

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

October 8-9, 2010

Chicago, IL

Board Members in Attendance: Betty Huff, Wanda Simpson Munson, Nora McLaughlin, Bruce Cunningham, Nancy Krogh, Adrienne McDay, Brad Myers, Michele Sandlin, Jeff von Munkwitz-Smith, Robert Watkins

Staff Members in Attendance: Jerome Sullivan, Matt Ogle, Adnan Bokhari (by phone)

Guests: Robert Doolos, Chair of Task Force on Association Governance

Call to Order

President Betty Huff called the meeting to order at 11:03 a.m. Central Daylight Time on October 8, 2010.

Approval of Agenda

MOTION 2010.10.01 – It was duly moved and seconded that the agenda be approved. APPROVED

Minutes

MOTION 2010.10.02 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on September 22, 2010 be approved. APPROVED

Reports of Committees

Finance and Investments Committee

Adnan Bokhari, AACRAO Accountant, joined by telephone and presented a preliminary summary of Fiscal Year 2010.

The committee is working on a proposal developed with Arun Sardana, financial consultant to AACRAO, to consolidate the Association's investment accounts and will have further information at the December Board Meeting.

The committee is reviewing proposals to update the per diem and alcohol policies. They have a summary of the insurance and are reviewing and will bring a report to the full Board in the coming months. AACRAO staff is currently in the early stages of FY2011-12 budget planning process. The committee has requested that as a part of that process, the four major business lines prepare a short summary of business plans. The committee also discussed declining member dues revenues and what that means for the association in terms of loss of revenue and also reduction in membership.

The Board recessed for lunch at 12:08 p.m. Central Daylight Time.

Board reconvened at 1:02 p.m. Central Daylight Time.

Governance Committee

The committee brought forward a procedure for keeping executive session minutes. The committee took suggestions and will bring forward a motion under new business.

MOTION 2010.10.03—It was moved and seconded that the Board approve the following procedure to update the Board Handbook.

Maintenance of Handbook

All changes to AACRAO Board policy should be reflected in the Board Handbook. The Governance Committee and the Board Liaison at the National Office will be responsible for keeping the Board Handbook updated and will make the Handbook available at the Board Website. Only the most current version of the Handbook will be maintained.

Revisions to Handbook

The following process should be used to propose changes to the Board Handbook.

1. All Board members may make motions for revisions to the Board Handbook.
2. Revisions, additions, deletions, or any other action involving the text, placement, formatting, etc., of the Board Handbook must be submitted to the Board for approval. The proposal should include the area in the Handbook that should be revised, added, or deleted.
3. If approved, the Board member presenting the change(s) must submit the official approved document(s) to the Governance Committee in the appropriate format used in the Handbook.
4. The Board will authorize the Governance Committee and the Board Liaison to revise the Board Handbook.
5. The Board will be notified when the revised Handbook is posted to the Board website.

APPROVED

The committee reported it will conduct an exercise for the Board during the Executive Session as a part of its charge to implement an ongoing education program for the Board.

MOTION 2010.10.04—It was moved and seconded to invite the Board nominees who will stand for election at the Annual Meeting in 2011 to the Leadership Meeting in December 2010. APPROVED

Task Force Governance Final Report

Robert Doolos, Chair of the Task Force on Association Governance, joined the Board to discuss the Final Report of the Task Force on Association Governance.

The meeting adjourned for the day at 4:00 p.m.

Board reconvened at 8:38 a.m. Central Daylight Time on Saturday, October 9, 2010.

The discussion of the Final Report of the Task Force on Association Governance continued.

Audit Committee

The auditor has been hired and the IRS Form 990 has been completed. The auditor has been hired for five years with a review to occur after three years.

Strategic Planning/Program Review Committee

The committee supports having a joint meeting with the Finance Committee in December. They are working to combine the charter of the Strategic Planning and Program Review and Development Committees. Associate Executive Director Barnett is reviewing all of the Association's Professional Development offerings and the committee is planning to speak with her about that when she is finished. Vice President Sandlin is reviewing all of the Group I Annual Meeting's sessions for applicability to large institutions. The committee is considering requesting that a significant portion of summer 2011 Board Meeting be devoted to strategic planning. Topics will include an environmental scan, the potential impacts of governance task force report, the environment in which AACRAO members operate, and other questions that may arise and be appropriate. President Huff noted that she received a comment from a member who asked the committee to review opportunities to recognize members who are using AACRAO resources, specifically offices that regularly use the Registrar's Self-Audit.

Compensation Committee

The Compensation Committee is currently reviewing position descriptions for the AACRAO office executive staff. The Compensation Committee would like to explore membership for the Board with organizations like BoardSource and whether they would be beneficial.

