

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
February 20, 2009

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

Staff Members in Attendance: Matt Ogle, Jerome Sullivan

Board Nominees

Cherie Hatlem, Betty Huff, Robert Watkins

Call to Order

President Wiley called the meeting to order at 10:49 a.m. Pacific Time.

Minutes

MOTION 2009.2.01 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on December 12, 2008, be approved, as amended. ADOPTED

Reports of Standing Committees

Finance & Investments Committee

The chair of the Finance & Investments committee presented its report.

MOTION 2009.2.02 – It was duly moved and seconded that the changes to the Association Travel Policy be approved. ADOPTED

MOTION 2009.2.03 – It was duly moved and seconded that the FY 09/10 budget proposal be approved. ADOPTED

Compensation Committee

The chair of the Compensation Committee presented its report.

Audit Committee

The chair of the Audit committee presented its report.

MOTION 2009.02.04 – It was duly moved and seconded by the Audit Committee that the audit of financial statements for year-end September 30, 2008, be approved. ADOPTED

MOTION 2009.02.05 – It was duly moved and seconded by the Audit Committee that the following charge be added as item c. under area 6. of the official committee charter: “The Audit Committee will review the Federal Form 990, the Tax Return of Organizations Exempt from Income Tax, before it is submitted to the Internal Revenue Service.” The current charter item c. under area 6 will become item d. and the current item d. will become item e. ADOPTED

Governance Committee

The chair of the Governance Committee presented its report.

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.

MOTION 2009.2.06 – It was duly moved and seconded by the Strategic Planning Committee to accept the revised AACRAO Mission, Vision, Values, Strategies and Goals statements. ADOPTED

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

Recess

President Wiley ordered the Board to be in recess.

Reconvene

The Board meeting reconvened at 1:32 p.m. Pacific Time.

Reports of Officers

MOTION 2009.02.07 – It was duly moved and seconded that, although the goal is still a balanced budget, given the current economic situation the Board authorizes a financial deficit of up to \$200,000 for the current fiscal year (excluding the liability for hotel contracts) in order to avoid additional budgetary reductions that may prove detrimental to the long-term health of the Association. Deficits above that amount require the Executive Director to obtain Board approval prior to taking any actions. ADOPTED
MOTION 2009.02.08 – It was duly moved and seconded that the following awards be presented at the 2009 Annual Meeting to the nominees listed here: (1) the APEX award to Mary Koskan; (2) the Distinguished Service Award to Kathleen Jones, Richard Skeel, Heather Smith; (3) the Founder's Award for Leadership to Dennis Dulniak; (4) Honorary Membership to Gloria Nathanson and Jeanene Rothenberger; (5) the Thomas A. Bilger Citation for Service to Kathi Baucom; (6) the Award for Excellence in International Education to John Yopp; and, (7) the Elbert W. Ockerman State and Regional Professional Activity Award to Kentucky ACRAO and Ohio ACRAO. 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 2009.02.09 – It was duly moved and seconded that the Executive Director be permitted to use up to \$50,000 from the Infrastructure Investment Fund Reserves to complete the upgrade of the CRM system. DEFEATED

Executive Session

The Board met in executive session.

Adjournment

MOTION 2009.2.10 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 5:52 p.m. Pacific Time.

Attachments

Board of Directors Meeting Minutes, December 2008

Association Travel Policy –Revised

Audit Committee Charter – Revised

Governance Committee Report

AACRAO Mission, Vision, Values, Strategies and Goals Statements – Revised

Board of Directors Financial Update, December 2008

Executive Director Report

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Minutes of the Meeting of the Board of Directors
December 12, 2008

Board Members in Attendance: Mary Baxton, Sam Conte, Adrienne McDay, 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 8:42 a.m. Eastern Time.

Minutes

MOTION 2008.12.01 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on October 17, 2008, be approved, as amended. ADOPTED

Reports of Standing Committees

Finance & Investments Committee

The chair of the Finance & Investments committee presented its report.

MOTION 2008.12.02 – It was duly moved and seconded to delete section 2.2 (Membership) from the Association Investment Policy. ADOPTED

MOTION 2008.12.03 – It was duly moved and seconded to invest the \$135,000 bequest, along with all accrued interest into the Association's three long-term funds, according to the distribution guidelines contained in the Association Investment 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

The chair of the Governance Committee presented its report.

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

There was no new business to be discussed.

Adjournment

MOTION 2008.12.04 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 1:04 p.m. Eastern Time.

Attachments

Board of Directors Meeting Minutes, October 2008
Compensation Committee Report
Governance Committee Report
Board of Directors Financial Update, October 2008
Executive Director Report

ASSOCIATION TRAVEL POLICY

The following guidelines were adopted by the Board of Directors on October 17, 2008 and amended on February 20, 2009, 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 individual's 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 economical 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.

Lodging and Meals

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. If an individual chooses to extend his/her stay for personal reasons, he/she is responsible for paying for those nights. AACRAO committee members on AACRAO business travel will be expected to share double occupancy rooms. If different accommodations are requested, the difference in cost will be a personal expense.

Meals – Where meals are not provided as part of an Association 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.

Miscellaneous Expenses

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, movie rental, etc. Only incidental expenses for AACRAO business may be claimed. Calls from hotel phones are discouraged because of the severe surcharges.

Alcoholic Beverages – Costs for alcoholic beverages, 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.

AUDIT COMMITTEE CHARTER

REVISED 2/20/2009

Purpose

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

Membership

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

Meetings

The committee shall meet two times annually, or more frequently as it shall determine is necessary to carry out its duties and responsibilities. The chair will schedule regular meetings; additional meetings may be held at the request of a majority of Audit Committee members or the board chair.

Duties and Responsibilities

In carrying out its duties, the committee shall:

1. Be directly responsible for the appointment, compensation, oversight, and termination of the independent auditor. The auditor will report to the Audit Committee, which will receive and consider all required communications from the auditors and will act as liaison with the Board of Directors.
2. With regard to auditor independence,
 - a. Consider at least annually the independence of the outside auditor, taking into account the auditor's performance of any non-audit services, and obtain and review a report from the auditor describing any relationships between the auditor and AACRAO, the provision of non-audit services, or any other relationships that may adversely affect the independence of the auditor;
 - b. Ensure that non-audit services are not provided to AACRAO by the auditor without committee approval; and,
 - c. Without regard to performance of the auditor, review every three years the desirability of changing audit firms, and require, in any event, that the auditor be changed every five years.
3. With regard to AACRAO's financial statements,
 - a. Review and discuss with management and the auditor the audited financial statements of AACRAO including, but not limited to:
 - i. The auditor's judgment as to the quality of AACRAO's accounting

- principles and underlying estimates, including significant financial reporting issues or adjustments and judgments made in connection with the preparation of the financial statements;
- ii. All critical accounting policies and practices used within AACRAO and any discussions with management about such policies and practices;
 - iii. Any schedules of unadjusted differences from the audit;
 - iv. The timeliness and quality of initial drafts of financial statements;
 - v. The continued appropriateness of accounting principles or practices and their consistency with non-profit norms;
 - vi. Management representation letters and other substantive correspondence between management and the auditor;
- b. Report to the board the completion of the review of the annual financial statements and any related significant discussion;
 - c. Understand that it is not the committee's duty to plan or conduct audits or to determine that AACRAO's financial statements are complete, accurate, and in accordance with generally accepted accounting principles. Management is responsible for the preparation, presentation, and integrity of AACRAO's financial statements and for the appropriateness of the accounting principles and reporting policies used by AACRAO. The independent auditors are responsible for auditing AACRAO's financial statements.
4. With regard to internal controls, review periodically with management and, if deemed necessary, with the auditors, the adequacy and effectiveness of AACRAO's internal controls, including any significant deficiencies in internal controls and significant changes in such controls reported to the committee by the auditor or management.
5. Receive and consider communications from the auditors as to:
- a. Any serious difficulties encountered in dealing with management affecting the performance of the audit, and/or
 - b. Any instance of fraud or illegal acts of which the independent auditors are aware.
6. With regard to regulatory matters,
- a. Review procedures to ensure compliance with tax law pertaining to AACRAO's tax status, including payout requirements,
 - b. Review a written communication from the chief executive and senior financial staff member that they have reviewed the Form 990 tax filing, confirming that the form does not contain any untrue statements or omit any material facts, that the financial information presented fairly represents AACRAO's financial condition for the period covered, that it was filed in a timely manner, and that they are maintaining internal controls designed to ensure that material information related to AACRAO's tax filing be made known to them.
 - c. The Audit Committee will review the Federal Form 990, the Tax Return of Organizations Exempt from Income Tax, before it is submitted to the Internal Revenue Service.
 - d. Review a written communication from the chief executive and senior financial staff member confirming that they have, to their knowledge, ensured that AACRAO has complied in all material respects with the requirements and prohibitions in its governing documents and articles of incorporation; and
 - e. Obtain regular updates from the chief executive and senior financial staff member

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

7. Review annually AACRAO's conflict-of-interest policies and make recommendations to the board for change, if appropriate, and to review procedures to ensure compliance with AACRAO's conflict-of-interest policies as well as any violations or exceptions.
8. Review and approve a formal confidential process that allows employees to report any inappropriateness within AACRAO's financial management, and that prevents retaliation against employees or others for any such reports.
9. Propose additional duties and responsibilities of the Committee that, in addition to the general tasks and responsibilities, will contribute most effectively to the purposes of the committee.
10. Report regularly on its activities and actions to the Board of Directors, as appropriate. The Committee will maintain minutes of meetings and report to the Board of Directors the results of committee meetings.
11. Conduct an annual review the Committee's own performance, and report the results of such review to the Board of Directors.
12. Review and reassess annually the adequacy of this charter and recommend any proposed changes to the Board of Directors.
13. Perform such other duties required by law or otherwise as are necessary or appropriate to further the Committee's purposes or as the Board of Directors may from time to time assign to it.

GOVERNANCE COMMITTEE REPORT

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

1. The Governance Committee held several conference calls, communicated by email, and had one conference call with the 2009 nominees to acquaint them with basic AACRAO Board of Directors concepts and governance topics.

2, Prepared the following for the orientation/transition meeting February 21-22, 2009

AACRAO Board Orientation Calendar 2008-2009

AACRAO Board Orientation PowerPoint

AACRAO Board Orientation Agenda for San Francisco

3. Conducting review and discussion of the following topics:

- Assessing the Board's Performance and Effectiveness of Each Board Meeting
- Establishment, Evaluation, and Dissolution of Board Committees
- Rules of Order for Board Meetings
- Scheduling Future Board Meetings

Submitted February 17, 2009

Mary Baxton

AACRAO Mission:

To serve and advance higher education by providing leadership in academic and enrollment services.

AACRAO Vision:

AACRAO will be recognized as the leading authority in academic and enrollment services within and outside the higher education community.

AACRAO Values:

- *Accountability*
- *Collaboration*
- *Innovation and forward thinking*
- *Inclusiveness*
- *Integrity*
- *Responsiveness*
- *Seeking knowledge*

AACRAO Strategies and Goals:

- 1) *Strategy -- Prepare AACRAO members to meet the challenges of a continually evolving environment.*
 - a. *Goal -- Enhance the status of academic and enrollment services professionals in the higher education community.*
 - b. *Goal -- Provide relevant programming and services.*
 - c. *Goal -- Build capacity to deliver programming and services in sustainable ways.*
 - d. *Goal -- Evaluate the relevance, effectiveness, and sustainability of programming and services.*
- 2) *Strategy -- Provide leadership in policy development and advocacy.*
 - a. *Goal -- Strengthen the capacity of the AACRAO Office to influence public policy on higher education.*
 - b. *Goal -- Engage the membership in the process of public policy development.*
 - c. *Goal -- Identify emerging social and demographic trends that have the potential to affect higher education.*
- 3) *Strategy -- Assure that the Association is structured to meet current needs, anticipate future challenges and opportunities, and promote sustained growth.*
 - a. *Goal -- Strengthen governance.*
 - b. *Goal -- Enhance administrative capacity.*
 - c. *Goal -- Further engage members in the life and work of the Association.*
- 4) *Strategy -- Ensure the Association's fiscal strength.*
 - a. *Goal -- Diversify revenue streams.*
 - b. *Goal -- Increase net operating revenues to build long-term investments.*
 - c. *Goal -- Ensure prudent use of resources.*



AACRAO Monthly Financial Update

Highlights | Fiscal Year 2009 | December 2008

Presented: Jerry Sullivan and Samuel Conte

Overview

Total operating expenses for the month of December exceeded revenue by (\$61,229), however, AACRAO's year-to-date operating activities generated revenue in excess of expenses by \$202,900.

The Association's investment portfolio resulted in net income of \$59,526 for the month, and net loss of (\$644,802) for the three months ended December 31, 2008.

AACRAO's combined operating and investment activities resulted in a deficit of (\$1,703) for the month and of (\$441,902) for the three months ended December 31, 2008.

Key strategic actions in lieu of economic conditions

Management continues to take measures to safeguard AACRAO's interests. In addition to monitoring the volatile market to mitigate risk of additional losses, management is looking for ways to cut back on expenses, develop revenue enhancement programs and sustain efficient and effective use of resources.

Financial Position

The following summarizes AACRAO's financial position as of:

	December 2008	November 2008	Change
Cash	\$179,015	\$526,471	(\$347,456)
Investments	5,285,497	5,221,793	63,704
Accounts Receivable	229,889	219,187	10,702
Prepaid Expenses	321,912	267,107	54,805
Total Assets	6,299,066	6,521,602	(222,537)
Accounts Payable	294,522	497,800	(203,278)
Unearned Income	1,760,907	1,783,708	(22,801)
Total Liabilities	2,380,299	2,606,377	(226,078)
Net Assets	\$3,918,767	\$3,915,225	\$3,542

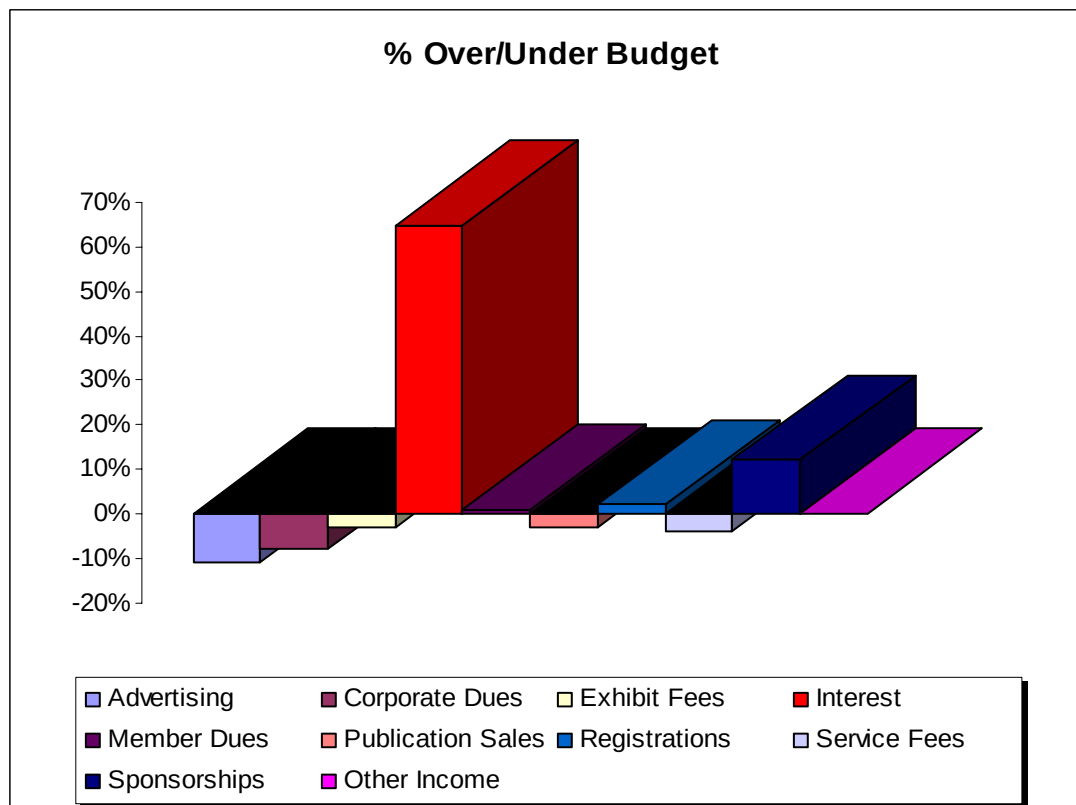
The change in cash reflects decline of receipts and increase in disbursements for AACRAO's operating activities considered normal during this time of the year. Prepaid expenses increased during the month as a result of Annual Meeting related expenditures. Accounts payable decreased in December mainly due to payment of SEM related expenses that were accrued in November. Unearned income decreased in December primarily due to the recognition of membership dues earned for the month.

As a result of the cross over between the dues year (July through June) and the fiscal year (October through September), three months of 2008/2009 dues were recognized in FY 2007/2008 and the other nine months will be recognized in FY 2008/2009. 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 December 31, 2008, \$2,306,536 (or 99% of last year's total membership dues receipts) has been collected for membership dues and \$87,645 (or 60% of previous year's total corporate dues receipts) has been collected for corporate dues.

Statement of Activities

Revenue: Revenue generated for the three months ended December totaled \$1,974,759 or 25% of budget (same as budget expectations). Four revenue generating activities exceeded their budget expectations of 25% while others are either at or fell below expectations. The following chart summarizes the variances between actual and budget amounts:



Exceeding Expectations:

Member Dues: 1% | \$25,000

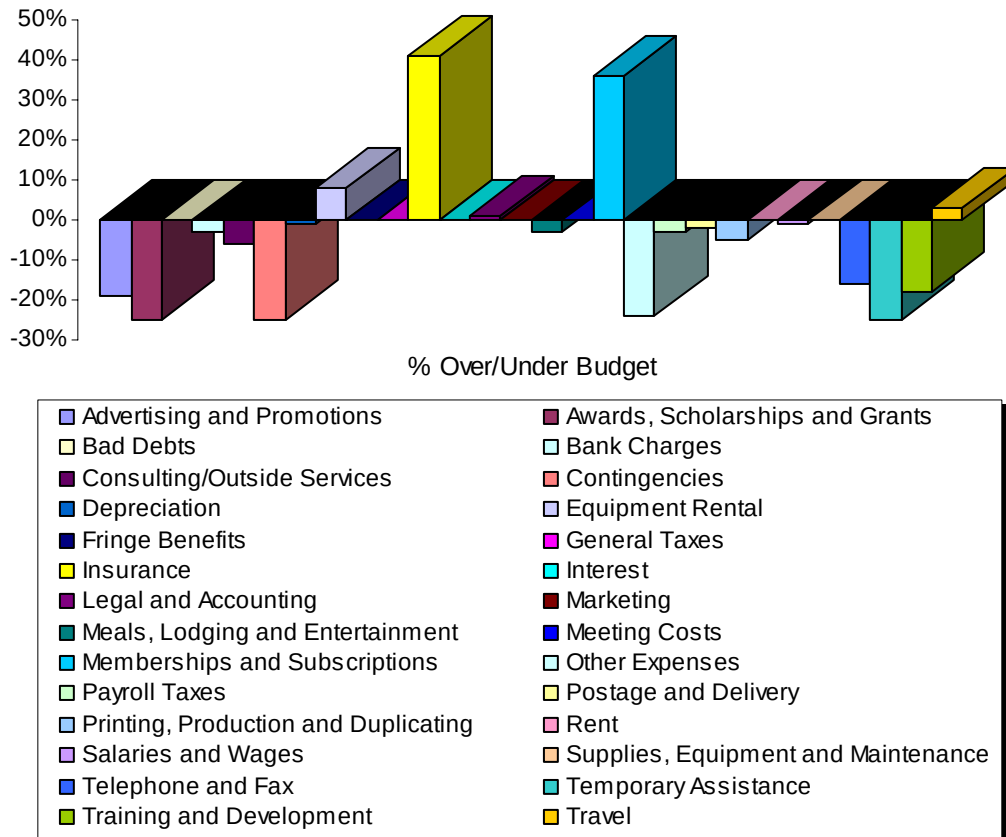
Registrations: 2% | \$50,000

Sponsorship: 12% | \$30,000

Interest Income: 65% | \$47,000

The recognition of the SEM Conference related Registration and Sponsorship revenue positively impacted AACRAO's overall financial performance for the three months ended December 31, 2008. Member Dues revenue performed well and is expected to remain strong through the end of the fiscal year. AACRAO's investment portfolio generated soaring interest and dividend income for the month of December.

Expenses: Expenses for the three months ended December totaled \$1,771,859 or 23% of budget (2% below budget expectations). Five expense activities exceeded their budgets, while others remained at or below budget.



