Tech '09, which was distributed in Baltimore, along with information on our other meetings and information on advertising and corporate membership. We are currently researching locations for the 2010 AACRAO Technology Conference for July 2010.

6350 DISTRIBUTIVE LEARNING

AACRAO will offer nine online courses in 2009 – two sessions of Registrar 101, three of Managing the Registrar's Office, and two each of Admissions Counselor 101 and Admissions Manager.

The 2009 dates are:

- Jan 28 – Feb 23, Registrar 101
- Feb 4 – Feb 29, Admissions Manager 101
- Feb 11 – Mar 8, Managing the Registrar's Office
- Apr 28 – May 24, Admissions Counselor 101
- Jun 1 – Jun 26, Admissions Manager 101

Jun 1 – Jun 26, Managing the Registrar's Office

Jul 20 – Aug 15, Admissions Counselor 101

Sep 28 – Oct 24, Managing the Registrar's Office

Oct 19 – Nov 15, Registrar 101

6375 TRANSFER CONFERENCE

In an effort to build on the success of the 2008 AACRAO Transfer Conference, plans have begun for the 2009 AACRAO Transfer Conference. We have just secured the Tampa Marriott Waterside for Monday, February 16 and Tuesday, February 17. The conference rate will be \$195.00 single/double. Lee Furbeck has accepted the position of Director of this meeting and has put together an advisory committee.

6385 IDENTITY MANAGEMENT

AACRAO is continuing to partner with Educause and Internet2 on activities on Identity Management. Mark McConahay, AACRAO's Technology Conference Director is serving on a planning committee for one of the Educause Camps. This Camp will be in Tempe, Arizona from February 6-8, 2009. The title of the program is: *CAMP: Delivering, Sourcing, and Securing Services Throughout the Student Identity Lifecycle*.

We are also planning a pre-conference workshop at the AACRAO Annual Meeting in Chicago.

6390 WEBINARS

On August 6, AACRAO presented an hour-long Webinar called "After Violence on Campus: Issues for the Registrar – Faculty, Student, Registration and Classroom Issues." It attracted more than 50 listener / participants. The lively presenters were three administrators from the University of Texas-Austin: Linda Pendergrass, Associate Registrar; Shelby Stanfield, Associate Vice President for Student Affairs and Registrar; and Mike Kirkendall, Associate Registrar. In addition, two hour-long Webinars are scheduled for October. On October 15, Dale Gough and Ann Koenig of the AACRAO staff will present on "Credentials Fraud, Diploma Mills and

Accreditation Mills." On October 29, Reta Pikowsky, Registrar, Georgia Institute of Technology, will present on "Preparing for Accreditation." Each will be presented at 2:00 p.m. Eastern Time.

PUBLICATIONS

6400 GENERAL PUBLICATIONS

The top six best-selling titles for the current 2007-2008 fiscal year which started on October 1, 2007, starting with the most popular, include:

- *The College Admissions Officer's Guide*
- *The Registrar's Guide*
- *The FERPA Guide*
- *Managing for Outcomes*
- *The Basic Guide to Enrollment Management*
- *The FERPA Quick Guide*

The following are the latest publications released by AACRAO with brief descriptions and sales information.

SEM and Institutional Success: Integrating Enrollment, Finance and Student Access

This book proposes an innovative student-centric SEM planning model to help institutions improve enrollment and financial outcomes while advancing student access and success. Edited by Bob Bontrager, with chapters contributed by Gil Brown and Don Hossler, *SEM and Institutional Success* was released on October 1, 2008 in time for the SEM Conference in November 2008. A promotional book signing is planned for the SEM Conference.

Counterfeit Diplomas and Transcripts

In this publication, author Allen Ezell overviews the world of counterfeit documents and helps educators use legal and technological tools to thwart participants in the industry. *Counterfeit Diplomas and Transcripts* was released on July 22, 2008, and as of August 31, 2008, 121 copies have sold.

Works In Progress

Campus Visits

This quick guide will be a how-to on effective campus visit programs and the notion of creating an authentic experience for college visitors. Authors Craig Westman, Ph.D. and Penny Bouman were sent contracts in February 2008. Delivery of the final text is tentatively scheduled for Spring 2009.

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 in the Fall of 2008.