December Leadership Meeting

President-elect McLaughlin discussed the draft agenda for the December Leadership Meeting. She proposed that the Board meet on Friday, but then join the AACRAO leadership meetings on Saturday and on Sunday morning. She stated that the Program Committee had suggested that an article be provided to the attendees that can be used as a conversation topic to allow the leaders to focus on a topic of importance to the association and to higher education, in addition to the details of the program planning. There will be a reception on Capitol Hill on Friday night.

She asked that Board members who are attending state and regional meetings encourage state and regional leadership to come to the December meeting. They may RSVP to Matt Ogle. Meals and reception are covered for state and regional leaders while they are responsible for travel, hotel, and other expenses.

Reports of Officers

Vice President Sandlin

Vice President Sandlin reported that all of the committee chairs in her group are returning. She is working with Nathan Fuerst, chair of the Admissions Policies and Practices Committee, to have his committee propose a session on the common application.

Vice President Myers

Vice President for Records and Academic Services Myers reported that the Electronic Transcript Task Force recently submitted their draft report. It will be finalized and made available soon. Online Reg 101 begins next week and is already full. Since both offerings this year were full, we may offer the course three times in 2011. The course will be offered using Moodle. Reg 101 will again be offered at SEM in November. Glenn Munson is coordinating the program.

Vice President for Finance Krogh

Vice President Krogh asked the Board to review the draft alcohol policy that was sent with the Board materials.

Vice President Cunningham

Vice President for Leadership and Management Development Cunningham reported the State and Regional Committee put together a survey to help them find ways to make information sharing between State and Regional organizations easier. The Mentor Committee and Member Relations Committee may merge. There will be a conversation on this at the December Leadership meeting. Vice President Cunningham commends the Board for taking time to visit the State and Regional meetings. He stated he is going to revise the state and regional visit survey to include questions relating to location and leaders for the next meeting of the State and Regional meeting. He will be preparing a policy statement regarding receiving requests and making assignments to state and regional meetings. He also requested new and updated version of the AACRAO Update and Government Relations presentations for the Board members to take to upcoming state and regional meetings.

Vice President von Munkwitz-Smith

The AMS Advisory Committee met at the AACRAO office to begin discussions. They had presentations from five vendors to allow the committee to understand what is possible and what is required at AACRAO for a new system. The committee is also considering features that offer utility vs. those features that allow strategic development of the Association. A smaller group of the committee is working on a project charter that they hope will be ready for the December Board meeting.

Vice President Watkins

Vice President for International Education Watkins reported AACRAO is renewing the Baden-Württemberg Memorandum of Understanding. The School of Record working group's task is progressing, and they hope to have something by the end of the calendar year. Melanie Gottlieb will be replaced by Deanna Williams as Program Chair for Group II. Jennifer Minke will step in as new chair of IPAC to replace Ms. Williams.

Vice President McDay

Vice President for Access and Equity McDay spoke with the chairs of her committees to discuss the December Leadership Meeting and other committee items. She also discussed the possibility of holding the cultural diversity luncheon jointly with all of the caucuses in Seattle. This will be discussed in greater detail at the leadership meeting in Washington. Her chairs are expecting an update on the Committee Handbook in December.

Past-President Simpson Munson

Past President Simpson Munson reported the Awards Committee is upgrading the nominations system with the help of the AACRAO office. The system was developed based on the leadership nominations system. Past President Simpson Munson thinks this will help the committee be more successful in soliciting awards nominations. She was contacted by the Nominations and Elections Committee and is planning to speak with them at their meeting on October 14-16.

President-Elect McLaughlin

President-Elect McLaughlin plans to work with the incoming president-elect at the December Leadership Meeting. Seattle Annual Meeting planning is coming along nicely.

President Huff

President Huff reported she has the nominees for the membership list for the Public Policy Advisory Group. She will announce the group and the chair when she has spoken with each of the members. She asked for Board comment about establishing a fund contributing to AACRAO in memoriam for members

or former members who have passed away. Executive Director Sullivan noted that he is working with a grant firm that puts together a program that accepts such gifts as well as a program to encourage members to donate funds in their will to support AACRAO. The Board voiced support for these programs and President Huff will put together a proposal for a future meeting for the Board.

Executive Director Report

There are a series of meetings going on to examine the website with the company Vanguard. Vice President Krogh asked about the web contract. Mr. Sullivan stated the contract scope is to collect qualitative data about what members are looking for on the website and how to redesign the site to help members to navigate the site easily. Vice President Krogh asked about length of contract. Executive Director Sullivan reported it will continue until the tasks and scope identified in the contract are completed. IES has upgraded its imaging system and is experiencing some problems with the process. He reported that he is working on efforts to establish linkages with other international higher education agencies including France and Mexico. Jeff Petrucci is working on developing contacts with ministries of education in Hong Kong and China. An IES intern is working on developing a taxonomy of all of their degrees and certificates. The SEM conference is in November and early registrations are ahead of last year, and the room block is filled. Mr. Sullivan pointed the Board to his report for more information.

The Board recessed for lunch at 12:16 p.m. Central Daylight Time.