Exceeded Budget:

Insurance: 41% | \$7,400

Auditing: 1% | \$3,400

Equipment Rental: 8% | \$3,800

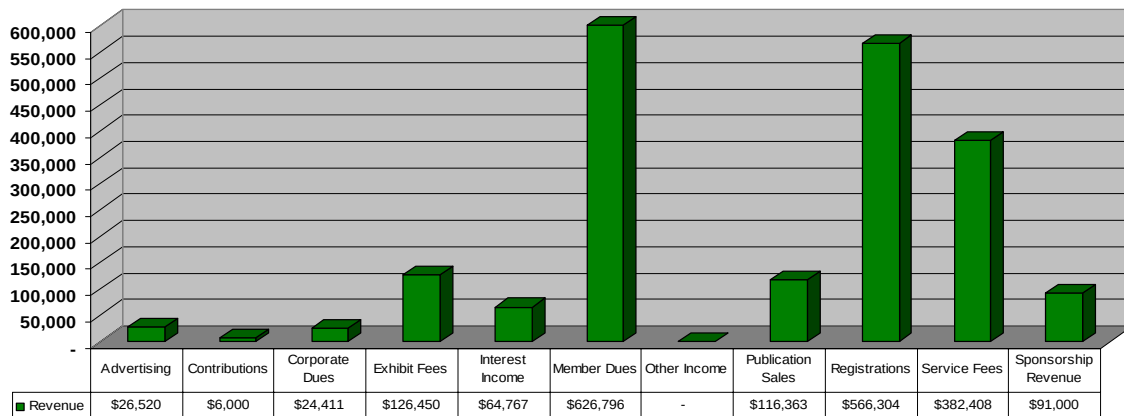
Memberships and Subscriptions: 36% | \$18,000

Travel: 3% | \$6,200

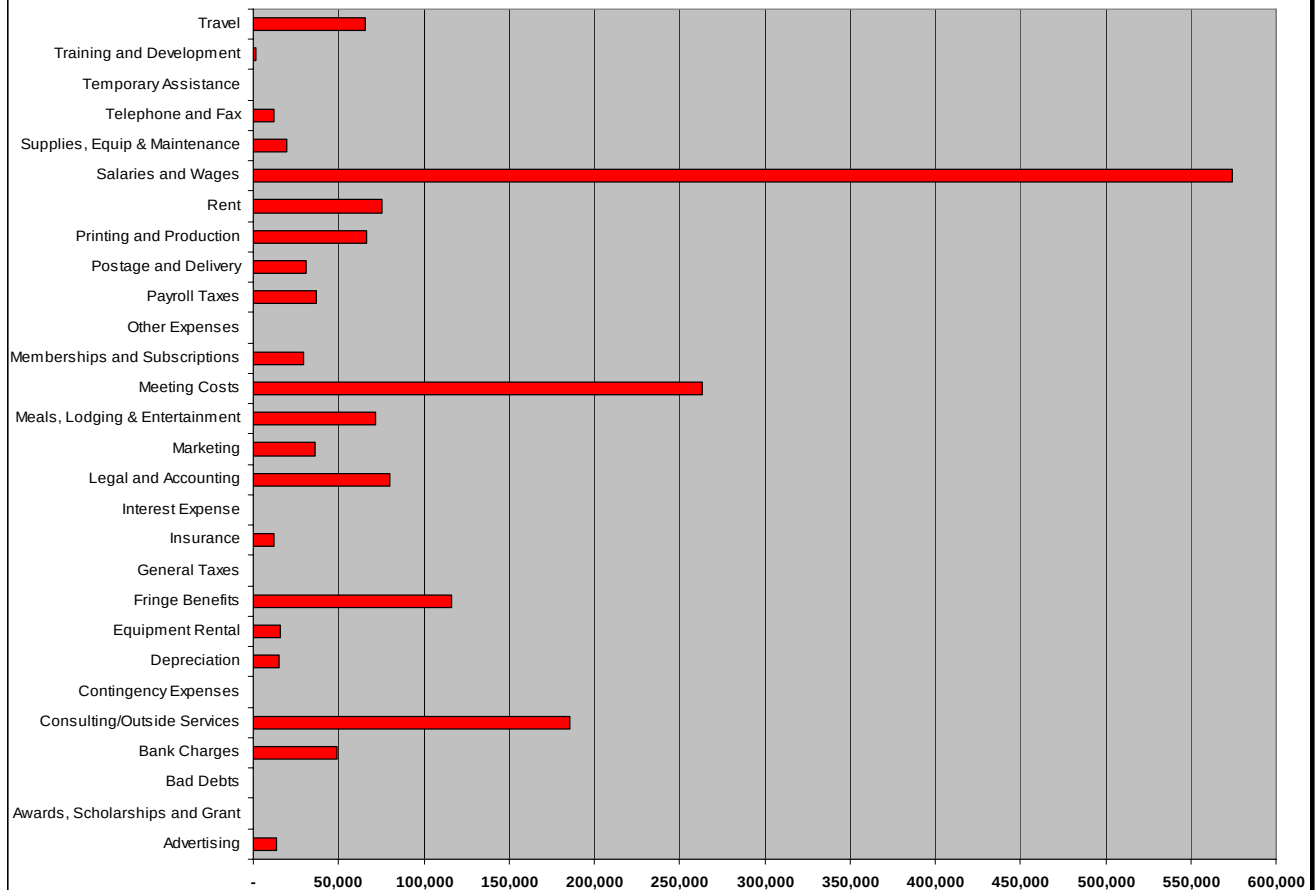
The overrun in the above expenditures is primarily a result of timing differences which are expected to be reconciled as the fiscal year continues. The excess in travel expenses is mainly attributable to the Leadership meeting held in December. Overall expenses of the Leadership meeting totaled \$48,000.

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	46,240	665,714	-	11,000	-	753,034	107,234	-
Expenses	90,883	331,228	50,269	67,782	19,895	480,498	50,923	29,429
Net Operating	(44,643)	334,486	(50,269)	(56,782)	(19,895)	272,536	56,311	(29,429)

	CM	BD	AC	PC	IES	VP	MK	TOTAL
Revenue	9,129	-	73,970	-	308,438	-	-	1,974,759
Expenses	133,826	108,383	104,168	-	232,262	21,260	51,054	1,771,859
Net Operating	(124,697)	(108,383)	(30,198)	-	76,176	(21,260)	(51,054)	202,900

Gifts/Bequests

Investments

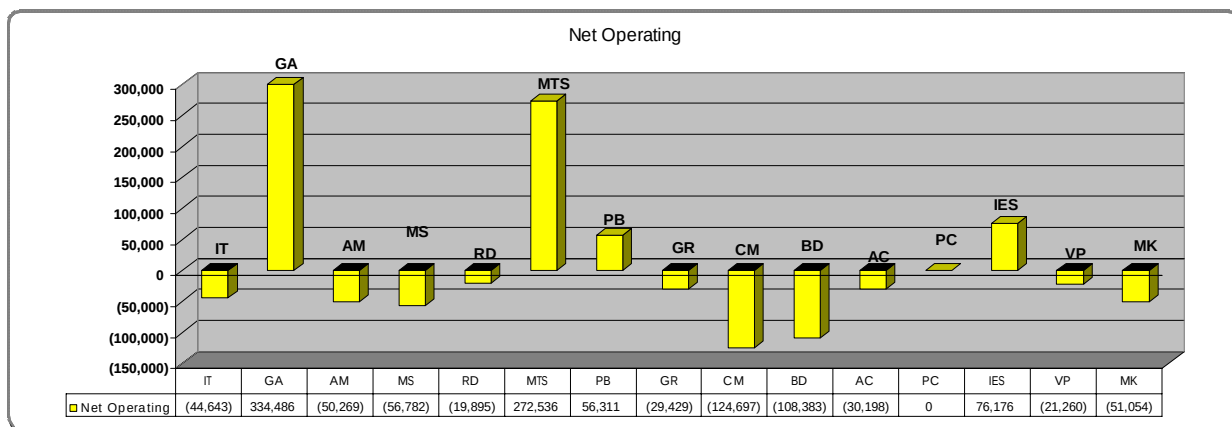
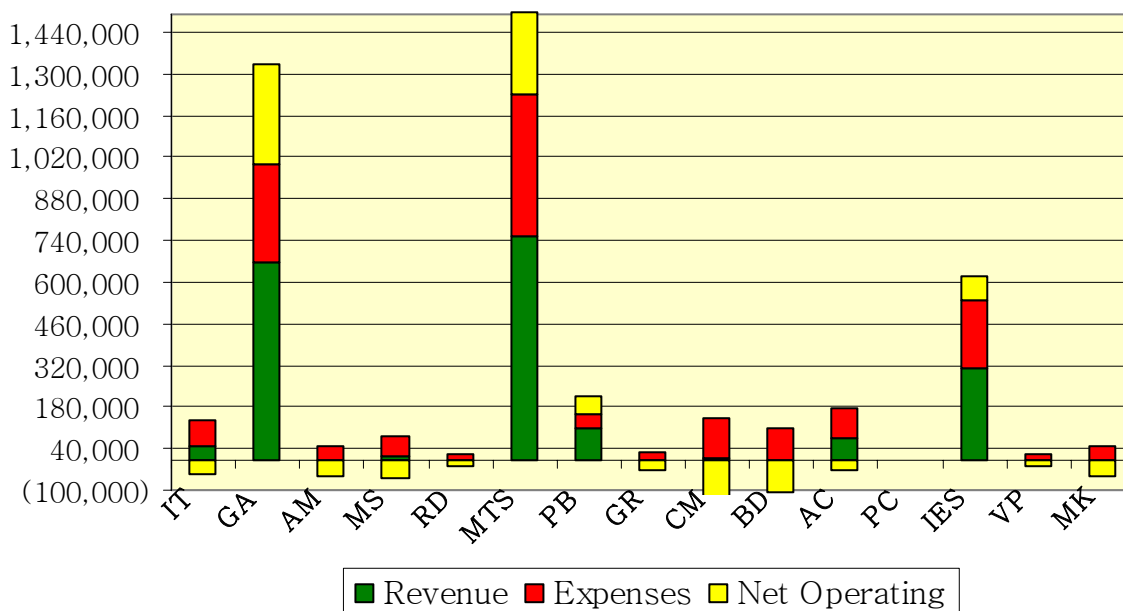
Net deficit

-

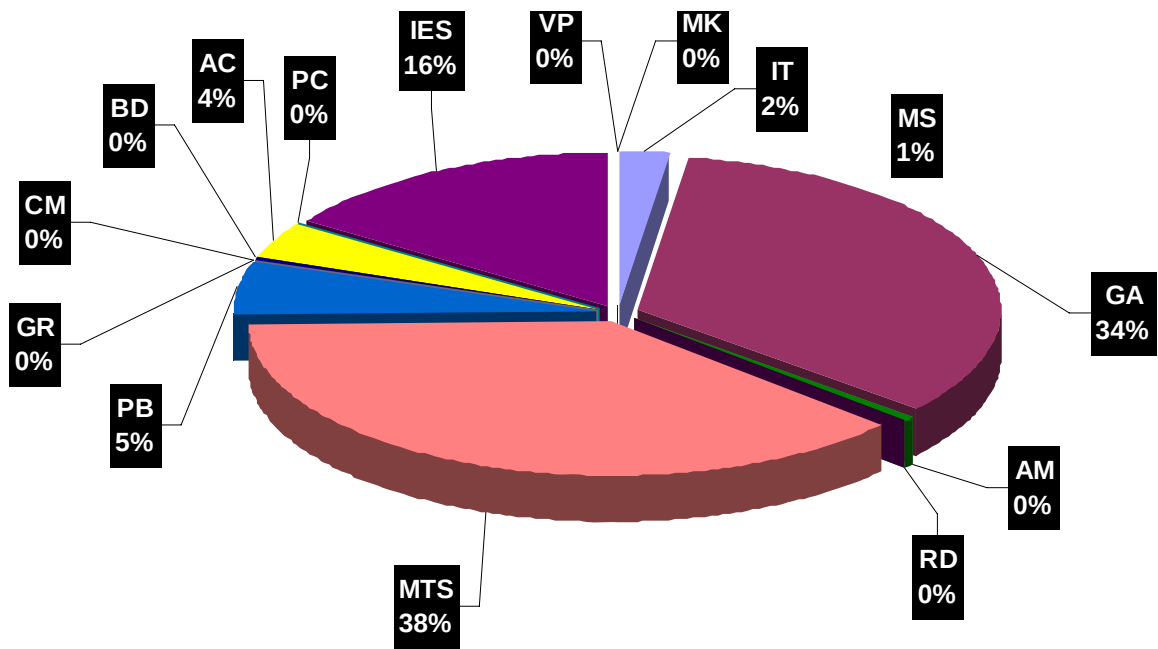
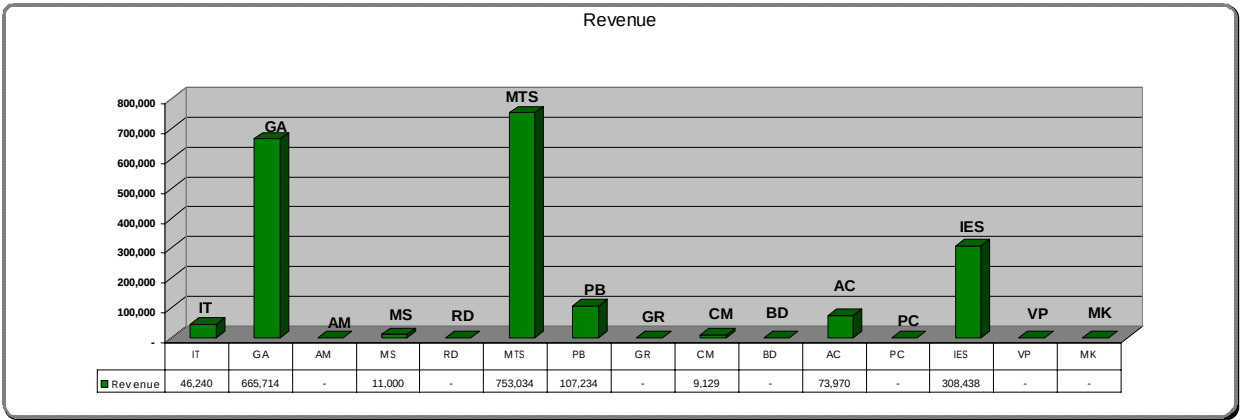
(644,802)

(441,902)

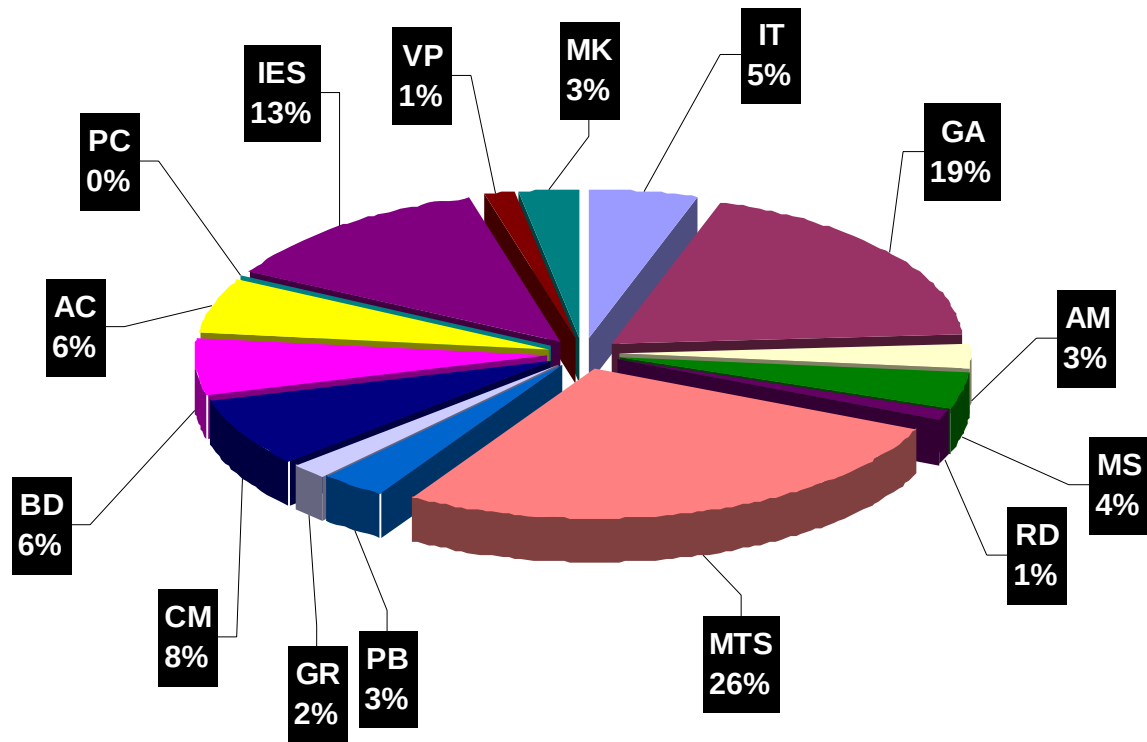
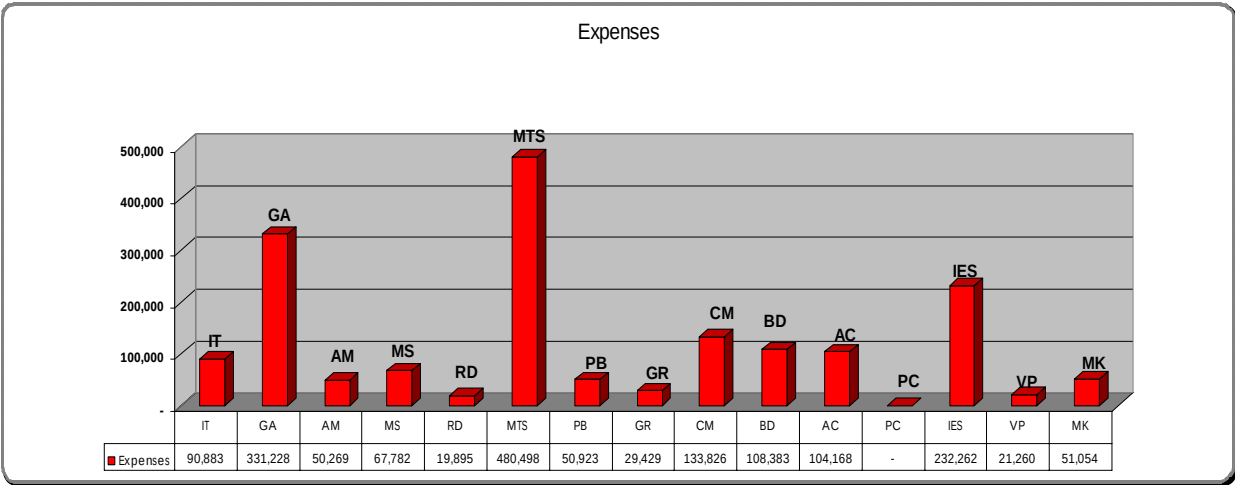
IT: Information Technology - GA: General and Administrative - AM: Annual Meeting - MS: Member Services - RD: Research - MTS: Meetings/Workshops - PB: Publications - GR: Government Relations - CM: Communications - BD: Governance - AC: AACRAO Consulting - PC: Projects Contracts - IES: Int'l Education Services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



Revenue



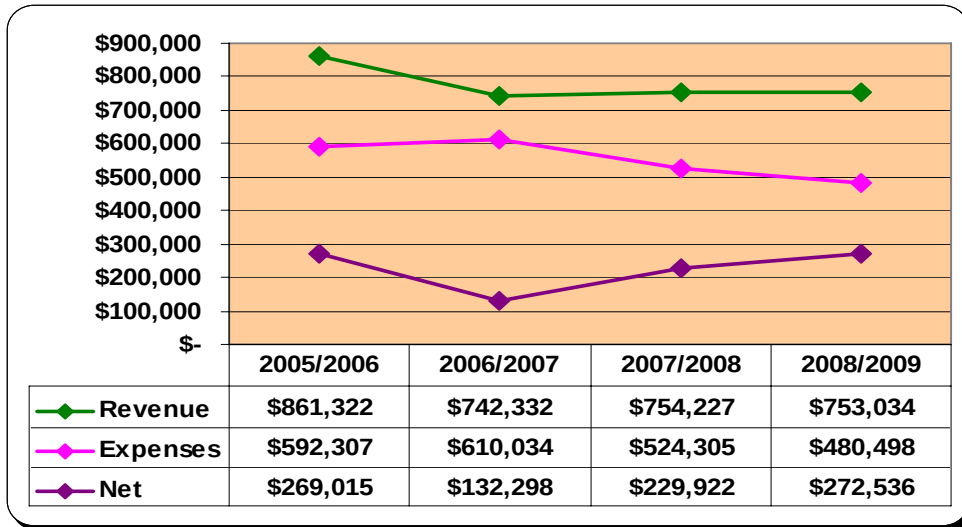
Expenses



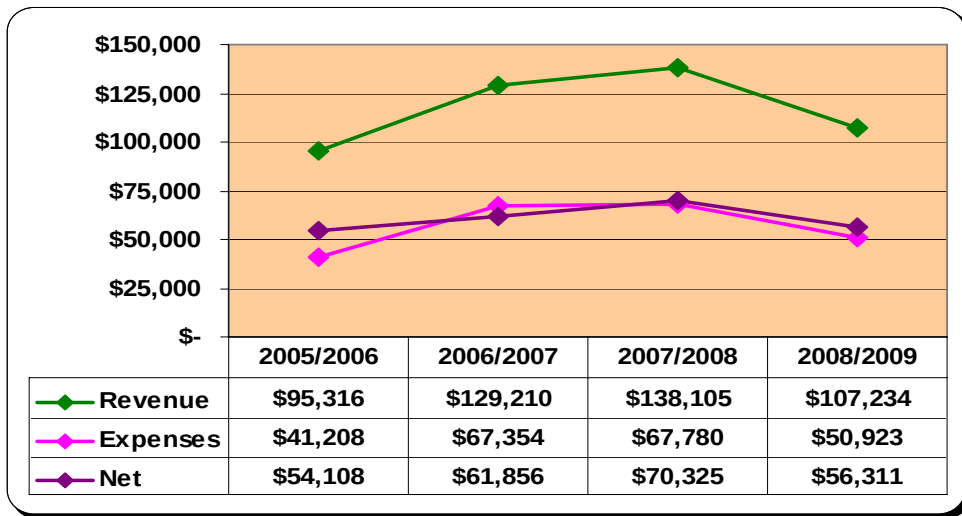
AACRAO Business Lines – Comparative Data