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Community College Issues

Two guides will cover current issues in community colleges. The first will focus specifically on SEM in community colleges, addressing strategic issues in this newly emerging area. The second will focus on the unique dynamics of enrollment services functions/processes in the community college setting, aimed at community college registrars, admission officers, and technology specialists. Bob Bontrager, Director of AACRAO Consulting Services, will serve as editor of both publications, beginning with the SEM Issues guide, which is tentatively scheduled for publication for the 2009 SEM Conference.

Electronic Data Exchange Publication

This short guide gives guidance to potential Electronic Data Exchange Implementers, and is authored by the SPEEDE committee. A contract was sent to Barry Billing, the SPEEDE chair, and Claire Smith-Larson on September 22, 2008. The primer is scheduled for publication in November 2008.

International Guide Update

A conference call was held with Mary Baxton and Deana Williams on July 10, 2008 regarding the update to the 2001 International Guide. Mary and Deana will work with the IPAC committee to identify the chapter topics and authors - which will be finalized in mid October 2008 - incorporating at least ten more chapters to the current fourteen to encompass a comprehensive list of topics in the international arena. Author outlines are also due to the AACRAO office in mid October. The tentative release date is at the Annual Meeting in 2010.

Solomon Amendment Brochure

An update of the Solomon Amendment brochure will serve as a guide for recruiters and student records managers. It will be edited by Barbara Lauren and Elliott Baker, and is scheduled for publication in Spring 2009.

Transfer Credit Practices 2009

The process to update the TCP directory is in progress and reporting officers are being contacted individually to discuss their updates and offer support. The book is scheduled for release in early 2009.

Permission Granted

In August 2008, XanEdu was granted permission on behalf of Capella University to include Chapter 7 of Strategic Enrollment Management Revolution in a digital CoursePack for approximately 14 students enrolled in ED7611 during the Fall 2008 semester. XanEdu posted the material on a password-protected Web site at www.xanedu.com. Only the instructor and students registered for this course have access. The material will be removed at the end of the semester.

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/.

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On February 5, 2008, an e-mail was sent to the TCP reporting officers requesting that they update their state's credit practice information. A follow-up email was sent on August 21, 2008. On September 15, 2008, we began calling reporting officers to aid them in updating their transfer practices in our database. The new print version is scheduled release in early 2009.

6450 ELECTRONIC DATABASE FOR GLOBAL EDUCATION (EDGE)

Overall, our net profit for this project is \$15,721. Bill Paver currently employs a half-time writer/editor for EDGE (Kathleen Trayte), and funds biannual EDGE committee meetings.

Year AACRAO Expense Revenue

2004/2005 \$11,123 \$0

2005/2006 \$27,486 \$21,075

2006/2007 \$53,018 \$47,669

2007/2008 (as of Aug. 31, 2008) \$35,585 \$74,189

Total \$127,212 \$142,933

EDGE became available for subscription on November 2, 2006 featuring 40 country profiles. Since its release, an additional 115 profiles have been added, making the current total 155. This electronic resource provides easily accessible up-to-date information on foreign educational systems. In November 2007, subscription renewals began and will continue throughout the year as memberships expire. The fee for the second year increased \$100 for member and non-member institutions.

As of September 20, 2008, 412 institutional subscriptions have been purchased, totaling 997 individual users as compared with 276 institutions and 629 individuals in November, 2007. A total of 62 EDGE authors have been paid an honorarium of \$300 each for a total of \$18,600. The EDGE Database was demonstrated to members at the 2008 Annual Meeting and the 2008 NAFSA Conference allowing for on-site registration. EDGE was also demonstrated for several divisions of Homeland Security and as a result, 47 DHS employees have subscribed to EDGE as a test for possible subscriptions for all Immigration Adjudicators. In addition, discussions have begun with the US Department of Labor as to their possible enrollment in EDGE. An EDGE user survey was distributed to all users in October 2007.

GOVERNMENT RELATIONS/COMMUNICATIONS

6505 GOVERNMENT RELATIONS

Legislative Developments

Ten years after its last reauthorization—and after an unprecedented 14 temporary extensions since it was to have expired in 2003—the Higher Education Act (HEA) of 1965 was reauthorized by Congress on July 31, 2008, and signed into law by the President on August 14, 2008.