The Board reconvened at 1:02p.m. Central Daylight Time.

Old Business

MOTION 2010.10.05—It was moved and seconded to amend the agenda to move the discussion of Action Items to after New Business. APPROVED

MOTION 2010.10.06—The Governance Committee moved and seconded to approve the following policy regarding the taking and keeping of minutes for Executive Session of the Board of Directors and that the new policy be placed in the Board Handbook:

When the AACRAO Board goes into Executive Session, minutes will be taken by the Board Secretary. These minutes will be kept by counsel, separate from the regular minutes of the AACRAO Board meeting, and will be made available, upon written request, only to the Board and those who participated in the Executive Session. The regular minutes of the Board meeting will contain the motion to go into Executive Session, a general description of what was discussed in that Executive Session, and any formal decisions that were made in that session, but no details about the discussion or the decisions, if any, made as a result of that discussion, should be included in the regular meeting minutes.

APPROVED

New Business

MOTION 2010.10.07—The Finance and Investments Committee moved and seconded to approve the following change in language to the Board Handbook and travel policy:

Proposed Policy for alcoholic beverages section to be inserted under AACRAO's existing travel policy in C.4.1:

Alcoholic beverages – In general, costs for alcoholic beverages, with or without meals, are considered a personal expense and will not be reimbursed by AACRAO. However, alcoholic beverages purchased under the following circumstances are a permissible business expense and may be charged to AACRAO:

- 1) Purchase of alcoholic beverages by the Executive Staff and/or members of the Board of Directors when developing or maintaining business relations with sponsors and other key stakeholders where the expenditure would be deemed usual, customary and reasonable. Authorized individuals should consult with the Executive Director prior to the expenditure.
- 2) Service of alcoholic beverages at AACRAO sponsored events, when explicitly authorized by the Executive Director.

For those expenditures qualifying under items 1 or 2, detailed receipts are required for reimbursement.

APPROVED

MOTION 2010.10.08 It was moved and seconded to record that Robert Doolos, Chair of the Governance Task Force, be commended for his role as Chair of the Task Force and appreciation expressed to him and the members of the Task Force for the quality of the content of the Final Report submitted to the Board August 31, 2010. APPROVED

MOTION 2010.10.09—It was moved and seconded to accept of the Final Report of the Task Force on Association Governance. APPROVED

The Board discussed the report. President Huff noted that the report contained three parts: the recommendations, the bylaw changes, and the implementation timelines. She recommended the Board begin discussion of the recommendations. The Board agreed that the Final Report should be presented to the membership, but that the Board also has a responsibility to consider any bylaw changes to the membership. Discussion continued on procedures for consideration of the report. The ad hoc group will meet to discuss format for future discussion on the Task Force Report. President Huff will draft a cover letter to send the final report to the membership.

MOTION 2010.10.10—It was duly moved and seconded that the Board move into executive session to discuss Governance Committee and Compensation Committee business. APPROVED

Adjournment

MOTION 2010.10.111 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 5:22p.m. Central Daylight Time on October 9, 2010.

Attachments

Board of Directors Meeting Minutes, September 22, 2010
Executive Director Report October 2010

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

September 22, 2010
Conference Call

Board Members in Attendance: Betty Huff, Wanda Simpson Munson, Nora McLaughlin, Bruce Cunningham, Nancy Krogh, Adrienne McDay, Brad Myers, Michele Sandlin (joining at 2:45 p.m.), Jeff von Munkwitz-Smith, Robert Watkins

Staff Members in Attendance: Jerome Sullivan, Matt Ogle

Call to Order

President Betty Huff called the meeting to order at 2:03p.m. Central Daylight Time.

Approval of Agenda

MOTION 2010.9.01 – It was duly moved and seconded that the agenda be approved. ADOPTED

Minutes

MOTION 2010.9.02 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on August 18, 2010 be approved. ADOPTED

Reports of Officers

Vice President von Munkwitz-Smith

Vice President for Information Technology von Munkwitz-Smith has been working with Executive Director Sullivan to form a committee to advise on the Technology/AMS proposal. The members of the committee are:

Board Liaisons: Jeff von Munkwitz-Smith and Brad Myers
Member at large: John Pierce (Registrar, Georgetown University)
Annual Meeting Program Committee: Tina Falkner and Stan DeMerritt
Accounting: Adnan Bokhari
Consulting: Nicole Spero
Government Relations: Michelle Cormier
IES: Julia Funaki
Marketing: Saira Burki
Membership: Jessica Montgomery
Meetings: Melissa Ficek
Publications: Paula McArdle
Small Meetings: Mark McConahay

This group will meet with AACRAO staff next week to develop a detailed project charter, requirements, and scope of the proposed project. Vice President von-Munkwitz-Smith will have a comprehensive report and recommendation at the December Board meeting in order for the Board to consider whether to approve the proposal.