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

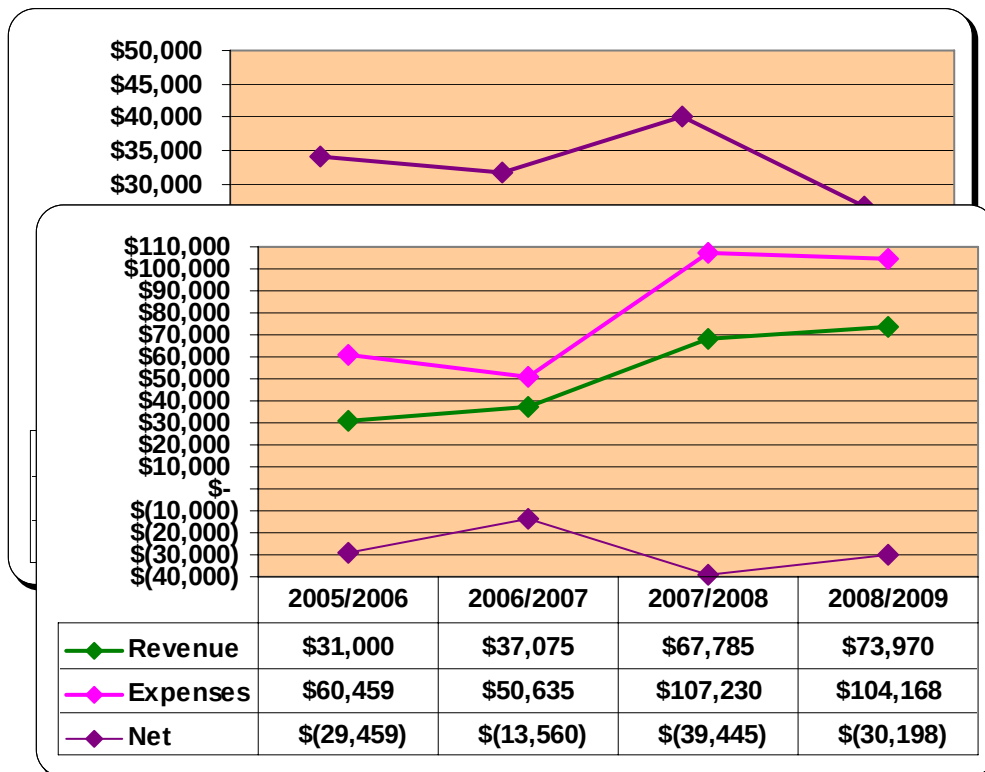
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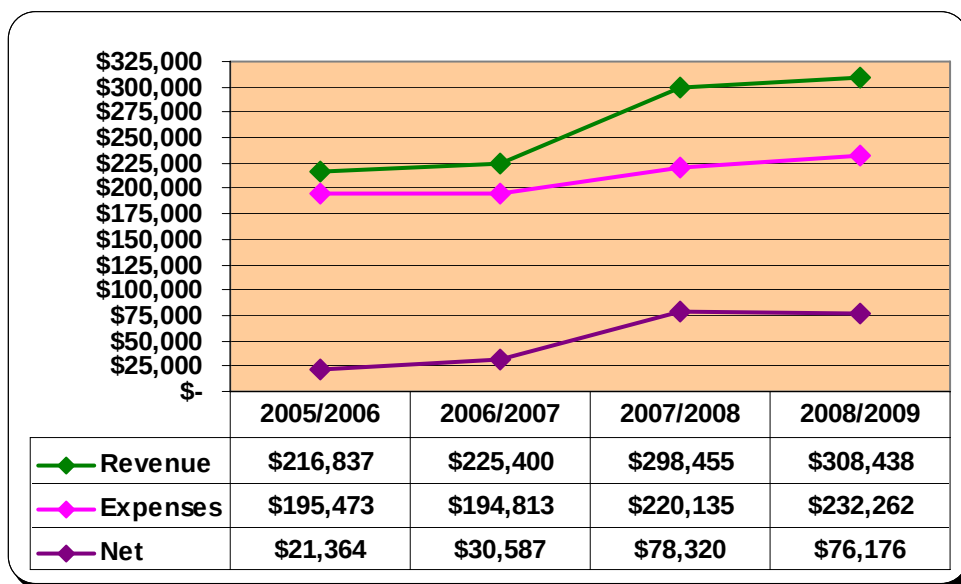


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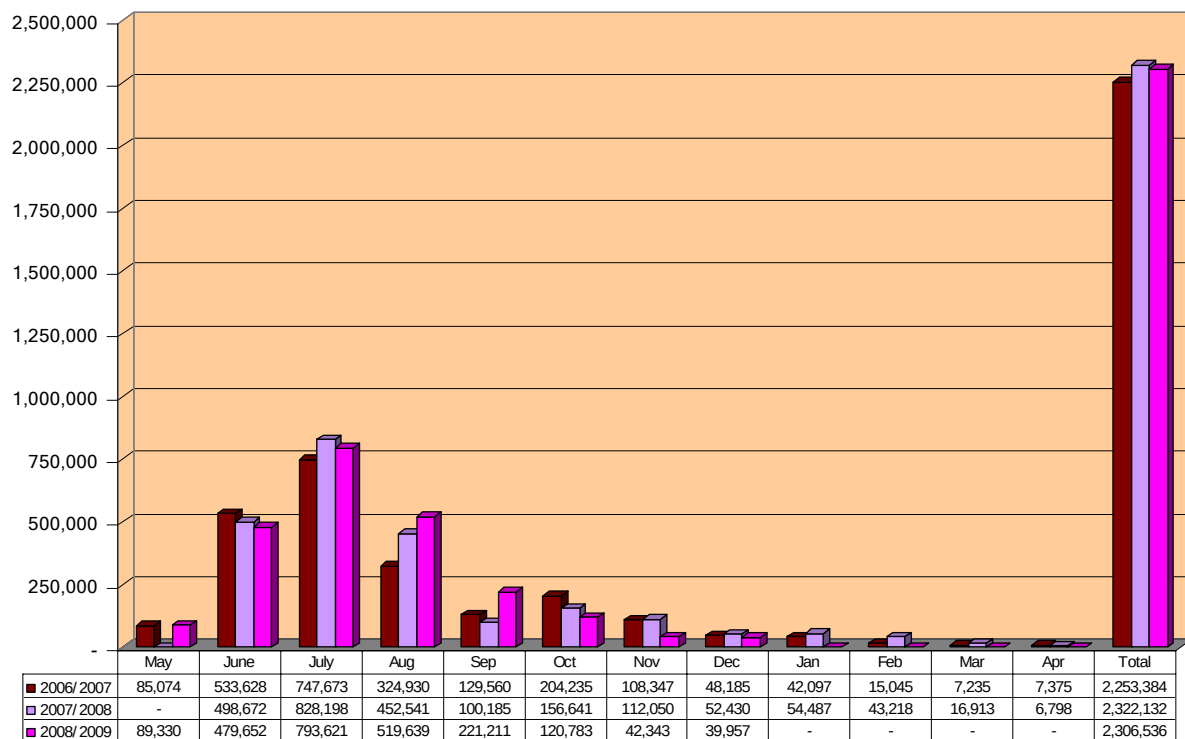
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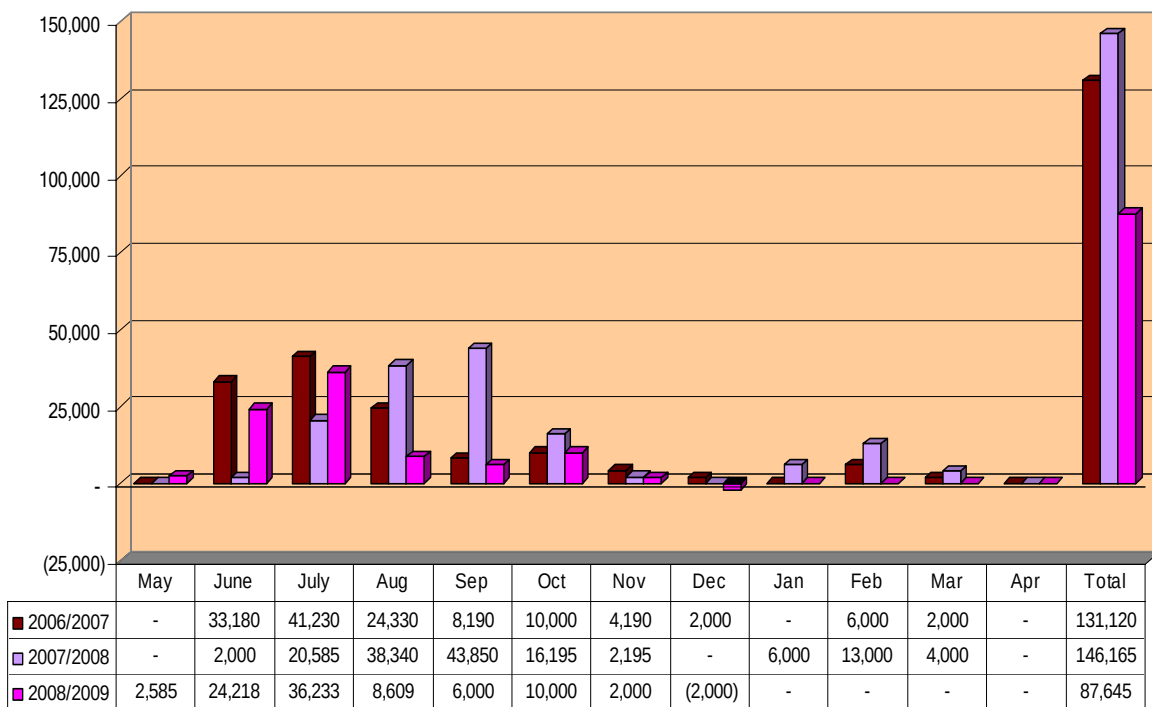
Appendix



Membership Dues: Cash Collections | Comparative Numbers



Corporate Dues: Cash Collections | Comparative Numbers



**AMERICAN ASSOCIATION OF COLLEGIATE
REGISTRARS AND ADMISSIONS OFFICERS**



EXECUTIVE DIRECTOR'S REPORT

**BOARD OF DIRECTOR'S MEETING
SAN FRANCISCO, CA**

FEBRUARY 2009

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<i>SEM Source</i>	49
PROJECTS/CONTRACTS	50
Consulting Services	50
MARKETING	52
INTERNATIONAL EDUCATION SERVICES	54
Evaluation Services	55
Summer Institute for International Admissions	55
Law School Admissions Council Credentialing Service	55
Winter Institute for International Transfer Credit	55
Electronic Database for Global Education (EDGE)	55

INFORMATION TECHNOLOGY

Due to a projected drop in association cash flows, AACRAO IT is currently operating with a spending freeze on all discretionary expenditures.

Suspended Projects:

AACRAO CRM Upgrade

AACRAO completed the initial phase of the CRM upgrade and is now using the Corporate, Exhibitor and Sponsorship modules in a production environment. Further phases are on hold until current fiscal pressures abate.

AACRAO Server Replacement

AACRAO's file and email servers have been in production for over six years, and have been scheduled for replacement. This action is on hold until fiscal conditions improve.

AACRAO Firewall Replacement

AACRAO's primary security appliance is over six years old and will be replaced when the fiscal situation permits.

Office Productivity Suite Upgrade

AACRAO is currently using Microsoft Office XP and has planned an upgrade to the latest version of Office to coincide with the server upgrades. This project is on hold.

Other Projects:

Annual Meeting Webinars / Virtual Meeting

AACRAO plans to offer a slate of at least ten webinars from the upcoming annual meeting. AACRAO is currently investigating strategies for providing a virtual meeting experience with additional media rich offering such as video and discussion boards. AACRAO hopes to offset the projected drop in Annual Meeting revenue while providing a valuable service to members whose own budget constraints prevent them from attending.

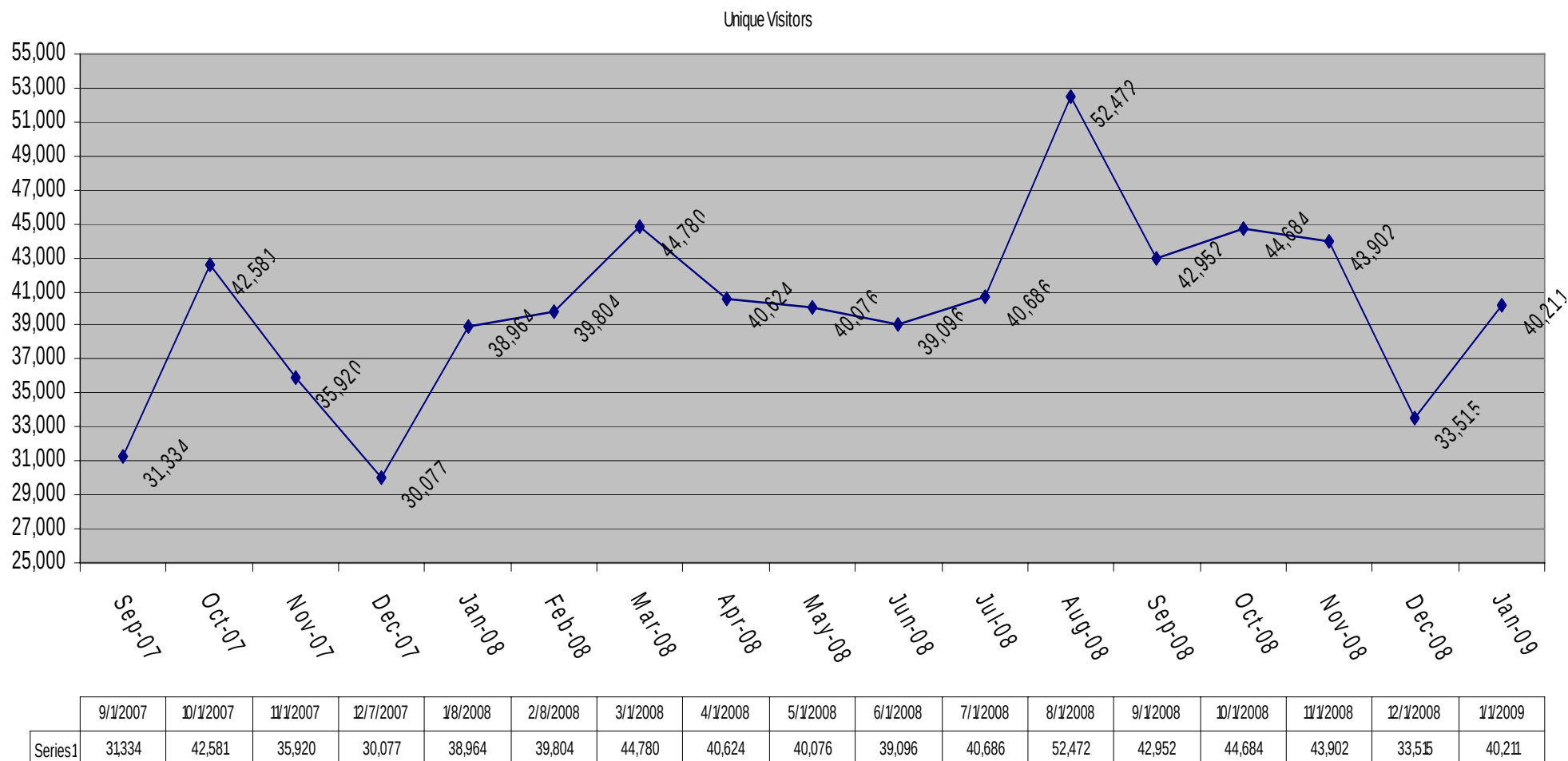
TCP Publication

AACRAO is preparing the online TCP database for conversion into a print publication which will be available for sale at the Chicago Annual meeting.

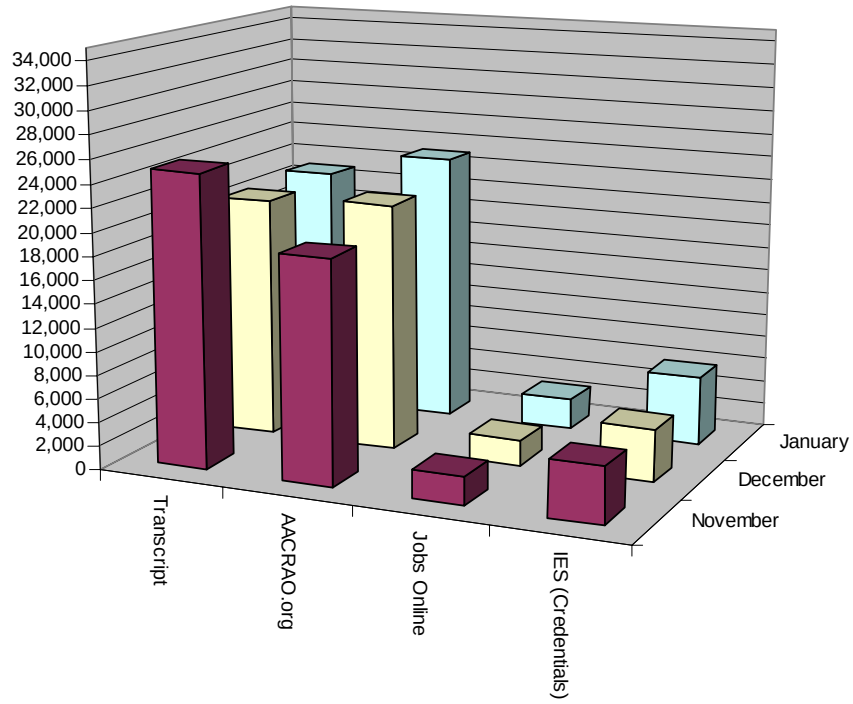
Past Presidents List Serve

At the request of Past-President Paul Aucoin, AACRAO has created a list serve of all association past presidents.

AACRAO.ORG Unique Visitors September 07 – January 09



Top Sections



	Transcript	AACRAO.org	Jobs Online	IES (Credentials)
November	24,919	18,955	2,449	4,788
December	20,600	21,069	2,151	4,508
January	20,935	23,113	2,592	5,944

GENERAL AND ADMINISTRATIVE

6005 ACCOUNTING

Overview

Total operating expenses for the month of December exceeded revenue by (\$61,229), however, AACRAO's year-to-date operating activities generated revenue in excess of expenses by \$202,900.

The Association's investment portfolio resulted in net income of \$59,526 for the month, and net loss of (\$644,802) for the three months ended December 31, 2008.

AACRAO's combined operating and investment activities resulted in a deficit of (\$1,703) for the month and of (\$441,902) for the three months ended December 31, 2008.

Key strategic actions in lieu of economic conditions

Management continues to take measures to safeguard AACRAO's interests. In addition to monitoring the volatile market to mitigate risk of additional losses, management is looking for ways to cut back on expenses, develop revenue enhancement programs and sustain efficient and effective use of resources.

Financial Position

The following summarizes AACRAO's financial position as of:

	December 2008	November 2008	Change
Cash	\$179,015	\$526,471	(\$347,456)
Investments	5,285,497	5,221,793	63,704
Accounts Receivable	229,889	219,187	10,702
Prepaid Expenses	321,912	267,107	54,805
Total Assets	6,299,066	6,521,602	(222,537)
Accounts Payable	294,522	497,800	(203,278)
Unearned Income	1,760,907	1,783,708	(22,801)
Total Liabilities	2,380,299	2,606,377	(226,078)
Net Assets	\$3,918,767	\$3,915,225	\$3,542

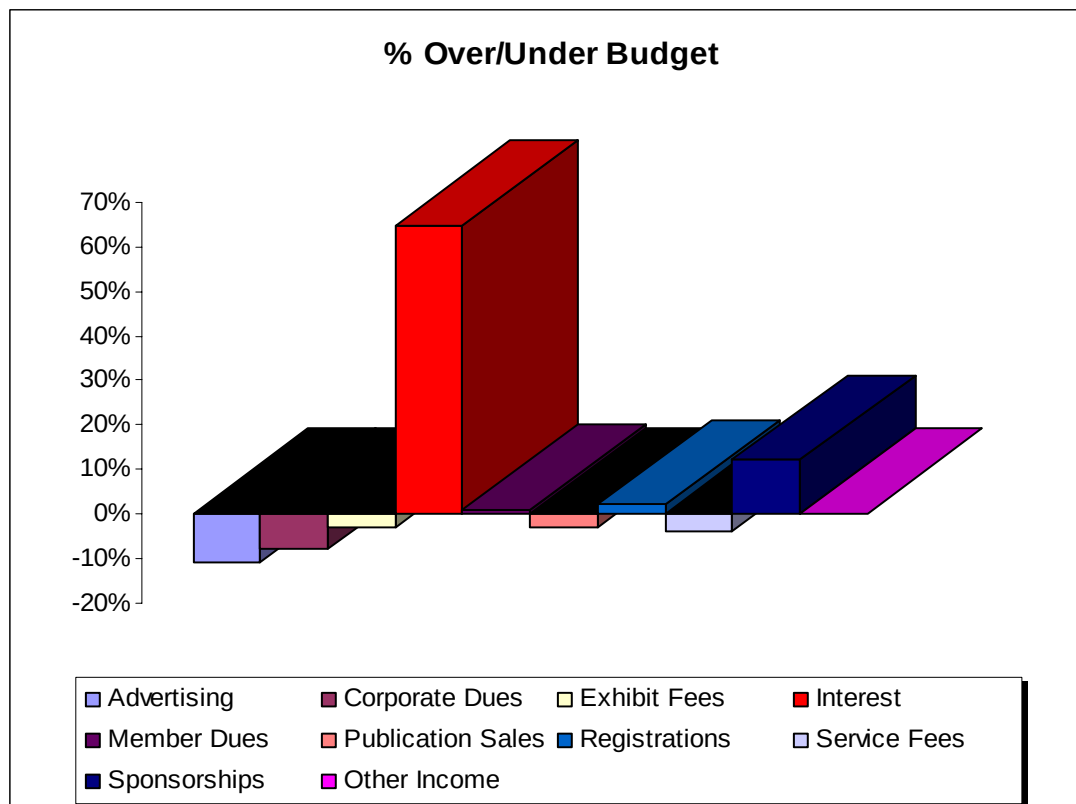
The change in cash reflects decline of receipts and increase in disbursements for AACRAO's operating activities considered normal during this time of the year. Prepaid expenses increased during the month as a result of Annual Meeting related expenditures. Accounts payable decreased in December mainly due to payment of SEM related expenses that were accrued in November. Unearned income decreased in December primarily due to the recognition of membership dues earned for the month.

As a result of the cross over between the dues year (July through June) and the fiscal year (October through September), three months of 2008/2009 dues were recognized in FY 2007/2008 and the other nine months will be recognized in FY 2008/2009. 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 December 31, 2008, \$2,306,536 (or

99% of last year's total membership dues receipts) has been collected for membership dues and \$87,645 (or 60% of previous year's total corporate dues receipts) has been collected for corporate dues.