The 2008 amendments to the HEA (The “Higher Education Opportunity Act of 2008” as they are formally labeled) are by far the wordiest reauthorization in the HEA’s 43-year history, exceeding the length of the previous record-holder (the 1998 amendments) by a factor of three. While most of the numerous new programs authorized by the new legislation will never be funded by Congress, the new reauthorization does include many significant changes to current law that will

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affect the professional lives of AACRAO members. A brief listing of the new provisions includes:

- Improved language on transfer of credit, supported by AACRAO
- Improved language on voter registration, supported by AACRAO

- New textbook pricing information mandate, that includes added flexibility supported by AACRAO
- An arcane and generally redundant set of provisions for re-admission of returning veterans
- A new mandate on emergency notification procedures on campus
- A new mandate on verification of identity of distance education students
- Vast expansion of various disclosures and data submissions by institutions, particularly with regard to price, aid, enrollments and outcomes

The transfer-related provisions of the law represent a complete turn-around from where Congress was headed in its previous reauthorization bills, which sought to federalize the credit evaluation process at collegiate institutions. AACRAO was actively engaged in defeating the efforts of the for-profit lobby and national accreditors, and is generally credited for the happy legislative outcome, which further ensures collegiate autonomy by explicitly denying the Secretary to impose substantive requirements on institutions through regulations.

The same prohibition on interpretive regulations and enforcements is included in the voter registration and textbook provisions, both of which could otherwise turn into easy opportunities for federal micro-management. The rest of the provisions of the bill are subject to negotiated rulemaking and to the standard notice and comment process by which the Department of Education is required to regulate them. AACRAO will monitor the regulatory process, but is unlikely to participate in the negotiated rulemaking process.

6515 COMMUNICATIONS

AACRAO media relations efforts continue to very prominently feature the Association before the public. AACRAO was mentioned in more than 100 media outlets since July 1, 2008. Our media relations efforts have successfully communicated the AACRAO public policy positions.

Source Headline Date Total

ABC News College Admissions Essays Bring Angst	7/8/2008	1
am New York LI universities pan congress high tuition list...	7/22/2008	2
American Banker Federal Student Loan Efforts Finding Fair	9/3/2008	3
American Prospect Another Student Loan Crisis?	9/10/2008	4
AOL Canada College Admissions Essays Bring angst	7/8/2008	5
Article Peak Foreign Credential Evaluation Services	8/1/2008	6
Bay State Boston Banner College admissions essays bring angst for students	9/17/2008	7
Belleville News Democrat Some Ill. Colleges say economy slowing enrollment	9/24/2008	8
Binghamton University Pipe Dream Students, profs, admins discuss economic outlooks	9/23/2008	9
Bloomberg SAT Scores for Students Hold Steady After	8/26/2008	10
Business Week U.S. Colleges Stumped by Fraudulent Applications	8/28/2008	11
Calibre Macro World External audit set for MBA program	8/17/2008	12
Calibre Macro World U. Texas: U.S. education department requests	7/24/2008	13
Central Utah Daily Herald Student loan companies ban deceptive marketing	9/10/2008	14
		30
Change Magazine College costs	7/4/2008	15
Charleston Daily Mail		
EXCLUSIVE: WVU dean says audit will show problems	8/28/2008	16
Chicago Tribune ACT gets bigger slice of SAT's action	9/10/2008	17
Christian Science Monitor Focus less on the S.A.T., study tells colleges	9/24/2008	18
Chronicle of Higher Education Education Department's 'Emergency' Request . . .	7/23/2008	19
CNBC Asia Firms agree to curb student-loan marketing	9/9/2008	20
CNN Money The real return on your college investment	8/20/2008	21
CourierPostOnline.com 8 student lenders OK code of conduct	9/10/2008	22
Daily Chronicle Ill. colleges say economy hurting class enrollment	9/24/2008	23