Vice President Watkins

Vice President Watkins reported the International Guide has been published. He is working with Jeff Petrucci and IES to review the evaluations from the summer institute. The Memorandum of

Understanding with the Ministry of Education, Science, and Research of the German State of Baden-Wuerttemberg and AACRAO is in progress.

Vice President Krogh

Vice President for Finance Nancy Krogh indicated that the Finance and Investments Committee had a conference call meeting in August and will meet again by conference call on September 27th. They are working on several items including a summary of the year-end financials for the October Board meeting, the per diem policy, a review Association insurance, and a proposal for a revised investment policy.

Past-President Simpson Munson

Past-President Simpson Munson reported on the Awards Committee has developed the on-line awards submission system and she asked if the Board would like to review before it is opened to the membership. The Board indicated comfort with it going forward without further review.

President-Elect McLaughlin

President-Elect McLaughlin reported she is working on the agenda for the December Leadership meeting.

President Huff

President Huff reported that she is pleased with the responses that have been received in response to the Policy Advisory Committee. She is receiving nominations that represent a wide range of AACRAO constituents. She is working with President-elect McLaughlin to appoint this committee. She would like the endorsement of the board members before formally appointing the Committee.

MOTION 2010.8.03—It was duly moved and seconded that the Policy Advisory Committee be established as described in President Huff's proposal. ADOPTED

President Huff announced that she was changing the membership of the Audit Committee to include Vice President Watkins and that he will no longer serve on the Finance Committee. President Huff is stepping onto the Finance and Investments Committee to fill the vacancy.

Executive Director Report

Executive Director Sullivan reported that the SEM meeting general registration is running ahead of last year, and that registration for the transfer conference will open a few weeks. On-line registration for the REG101 has filled and will be closed today. In addition, two webinars are scheduled regarding cloud computing and its relationship to FERPA and a webinar on the iStanford mobile application. His current goal is to have two to three webinars per month. The 2011 Annual Meeting commercial space is 90% sold. ED Sullivan reported that publications continue to do well. His goal is to have four to five new publications offered per year. A marketing effort was launched as the "Registrar's Survival Kit" which offered a group of publications at a discount, and it was well received. He reported that membership renewal is within budget but running behind from last year to date. He also reported that the office staff is working on the redesign of the AACRAO website, and is meeting with firms to work on the redesign with goal to roll out a new design at the 2011 Annual Meeting.

New Business

Task Force Governance Final Report

President Huff opened discussion of the final report submitted by the Governance Task Force and encouraged Board members to read it carefully before the October meeting. Vice President Watkins

expressed deep concern with the wording used in the description of one of the Task Force proposals, specifically as written on page 10 and 11 of the report. President Huff suggested that Board members should send questions about the report in advance to the Task Force Chairman Robert Doolos, who will join the Board for discussion at the October Board meeting. The Board discussed procedural issues its consideration of this report. The Board will release the Final Report to the membership after it has reviewed and discussed it.

Adjournment

MOTION 2010.9.03 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 3:00 p.m. Central Daylight Time.

Attachments

Board of Directors Meeting Minutes, August 18, 2010

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



EXECUTIVE DIRECTOR'S REPORT

**BOARD OF DIRECTOR'S MEETING
Chicago, IL**

October 2010

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INFORMATION TECHNOLOGY (IT)

Association Management System (AMS)

AACRAO successfully coordinated the first meeting of the AMS advisory committee. The committee attended and provided feedback on presentations from five of the AMS market leaders. The committee will now participate in a requirements analysis and solicit additional information from the vendors as necessary.

Website Upgrade

AACRAO contracted with a new web developer to design a new website and migrate existing web content into a content managed system (CMS) by Q1 2011.

Awards Application Redesign

AACRAO consolidated and redesigned the application for AACRAO awards. The new application incorporates a streamlined, user-friendly interface and a basic workflow process to ease the nomination and selection process.

Network Upgrades

AACRAO upgraded its primary internet connection to a 10MB synchronous Ethernet-over-fiber circuit which will significantly increase overall bandwidth. AACRAO also implemented a low-cost, wireless 4G internet service as a backup in the event that the three wired circuits suffer a catastrophic outage. Internet capacity and reliability are critical components of AACRAO's strategy to cloud-source utility technology resources.

IES Imaging System Upgrade

AACRAO upgraded the ImageNow scanning and workflow system which forms the backbone of the IES credentialing service. The upgrade resulted in a number of issues which are seriously impacting productivity. AACRAO IT is working with the vendor (Perceptive Software) to determine the best course of action to correct the situation.

Transfer Conference Registration

Using in-house development resources, AACRAO deployed event registration for the Transfer Conference. The transfer registration system this year includes additional options for workshop registration and event planner reporting.