Statement of Activities

Revenue: Revenue generated for the three months ended December totaled \$1,974,759 or 25% of budget (same as budget expectations). Four revenue generating activities exceeded their budget expectations of 25% while others are either at or fell below expectations. The following chart summarizes the variances between actual and budget amounts:

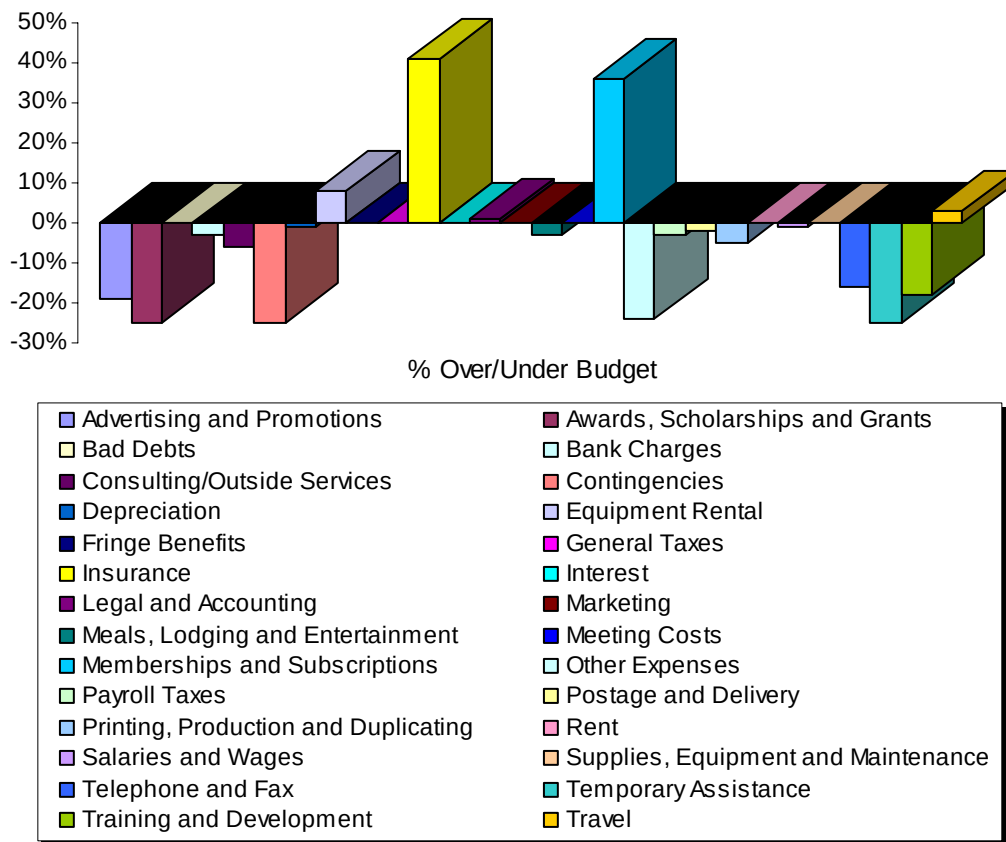


Exceeding Expectations:

Member Dues: 1% | \$25,000
 Registrations: 2% | \$50,000
 Sponsorship: 12% | \$30,000
 Interest Income: 65% | \$47,000

The recognition of the SEM Conference related Registration and Sponsorship revenue positively impacted AACRAO's overall financial performance for the three months ended December 31, 2008. Member Dues revenue performed well and is expected to remain strong through the end of the fiscal year. AACRAO's investment portfolio generated soaring interest and dividend income for the month of December.

Expenses: Expenses for the three months ended December totaled \$1,771,859 or 23% of budget (2% below budget expectations). Five expense activities exceeded their budgets, while others remained at or below budget.



Exceeded Budget:

Insurance: 41% | \$7,400

Auditing: 1% | \$3,400

Equipment Rental: 8% | \$3,800

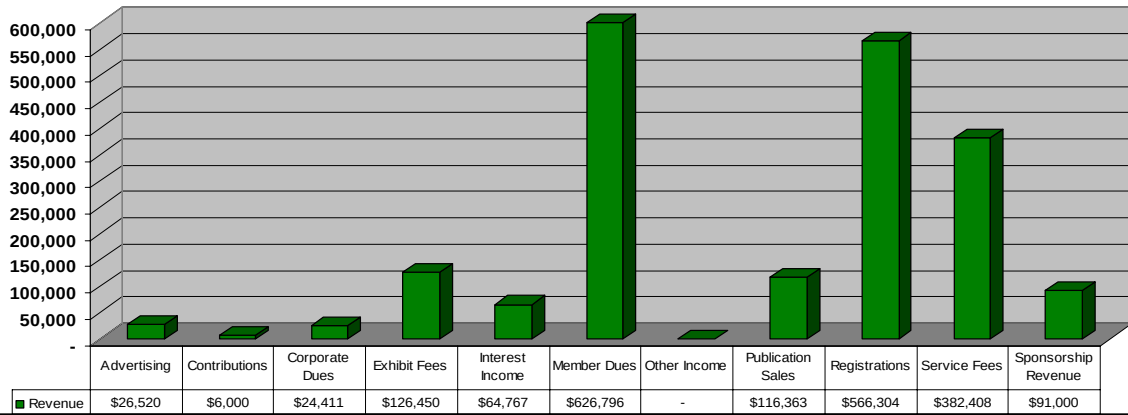
Memberships and Subscriptions: 36% | \$18,000

Travel: 3% | \$6,200

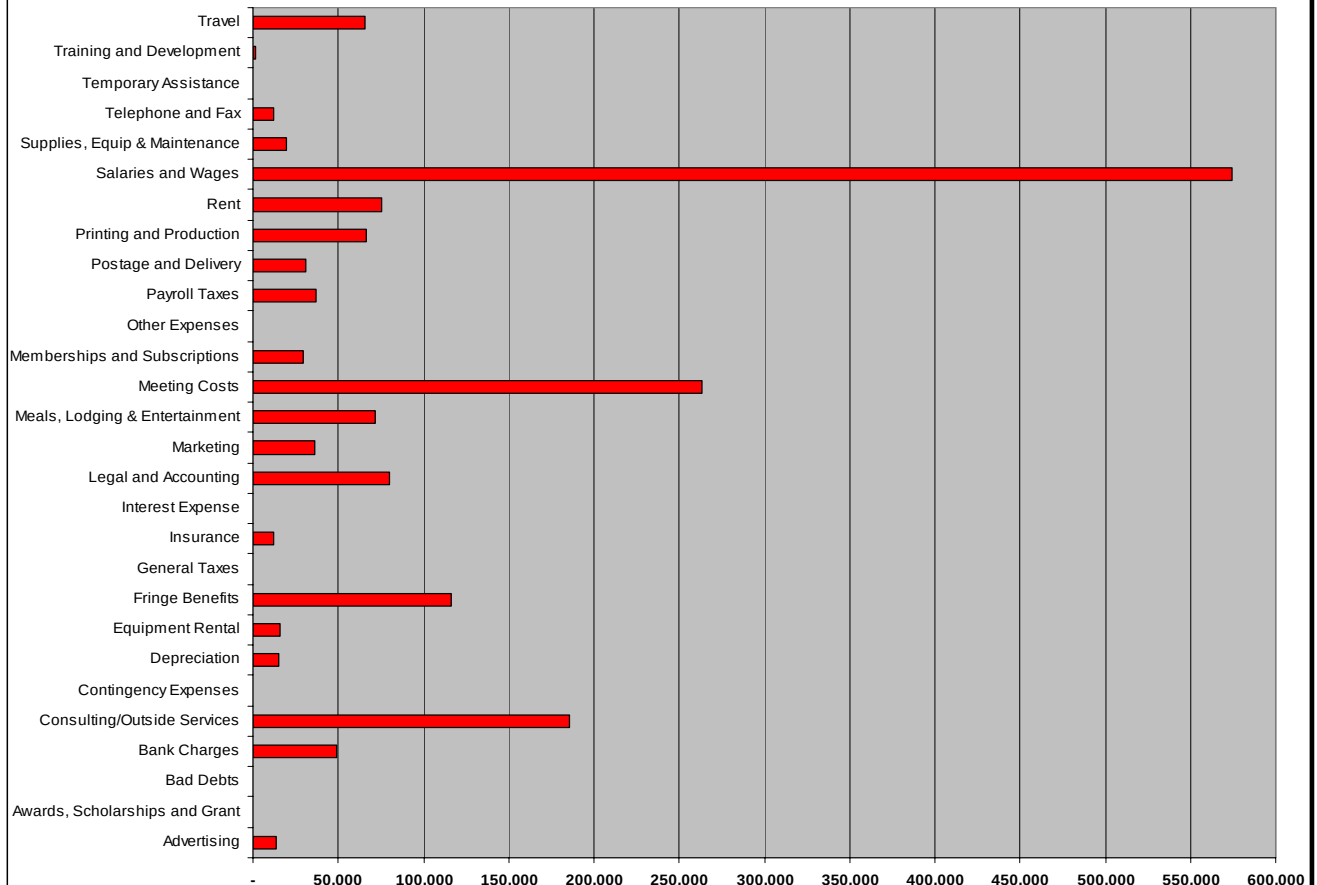
The overrun in the above expenditures is primarily a result of timing differences which are expected to be reconciled as the fiscal year continues. The excess in travel expenses is mainly attributable to the Leadership meeting held in December. Overall expenses of the Leadership meeting totaled \$48,000.

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	46,240	665,714	-	11,000	-	753,034	107,234	-
Expenses	90,883	331,228	50,269	67,782	19,895	480,498	50,923	29,429
Net Operating	(44,643)	334,486	(50,269)	(56,782)	(19,895)	272,536	56,311	(29,429)

	CM	BD	AC	PC	IES	VP	MK	TOTAL
Revenue	9,129	-	73,970	-	308,438	-	-	1,974,759
Expenses	133,826	108,383	104,168	-	232,262	21,260	51,054	1,771,859
Net Operating	(124,697)	(108,383)	(30,198)	-	76,176	(21,260)	(51,054)	202,900

Gifts/Bequests

-

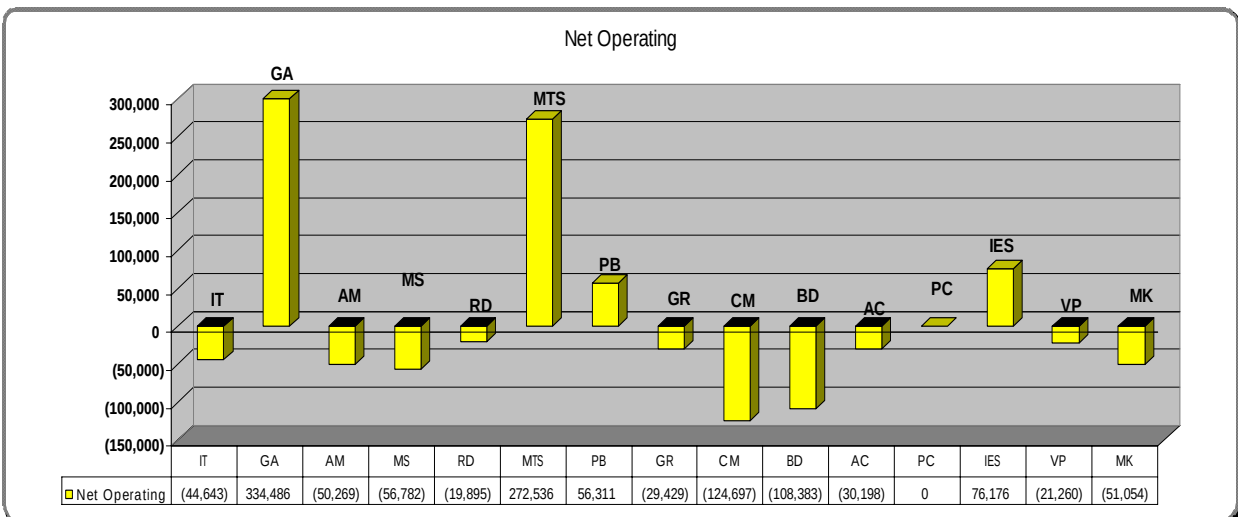
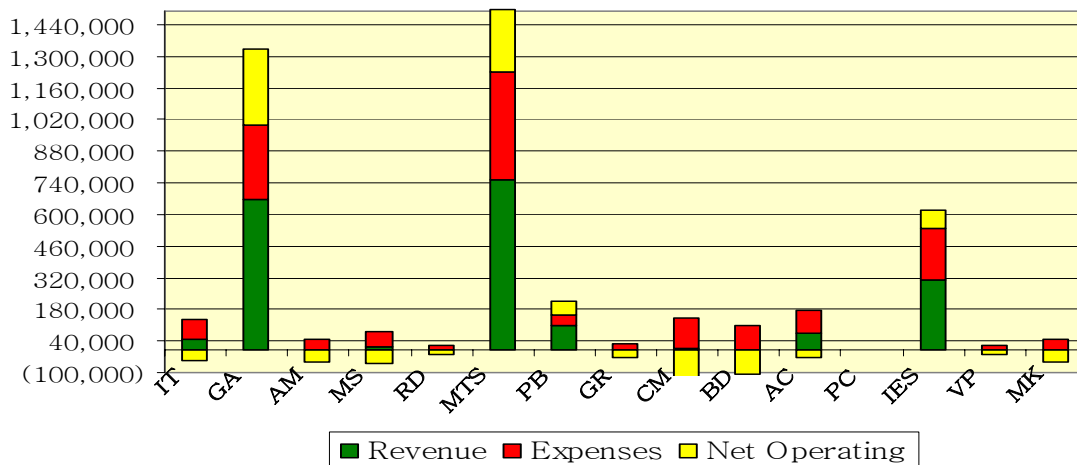
Investments

(644,802)

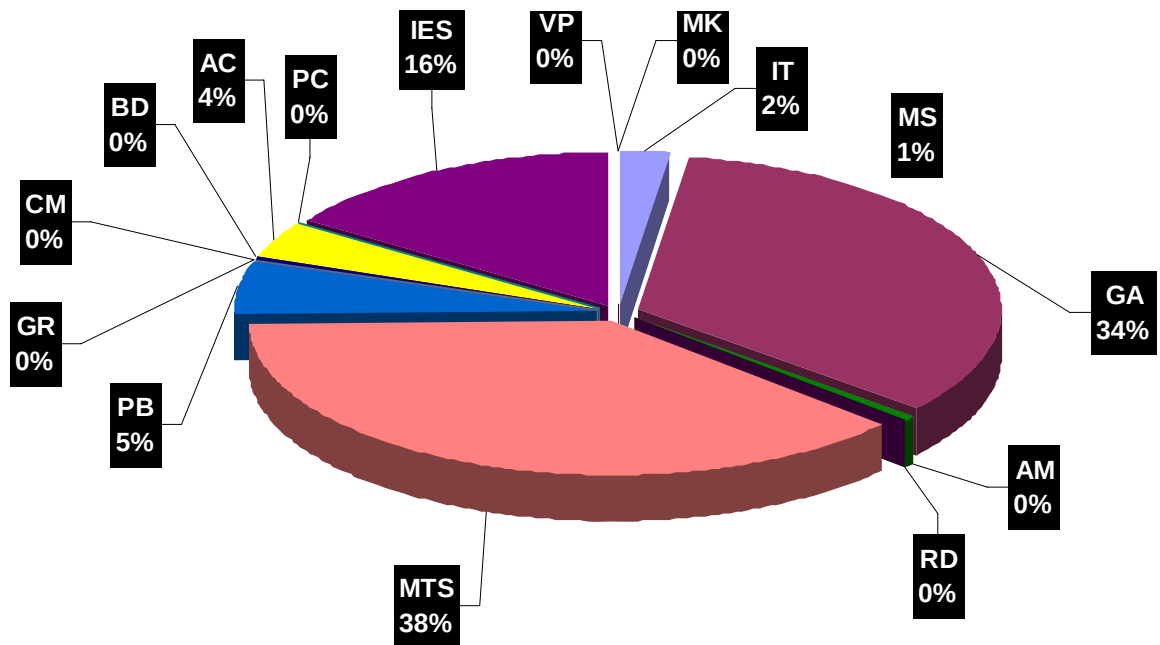
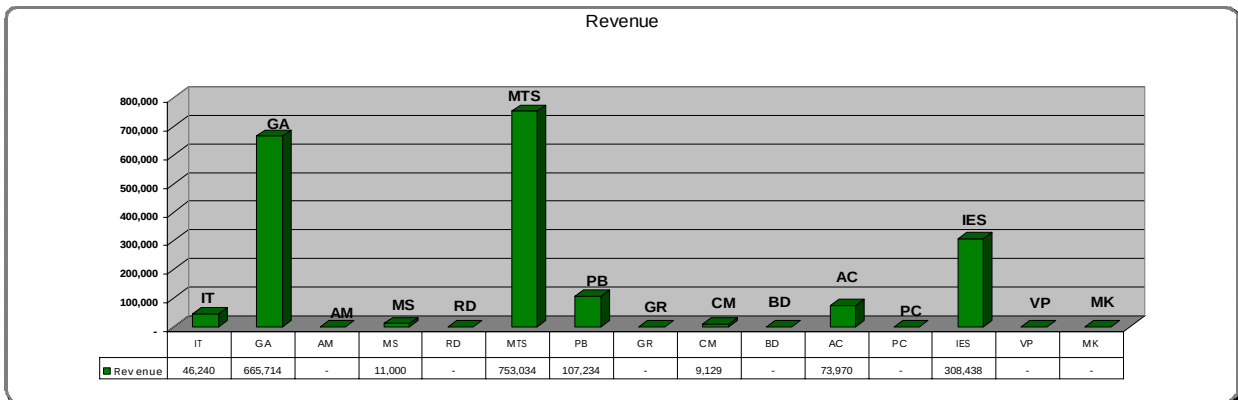
Net deficit

(441,902)

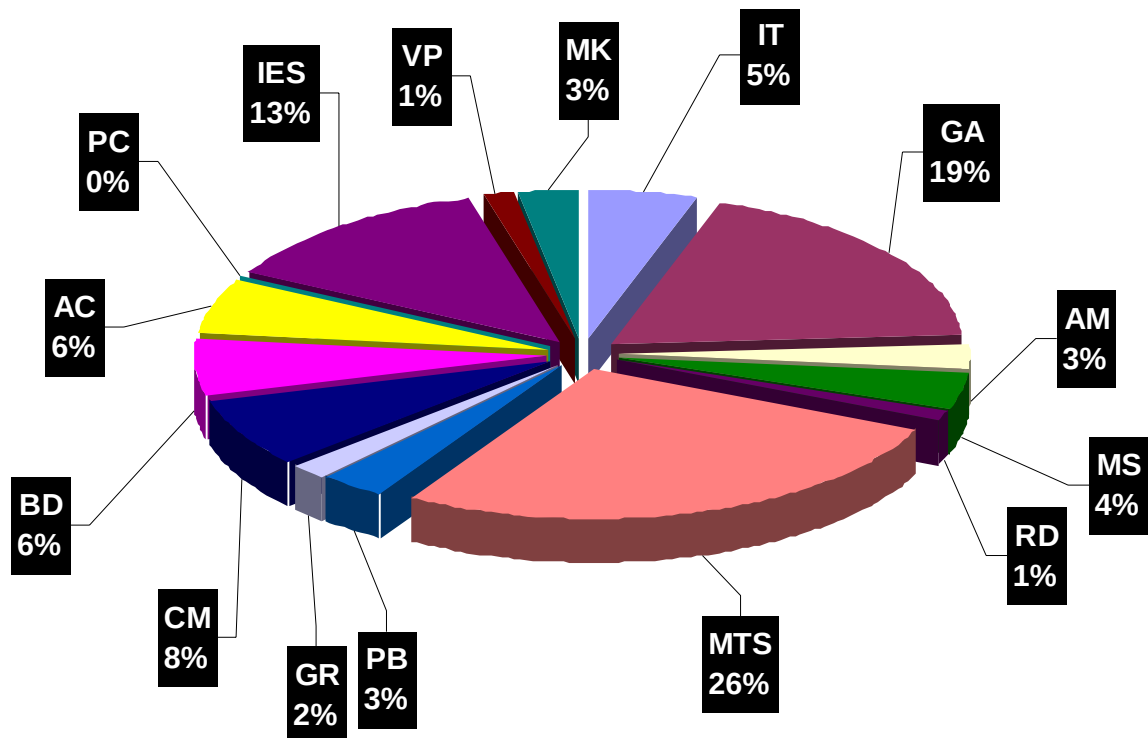
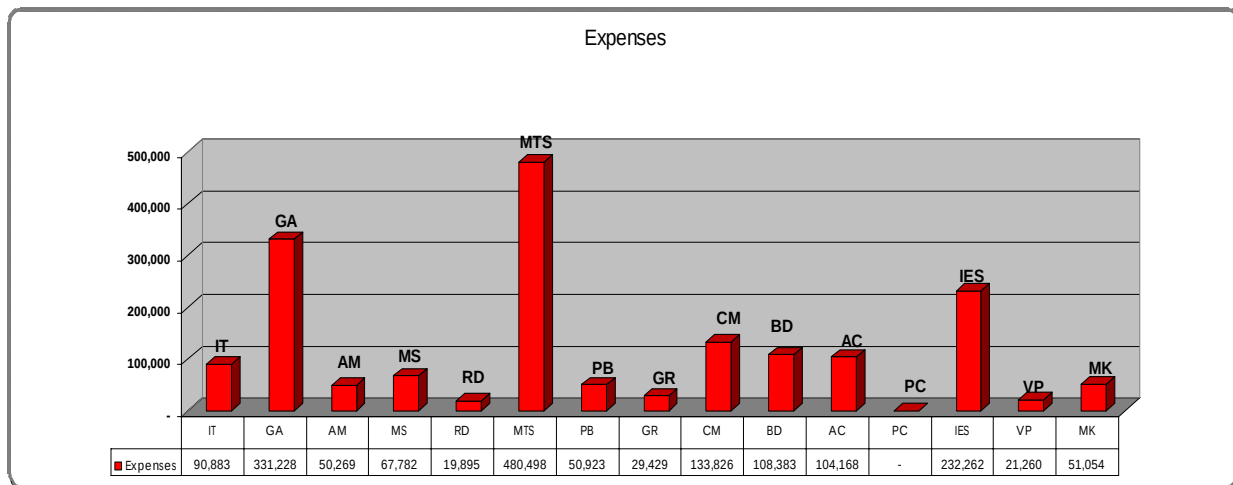
IT: Information Technology - **GA:** General and Administrative - **AM:** Annual Meeting - **MS:** Member Services - **RD:** Research - **MTS:** Meetings/Workshops - **PB:** Publications - **GR:** Government Relations - **CM:** Communications - **BD:** Governance - **AC:** AACRAO Consulting - **PC:**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