Daily Pennsylvanian Panel: Simpler aid process needed 9/25/2008 24
 Dallas Morning News 2010 grads can hide low SAT scores from 8/26/2008 25
 Denton Record-Chronicle 2010 grads can hide low SAT scores 8/26/2008 26
 Denton Record-Chronicle ACT surges in popularity, gains ground on SAT 9/10/2008 27
 Detroit Free Press Some colleges overbook freshman class 9/4/2008 28
 Detroit Free Press College stock teams with academically unqualified 9/8/2008 29
 eWoss New York AG: 8 student lenders adopt new code 9/9/2008 30
 Hartford Courant ACT Or SAT? Theories Abound On Which Is Better 9/10/2008 31
 Hartford Courant NY AG says 8 student lenders agree to adopt 9/9/2008 32
 Indianapolis Star 'Special' treatment for athletes 9/7/2008 33
 Individual.com Report: SAT, GPA still strong indicators of 8/26/2008 34
 Individual.com WVU record-keeping review awaits Magrath... 7/11/2008 35
 Individual.com Students, parents meet with colleges during fair 9/5/2008 36
 Individual.com Dean resigns for role in granting unearned 8/19/2008 37
 Inside Higher Ed Quick Takes: No Approval for 'Emergency' Transfer 7/24/2008 38
 Inside Higher Ed Rethinking Student Aid, Radically 9/19/2008 39
 Inside Higher Ed Studying Transfer of Credit, Take 2 8/22/2008 40
 Inside Higher Ed Up to 80 Degrees at WVU May Be Suspect 9/2/2008 41
 Inside Higher Ed "Emergency" data request raises suspicion 7/17/2008 42
 Inside Higher Ed New Ethics Rules for Admissions Consultants 7/29/2008 43
 Inside Higher Ed The Names on the Dishonor Roll 8/1/2008 44
 Inside Higher Ed Expanding Student Choices in Study Abroad 8/22/2008 45
 Inside Indiana Business IU Registrar Official Named Technology Conference 8/15/2008 46
 International Herald Tribune Perks for U.S. colleges sending students abroad 8/14/2008 47
 Kentucky Herald-Ledger Panel: Overhaul student aid system 9/19/2008 48
 Los Angeles Times ACT growth is outpacing SAT's 9/6/2008 49
 Los Angeles Times 8 student lenders agree to adopt code of conduct 9/10/2008 50
 Louisville Courier-Journal U of L could face sanctions over one-semester PhD 9/12/2008 51
 Lower Hudson Online Cuomo settles with student loan companies over 9/10/2008 52
 Morris County Daily Record Some colleges overbook freshman class 9/4/2008 53
 MSNBC Firms agree to curb student-loan marketing 9/9/2008 54
 New York Sun Day at the Beach: Sun, surf, college admissions... 7/22/2008 55
 New York Sun Cuomo: Student Lenders To Adopt Code of Conduct 9/10/2008 56
 New York Times Pell Grants Said to Face a Shortfall of \$6 Billion 9/17/2008 57
 New York Times College Board Quits the loan business 8/23/2008 58
 New York Times Certain Degrees cost more at universities 7/29/2008 59
 Newsday College admissions essays bring angst 7/8/2008 60
 Newsday LI universities pan Congress's high-tuition list 7/25/2008 61
 31
 NJ.com College students face harder hunt for loans 9/19/2008 62
 OfficialWire Officials Unable To Predict College Stats 9/4/2008 63
 Palm Beach Post UF, 2 others use 'dirty little secret' 8/10/2008 64
 Pine Bluff Commercial News
 STUDENTS GET CHANCE TO VISIT WITH
 COLLEGE 9/19/2008 65
 Pittsburgh Post-Gazette CMU may stay quiet about degree given 8/26/2008 66
 Pittsburgh Post-Gazette CMU dean who quit remains on faculty 8/20/2008 67
 Pittsburgh Tribune Review Dean resigns for role in granting unearned degree 8/19/2008 68
 PJStar.com Enrollment steady despite economy 9/23/2008 69
 Press Connects Cuomo settles with student loan companies 9/10/2008 70
 Press of Atlantic City New York AG: 8 student lenders adopt new code 9/10/2008 71