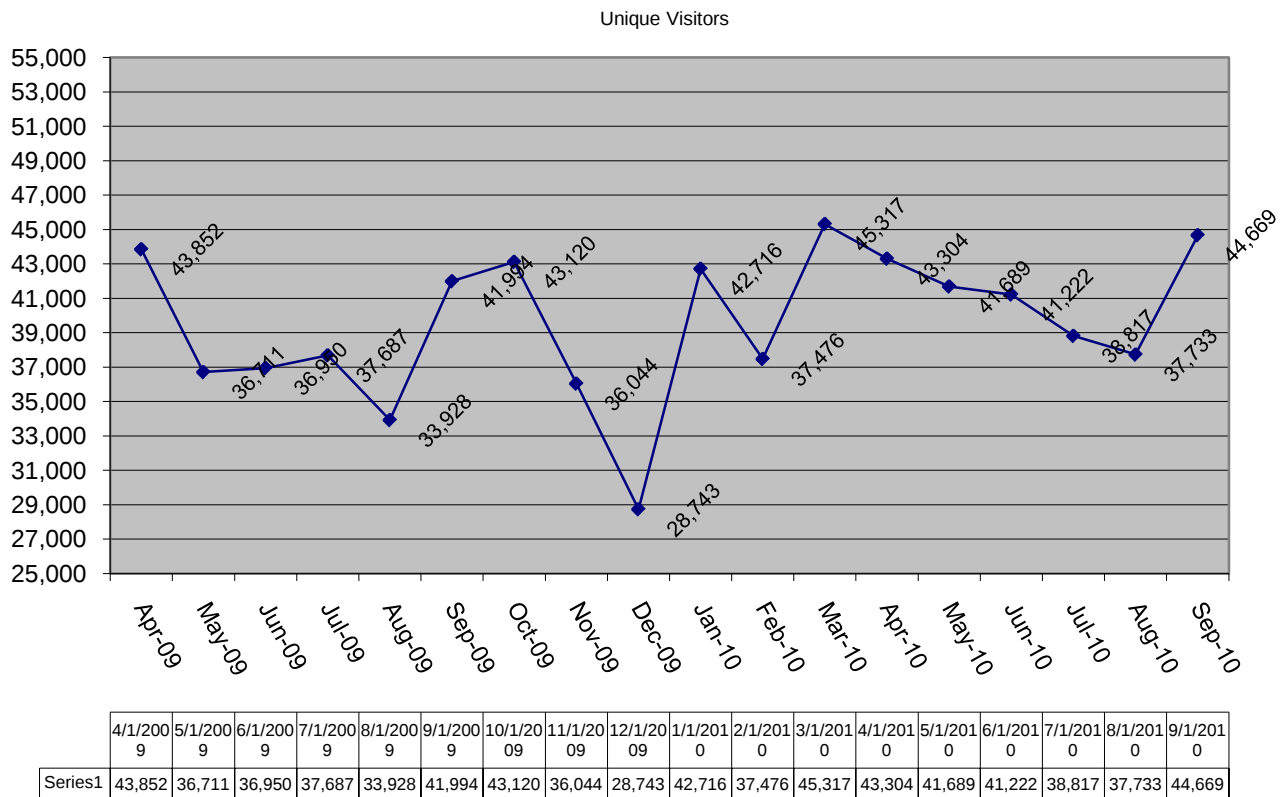
IES Web Redesign

AACRAO worked with the web developer to complete the IES website redesign. The new IES page is currently hosted onsite at the AACRAO office and awaits content updates from IES staff.