Revenue



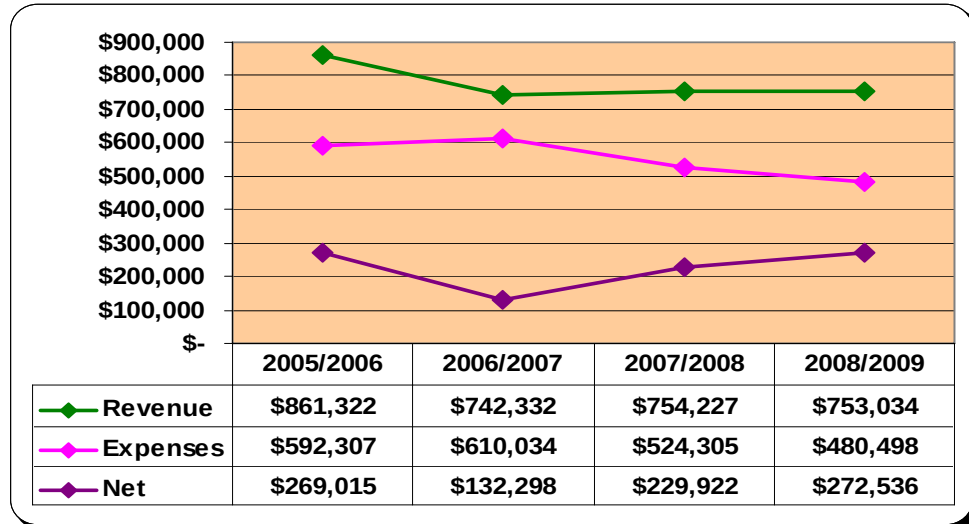
Expenses



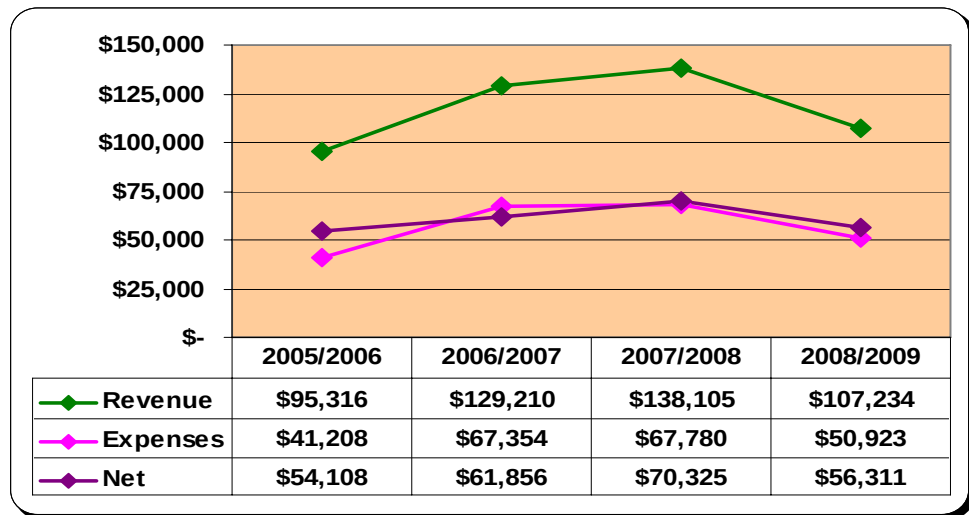
AACRAO Business Lines – Comparative Data

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

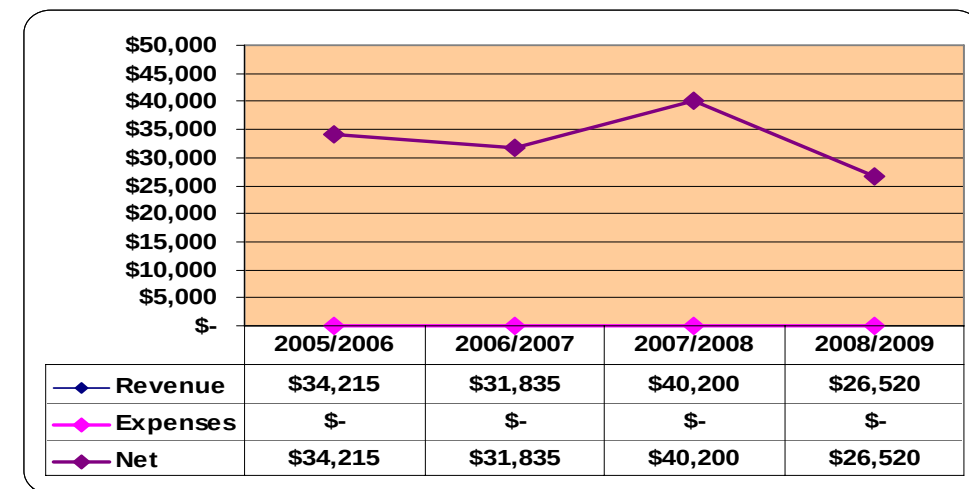
MTS



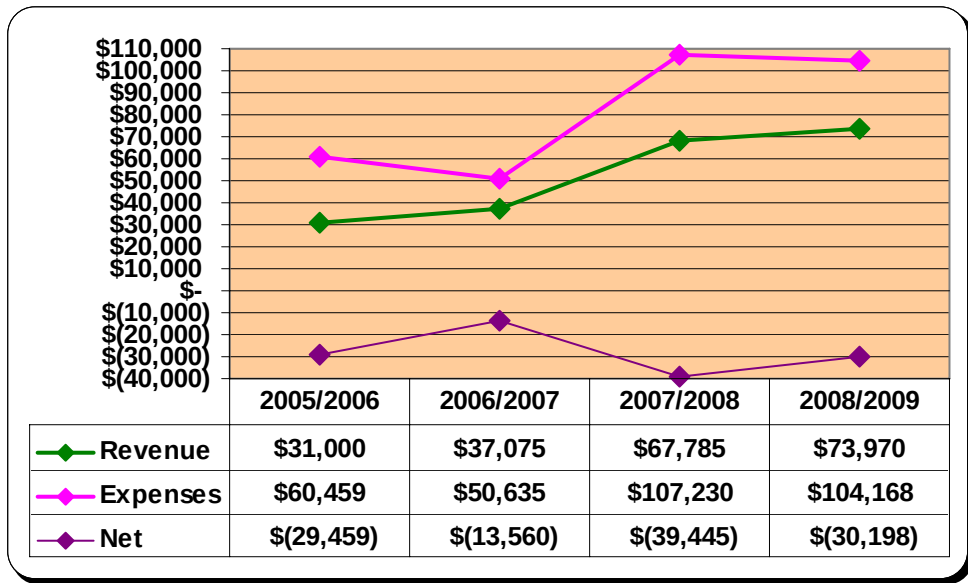
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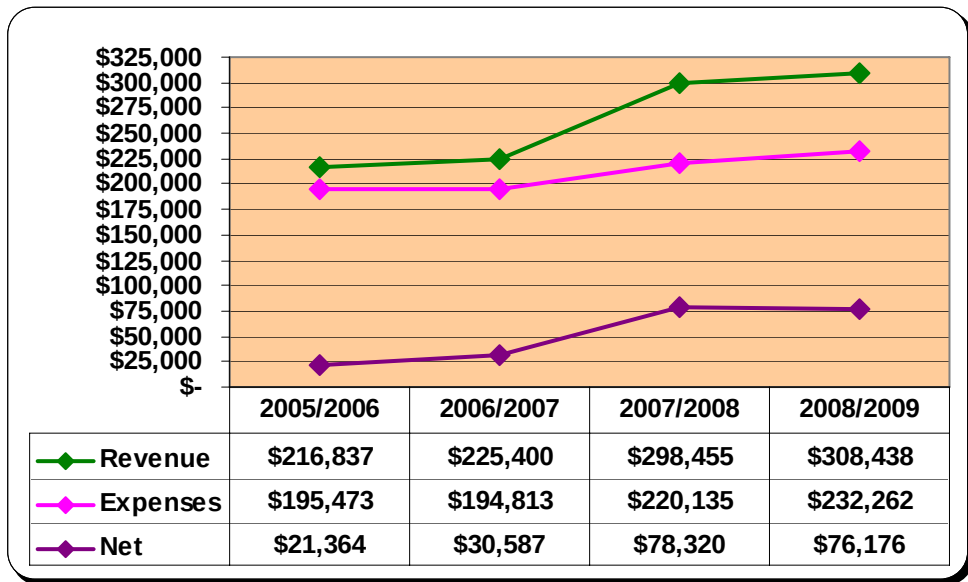
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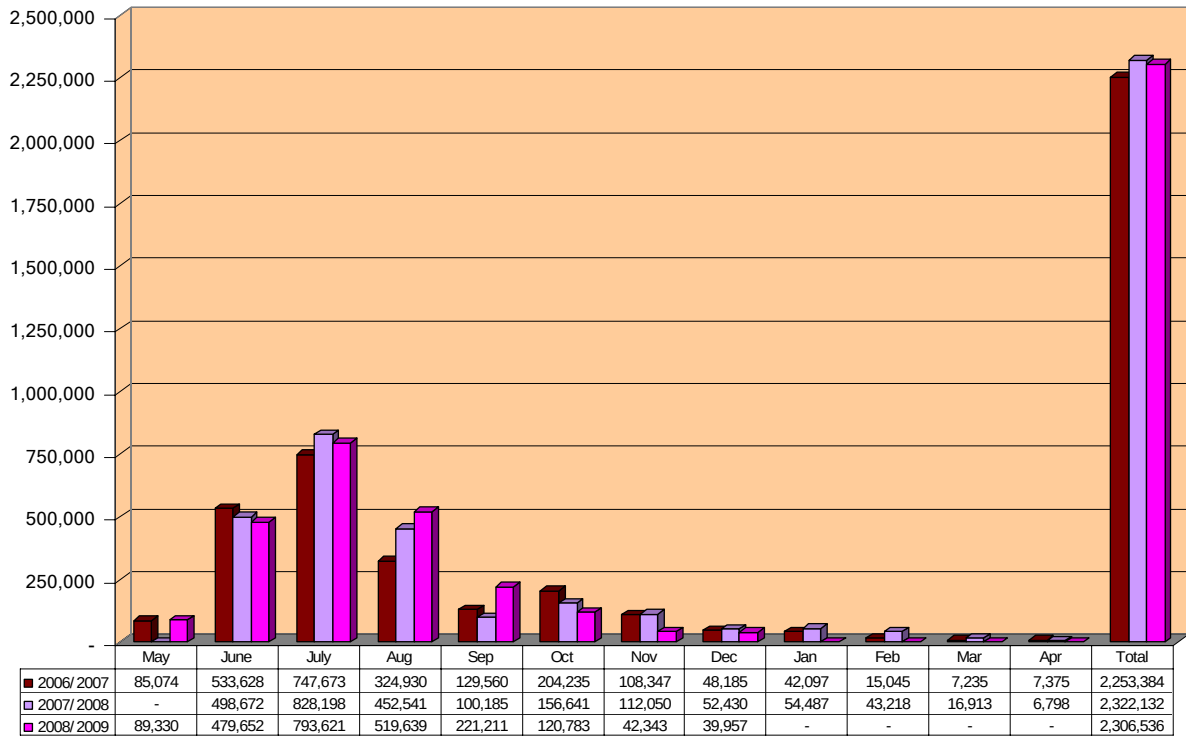


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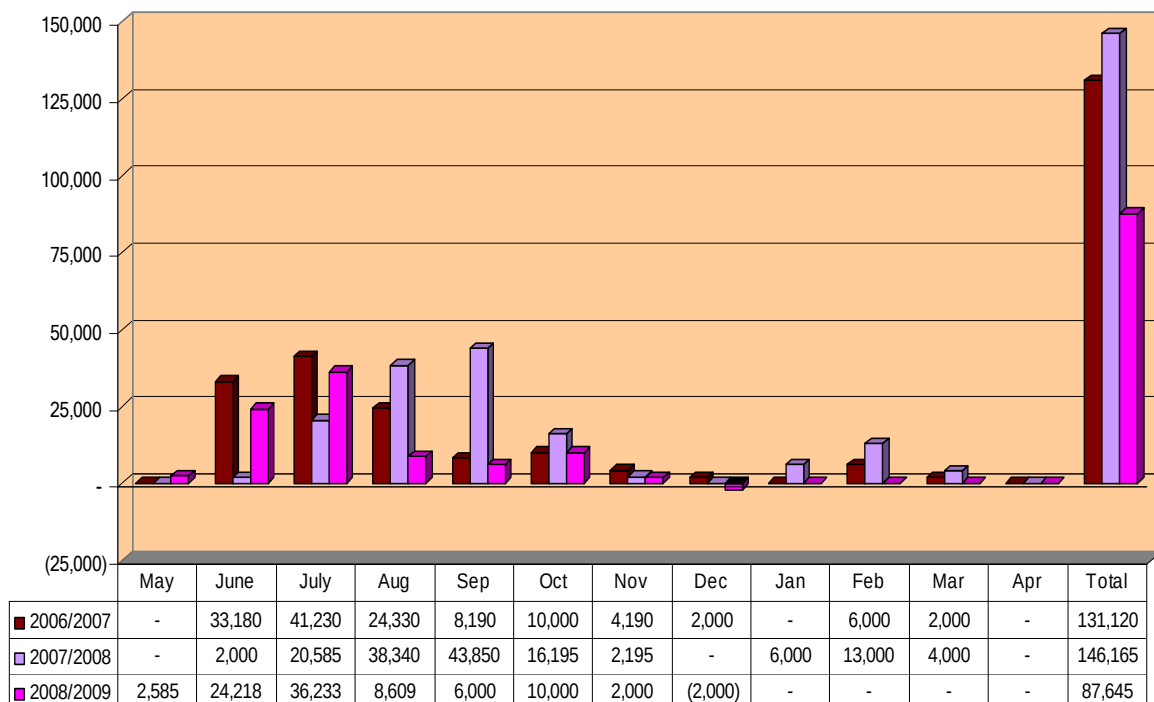


Appendix

Membership Dues: Cash Collections | Comparative Numbers



Corporate Dues: Cash Collections | Comparative Numbers



6015 GENERAL OPERATIONS

AACRAO staff conducted a review of costs associated with renewing Workman Compensation Insurance from The Traveler's resulting in an annual premium savings of \$3500.

The AACRAO staff, McQuade Brennan and Raffa's year end audit of AACRAO's financial practices is being finalized. No significant findings have been identified.

The AACRAO staff in support of ensuring the Associations fiscal strength has developed a Grant Seeking Team focused on securing money from relevant donors.

The AACRAO staff along with Council reviewed AACRAO's Defined Compensation Plan finding it to be in compliance with new IRS guidelines.

AACRAO staff and TIAA-CREF developed IRS mandated compensation plan specimen documents at no cost to AACRAO saving approximately \$4500 in the process. These documents fully adhere to IRS regulations, and have been produced a year prior to the required date.

AACRAO and IES staff have expanded existing services to independent lawyers and firms doing work in support of immigration visa applications.

ANNUAL MEETING

6105 CURRENT ANNUAL MEETING ***2009 Chicago***

The 95th Annual Meeting will be held in Chicago, Illinois on April 13-16, 2009. The meeting is being held at the McCormick Place West Convention Center with hotel rooms reserved at the Hilton Chicago and the Palmer House Hilton.

Hotel & Meeting Registrations

Hotel reservation and meeting registration opened in mid November. The early bird deadline for discounted registration fees is February 27, 2009. After this date, attendees will have to pay an additional \$100 if they register prior to April 3, 2009. After April 3, all registrations will be done on-site with an additional fee of \$50. Hotel rooms are being offered at the Hilton Chicago and the Palmer House Hilton at a rate of \$179 single occupancy and \$204 double occupancy plus taxes. Reservations can be made by calling the hotel or using the customized web links that have been created for this meeting. Based on a comparison to the same number of weeks prior to the meeting, we are 61% behind pick up for registrations.

We have been negotiating a new room block agreement with the Chicago Hilton to reduce the number of rooms that we are holding and to lower AACRAO's risk. The hotel is trying to resell these rooms but until that happens we remain liable. We reduced the Palmer House room block by 90% with an overall reduction of 40%.

We cut two rooms in order to reduce the program size which saves us on AV and convention center rental. We have eliminated session networking and reduced the size of the Cyber Café by 50%. The meetings staff is taking one less staff member and other departments will reduce staff as appropriate.

There will not be a Corporate Partner Reception, BOD/Staff/Program Appreciation Reception and the Spouses Breakfast.

We are actively marketing the 2009 Annual Meeting in Chicago. We produced an abridged registration brochure, which directs people to AACRAO's website for complete information on the meeting. And to implement cost savings with respect to printing and postage, we are not printing or mailing any hard copies of the brochure; the brochure was posted to the Annual Meeting website, and an announcement was made through Memberlink as well as a stand-alone email to our members and past meeting attendees. This effort, along with plans to distribute a totebag made of recycled materials (sponsored by Datatel), continues our "greening" efforts.

2010 New Orleans

The dates for the 2010 Annual Meeting will be held Thursday, April 22 – Sunday, April 25 at the Ernest N. Morial Convention Center. The Hilton New Orleans Riverside hotel is the headquarters hotel. Additional blocks of rooms are being held at the Doubletree Hotel New Orleans, Embassy Suites New Orleans, and the New Orleans Marriott at the Convention Center. Preparations are underway for our Centennial Celebration in New Orleans. We have secured space for the gala at the convention center and the band Rockin' Dopsie, Jr. & The Zydeco Twisters for entertainment. The call for proposals will open in February as was discussed at the 2008 Leadership Meeting in Washington, DC. The theme for the 2010 Annual Meeting has been selected. It is "Leading the Profession into the Next Century."

The economic downturn is impacting Annual Meeting registrations and we suspect that this will not be a quick recovery. To respond to this new reality, we have already canceled one hotel contract (Westin) and we are working to reduce or cancel the room blocks with other hotels. The Centennial celebration has been significantly modified and we are keeping the event in the convention center rather than an off-site venue.

2011 Seattle

The 97th AACRAO Annual Meeting will be held in Seattle, Washington. The dates are Sunday, March 13 – Wednesday, March 16, 2011. Easter is April 24 and Passover is April 18-26 and will not impact this program. The meeting will be held at the Washington State Convention & Trade Center with the newly renovated Sheraton Seattle Hotel serving as the headquarters' hotel. Hotel contracts for overflow rooms have been made with the Grand Hyatt Seattle Hotel, Hyatt Olive 8 Hotel, the Red Lion Hotel on Fifth Avenue, and the Hilton Seattle Hotel. All of these overflow hotels have language that allows us to cancel up to one year in advance without any penalty.

As a way to eliminate the penalty for canceling this annual meeting with the Grand Sierra Resort and Hotel, we have agreed to hold the 2011 AACRAO Technology Conference in Reno. Please see the section of this report on the 2011 Technology Conference for additional information.

2012 Philadelphia

The 98th Annual Meeting will be held in Philadelphia, Pennsylvania. The dates are Sunday, April 1 – Wednesday, April 4, 2012. Easter is April 8 and Passover is April 6-14 and will not impact

this program. This meeting will be held at the Pennsylvania Convention Center with the Philadelphia Marriott Hotel serving as the headquarters' hotel.

2013 San Francisco

The 99th Annual Meeting will be held in San Francisco, California. The dates are Sunday, April 14 – Wednesday, April 17, 2013. Easter is March 31 and Passover is March 25 – April 2 and will not impact this program. This meeting will be held at the Moscone West Convention Center with the San Francisco Marriott Hotel serving as the headquarters' hotel.

6120 Exhibits

2009 Chicago

For the Chicago exhibit hall, there are currently 79 paid companies in 141 booths. This represents 78% of space sold. The Annual Meeting corporate opportunities brochure was distributed to Technology Conference participants in July and was given to SEM exhibitors as well. Corcoran Expositions did a mailing of the brochure to our exhibiting prospects database in August, and is consistently making phone calls and reaching out to companies to sign up to exhibit. We have experienced a decrease in exhibitors and booth space sold due to the conditions of the economy.

Corporate Presentations at the Annual Meeting will be given by:

- CollegeSource
- Pearson
- Azorus
- The College Board
- Ad Astra Information Systems
- Runner Technologies
- National Student Clearinghouse
- Campus Management
- Smart Catalog

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

- Datatel – Totebags
- ImageNow – Badge Holders
- SunGard Higher Education – APEX Award
- Australian Education International – International Educators Reception
- Educational Testing Service (ETS) – International Educators Reception
- Capella University – First-Time Attendee Reception
- Runner Technologies – Evaluations
- Jostens – Award and Plaques
- Three Rivers Systems - Notepads

The following ads will appear in the Onsite Program:

- Datatel
- Clearinghouse
- Chronicle
- Capella University
- Pearson

To date, the following companies are scheduled to exhibit at the Annual Meeting:

- AACRAO Consulting
- AACRAO IES
- ACT
- Applications Quest
- [Ad Astra Info System](#)
- AIG Technology
- [Association of College Honor Societies](#)
- [Avow Systems, Inc.](#)
- Azorus
- [BookWear](#)
- Campus Management Corporation
- [CampusDocs \(a division of Hoike Technologies\)](#)
- Capella University
- Cappex, Inc.
- CELCAT
- [CIBER, Inc](#)
- [CollegeNET, Inc.](#)
- [CollegeSource Inc.](#)
- ComQuip Inc.
- ConnectEDU, Inc.
- [Credentials Inc.](#)
- Data Tech Services
- [Datatel, Inc.](#)
- Decision Academic Inc.
- DI Imaging
- Digital Architecture
- [Docufide, Inc.](#)
- Education Evaluators International Inc.
- [Education Systems, Inc.](#)
- [Educational Credential Evaluators, Inc.](#)
- [EMPOWER / ComSpec International](#)
- [EMS by Dean Evans & Associates, Inc.](#)
- [ETS \(Educational Testing Service\)](#)
- [Experian QAS](#)
- [Herff Jones, Inc.](#)
- Hershey Systems
- Hobsons
- [Hyland Software, Inc.](#)
- IB North America
- IELTS International
- [ImageNow by Perceptive Software](#)
- InfoCision Management Corp
- Infosilem, Inc.
- Inside Higher Ed
- IntelliResponse Systems
- International Baccalaureate North America
- [International Education Research Foundation, Inc. \(IERF\)](#)
- International Security Products

- iStrategy Solutions
- Jenzabar
- Jolesch Photography
- Jonesville Paper Tube Corporation
- [Jostens](#)
- [Leepfrog Technologies, Inc.](#)
- [Mindwrap, Inc.](#)
- [National Student Clearinghouse](#)
- National Transcript Center
- NOLIJ Corporation
- Optical Image Technology, Inc -DocFinity®
- [Overture Technologies](#)
- [Paradigm, Inc.](#)
- Pearson Education
- [Petersons, a Nelnet Company](#)
- [Phi Theta Kappa International Honor Society](#)
- [PlattForm, Inc.](#)
- redLantern, a tradition of Miami University
- [RightNow Technologies](#)
- Rose & Tuck
- [Runner Technologies, Inc.](#)
- Saudi Arabian Cultural Mission
- [SCRIP-SAFE Security Products, Inc.](#)
- SNTial Technologies
- STEP EIKEN
- [SunGard Higher Education](#)
- [Talisma Corporation](#)
- TechnologyOne
- [Three Rivers Systems, Inc.](#)
- [U.S. Army Recruiting](#)
- [University of Cambridge International Examinations](#)
- University of Michigan English Language Institute
- Verba
- [World Education Services, Inc.](#)
- [Xap Corporation](#)

For the 2010 exhibits, AACRAO will no longer use Corcoran Expositions and is bringing exhibit sales and management back in-house and it will be handled by the existing staff. We will conduct an early exhibitor sign-up onsite. Exhibitors will be given the opportunity to reserve booth space based on a priority point system. This early sign-up has proven very successful in the past.