Providence Journal Student-loan companies adopt code of conduct 9/10/2008 72
 Red Orbit Some Colleges Overbook Freshman Class 9/4/2008 73
 Red Orbit Premium Prices 9/24/2008 74
 San Mateo daily Journal College admissions essays bring angst 7/21/2008 75
 SF Gate ACT gains on SAT, rival college entrance test 9/14/2008 76
 Shelby Star College night planned for Tuesday 9/1/2008 77
 Shreveport Times College recruiters competitive 8/25/2008 78
 SignOn San Diego Universities turn to Web to recruit new generation 8/19/2008 79
 SignOn San Diego Student lenders adopt new code after N.Y. probe 9/10/2008 80
 Soo Today Annual LSSU college fair 9/11/2008 81
 St. Petersburg Times Brother, can you spare a dime? 9/18/2008 82
 Star-Gazette Cuomo settles with student loan companies 9/9/2008 83
 The Charleston Gazette Lawmakers probe WVU Bresch scandal 8/29/2008 84
 The Daily Athenaeum eMBA program investigations continue 8/18/2008 85
 The Daily Journal College admissions essays bring angst 7/9/2008 86
 The Intelligencer / Wheeling News-Register Thorough Probe Needed at WVU 9/1/2008 87
 The Tech (MIT) Pell Grants Said to Face a Shortfall of \$6 Billion 9/19/2008 88
 Times Higher Education Rising cost of living puts the squeeze on degrees 9/18/2008 89
 Times-Picayune Credit crunch teaching students hard lessons 9/20/2008 90
 TMCnet Dean resigns for role in granting unearned degree 8/19/2008 91
 Town Hall New York AG: 8 student lenders adopt new code 9/9/2008 92
 TwinCities.com ACT gains on SAT as test of choice 9/14/2008 93
 USA Today How Much do college admission essays matter? 7/21/2008 94
 USA Today Registration open for 'virtual college fair'; Talk 11/13/2008 95
 USA Today Colleges deal with overbooked freshman classes 9/4/2008 96
 U-Wire.com West Virginia U. continues eMBA program 8/18/2008 97
 Wall Street Journal Market Watch Study tells colleges to focus less on SATs 9/23/2008 98
 Washington Post Hundreds Linked to Diploma Mill 7/31/2008 99
 Washington Times Student lenders adopt new code 9/10/2008 100
 WCBStv.com New York AG: 8 Student Lenders Adopt New Code 9/9/2008 101
 WCHS-TV Eyewitness News Consultants to review WVU degree practices 8/30/2008 102
 WFAA.com ACT surges in popularity, gains ground on SAT 9/10/2008 103
 WSTM Cuomo says eight student lenders adopt reforms 9/9/2008 104
 WTOPnews.com NY attorney general settles with 8 student lenders 9/9/2008 105
 Yahoo! Finance College tuition is far outpacing the cost 8/20/2008 106
 Youth Worker Journal Colleges Deal with Overbooked Freshmen 9/4/2008 107

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6525 MEMBERLINK

We are currently in the process of expanding the topics covered by Memberlink with the intent being to focus more on news within the association over the currently emphasized topics like marketing the association's offerings, i.e. meetings, publications, etc. We are adding Barbara Lauren to write articles on a weekly basis to the end noted above.

6535 TRASNCRIPT

The AACRAO Transcript will continue to offer members the latest news about government relations, court proceedings, industry updates, and international developments affecting higher education. Items in the Transcript will be communicated to members each week via email blast containing ads for AACRAO services.

The Transcript continues to maintain the strongest traffic on aacrao.org, although unique visits are down from last year's peak amid Congress's budget reconciliation battle. Transcript is now the repository for over 4,000 articles.

The chart below contains the total monthly unique visitors to the transcript directory dating back to 2002.

2002 2003 2004 2005 2006 2007 2008

January 5,416 8,416 5,291 15,604 17,931 42,750 31,870
February 6,922 6,028 5,132 17,889 19,117 41,443 30,802
March 7,310 9,010 7,136 19,095 25,561 40,521 36,868
April 7,391 6,181 3,213 18,059 19,130 42,312 44,062
May 6,329 8,770 8,573 18,082 22,665 43,999 40,988
June 6,622 9,887 6,729 18,918 24,319 65,648 22,417
July 7,925 11,134 5,273 18,885 24,393 67,050 No data
August 8,013 8,569 10,039 20,851 No data 52,531 41,705
September 8,145 8,535 12,810 18,689 24,199 27,380 27,837
October 10,035 8,052 10,953 18,404 30,917 34,719
November 7,777 5,400 10,150 16,245 43,651 33,118
December 7,488 5,127 12,583 15,780 46,893 28,963

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, bundling the publication with membership enhances the value of joining the association and provides a new member benefit.

Recent issues have included the articles: Building Your Student Relationships with Three Cups of Tea, by Clayton Smith; An Examination of Integration Efforts within the Division of Enrollment Services at Belmont University, by Paula A. Gill and Kathryn H. Baugher; From A to Z in Record Time: The Development and Implementation of Lincoln University's Enrollment Management Plan, by Carolyn R. Mahoney, Theresa Ferguson, Michael Kosher and Randall Hill; The Effects of an Institutional Prerequisite on Student Enrollment at a Two-year College, by Arturo Montiel, Ed.D. and John R. Shook, Ph.D.; Financial Aid Outreach Adviser: An Integral Component of the University's Recruitment Initiative, by Joseph Ruiz.

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SEM Source articles have been featured regularly in Memberlink. SEM Source has been advertised in C&U and in AACRAO conference programs.

The SEM Source database includes more than 400 feature articles.