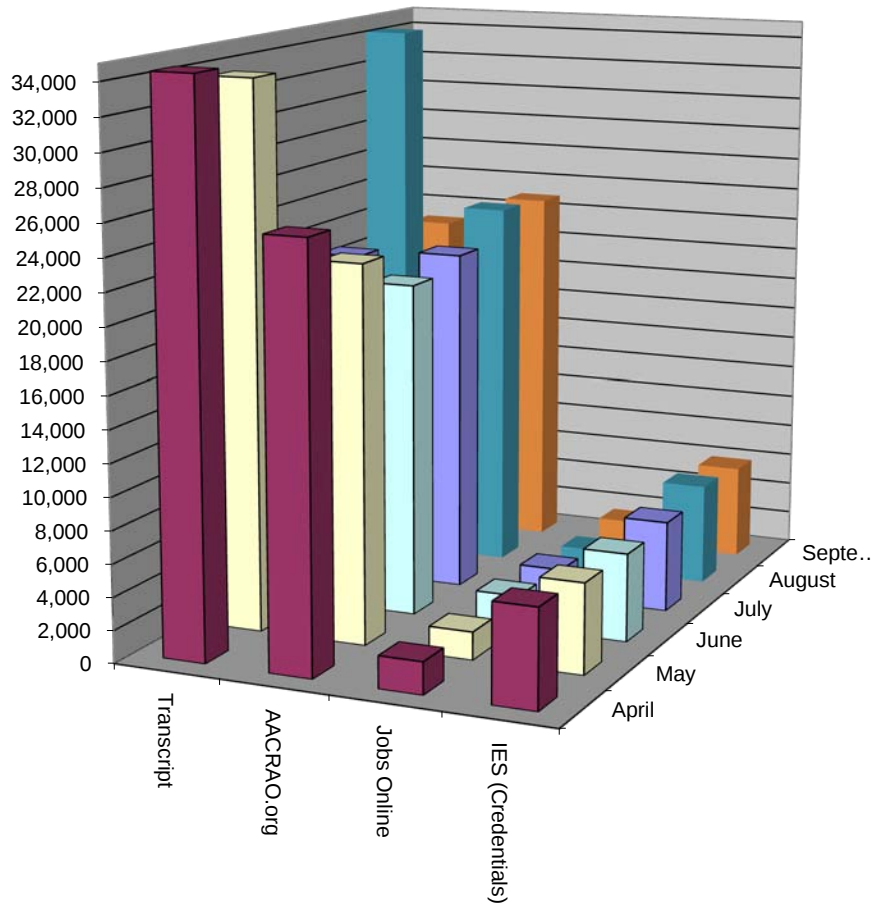
Antivirus Upgrade

AACRAO successfully migrated all servers and workstations from Sophos Antivirus to Vipre Antivirus. Vipre has a better track record of protecting against malware in addition to "traditional" viruses.

AACRAO.ORG Unique Visitors April 2009 – Sept 2010



Top Sections



	Transcript	AACRAO.org	Jobs Online	IES (Credentials)
April	34,470	25,658	1,980	6,051
May	33,534	23,057	1,724	5,555
June	23,109	20,595	1,997	5,452
July	20,816	21,342	1,815	5,653
August	34,388	23,217	1,250	6,279
September	20,902	22,874	1,429	5,861

GENERAL AND ADMINISTRATIVE

AACRAO staff met with senior Education USA representatives to develop a program for increased joint efforts both in the United States and abroad for 2011.

AACRAO staff completed the renewal of all applicable insurance policies effecting AACRAO operations and conducted a benchmark analysis to ensure comparability with industry standards.

AACRAO staff expanded discussions with the Chinese Ministry of Education focused on streamlining the evaluation of Chinese educational credentials.

AACRAO staff and the Hong Kong Education and trade group began exploratory partnership talks focused on Hong Kong's First International Education Symposium to be conducted in July of 2011.

AACRAO staff began discussion with representatives of the French Embassy focused on joint efforts to accurately identify all legitimate graduate credentials produced by the French system.