MEMBER SERVICES

6205 MEMBER MAINTENANCE

2008/2009 Membership Cards

The membership cards and letter which contain the member ID and password were mailed in October. Golden Key International Honour Society sponsored the membership cards for a second year for \$11,000. In an effort to increase individual members from member institutions, information on additional memberships was included with the card mailing. **As a result, we received eighteen new additional members.**

Membership 2007-2008

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

The 2008-2009 membership year is continuing this growth trend in revenue, but due to the economic climate we anticipate coming short of meeting the budgeted growth. For the 2009-2010 membership year, we anticipate a revenue loss of 10% due to the economic downturn and due to the change in dues calculations from [Full-Time Enrollment + ½ Part-Time Enrollment] to [Full-Time Enrollment + 1/3 Part-Time Enrollment].

Annual Comparison – Dues

The table below contains an annual comparison of dues collected.

	Membership Dues
2008-2009 (Dec. 08)	\$2,306,536.00
2007-2008	\$2,322,132.00
2006-2007	\$2,253,434.00
2005-2006	\$2,096,724.00
2004-2005	\$1,992,754.00
2003-2004	\$1,831,564.74
2002-2003	\$1,755,854.00
2001-2002	\$1,723,996.41
2000-2001	\$1,701,951.00
1999-2000	\$1,553,379.00

Annual Comparison - Institutional Membership Renewal Numbers

Institutional Members

	Renew	New	Dropped/Un paid	Total
2008-2009 (Dec. 08)	2,424 (91%)	**120 (5%)	227 (9%)	2,544
2007-2008	2,506 (96%)	**145 (6%)	99 (4%)	2,651
2006-2007	2,461 (97%)	**144 (6%)	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
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** 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, 10 institutions have cancelled membership.

Unpaid Members 2008-2009

A total of 217 institutions (9%) have not renewed their membership as of December 31, 2008.

Membership Renewal 2008-2009

The renewal process started this year with the enrollment for each institution being adjusted according to IPEDS data. Invoices were sent to all primary contacts (May 27, 2008) in HTML format

Recruitment Campaign to Past Members

As part of the renewal process, we have continued to send renewal information to dropped members from the past eight years:

This project has proven to be very successful as shown in the following results:

Year	Institutions Inactive	Institutions Rejoining	Total Revenue
2008-2009 (Dec. 08)	358	41	\$23,806
2007-2008	352	49	\$29,152
2006-2007	368	35	\$18,750
2005-2006	262	28	\$14,230
2004-2005	296	45	\$24,316

Collections Schedule for 2008-2009

June '08:	First email sent to primary contacts of Institutional, Affiliate, Organizational, Corporate and Individual members in HTML format.
June – July '08:	“Dues Drop for Many AACRAO Member Institutions” and “It’s Time to Renew” sent to active members via <i>MemberLink</i> . Articles posted to Association News and Transcript sections of the Web site.
July '08:	Second email sent to all primary contacts in HTML format. <u>Recruitment Campaign to Past Members</u> – Contact information and Primary Contact for all past members checked and corrected; Invoices sent by mail to past Institutional and Affiliate members.
August '08:	First round of phone calls to Organizational and Individual members
September '08:	First email sent to all roster members at unpaid institutions.
September '08:	First round of phone calls to Affiliate members. <u>Recruitment Campaign to Past Members</u> – Second mailing sent and phone calls placed to all contacts at past Institutional and Affiliate members. Through March: Work with Experient on unpaid institutions registering for SEM and the Annual Meeting.
October '08:	First round of phone calls to Institutional members. <u>Recruitment Campaign to Past Members</u> – Phone calls to all contacts at past Institutional and Affiliate members.
November '08:	Second round of phone calls to all unpaid members.
December '08:	Third round of phone calls to all unpaid members. Second email sent to all roster members at unpaid institutions.
January '09:	Continue to call unpaid members.
January '09:	Email to all unpaid roster members about renewing and receiving the Early Bird discount and member discount at the Annual Meeting. <u>Recruitment Campaign to Past Members</u> - Email to all contacts at past Institutional and Affiliate members about joining and receiving the Early Bird discount and member discount at the Annual Meeting.
February '09:	Paper invoices sent to all primary contacts at unpaid institutions.
February '09:	Final email to all unpaid roster members about renewing and receiving the member discount at the Annual Meeting.

Recruitment Campaign to Past Members - Email to all contacts at past Institutional and Affiliate members about joining and receiving the member discount at the Annual Meeting.

March '09: Copy of *College & University* sent to all unpaid members with note on the front cover – “Don’t Let This Be Your Last Issue of C&U.”

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 call for awards nominations began in September with twice weekly advertisements in *MemberLink* and *Transcript*. The award recipients will be recognized at the Opening General Session at the Annual Meeting in Chicago on April 13, 2009. They are:

- APEX (Achieving Professional Excellence in Education Administration) Award
 - Mary Koskan
- Award for Excellence in International Education
 - John Yopp
- Honorary Membership
 - Jeanenne Rothenberger
- Distinguished Service Awards
 - Richard Skeel
 - Kathleen Jones
 - Heather Smith
- Elbert W. Ockerman State and Regional Professional Activity Award
 - Kentucky ACRAO
 - Ohio ACRAO
- Founders Award for Leadership
 - Dennis Dulniak
- Thomas A. Bilger Citation for Service
 - Kathi Baucom

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

AACRAO Committees

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 posted in September and October, 2008. **Since posting the article, 22 individuals have applied to serve on a committee.**

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 following 52 non-member subscribers.

Baptist Health Schools Little Rock	Navarro College
Baton Rouge Community College	NHTI-Concord's Community College
Brazosport College	North Central Missouri College
Carolina Technical College	North Country College of Essex & Franklin
Coastal Bend College	North Country Community College
College of the Canyons	North Essex Community College
College of Western Idaho	North Iowa Area Community College
Community College of Aurora	Northern Essex Community College
Dawson Community College	Paris Junior College
East Central Technical College	Pulaski Technical College
Erie Community College	Ranger College
Felician College	Richmond Community College
Forsythe Technical Community College	Riverland Community College
Glen Oaks Community College	San Mateo County Community College
Grays Harbor College	District
Hiwassee College	Seabury Institute
Howard College	Skyline College
Illinois Eastern Community Colleges	South Plains College
Illinois Valley Community College	Spokane Falls Community College
Labette Community College	St. Johns River Community College
Lenoir Community College	SUNY Westchester Community College
Los Angeles Harbor College	University of Arkansas Community College
Middlesex Community College	at Morrilton
Minnesota West Community and Technical	University of New Hampshire at Manchester
College	Ventura County Community College
Mount Wachusett Community College	District
Nashville State Community College	Warren County Community College

As a result, Baton Rouge Community College joined.

1.) AACRAO Membership	YR END 00-01	YR END 01-02	YR END 02-03	YR END 03-04	YR END 04-05	YR END 05-06	YR END 06-07	YR END 07-08
Institutional Members								
Paid Institutions	2275	2274	2262	2316	2395	*2424	2504	2537
Paid Institutional Individuals	8733	9136	9175	9671	9846	10004	10610	10814
Unpaid Institutions	66	127	102	67	57	125	57	62
Affiliated Institutions								
Paid Affiliated Institutions	50	58	85	107	129	*103	117	130
Paid Affiliated Individuals	67	118	197	276	270	209	247	252
Unpaid Affiliated Institutions	0	5	9	13	13	19	24	15
Individual Members								
Paid International	14	15	15	17	22	26	29	29
Paid High School	18	14	12	8	17	13	13	13
Paid Retired	9	12	9	12	9	8	8	9
Paid Student	4	5	2	4	3	2	4	1
Honorary Members	82	84	81	82	86	90	89	88
Corporate Partners								
Paid Corporate	83	89	73	77	76	65	59	66
Paid Corporate Individuals	131	129	110	124	116	118	110	121
Unpaid Corporate	3	15	35	11	17	18	14	10
Organizational Partners								
Paid Organizations	14	20	18	25	29	32	30	31
Paid Organizational Individuals	19	22	19	38	39	46	**61	**67
Unpaid Organizations	0	2	4	1	2	3	3	8
Unpaid Organizational Individuals	0	2	4	1	3	3	3	8
Active Members								
Active Voting Individuals	8733	9136	9175	9671	9846	10,004	10,610	10,814
Active Nonvoting Individuals	344	399	445	561	562	512	561	580
Total Number of Active Members	9077	9535	9620	10,232	10,408	10,516	11,171	11,394
Active Organizations								

Active Voting Institutions	2275	2274	2262	2316	2395	2424	2504	2537
Active Nonvoting Institutions/Corp/Organizations	147	167	176	209	234	200	206	227
Total Active Organizational Membership	2422	2441	2438	2525	2629	2624	2710	2764
2.) Dues								
AACRAO Paid Dues	\$ 1,701,951.00	\$1,723,996.41	\$1,755,854	\$1,831,564.74	\$1,992,754	\$2,096,724	\$2,253,434	\$2,322,132
Corporate Paid Dues	\$ 104,537.50	\$108,125.00	\$143,150	\$145,300.00	\$129,850	\$142,003	\$131,120	\$146,165
Year-to-Date								
% of Institutional Membership Paid	97%	95%	96%	97%	97%	95%	97%	96%
% of Budget Met – Institutional	100%	(Increase 1%) 100%	(Increase 1%) 100%	(Increase 5%) 100%	(Increase 12%) 100%		(Increase 7%) 100%	100%
Prior Year-to-Date								
% of Membership Paid Prior YTD	94%	97%	95%	96%	97%	97%	95%	97%
4.) Analysis – Corporate								
% of Corporate Renewals	97%	80%		(12% - not paid) 88%	(24% - not paid) 76%	(\$40,000 – 30% - not paid) 70%	(20% - not paid) 80%	(\$20,975 – 16% - not paid) 84%
% of Budget Met – Corporate	108%		132%	(Increase 2%) 102%	(Decrease 10%) 90%	(Increase 4%) 104%	(Decrease 8%) 92%	(Budget = \$172,636) 85%
% of Corporate Paid Prior YTD	100%	97%	80%		88%	76%	70%	80%
*42 Affiliate Members became Institutional Members								
** Includes 12 Reciprocal Individuals								

Year-End Comparison: 2000-2008

The above table compares the membership renewal totals for the last eight years. Of note, institutional and individual memberships have continually increased, as well as revenue from corporate partnerships.

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 December and January 2009 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.

Of the 15 potential members from December and January 2009, 8 have joined, resulting in additional membership revenue of \$1,827.

Kathy Koch, Director of Admissions, New York Conservatory for Dramatic Arts
Rita, McDaniel, Drexel University
Allison Peterson, Dir. of Admissions & Marketing, Bon Secours Memorial School of Nursing
Sarah Martin, Duke University
Susan Matthews, VIF Program
Lori Kester, Front Range Community College
Jack Parker, University of Arkansas
Desiree Bryant, Registrar, St. John's University
Lisa Brown-Roberts, Colorado Community Colleges Online
Donna Schot, Web Manager, Vanderbilt University
Velmarie Merced, Secretary of Students Affairs, Mech Tech College
Jenielle Strother, Director of Recruiting and Admissions, Seminary of the Southwest
Gwen Pomper, Vice Chancellor for Enrollment Management, University of Colorado at Boulder
Christy Samford, Assistant Registrar - Degree Audit, University of Colorado at Boulder
Kurt Morton, University of Maryland, Baltimore County

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.

As a result of this campaign, the following three institutions joined:

- 1. Bowling Green Technical College**
- 2. Central Maine Community College**
- 3. College of the Marshall Islands**

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.

18th Annual Strategic Enrollment Management Conference, November 16-18, 2008

Membership information was sent to the non-member attendees of the 2008 SEM Conference:

Assiniboine Community College
Bellevue Community College
California State Polytechnic University, Pomona
Capital Community College
College of the Redwoods
Keyano College
Kuwait University
Malone College
Ocean County College
Red River College
Tiffin University
UC Raymond Walters College
Vancouver Island University
Victoria University
Wheeling Jesuit University

RESEARCH

6220 RESEARCH

The following surveys have been implemented since the Board report in November:

- College credit for college-level courses in high school, noncredit courses, and testing
- Issues in implementing the Montgomery GI Bill at higher education institutions
- Admission and verification of undocumented students in U.S. higher education

These survey reports were prepared:

- Academic progression and institutional policies

Reports are being prepared on:

- Survey of college credit for college-level courses in high school, noncredit courses, and testing

- Issues in implementing the Montgomery GI Bill at higher education institutions
- Admission and verification of undocumented students in U.S. higher education

Surveys scheduled for the upcoming quarter are:

- Academic Competitiveness / SMART Grants (rescheduled from last quarter)
- Registrars' Transcript Practices, a repeat and update of the previous data collection effort done for the publication of "The Academic Record and Transcript Guide" (rescheduled from last quarter)

MEETINGS AND WORKSHOPS

6300 REGISTRAR 101

We will be holding a Registrar 101 Workshop at the Annual Meeting. Currently, there are 5 people registered to attend.

Plans are also underway for a Registrar 101 Workshop to be held in conjunction with SEM XIX in Dallas. Dates are Thursday, November 12 – Friday, November 13. We are hoping to attract at least 50 participants.

6305 SEM Conference

2009 SEM Conference

The 19th Annual SEM Conference will be held in Dallas, Texas, November 8-11, 2009 at the Hyatt Regency Dallas Hotel.

The SEM Call for Proposals is scheduled to open on February 11. We are sending out requests for proposals via announcements in Memberlink, and are planning to send a stand-alone email to past SEM attendees as well as the entire membership. The SEM website has been created and is in the process of being populated.

Corporate marketing efforts began in November for this meeting. The SEM '09 Corporate Opportunities Brochure was distributed in Anaheim, along with the Corporate Opportunities Brochure for our other meetings, our new Advertising Brochure, and our corporate partner application.

For SEM 2009, we have already secured one exhibitor:

- NRCCUA

For SEM 2009, we also have the following sponsors:

- Datatel – Totebags
- ImageNow – Badge Holders
- Runner Technologies –Evaluations

6320 FERPA Workshop

LeRoy Rooker will be presenting a FERPA workshop at the Annual Meeting and may have another session (to be determined). We are also planning to have a FERPA Questions Table next to the Publications area. LeRoy will be working with the AACRAO Consulting Team using his expertise in FERPA and privacy issues in higher education.

6330 TECHNOLOGY CONFERENCE

The 2009 AACRAO Technology Conference will be held at the JW Marriott Starr Pass in Tucson, Arizona, July 19-21. The confirmed 2009 sleeping room rate is \$132 plus tax single or double occupancy.

The Call for Proposals for the Tech Conference has been extended to March 2nd to allow for last-minute submissions. We plan to begin work on the Tech Registration brochure in early April. The registration website for the Tech Conference will open in early April.

We prepared a Corporate Opportunities Brochure for Tech '09 to distribute at the '08 Conference. We encouraged attendees to sign up for booth space and presentations on-site. We also distributed a comprehensive Advertising Brochure and information on the corporate opportunities available at our other meetings.

We will be partnering with Educause and Internet2 on the Identity Management track for the Technology Conference program.

The following companies have signed up to exhibit at Tech '09:

- Runner Technologies
- Hobsons
- nuBridges
- ImageNow

To date, we have one corporate presentation reserved for Tech '09:

- Runner Technologies

For TECH 2009, we also have the following sponsors:

- Datatel – Totebags
- ImageNow – Badge Holders
- Runner Technologies – Session Evaluation

The 2010 AACRAO Technology Conference will be held at the Westin Crown Center in Kansas City, Missouri, July 18-20. The confirmed 2010 sleeping room rate is \$179 plus tax single or double occupancy.

The 2011 AACRAO Technology Conference will be held at the Grand Sierra Resort and Casino in Reno, Nevada, July 10-12. The confirmed 2011 sleeping room rate is \$139 plus tax single or double occupancy.

6345 ADMISSIONS INSTITUTE

Planning began in 2009 for two onsite Admission Institutes.

6350 DISTRIBUTIVE LEARNING

AACRAO offered a four-week Registrar 101 Online course from Monday, January 26 through Saturday, November 21. We attracted 34 participants from 16 states, the District of Columbia, and three foreign countries: Japan, Abu Dhabi, and Kuwait. Presenters included Leslie King, Registrar and International Student Coordinator, Ivy Tech College (Terre Haute, IN) (Role of the Registrar); Elaine Dawson, Senior Assistant Registrar for Data Analysis and Technical Services, Old Dominion University (Norfolk) (Academic Policy and the Registrar; Solomon Amendment), and Barbara Lauren, Esq. of the AACRAO staff (FERPA; and Information Sources for Registrars).

6375 TRANSFER CONFERENCE

The 2009 AACRAO Transfer Conference will be held at the Tampa Marriott Waterside in Tampa, FL, February 16 -17. The conference rate will be \$195.00 single/double. As today, 160 people are registered.

We created a corporate opportunities brochure to recruit exhibitors and presenters to the Transfer Conference. To save on production and mailing costs, we will be distributing the brochure electronically to our corporate contacts.

CollegeSource is the primary sponsor of the Transfer Conference. Additional sponsors are the following companies:

- Datatel – Totebags
- ImageNow – Badge Holders
- Runner Technologies – Evaluations

The following companies have signed up to exhibit at Transfer 09:

- CollegeSource
- Runner Technologies
- Ad Astra Information Systems
- Decision Academic
- National Student Clearinghouse
- University of Maryland, University College

The following companies have signed up to present at Transfer 09:

- CollegeSource
- RedLantern
- Hershey Systems

We have selected the JW Marriott in Las Vegas for the 2010 Transfer Conference and CollegeSource has already agreed to support this meeting.

PUBLICATIONS

6400 GENERAL PUBLICATIONS

The current top six best-selling titles for the 2008-2009 fiscal year, which started on October 1, 2008, beginning 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. The listing starts with the newest publication:

Electronic Data Exchange Primer

This short primer gives guidance to potential Electronic Data Exchange Implementers, and is authored by the SPEEDE committee. The primer was released November 25, 2008, and in the first month of its release, 51 copies were sold.

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, the book was sponsored in part by Sungard Higher Education. *SEM and Institutional Success* was released on September 30, 2008, and as of December 31, 2008, 248 copies have been sold.

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 December 31, 2008, 209 copies have been sold.

The Educational System of the Russian Federation

This guide on the educational system of Russia was released April 30, 2008. Edited by Chris J. Foley, Director of Admissions, Indiana University-Purdue University Indianapolis, the guide combines reports from the Joint Russian Federation/U.S. Commission on the Mutual Understanding of Education with additional and updated content. As of December 31, 2008, 122 copies have been sold.

The College Admissions Officer's Guide

AACRAO's first comprehensive guide to the admissions officer's profession in a decade, *The College Admissions Officer's Guide*, was released March 18, 2008 for the 2008 Annual Meeting in Orlando (March 24-27, 2008). Edited by AACRAO's Associate Director of Compliance and Professional Development, Barbara Lauren, Ph.D., J.D., it features 56 contributing authors and 44 chapters. It is similar in length and format to the Registrar's Guide. As of December 31, 2008, 626 copies have been sold.

The SEM Imperative: Taking Enrollment Management Online

This SEM publication was released October 24, 2007 in time for the SEM Conference and was authored by Craig Westman, Ph.D. and Penny Bouman along with 19 contributing authors. *The SEM Imperative: Taking Enrollment Management Online* demonstrates how higher education can create content, tools, and experiences to connect with the Gamer audience and build relationships in an Internet-driven world. As of December 31, 2008, 255 copies have been sold.

Managing for Outcomes: Shifting from Process-Centric to Results-Oriented Operations

This guide was released July 26, 2007 and was authored by Wayne Sigler, Ed.D. It presents the Outcome-Oriented Operations (Tri-O) Management System, a coordinated leadership/management system that enables

organizations to thrive by consistently delivering specific, measurable outcomes that are expected and valued by key stakeholders. As of December 31, 2008, 571 copies have been sold.

Academic Dishonesty: Developing and Implementing Institutional Policy

This overview of academic dishonesty was released on June 12, 2007. Drawing heavily from current literature, case law, and a survey of fifty-two North Park University (Chicago) faculty members, author Dennis Bricault, Ph.D analyzes the legal issues affecting academic misconduct and provides guidance for assessing and restructuring institutional policies and procedures. As of December 31, 2008, 267 copies have been sold.