GOVERNANCE

6605 Leadership/State and Regional Meeting

The staff is in the process of finalizing the invitation list for the Leadership/State and Regional Meeting in December. Preliminary work is underway to develop the agendas. The meeting evaluations from last year are being reviewed by the planners.

PROJECTS/CONTRACTS

6755 CONSULTING SERVICES

Projects

Business activity for fiscal year 2008

* A portion of this revenue related to ongoing projects will be realized in FY09.

New contracts since July 2008

Institution Project Description

Alabama State University Grading system audit

California State University – Dominguez Hills SEM consultation, monthly visits, 6-12 months

California State University – Monterey Bay SEM consultation, monthly visits, 6 months

Enform (Canadian corporate training firm) SEM exploratory consultation

Pacific Oaks College, Pasadena, CA Registrar's office audit

Queens University of Charlotte, NC Registrar's office audit

UT Health Science Center, San Antonio Enrollment services assessment
West Virginia University Academic records management review

Web site

The AACRAO Consulting web site continues to be a primary source of project inquiries. We have established a timeline for weekly update to site material, to keep it fresh and encourage return visits. Recent posts include announcement of AC exhibiting presence at the AACRAO Technology Conference, pieces on the AACRAO SEM Conference and Executive Symposium, Pub 4yr Pub 2r Pri 4yr Other Total

FY08* FY07

Inquiries 44 29 48 12 133

Proposals 32 15 25 6 78

Contracts 20 7 9 3 39 23

Contracted fees \$386,825 \$92,450 \$71,235 \$36,725 \$587,235 \$299,220

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advertisements for consulting opportunities available at SEM, consultant Tom Green's SEM Brief, webinar advertisements and archival information, and service offerings such as Admissions Office audits and Technology audits.

Web stats for July 2008 - August 2008:

2,352 visits (52.9% of visits came from Google Searches)

7,916 page views

Avg. page views per each visit: 2.84

Avg. time spent on site per each visit: 1 minute 43 seconds.

382 visits came from university/college-based networks.

Top ten keyword searches from July - August:

strategic enrollment management

enrollment management

aacrao sem

aacrao

executive symposium

organizational transformation

wendy kilgore

aacrao executive symposium

aacrao consulting

communication plans

Top ten page views

Home page 13,025

Consultant Bios 3,947

A Community College Roadmap for the SEM Journey 1,857

Strategic Enrollment Planning 1,741

Developing Recruitment, Marketing, and Communication Plans 1,596

Comprehensive SEM Review 1,326

Retention Analysis 1,206

Conferences 1,171

Our Approach 1,138

Organizational Models for Enrollment Management at Small Colleges 1,101

Marketing

AACRAO Consulting exhibited at the AACRAO Technology Conference in July, resulting in two projects. AC will exhibit at the EACUBO Conference in October, the AACRAO SEM Conference in November. Announcements advertising AC's presence at these meetings will appear on the AC web site and in MemberLink.

AACRAO Consulting marketing materials continue to be present at the AACRAO booth at

several state and regional ACRAO meetings. Upcoming meetings include: Illinois ACRAO in October; PACRAO and Texas ACRAO in November.

Bob Bontrager and AC Senior Consultants Christine Kerlin and Shani Lenore-Jenkins presented at the NACAC annual meeting in Seattle in September. NACAC staff had made a specific request of AACRAO to provide SEM content.

Partnerships

AC is in ongoing conversations with a number of firms to partnerships. These are nonexclusive partnerships with no financial obligation. Advantages to AC are 1) the ability to offer clients a higher level of service by coordinating our comprehensive consulting with specific services products and offered by vendors; and 2) exposure to the client and contact base of other firms.

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The most intensive partnership conversations currently involve SPSS, for their data and research services, Monster.com, for their labor market research capabilities, and SunGard, to assist their clients in implementing their new SEM module within Banner.

Webinars

In June, Senior AACRAO Consultant Heidi Granger co-presented a free webinar entitled “Implementing Direct Lending for Community Colleges” with Eileen K. O’Leary, Asst. VP for Finance and Director of Student Financial Services, Stonehill College and Sue O’Flaherty, Senior Advisor of Program Operations for Federal Student Aid, U.S. Department of Education. The webinar was free and sponsored by AACRAO, the American Association of Community Colleges (AACC), and the National Direct Student Loan Coalition (NDSLCL).

The webinar had 179 participants and was advertised on the AC web site, in MemberLink, and Transcript.