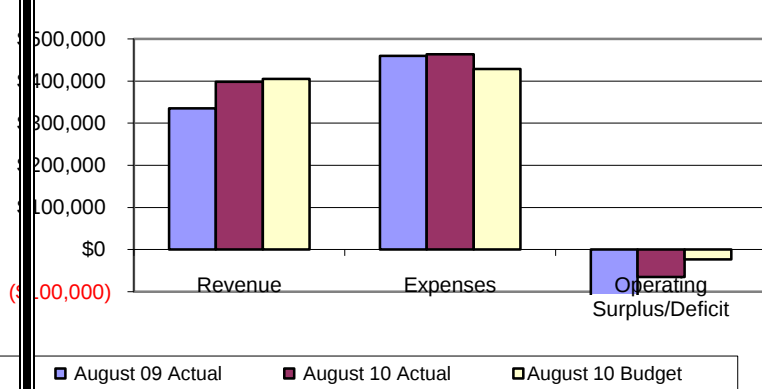
Accounting

AACRAO

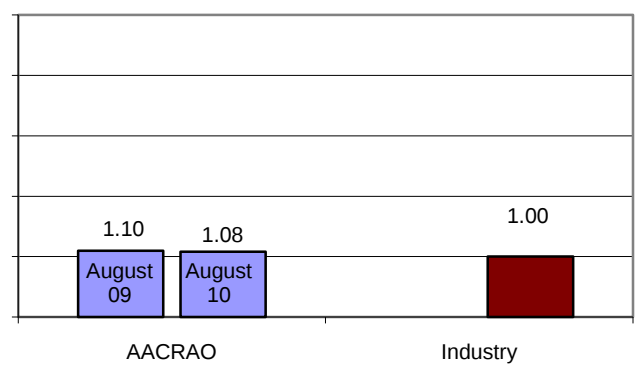
FINANCIAL DASHBOARD

August 31, 2010

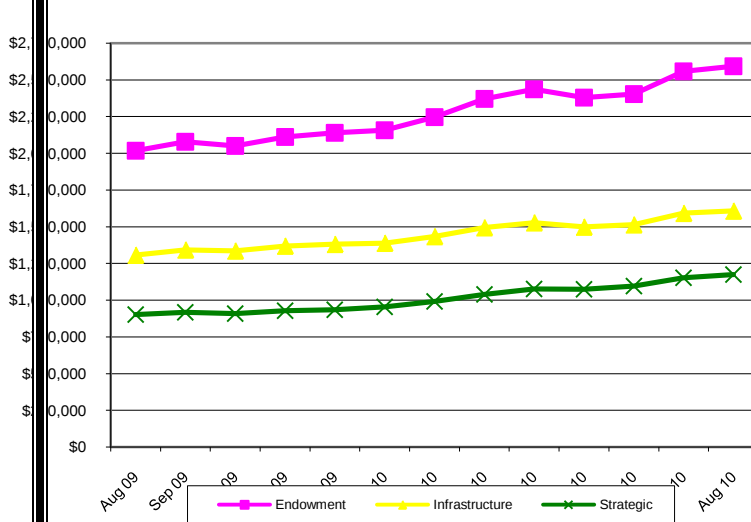
Revenue, Expenses & Operating Surplus/Deficit
August 2009 Actual, August 2010 Actual and Budget



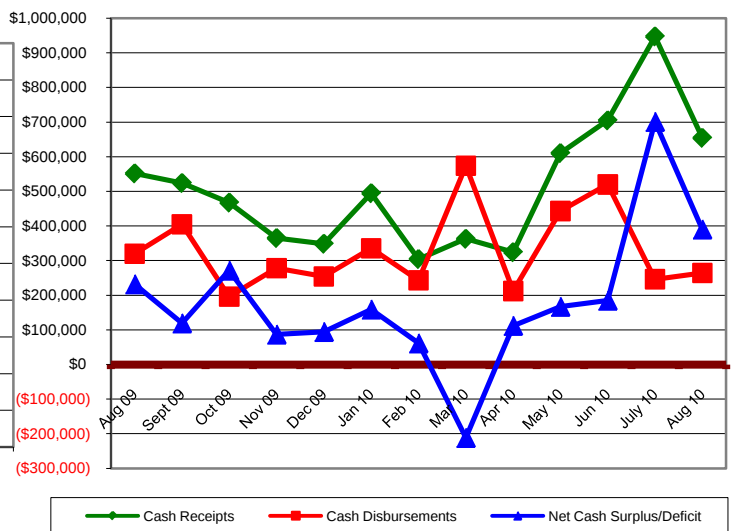
Current Ratio Analysis
(Current Assets/Current Liabilities)
Comparison of AACRAO with Industry Average



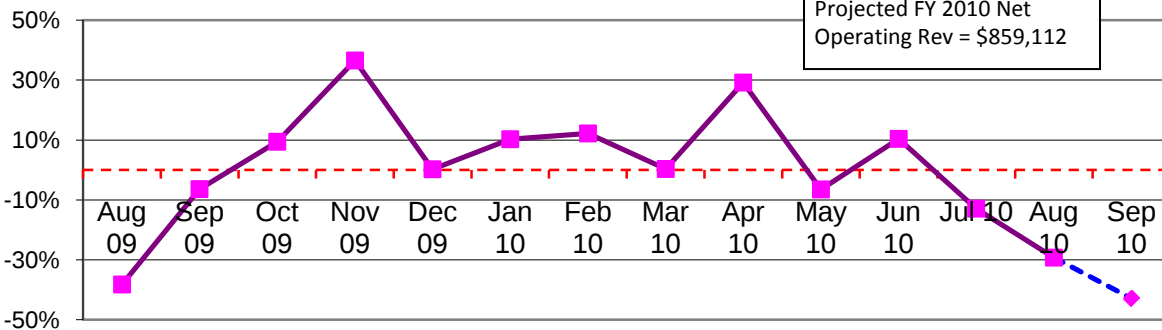
Long-Term Investments - FMV
August 2009 - August 2010



Cash Receipts, Disbursements & Net Cash Surplus/Deficit
August 2009 - August 2010



Net Profitability
(Net Revenue/Gross Revenue)
August 2009 - August 2010 (Actual)
Sept 2010 (Projected)



Projected FY 2010 Net
Operating Rev = \$859,112

SUMMARY

AACRAO's year-to-date net operating results are showing a surplus of \$1,060,111 which is \$1,032,849 over YTD budget expectation and \$708,472 over results of the same period last year (eleven months ended August 31, 2009). Overall, the Association fairs well in comparison with industry and past performance.

FINANCIAL DASHBOARD

August 31, 2010

The *Financial Dashboard* presents an overall view of AACRAO's financial health as of and the period ending August 31, 2010. Its purpose is to provide AACRAO's governing body a summary of important performance indicators in a simple format designed to assist the Board achieve the following:

- ♦ Measure current performance
- ♦ Identify potential issues
- ♦ Project short-term results

The following section provides commentary on each of the charts presented in the *Financial Dashboard*:

Revenue, Expenses & Operating Surplus/Deficit: This chart compares AACRAO's August 2010 total revenue, expenses and the resulting operating surplus or deficit with the same period last year (August 2009) and the August 2010 (current month) budget.