The Educational System of France

The Educational System of France is a guide for United States admissions officers to the structure and content of the educational system of France. The book was released for the 2007 NAFSA Conference (May 29- June 1, 2007) in Minneapolis, and as of December 31, 2008, 199 copies have been sold.

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

This monograph captures the presentations and discussions among participants from a November 2006 symposium on how to develop admissions policies regarding international applicants with three-year bachelor's degrees. It was released March 13, 2007, and as of December 31, 2008, 375 copies have been sold.

Accreditation Mills

The book was released March 6, 2007 and was authored by Allen Ezell. It gives a historical perspective of the accreditation mill problem, defines tactics used by mills to deceive the public, and explains how readers can take an active role in the fight against them. As of December 31, 2008, 265 copies have been sold.

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

The book was released on November 22, 2006. Based on a dissertation submitted by Sandy Lepley, it utilizes the findings of a survey to report the ways in which systems implementation has affected the perceived role of the community college registrar. As of December 31, 2008, 80 copies have been 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, and are currently securing contributing authors. Delivery of the final text is tentatively scheduled for May 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 is tentatively scheduled for publication for May 2009.

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.

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. On September 29, 2008, a tentative list of 24 chapter topics and authors was received by the AACRAO office from Deana Williams. This list incorporates ten more chapters to the current fourteen in the 2001 Guide to encompass a comprehensive list of topics in the international arena. Author outlines for 19 chapters were received in the AACRAO office February 2, 2009. The tentative release date is at the Annual Meeting in 2010.

Second Time Around - Systems Implementation

Sharon Cramer, the author of *Student Information Systems* is interested in authoring a short guide on implementing a new system. This guide will target institutions which are planning a second systems implementation, and will focus on new issues and procedures arising the second time around. It will include recommendations from campuses that have made second implementations or significant upgrades to their current system. The guide is tentatively scheduled for fall 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. Forty-five out of 54 reporting officers have completed their updates. The book is scheduled for release at the 2009 Annual Meeting in Chicago.

AACRAO BOOKSTORE

Most recently, AACRAO sold a total of \$670 in publications at the Second Annual Winter Institute on the Evaluation of Foreign Education Credentials from Selected Countries in Washington, DC, January 11-13, 2009.

SEM						Total
Conference		Day 1	Day 2	Day 3	Day 4 (1/2 day)	Revenue
Anaheim	2008	\$ 2,161	\$ 3,714	\$ 4,338	\$ 1,258	\$11,472
New Orleans	2007	\$ 1,155	\$ 4,405	\$ 4,825	\$ 2,520	\$12,905
Phoenix	2006	\$ 940	\$ 3,252	\$ 3,797	\$ 2,085	\$10,075
Chicago	2005	\$ 4,605	\$ 7,426	\$ 6,199	\$ 1,246	\$19,477
Orlando	2004	\$ 1,939	\$ 2,489	\$ 4,183	\$ 2,637	\$11,209

Technology Conference		Total Revenue
Baltimore	2008	\$770
Minneapolis	2007	\$2,043
Denver	2006	\$2,300
Atlanta	2005	\$1,365
Newport Beach	2004	\$385

Annual Meeting		Day 1	Day 2	Day 3	Day 4 (1/2 day)	Total Rev.
Orlando	2008	\$8,088	\$12,827	\$12,694	\$3,160	\$36,770
Boston	2007	\$7,209	\$10,674	\$10,204	\$2,363	\$30,452
San Diego	2006	\$24,174	\$21,929	\$20,917	\$7,372	\$74,394*
New York	2005	\$4,628	\$10,027	\$11,319	\$7,956	\$33,932
Las Vegas	2004	\$10,421	\$12,600	\$10,482	\$5,113	\$38,618
Washington, DC	2003	\$6,938	\$11,058	\$7,322	\$4,283	\$29,602

*Released Registrar's Guide, 2006 FERPA Guide and United Kingdom

MARKETING AND ADVERTISING

Our marketing efforts have yielded positive results, evidenced by 35% net revenue at the end of the last fiscal year. The low number of book returns is direct proof that our advertising has been accurate and well-received.

- Sample AACRAO publications were exhibited at the following meetings:
 - o 2009 AACRAO Transfer Conference, February 15-17, 2009, Tampa, FL.
 - o SACRAO 2009 Annual Conference, February 7-11, 2009, New Orleans, LA.
- Review copies were given to the following journals and associations:
 - o A review copy of *The EDX Primer* was sent to Peter DeBlois, Director of Communications and Publishing at EDUCAUSE, for review in EDUCAUSE Quarterly.
- In recent issues of *SEM Source*, the following publication has been featured:
 - o *SEM and Institutional Success* (December 2008)
- In recent issues of *Memberlink*, the following publications advertisements have been included:
 - o *The Educational System of Russia*
 - o *Two-Book Set: The Registrar's Guide, College Admissions Officer's Guide*
 - o *The Electronic Data Exchange Primer*
 - o *SEM and Institutional Success*
 - o *Australia*
 - o *The Work of the Registrar*
- An ad was placed with the European Association for International Education (EAIE) in the spring issue of Forum magazine, featuring our latest publications. The ad placement was free.
- Six publications advertisements were featured in the most recent edition of C&U Journal (Fall 2008, vol. 84:2): In Print (*SEM and Institutional Success* and *Counterfeit Diplomas and Transcripts*- full page), EDGE (full page), Think Globally (*International Guide* -full page), Smart Catch (General pubs, full page color), In Print (*The Registrar's Guide* and *The College Admissions Officer's Guide*- full page), Grab a Piece of the Past (*Work of the Registrar* – full page), Complete SEM Solution (half page), and International Graduate Admissions Guide (half page).
- In December, an encouraging book review of *SEM and Institutional Success* appeared in The Enrollment Management Review, Winter 2009 edition.
<http://professionals.collegeboard.com/higher-ed/recruitment/enrollment>
- Discount offers on publications included:
 - o In December and January, a holiday publications sale was held, discounting 9 publications. As a result, 32 books were sold, resulting in \$1,419.00 in revenue.
 - o In February, we are offering a discount for a two-book set which includes the two most popular books: *The Registrar's Guide* and the *College Admissions Officer's Guide*.

- Three AACRAO publications continue to be available for sale through Amazon Marketplace: *Managing for Outcomes*, *Counterfeit Diplomas and Transcripts*, and *Academic Dishonesty*.
- In January, an 8-page publications brochure was mailed to all members along with the Member Card.
- AACRAO is donating its most recent publications to the ACE library for inclusion in their catalog and for use by patrons of the library. ACE will include AACRAO publications in its monthly list of new acquisitions distributed to all the higher education associations at One Dupont Circle. This service is free.

PERMISSION GRANTED

- In January 2009, XanEdu was granted permission on behalf of Capella University to include Chapter 7 of *Strategic Enrollment Management Revolution* in a digital CoursePack for approximately 10 students enrolled in ED7611 during the Spring 2009 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. Acknowledgement of AACRAO was prominently given and displayed.

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/.

On September 15, 2008, as a follow up to several initial emails, we began calling reporting officers to aid them in updating their transfer practices in our database. So far 45 states have updated their practices. The new 2009 print version is scheduled release at the 2009 Annual Meeting.

6450 ELECTRONIC DATABASE FOR GLOBAL EDUCATION (EDGE)

In the current year, our net profit for this project is \$23,941. 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	\$59,800	\$83,931
2008/2009 (as of Dec 08)	\$6,671	\$30,612
Total	\$158,098	\$183,287

EDGE became available for subscription on November 2, 2006 featuring 40 country profiles. Since its release, an additional 139 profiles have been added, making the current total 179. This electronic resource provides easily accessible up-to-date information on foreign educational systems. In November 2007,

subscription renewals began and continued throughout the year as memberships expire. The fee for the second year increased to \$450 member/ \$600 non-member institutions.

As of November 25, 2008, 449 institutional subscriptions have been purchased, totaling 1,136 individual users as compared with 276 institutions and 629 individuals in November, 2007. A total of 63 EDGE authors have been paid an honorarium of \$300 each for a total of \$18,900.

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, 53 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, and marketing efforts have been made to recruit law firms.

The December meeting with the Durango Group has produced a number leads to pursue to increase the visibility of EDGE within U.S. government agencies.

In January the fee structure for law firms wanting to subscribe to was changed to reflect the number of attorneys in each firm working on immigration matters. Based on the number of attorneys firms would pay \$1,000, \$2,000, or \$3,000 for a 12-month subscription. This information was conveyed to law firms in a mailing to members of the American Immigration Lawyers Association (AILA). We will track the outcome of this mailing and the revised fee structure.

GOVERNMENT RELATIONS/COMMUNICATIONS

6505 GOVERNMENT RELATIONS

Political Developments

On December 17, 2008, then President-elect Obama nominated Chicago Public School superintendent Arne Duncan to become his Secretary of Education. Secretary-designate Duncan was very warmly received by Democratic and Republican members of the Senate Committee on Health, Education, Labor and Pensions at his confirmation hearing, and was confirmed by the full Senate on January 21, 2009, a few hours after the President was inaugurated.

Like the majority of his predecessors, Secretary Duncan comes to the Department from a K-12 background and without much policy experience on higher education issues. Higher education advocates are universally pleased with his appointment, however, because of his accomplishments in Chicago, particularly the emphasis his administration placed on college access and success for Chicago Public School graduates. As other political vacancies at the Department are filled, a clearer picture of the Obama education priorities will emerge over time. At the moment, a number of highly respected Clinton administration officials, including former National Economic Council advisor Robert Shireman and former Under Secretary Mike Smith, are assisting the new Administration as consultants.

Legislative Developments

Even before President Obama's inauguration, the outgoing 110th Congress had begun work on a massive economic stimulus bill that it hoped to have ready for the President's signature immediately upon taking office. That hope was dashed as the worsening economy and party-line political disagreements about the

proper form and scope of federal intervention continued through the last two month of 2008. The new 111th Congress, with larger Democratic majorities in both chambers, took up the task in earnest immediately after it was sworn into office on January 6, 2009. The House bill, drafted almost exclusively by congressional Democrats, passed without a single Republican vote on January 28. The Senate bill's fate remained uncertain as of this writing.

AACRAO joined other higher education groups to ask for inclusion of higher education provisions in the stimulus bill, and sought increased federal funding for higher education infrastructure improvements and for Pell grants.

Regulatory Developments

On December 9, 2008, The Department of Education published final FERPA regulations that it had initially proposed on March 24. As expected, the final regulations consisted of non-controversial provisions that simply updated the regulations. AACRAO provided an overview and summary of the new FERPA regulations in the Transcript, and plans to update its various FERPA offerings including the FERPA Guide and FERPA workshops.

6515 COMMUNICATIONS

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

Source	Headline	Date
Ohio.com	No bailout for private student loan firms	12/2/2008
The Arizona Republic	Colleges charging tuition based on majors	12/4/2008
The Rocky Mountain Collegia Online	Treasury wrong to bail out private student lenders	12/5/2008
Marquette Tribune	Enrollment unfazed by economy	12/2/2008
Modesto Bee	Don't aid providers of student loans	12/4/2008
CBS News	Treasury Wrong To Bail Out Private Student Lenders	12/4/2008
The Quad	Private student lenders	12/8/2008
The Arizona Republic	Financial aid woes forcing some college students	12/9/2008
ColoradoDaily.com	Out of money, out of school	12/9/2008
Diverse	Advocates: Economic Stimulus Needed for Education	12/11/2008
Santa Fe New Mexican	Lack of financial aid could spur wave of college	12/9/2008
Diverse	Education Advocates Pushing Hard to Get Piece of	12/11/2008
Article Motron	Foreign Credential Evaluation Services	12/14/2008
E School News	Education Advocates Pushing Hard to Get Piece	12/12/2008
Philly.com	Toward college without a map	12/14/2008
Winona Daily News	Winona State freshman forced to drop out for lack	12/9/2008
Yahoo! Politics	Obama's Choice of Duncan Wins Praise from	12/16/2008
CQ	Obama's Choice of Duncan Wins Praise from	12/16/2008

Source	Headline	Date
Diverse	OBAMA STAYS CLOSE TO HOME ON EDUCATION CHIEF	12/16/2008
TampaBay.com	Is ninth grade too early for college prep classes?	12/21/2008
Pittsburgh Post-Gazette	CMU rescinds degree, blames ex-dean	12/19/2008
Pittsburgh Tribune-Review	CMU trustees revoke questionable 2004 degree	12/19/2008
Daily American	Pa. tries to ease college transfer process with	12/19/2008
Bradenton Herald	Early taste of college given too soon, often?	12/22/2008
Orbitaloc	Foreign Credential Evaluation Services - what are	12/22/2008
Diverse	Bush to Obama: Education in Transition	12/25/2008
The Ledger	Students Scramble to Get Ahead Earlier and Earlier	12/22/2008
Delaware Online	More universities turning to graduated fees	12/28/2008
Advance Titan	FBI requests student information	12/5/2008
Inside Higher Ed	'Accreditation Lite' for International Recruiting	1/6/2009
USA Today	Financial doors can open for college applicants	1/8/2009
University Business	Unpaid College Tuition Bills Rise	1/12/2009
US News and World Report	Unpaid College Tuition Bills Rise	1/9/2009
Boston.com	Applications to UVM, state colleges rise	1/11/2009
BurlingtonFreePress.com	Applications up at UVM, state colleges	1/11/2009
Democrat and Chronicle	SUNY Brockport scholarship seeks to enrich dorm	1/11/2009
Detroit Free Press	Find new opportunities for getting into college	1/11/2009
Journal News	Report on WVU academic records expected Feb. 2	1/13/2009
The Charleston Gazette	Report on WVU academic records expected Feb. 2	1/13/2009
Yahoo! Politics	Unpaid College Tuition Bills Rise	1/12/2009
TheNorthwestern.com	Recession brings new opportunities for college	1/12/2009
The Gateway	Lack of financial aid forcing some students to	1/13/2009
NewsandSentinel.com	Report on WVU academic records expected Feb. 2	1/13/2009
WTAP.com	Report On WVU Academic Records Expected Feb. 2	1/13/2009
Charleston Daily Mail	Report on WVU degree records expected Feb. 2	1/12/2009
The Daily Athenaeum	Faculty Senate plans	1/16/2009
Examiner	State school=safety school? Maybe not in this	1/15/2009
Rutland Herald	Applications to UVM, Vt. state colleges rise	1/16/2009
RGJ.com	Opportunity knocks for savvy college applicants	1/19/2009
The Arizona Republic	Colleges scramble to help cash-strapped students	1/20/2009
Christian Science Monitor	Colleges scramble to help cash-strapped students	1/20/2009
Daily Skiff	Financial aid budget rises 25 percent	1/22/2009
The Detroit News	Residency standards at U-M studied	1/26/2009
The Daily Texan	Amid economic difficulties, many are wary while	1/26/2009
NBC 13	College financial aid system facing stiff test	1/25/2009
INO	AP Financial NewsBrief	1/26/2009

Source	Headline	Date
Charleston Daily Mail	Financial aid might face stiff test amid recession	1/25/2009
GoErie.com	Stiff test for financial aid	1/25/2009
Times Herald-Record	College aid hunt proving tough this year	1/25/2009
The Register-Guard	Students brace for scarcity of financial aid	1/25/2009
TMCnet.com	AP Business NewsBrief at 1:34 p.m. EST	1/25/2009
NewJersey.com	Students forced to look wider as college aid	1/25/2009
World News	College financial aid system facing stiff test	1/25/2009
Times Argus	College financial aid system facing some stiff	1/25/2009
Rutland Herald	College financial aid system facing some stiff	1/25/2009
AZDailySun.com	Financial aid for college in squeeze	1/25/2009
Boston Herald	College financial aid system facing stiff test	1/25/2009
WCTV News	Quest for College Financial Aid Takes On New	1/25/2009
St. Augustine Record	Aid system faces stiff test	1/25/2009
Nashua Telegraph	Finding aid for college more difficult for parents	1/25/2009
The Item	College financial aid system faces stiff test	1/25/2009
Post-Bulletin	College financial aid system faces stiff test	1/25/2009
Mansfield News Journal	College financial aid, loans may be harder to get	1/25/2009
SunSentinel.com	Recession pressures college aid	1/25/2009
Columbia Daily Tribune	Financial aid system facing stiff test in '09	1/25/2009
TheEagle.com	College funding facing stiff test	1/25/2009
Sun Herald	FUNDING FRIGHT	1/25/2009
GreenBayPressGazette.com	Financial aid system to be tested	1/25/2009
CourierPostOnline.com	Quest for college aid promises to be tough	1/25/2009
TheDay.com	College Financial Aid System Facing Test	1/25/2009
Gainesville.com	College financial aid system faces tough test	1/25/2009
PostStar.com	College aid may be hard to find	1/25/2009
WITN News	College Financial Aid System Facing Stiff Test	1/25/2009
ElPasoTimes.com	AP Top News at 5:28 a.m. EST	1/25/2009
bnd.com	College aid system facing stiff test	1/25/2009
Kentucky.com	Finding money for college increasingly hard	1/25/2009
Cherokee Tribune	College cash crunch	1/25/2009
Marietta Daily Journal	College cash crunch	1/25/2009
FoxNews.com	Quest for College Financial Aid Takes On New	1/25/2009
The Wichita Eagle	College aid harder to find	1/25/2009
Caller.com	Financial aid system facing stiff test	1/25/2009
LJWorld.com	Financial aid system facing stiff test	1/25/2009
Freep.com	More applicants, less money for student financial	1/25/2009
TimesUnion.com	Economy tightening financial aid for college	1/25/2009
Las Cruces Sun News	AP Top News at 2:53 a.m. EST	1/25/2009
Etruth	The financing system for college is in real crisis	1/25/2009

Source	Headline	Date
Daily Camera	College loans and grants may be cut	1/25/2009
The Chronicle-Telegram	For new college students, the real test is paying	1/25/2009
Journal News	College aid faces stiff test	1/25/2009
The Sun News - Myrtle Beach Online	College finance system faces crisis	1/25/2009
Athens Banner-Herald	Pool of college aid may be shallower amid	1/25/2009
Times Leader	College financial aid system facing stiff test	1/25/2009
13 Central Florida News	College financial aid system facing stiff test	1/24/2009
CBS 2	Finding College Aid To Be Tougher Than Ever	1/24/2009
KDKA TV News	Finding College Aid To Be Tougher Than Ever	1/24/2009
WCBS-TV	Finding College Aid To Be Tougher Than Ever	1/24/2009
SentinelSource.com	College stress grows	1/25/2009
CBS3	Finding College Aid To Be Tougher Than Ever	1/25/2009
WJZ	Finding College Aid To Be Tougher Than Ever	1/25/2009
CBS4.com	Finding College Aid To Be Tougher Than Ever	1/25/2009
Flathead Beacon	Colleges Scramble to Help Cash-Strapped Students	1/24/2009
MSNBC	Finding college aid could prove tough test	1/24/2009
Grand Forks Herald	Economic crisis straining college aid system	1/24/2009
Baltimore Sun	Economic crisis straining college aid system	1/24/2009
Star Tribune	Economic crisis straining college aid system	1/24/2009
Lubbock Avalanche Journal	College financial aid system facing stiff test in	1/24/2009
TODAY	Finding college aid could prove tough test	1/25/2009
CNBC	Finding college aid could prove tough test	1/24/2009
Akron News Now	The Rough Road to College	1/24/2009
KMOX	College Financial Aid System Faces Stiff Test	1/24/2009
Salon.com	College financial aid system facing stiff test	1/24/2009
Daily Chronicle	Financial aid system facing tough test	1/24/2009
Long Beach Press-Telegram	Stress grows over financial aid	1/24/2009
Press Telegram	Stress grows over financial aid	1/24/2009
InsideBayArea.com	Stress grows over financial aid	1/24/2009
Pantagraph.com	College financial aid system facing tough test	1/24/2009
USA Today	College financial aid system 'in crisis'	1/24/2009
New York Times	College Financial Aid System Facing Stiff Test	1/24/2009
Santa Fe New Mexican	Economic crisis straining college aid system	1/24/2009
The Peninsula Online	College financial aid system facing stiff test	1/26/2009
Topix.net	College financial aid system facing stiff test	1/26/2009
Yahoo! Malaysia News	College financial aid system facing stiff test	1/26/2009
Newstin	Finding aid for college more difficult for parents	1/25/2009
Maximum Edge	College financial aid system facing stiff test	1/24/2009
The Daily Athenaeum	Program could add flexibility to writing requireme	1/27/2009
WDTN News 2	Financial aid system facing stiff test	1/26/2009

Source	Headline	Date
Diverse	College Financial Aid System Facing Stiff Test	1/26/2009
Tampa Bay Online	College Financial Aid System Facing Stiff Test	1/26/2009
ABC 7	College financial aid system facing stiff test	1/26/2009
Career College Central	College Financial Aid System Facing Stiff Test	1/26/2009
Daily Herald	College financial aid system facing stiff test	1/26/2009
The Sun	College financing woes	1/26/2009
News-Leader	Financial aid angst on rise as student loan option	1/26/2009
Telegram.com	Schools stimulus scope is vast	1/28/2009
New York Times	Stimulus Plan Would Provide Flood of Aid	1/27/2009
Newsday.com	Recession is pushing college out of reach	1/30/2009
WQAD ABC 8	Colleges scramble to help cash-strapped students	1/29/2009
WTOC 11	Colleges scramble to help cash-strapped students	1/29/2009
MySunCoast.com	Colleges scramble to help cash-strapped students	1/29/2009
WTOC	Colleges scramble to help cash-strapped students	1/29/2009
Herald Dispatch	College financial aid system facing stiff test	1/29/2009
Duncan Springs Evening Post	College financial aid system facing stiff test	1/29/2009
Star News Online	Stimulus Plan Would Provide Flood of Aid	1/28/2009
The Dispatch	Stimulus Plan Would Provide Flood of Aid	1/28/2009
GoUpState.com	Stimulus plan would provide flood of aid	1/28/2009
Mainstreet	Is the Student Financial Aid System Flunking?	1/28/2009
Durango Herald	Financial aid tough to get in bad economy	1/28/2009
Campaign for America's Future	Teach Our Children Well, By Funding It	1/28/2009
Modern Ghana	College financial aid system facing stiff test	1/26/2009
The Gainesville Sun	Stimulus Plan Would Provide Flood of Aid to Educ	1/28/2009
HeraldTribune.com	Stimulus Plan Would Provide Flood of Aid to Educ	1/28/2009
TuscaloosaNews.com	Stimulus includes education windfall	1/28/2009
The News & Observer	Stimulus would buoy schools	1/28/2009
Statesman.com	Stimulus plan includes boost in education spending	1/28/2009
Accuracy in Media	Higher Ed Ka-ching	1/27/2009
KTUU News 2	Colleges scramble to help cash-strapped students	1/27/2009
WISTV NBC-10	Colleges scramble to help cash-strapped students	1/27/2009
KLTV ABC-7	Colleges scramble to help cash-strapped students	1/27/2009
International Herald Tribune	U.S. stimulus plan would provide flood of aid	1/28/2009
Examiner	College financial aid will be tougher to receive	1/27/2009
WECT NBC-6	Colleges scramble to help cash-strapped students	1/27/2009
Christian Science Monitor	Colleges scramble to help cash-strapped students	1/27/2009
Free Republic	Higher Ed Ka-Ching	1/27/2009
The Wilson Times	College financial aid system faces stiff test	1/27/2009
The Lantern	College financial aid system facing stiff test	1/27/2009
SouthBendTribune.com	College financial aid tougher than a final?	1/27/2009