Upcoming webinars include:

- Outcomes-Based Research (Parts I and II) with SPSS
- Building Your SEM Infrastructure: Business Practice Redesign
- SEM in Community Colleges

Content Development

SEM and Institutional Success: Integrating Enrollment, Finance and Student Access co-authored by Bob Bontrager, Gil Brown, and Don Hossler is on schedule to be released at the 2008 SEM Conference. A book signing will be held at SEM to advertise the publication.

Bob Bontrager also is coordinating the writing of a book on the topic of SEM in community colleges, with 10 having signed on to author chapters.

SEM Briefs

A SEM Brief by Amanda Yale on the use of business intelligence software with enrollment is scheduled to be released in November. The paper is scheduled to be available at the SEM Conference, will be e-mailed to members, be posted on the AC web site, and will appear in MemberLink and Transcript.

A SEM Brief on SEM and financial aid leveraging, “Leveraging Financial Aid: A Powerful Tool for Enrollment Success”, authored by Tom Green, appeared in on the AACRAO Consulting web site in June 2008, in SEM Source and MemberLink in July 2008, and was e-mailed to members in October 2008. A hard copy of the paper will be made available to SEM Conference attendees.

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MARKETING

(Number not yet assigned) **MARKETING**

AACRAO will once again begin reviewing the Strategic Marketing Partnerships in place with Datatel, SUNGARD, EmasPro, SPSS and CollegeSource to renew contracts for the 2009 fiscal year.

Contract negotiations have been finalized with the Marriott Hotel in Tampa, Florida for AACRAO’s 2009 Transfer Conference, which will be held February 15-17, 2009.

AACRAO has launched an updated look for the *College and University Journal*. The marketing

department's other projects and activities are outlined below.

6806 EXECUTIVE SYMPOSIUM

AACRAO has been promoting AACRAO's 3rd Annual Executive Symposium, **Achieving Enrollment Success for the Long Term**. The Executive Symposium is scheduled to run on November 16, 2008, prior to the main SEM Conference. The symposium's target audience has expanded beyond presidents, chancellors, and provosts to include executive level team members. As an added feature, attendees will be networking at a cocktail reception on the evening of the 15th, prior to the full day symposium.

AACRAO has undertaken several activities to promote the Executive Symposium. For example, AACRAO has targeted invitation mailings to 4,400 senior campus leaders through the HEP directory. The marketing team is also running advertising campaigns within *Inside Higher Ed*, *Greentree Gazette*, *C&U*, *Chronicle of Higher Education*, *Memberlink* and *Transcript*.

We have augmented these marketing activities with email blasts to 26,000 senior leaders in the HEP directory, as well as the SEM attendee list. Information regarding the symposium has also been placed on the State and Regional Listservs and various professional conference sites, including those of the *Chronicle of Higher Education*, *Greentree Gazette*, *University Business*, NASFAA events calendar, ARUCC, ATEM, and the NACAC member portal.

AACRAO Consulting

The Marketing team and AACRAO Consulting are preparing for the upcoming SEM Conference. Marketing will be sending out an email blast to SEM attendees linking Tom Green's latest white paper, *Leveraging Financial Aid: A Powerful Tool for Enrollment Success*. The distribution of the white paper will be followed by *Memberlink* articles offering conference attendees a chance speak with Tom Green at SEM 2008. The themes have been determined for the 2009 SEM Conference, **Unlocking the Potential of SEM**, and the Executive Symposium, **The Keys to Effective Enrollment Leadership**. Print campaigns are currently in production for both meetings.

AACRAO has been developing strategic relationships with established firms, such as SPSS, Hobsons, EmasPRO, Monster.com, SUNGARD to cross market the services of AACRAO Consulting. AACRAO Consulting Director is also planning to refresh the AACRAO Consulting brand by generating a redesigned logo, advertisements, booth design and flyers. AACRAO Consulting and Marketing are choosing from among three prescreened designers to undertake the new branding design.

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AACRAO Marketing will also assist AACRAO Consulting by promoting a webinar featuring Bob Bontrager, who will discuss his new book, *SEM and Institutional Success: Integrating Enrollment, Finance and Student Access*, which he co-authored with Don Hossler and Gil Brown. The book and webinar are sponsored by SUNGARD Higher Education.