Source	Headline	Date
El Nuevo Herald	Estímulo económico traería bonanza a la	1/27/2009
Finfacts	Wednesday Newspaper Review	1/28/2009
KLTV ABC-7	Colleges scramble to help cash-strapped students	2/2/2009
News Channel 25	Colleges scramble to help cash-strapped students	2/2/2009
WNEP ABC-16	Colleges scramble to help cash-strapped students	2/2/2009
The Daily Athenaeum	Records keeping report reviewed today	2/2/2009
SocialistWorker.org	Can you afford college?	2/2/2009
News-JournalOnline.com	Loans, grants may become scarce because of	2/1/2009
North County Times	College financial aid system facing stiff test	1/29/2009
RBC Dain Rauscher Inc.	Doctor who checks credentials faces questions	2/3/2009
Inside Higher Ed	Quick Takes: WVU Pledges to Change Degree	2/3/2009
Pittsburgh Post-Gazette	WVU to create new office in wake of records	2/3/2009
The Charleston Gazette	More WVU degrees checked for flaws	2/3/2009
Saturday Gazette Mail	More WVU degrees checked for flaws	2/3/2009
The Daily Athenaeum	A promise no Univ. should ever break	2/3/2009
The Daily Athenaeum	Additional degree discrepancies found	2/3/2009
The Pitt News	Editorial: WVU degree scandal makes all graduates	2/3/2009
WBOY News 12	WVU BOG Receives Report; 288 Inaccurate Degrees	2/2/2009
MySunCoast.com	Colleges scramble to help cash-strapped students	2/2/2009
Herald-Dispatch.com	WVU, consultant to review degrees	2/2/2009
The State Journal	After Bresch, WVU Plans to Reform Records Keeping	2/2/2009
WOWK-TV	After Bresch, WVU Plans to Reform Records Keeping	2/2/2009
WVNS-TV	After Bresch, WVU Plans to Reform Records Keeping	2/2/2009
Charleston Daily Mail	WVU, consultant to further review 261 degrees	2/2/2009
WDTV News 5	New Position at WVU After Records Probe	2/2/2009
WOWK TV News 13	Report: Hundreds Degrees at WVU 'Found to be Short	2/2/2009
Metro News	Poor Record Keeping At WVU	2/2/2009
WSAZ NewsChannel 3	WVU, Consultant to Further Review 261 Degrees	2/2/2009
WTOV 9	WVU, Consultant To Review 261 Degrees	2/2/2009
Leesburg Today	Committee To Debate Grading Scale Change Wednesday	2/2/2009
WHSV 3	Report Expected on WVU Degree Scandal	2/2/2009
KDBC 4 News	Colleges scramble to help cash-strapped students	2/4/2009
WAAY TV	Colleges scramble to help cash-strapped students	2/4/2009
News Line 9	Colleges scramble to help cash-strapped students	2/4/2009
PoughkeepsieJournal.com	Know options before seeking college aid	2/4/2009

Source	Headline	Date
Metro News	Hoppy's Commentary For Wednesday	2/4/2009
WVVA-TV	WVU faculty awaiting report on records, degrees	2/2/2009
TMC.net	Final WVU report in: Transcript methods to be	2/3/2009
Times West Virginian	288 WVU degrees being questioned	2/3/2009
The Chronicle of Higher Education	West Virginia U. Audit Finds Flaws in Academic	2/3/2009
RBC Dain Rauscher Inc.	Final WVU report in: Transcript methods to be	2/3/2009
West Virginia Public Broadcasting	WVU President says degree problems not related to	2/3/2009
WVVA-TV	WVU, consultant to further review 261 degrees	2/2/2009
WBOY 12	WVU Advances in Its Recovery	2/5/2009
KTVN Channel 2	Colleges scramble to help cash-strapped students	2/5/2009
KANSAS CW	Colleges scramble to help cash-strapped students	2/5/2009
FOX 12	Colleges scramble to help cash-strapped students	2/5/2009
The Intelligencer Wheeling News-Register	More Answers Needed at WVU	2/5/2009
Leesburg Today	School Board Members Endorse Change To 10-Point	2/4/2009
KXLT Fox 47	Colleges scramble to help cash-strapped students	2/4/2009
MarionStar.com	Financial aid system is facing stiff test	2/4/2009
WTXL ABC 27	Colleges scramble to help cash-strapped students	2/6/2009
Lex18.com	Colleges scramble to help cash-strapped students	2/6/2009
TMC.net	New B&E policies address credit issues: WVU	2/5/2009
The State Journal	After Records Analysis, Many at WVU Look to Future	2/5/2009
WVVA TV	WVU faculty group may form academic records panel	2/9/2009
KVIA ABC-7	Colleges scramble to help cash-strapped students	2/9/2009
KVOA NBC-4	Colleges scramble to help cash-strapped students	2/9/2009
WMC-TV.com	Colleges scramble to help cash-strapped students	2/9/2009
The Daily Athenaeum	Bresch requests further explanation	2/9/2009
The Washington Times	College loans in 'crisis'	2/9/2009
Louisville Courier Journal	Finding college financial aid more challenging	2/8/2009
Southtown Star	College financial aid system facing stiff test	2/8/2009
NewsandSentinel.com	Degree of Confidence	2/8/2009
JOnline.com	College costs test nerves	2/8/2009
RBC Dain Rauscher Inc.	Bresch wants answers: Writes letter to BOG	2/7/2009
TimesWV.com	Bresch seeks answer on revoked degree	2/7/2009
TimesWV.com	Degree-granting, record keeping issues at WVU	2/7/2009
Observer-Reporter.com	Governor's daughter seeks answer on	2/7/2009
Houma Today	Governor's daughter seeks answer on	2/7/2009
JournalGazette.net	Governor's daughter seeks answer on	2/7/2009
Salon.com	Governor's daughter seeks answer on revoked	2/6/2009

Source	Headline	Date
The Intelligencer	Manchin's Daughter Wants Answers From WVU Board	2/7/2009
13 Central Florida News	Governor's daughter seeks answer on revoked	2/7/2009
Pittsburgh Post-Gazette	Mylan exec: Why can't I have MBA?	2/7/2009
Los Angeles Times	W. Va. governor's daughter demands answer why her	2/6/2009
Newsday.com_Business	W. Va. governor's daughter demands answer why her	2/6/2009
Orlando Sentinel	W. Va. governor's daughter demands answer why her	2/6/2009
The Charleston Gazette	Bresch will 'revisit my options'	2/7/2009
Pittsburgh Post-Gazette	Bresch questions why her degree revoked but	2/6/2009
Herald Banner	Governor's daughter seeks answer on revoked degree	2/6/2009
Kob.com	Governor's daughter seeks answer on revoked degree	2/6/2009
Eye Witness News	Governor's daughter seeks answer on revoked degree	2/6/2009
The State Journal	WVU Board of Governors Receives Letter from	2/6/2009
59 WVNS	WVU Board of Governors Receives Letter from	2/6/2009
12 WBOY-TV	WVU Board of Governors Receives Letter from	2/6/2009
Metro News	Heather Bresch Fights Back	2/6/2009
Southern Ledger	Governors daughter seeks answer on revoked degree	2/6/2009
Gulf News	Cash crunch	2/8/2009
Yahoo! Malaysia News	Governor's daughter seeks answer on revoked	2/7/2009
Thomson Carswell Corporate Counsel Centre	Governor's daughter seeks answer on revoked	2/7/2009
LancasterOnline.com	Governor's daughter seeks answer on revoked	2/7/2009

6535 TRANSCRIPT

The AACRAO Transcript will continue to focus on delivering weekly news of interest to the membership. Items in the Transcript will be communicated to members each week via email blast containing ads for AACRAO services. In addition, ads for recent publications will appear alongside each article.

The Transcript maintains the strongest traffic on aacrao.org. Beyond its value as the main vehicle for news delivery to the membership, the Transcript system also serves as the main archive of the association's public policy activities and its policy priorities.

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 SEM Source articles include: "Transparency: The Millennial Mindset's Affect on Your Web 2.0 Plan," by Dr. Philomena Mantella, Senior Vice President, Enrollment Management and Student Affairs at Northeastern University, Kerry Salerno, Director of Marketing and Communication, Admissions and New Student & Family Services at Northeastern University, and Makeda Keegan, Senior Assistant Direct of e-Communications, Admissions and New Student & Family Services at Northeastern University; "Quantity, Quality, Cost: The Long-Term Revenue Impact of the Entering Class," by James Roche, Associate Vice President for Enrollment Management at Washington State University; and "Academic Policies: Barrier or Support to SEM & Student Success?," by David Wood, Registrar at Mount Royal College, Calgary, Alberta, Canada.

SEM Source articles have been featured regularly in Memberlink. SEM Source has been advertised in C&U; in AACRAO conference programs and are re-circulated in AACRAO consulting marketing.

The SEM Source database includes more than 400 feature articles.

CONSULTING

6755 CONSULTING SERVICES

Projects

Business activity since October 1, 2008

	FY 2009				
	Pub 4yr	Pub 2r	Pri 4yr	Other	Total
Inquiries	20	5	12	8	45
Proposals	13	5	7	4	29
Contracts	8	1	3	2	14
Contracted fees	\$176,950	\$3120	\$54,230	\$16,690	\$250,990

New contracts since December 1, 2008

Institution	Project Description
California State University, Dominguez Hills	SEM consultation – Phase III
California State University, Dominguez Hills	Registrar's office audit
California State University, Monterey Bay	SEM consultation – Phase II
Colorado State University – Global Campus	SEM workshop

Manor College	SEM plan
Mt Hood Community College	Assess SEM functions
West Virginia University – Phase II	Academic records review
William Paterson University	Interim enrollment services

Marketing

AACRAO Consulting is preparing to launch its new logo at the 2009 Annual Meeting. The logo will be featured on an updated AACRAO Consulting booth, in new display ads, and through marketing that will encourage attendees to stop by the AC booth.

AACRAO Consulting continues to market its service offerings through web site consulting.aacrao.org, Memberlink, and advertisements in AACRAO meeting materials, and sources such as the University Business consulting directory. Content produced by consultants through publications, SEM Briefs, SEM Source, or appearing in *College and University* is featured on the consulting web site.

AACRAO Consulting marketing materials continue to be present at the AACRAO booth at several state and regional ACRAO meetings. AC will participate in upcoming meetings including exhibiting at the AACC Annual Conference and AC Director Bob Bontrager will present at the NASPA conference in Seattle and the Association of International Education Administrators conference in Atlanta. AACRAO Consulting recently exhibited at the AACRAO SEM Conference in November, the PACRAO conference, and the Texas ACRAO conference.

Partnerships

Active conversations are continuing with SPSS, for their data and research services, Monster.com, for their labor market research capabilities, SunGard, to assist their clients in implementing their new SEM module within Banner, and Hobsons, to assist their clients in implementing their CRM product.

New conversations are underway with Academica Group, a marketing firm based in London, Ontario and Mindpower, a marketing firm based in Atlanta.

Web site

The AACRAO Consulting web site, consulting.aacrao.org, continues to be a primary source of project inquiries. We have established a timeline for updates to site material, to keep it fresh and encourage return visits. Recent posts include posts on new SEM publications, AC service offerings, SEM related articles from SEM Source and C&U, and announcements of AC's presence at conferences. Upcoming web site enhancements include a revised look consistent with new AC brand image (see below), the creation of a corporate partner link, and a password protected resource center for current consultants.

Web stats		
	Sept-Oct 08	July-Aug 08
Overall visits		
• Unique visits	2,642	2,352
• Page views	8,610	7,916
• Avg page views per visit	2.83	2.84
• Avg. time spent	1 min 37sec	1 min 43sec
• Originating campuses	458	382
Top 10 keyword searches	1) enrollment management	SEM enrollment

	2) SEM 3) executive symposium 4) aacrao sem 5) aacrao 6) communication plans 7) consulting 8) aacrao consulting 9) financial aid leveraging 10) aacrao sem conference	management aacrao sem aacrao executive symposium org transformation wendy kilgore executive symposium aacrao consulting communication plans
Top view content areas • Homepage • Consultant Bios • Developing Recruitment, Marketing, and Communication Plans • A Community College Roadmap for the Strategic Enrollment Management Journey • Comprehensive SEM Review • Strategic Enrollment Planning • Organizational Models for Enrollment Management at Small Colleges • Retention Analysis • Leveraging Financial Aid: A Powerful Tool for Enrollment Success • Our Approach	1,973 400 287 262 227 221 218 182 181 163	N/A

Webinars

On December 11, 2008, Bob Bontrager and Senior AACRAO Consultant Gil Brown will presented a webinar *SEM and Institutional Success: Integrating Enrollment, Finance and Student Access* to accompany their new publication. Martin Reber form SunGard Higher Education, sponsor of the book, provided brief remarks during the webinar.

SunGard, SPSS, and Hobsons are interested in sponsoring webinars during 2009.

Content Development

SEM and Institutional Success: Integrating Enrollment, Finance and Student Access co-authored by Bob Bontrager, Gil Brown, and Don Hossler was released at the 2008 SEM Conference. As of January 30, 2009, the publication has sold 248 copies, making it currently the top selling SEM-related AACRAO publication.

Bob Bontrager is coordinating the writing of a book on the topic of SEM in community colleges, with 12 authors having signed on to write chapters. It is hoped that the book will be available for the SEM Conference.

A white paper by Wendy Kilgore on the implementation of enrollment-related technologies is scheduled to be released in the next month. The paper is being co-sponsored by EMASPro. The paper is scheduled to be available at the 2009 AACRAO Annual Meeting, will be e-mailed to members, be posted on the AC web site, and will appear in MemberLink and Transcript.

MARKETING

AACRAO Transfer Conference

The Transfer Conference will be taking place on February 15-17th, 2009 at the Tampa Marriott Waterside in Tampa, Florida. The conference will cover key issues in transfer enrollment and evaluation of transfer credit. The AACRAO staff has worked closely with the Director of the transfer conference, Dr. Lee Furbeck, Associate Director, Admissions & Scholarships, University of Kansas. Dr. Furbeck focused on bringing together practitioners and managers from admissions, retention, enrollment management, transfer center, and registrar organizations at both 2- and 4-year institutions. The theme of this year's conference is **Academic Mobility: Perspectives on the Future of Transfer**. CollegeSource, the event's sponsor, has already committed to sponsor the 2010 Transfer Conference in Las Vegas, Nevada. All marketing has been handled electronically. Furthermore, in-kind marketing support was received from *Inside Higher Ed* with additional support from the *Greentree Gazette*. Regular articles have run within *Memberlink* and *Transcript*. The attendance for AACRAO Transfer is 9% below 2008. The format for this year's Transfer Conference includes breakout sessions and exhibitors, whereas last year's conference only had plenary sessions. Revenues for AACRAO Transfer in 2009 as compared to 2008 will be higher. Expenses have been reduced by selecting speakers who are willing to present for small honorariums or for free and cutting food and beverage expenses.

AACRAO Consulting

The AACRAO Consulting brand is being refreshed with a new logo and the new positioning statement will be launched at the AACRAO Annual Meeting. Furthermore, the Consulting marketing plan has been updated for the strategic rollout of the new brand. Feedback regarding the marketing plan was received by AACRAO senior consultants on Feb 6 during the quarterly conference call. The refreshed brand will appear on the AACRAO consulting booth, website, display ads, whitepapers, and AACRAO onsite program ads. Consulting marketing materials continue to be present at the AACRAO general booth at several state and regional ACRAO meetings.

AACRAO Webinars

AACRAO Consulting, Marketing and IT held a webinar, *SEM and Institutional Success: Integrating Enrollment, Finance and Student Access*, to accompany the release of AACRAO's new SEM publication. The webinar was held on December 11, 2008 and delivered by Bob Bontrager, Senior AACRAO Consultant Gil Brown and Martin Reber from SunGard Higher Education. Sungard was the primary sponsor for both the book and the webinar. Martin Reber from Sungard was invited to provide some introductory remarks during the webinar. The webinar itself reviewed subject matter from the book and SEM strategies for meeting institutional enrollment challenges at the student and public policy levels. A recent development has been the surge in corporate interest to partner on webinars (e.g., Sungard, Hobsons, Talisma and SPSS).

6615 AACRAO CENTENNIAL

Representatives from the media company Leading Authorities met with AACRAO Senior staff to discuss the production process for the video montage for the 2010 Annual Meeting on January 8, 2009. We have reviewed our approach to the Centennial video and made a \$20,000 reduction on the work with the design firm. After defining the new terms of the agreement with Leading Authorities and we have cut the

Centennial commemorative gift from the budget. We are gathering photos, past videos and archival documents for Leading Authorities to use for a short preview at the AACRAO 2009 Annual Meeting. Leading Authorities has provided a production schedule for the Video Promo Clip for the 2010 Annual Meeting. The AACRAO Centennial logo will be utilized throughout the year within all marketing meetings material. Leading Authorities will provide a rough cut by the end of February and the final rough cut by fall of 2009.

AACRAO Annual Meeting

During the AACRAO Leadership meeting at the Omni Shoreham Hotel, the participants were asked to assist with the theme for the Centennial Annual Meeting. to decide upon the theme for the 2010 Annual Meeting, **“Leading the Profession into the Next Century”**. The graphic design has been selected and will be revealed on marketing materials at the Chicago Annual Meeting.

AACRAO’s 2009 Annual Meeting has experienced a drop in attendance due to the downturn in the economy. We have been promoting the meeting electronically through *Memberlink*, *Transcript* and email campaigns. Overall graphics expenses have been reduced by \$10,000 by converting to all electronic marketing and providing the Annual Meeting registration brochure online only.

Corporate Sponsorships

The Marketing Team is focused on expanding corporate revenues for the association by building key strategic relationships with corporate sponsors. We are in negotiations with SPSS, Sungard, and EMASPro to finalize their strategic partnership agreements for 2009. The AACRAO Marketing department is taking a holistic approach to working with corporate sponsors and looking to develop solid relationships to weather these difficult economic times.

MARKETING OUTREACH EFFORTS

AACRAO recently exhibited at the following meetings:

- **SACRAO**, New Orleans, LA, February 8- 13.

**Note: AACRAO is currently developing an exhibiting schedule for 2009 and 2010*

INTERNATIONAL EDUCATION SERVICES (IES)

Revenue for Fiscal Years '08 / '09 (All IES projects):

FY 2008					FY 2009				
Month	Revenue	Expense	Net	YTD Net	Month	Revenue	Expense	Net	YTD Net
Oct	66,296	64,172	2,123	2,123	Oct	107,380	83,664	23,716	23,716
Nov	123,746	76,708	47,038	49,162	Nov	103,641	78,391	25,242	48,951
Dec	108,413	79,255	29,158	78,320	Dec	97,948	72,192	25,755	76,177
Jan	129,689	84,055	45,614	123,934	Jan				
Feb	71,563	61,748	10,815	134,564	Feb				
Mar	76,528	57,040	19,488	168,487	Mar				
Apr	81,848	55,946	25,902	193,554	Apr				
May	99,698	81,318	18,299	211,853	May				
Jun	78,967	80,454	(1,483)	208,116	Jun				

July	98,253	93,786	4,467	212,619	Jul				
Aug	79,593	81,341	(1,748)	210,256	Aug				
Sept	50,509	73,675	(23,166)	175,605	Sept				
Totals	1,065,103	889,498	175,605	175,605	Totals				

6900 EVALUATION SERVICES

The volume of files processed:

Oct'08 – Jan'09	3980
Oct'07 – Jan'08	3512
Oct'06 – Jan'07	3524
Oct'05 – Jan'06	1655
Oct'04 – Jan'05	1523

In late January the function of answering email inquiries was outsourced to an experienced customer service person in south Florida.

6915 SUMMER INSTITUTE FOR INTERNATIONAL ADMISSIONS

Based on lower enrollment during the Winter Institute for International Transfer Credit the expectations for Summer Institute registrations will be lower, and expenses for the Institute will likewise be reduced.

6925 LAW SCHOOL ADMISSIONS COUNCIL (LSAC) CREDENTIALING SERVICE

Numbers of requests for evaluations from LSAC appear to increase and the turnaround time for completed evaluations has been reduced to 10 days or less. LSAC is very pleased with the turnaround time that we have provided this cycle.

Dale Gough has been asked to present a session on the Credentialing Service at the LSAC Annual Meeting in June. Robert Watkins, VP for International Education nominee has also been invited to make a presentation on foreign legal training. This is the first time since undertaking the Credentialing Service that AACRAO has been invited to present at the LSAC Annual Meeting.

6930 WINTER INSTITUTE FOR INTERNATIONAL TRANSFER CREDIT

While last year's Winter Institute had 51 registrants, this year there were only 20 – a sign of the economic impact on institutional budgets. While the institute did not lose money, the net revenue was far below the projected.

6450 ELECTRONIC DATABASE FOR GLOBAL EDUCATION (EDGE)

Currently there are 179 country profiles available on EDGE, with three to six additional profiles added every month. Within the next quarter EDGE will include profiles on every educational system in the world – the only resource to do so. The third subscription year began in November, 2008.