AACRAO Centennial

The AACRAO Marketing team has made significant progress in preparation for the AACRAO Centennial. The Centennial website has already been launched. We have a signed agreement with a video production company, Leading Authorities, to prepare a video montage celebrating AACRAO's history. A brochure has been produced to sell Centennial Sponsorships and AACRAO Marketing has begun to approach strategic partners to sell larger corporate packages. A number of sponsorships have already been sold. The Marketing team will continue to orchestrate these and other promotional activities related to the Centennial.

Focus Groups/ Research

AACRAO periodically reassesses members' most pressing concerns in order to guide our meeting programs and professional development offerings. As part of this effort, AACRAO Marketing and Executive Staff recently convened to deliberate on focus group topics for the coming year. The basis for these discussions was a report on the survey results from the three major meetings, the Annual Meeting, SEM Conference and TECH. Marketing will continue to

gauge member needs by conducting two focus groups at the SEM Conference on 1) dealing with budgetary cutbacks and 2) exploring how travel is changing on college campuses. We will try to determine how AACRAO can help its members and which professional development resources and activities (e.g., webinars, distance learning, social networking and other options) are most effective.

Registrar 101

AACRAO is working to execute the Registrar 101 workshop to be held November 20-21 in Anaheim, California, immediately following SEM XVIII. The workshop will cover the *Role of the Registrar, Advice to New Registrars, A Semester in the Life: Nuts and Bolts*, and other critical building blocks for new registrars.

AACRAO's Identity Management

AACRAO, EDUCAUSE and Internet2 plan to promote EDUCAUSE's upcoming Campus Architecture and Middleware Planning (CAMP) workshop: *Bridging Security and Identity Management*, February 13-15, 2009.

AACRAO Marketing will support EDUCAUSE by marketing the workshop through postings to our various conference sites; advertising through Memberlink and Transcript; and distributing email blasts to AACRAO's membership. Efforts are continuously being made to expand AACRAO's relationship with EDUCAUSE and Internet2.

MARKETING OUTREACH EFFORTS

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

- Kansas ACRAO (September)
- Oklahoma ACRAO (October)
- Arkansas ACRAO (October)
- West Virginia (October)
- Kentucky ACRAO (October)

**Note: AACRAO is currently developing an exhibiting schedule for 2009*

INTERNATIONAL EDUCATION SERVICES (IES)

Revenue for Fiscal Year '08 (All IES projects):

FY 2007 FY 2008

Month Revenue Expense Net YTD

Net

Month Revenue Expense Net YTD Net

Oct 91,342 64,715 26,627 26,627 **Oct** 66,296 64,172 2,123 2,123
Nov 86,484 70,043 16,441 43,068 **Nov** 123,746 76,708 47,038 49,162
Dec 47,575 59,875 (12,300) 30,588 **Dec** 108,413 79,255 29,158 78,320
Jan 117,277 57,943 59,333 89,921 **Jan** 129,689 84,055 45,614 123,934
Feb 63,441 55,196 8,245 98,167 **Feb** 71,563 61,748 10,815 134,564
Mar 78,676 61,645 17,030 115,197 **Mar** 76,528 57,040 19,488 168,487
Apr 46,260 74,773 (28,513) 86,683 **Apr** 81,848 55,946 25,902 193,554
May 92,845 103,217 (10,373) 76,310 **May** 99,698 81,318 18,299 211,853
Jun 71,164 76,375 (5,211) 71,099 **Jun** 78,967 80,454 (1,483) 208,116
July 80,067 88,020 (7,953) 63,146 **Jul** 98,253 93,786 4,467 212,619
Aug 43,360 83,649 (40,289) 22,857 **Aug** 79,593 81,341 (1,748) 210,256
Sept 64,256 91,055 (26,829) (3,972) **Sept**

Totals 882,716 886,688 (3,972) (3,972) **Totals**

6900 EVALUATION SERVICES

The volume of files processed:

Oct '03 – Aug '04 4353
Oct '04 – Aug '05 4558
Oct '05 – Aug '06 4876

Oct '06 – Aug '07 7234

Oct '07 – Aug '08 8261

AACRAO's IES and IT departments improved customer service responsiveness by establishing direct telephone links to customer service personnel located off-site, through our IP based telephone system. This transition smoothes customer interface and reduces cost.

6915 SUMMER INSTITUTE FOR INTERNATIONAL ADMISSIONS

This year's Summer Institute for International Admissions introduced a minor rescheduling from previous Institutes in that the first day of training was offered as a stand-alone workshop dealing with international student recruitment issues while the second through fourth days were devoted exclusively to the evaluation of foreign educational credentials. We had 30 registrants for the