The chart shows an increase in Revenue for August 2010 compared to last year but a slight shortfall in comparison to the current month's budget. Expenses for August 2010 are above last year figures and budget.

The operating section of the chart shows a deficit (expenses exceeded revenue) for the month of August 2010 compared to deficits in August 2009 and budget projection for the current month.

Current Ratio Analysis: The information presented in this chart is a measure of AACRAO's liquidity. It represents the short-term financial strength of the Association measuring its ability to meet current obligations out of currently available funds.

The chart compares AACRAO's current ratios as of August 2009 and 2010 with an average for 501 (c) (3) professional membership organizations (industry average) reporting a ratio of 1.10, 1.08 and 1.00, respectively.

Long Term Investments – FMV: This chart provides a 13-month historical value for each of AACRAO's long-term investment funds (endowment; infrastructure; strategic). The chart compares the fair market value of each fund as of August 2010 with the same period last year (August 2009) and the fluctuations in value during the period covered.

Cash Receipts, Disbursements & Net Cash Surplus/Deficit: This chart shows a 13-month history of AACRAO's receipts, disbursements and the resulting surplus or deficit.

The chart provides historical trends for each of the aforementioned categories. It provides a comparison of receipts and disbursements as of August 2010 and 2009, and the resulting increase. The chart also shows the months in which AACRAO's cash disbursements exceeded receipts (all except March) and the sharp increase in gross receipts in May and July.

Net Profitability: This chart represents one of the most basic performance measures used among Associations. It reports the net profitability for each of the last 13 months as well as the projected net operating revenue for the year ending September 30, 2010..

A noteworthy distinction between the data provided in this chart and the Net Cash Surplus/Deficit line presented in the Cash Receipts, Disbursements & Net Cash Surplus/Deficit chart (discussed above) is that the latter is presented on cash basis and the former on accrual basis. As you can see, there is no direct correlation between the two.

The end purpose of the financial dashboard is to convey the big picture while remaining sensitive to positive and negative changes in performance. The dashboard is intended to serve as an early warning tool for the Board and Management by directing their attention to the most significant aspects of the Association and providing them with information necessary to make critical decisions.

ANNUAL MEETING

[Annual Meeting](#)

6105 Current Annual Meeting

The 97th Annual Meeting will be held in Seattle, Washington on March 13-16, 2011. The educational sessions and exposition hall are being held at the Washington State Convention Center with hotel rooms and a few events at the Sheraton Seattle Hotel and overflow rooms at the Grand Hyatt Seattle, Hyatt at Olive 8, Red Lion Hotel on Fifth Avenue, and the Hilton Seattle Hotel. In an effort to mitigate any potential damages due to lower attendance and hotel attrition, the room blocks at all of these hotels have been reduced by 37% from 7,575 total room nights to 4869 total room nights.

412 session proposals were submitted for consideration for the 2011 Annual Meeting. In August, presenters were notified that 200 of these sessions were accepted. The program committee is currently confirming presenters. The second notification was sent to presenters on September 14 and the third and final notification is scheduled for October 8.

Plans are underway to market the 2011 Annual Meeting in Seattle. We will once again produce a registration brochure, which will direct people to AACRAO's website for complete information on the meeting. Registration and hotel reservations are scheduled to open in October, and we will plan to post the brochure in December as the sessions, workshops, and presenters are finalized for the meeting.

To date we have secured the following general session speakers:

Harry Paul (The Fish Guy) – Opening Session

Cliff Adelman (Bologna process) – International (Quality Assurance)

Jeffrey Selingo (The Chronicle of Higher Education) – Higher education update

Centennial Celebration

Current marketing activities surrounding the Centennial include a celebration during the Opening reception at the Seattle meeting. We will have an affinity product available at the Opening session. We will also have a booth in the exhibit hall with a small Centennial museum.

[Exhibits](#)

2011 Seattle

We continue to sell booth space in the exhibit hall. There are currently a total of 118 10x10 booths in the exhibit hall, (11,800 square feet), which are configured into 10'x10', 10'x20', 20'x20', and 20'x40' spaces in the hall. Of those 118 spaces, we have currently sold 99 of them. There are two additional booths that are complimentary (Seattle and Philadelphia Hospitality). Currently we have 15 booth spaces available for sale. This represents 86% of the exhibit hall space being sold/occupied.

To further break down the numbers, we have sold 31 out of 40 10'x10' spaces; 16 out of 19 10'x20' spaces; 8 out of 8 20'x20' spaces; and 1 out of 1 20'x40' space.

We will be sending reminders to our past exhibitors and to our prospect database and inviting them to exhibit at the meeting. Should we require additional booth space, the Washington State Convention Center has room for us to expand our exhibit hall.

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

[AACRAO Consulting](#)

[AACRAO International Education Services](#)

[ACT, Inc.](#)

[Ad Astra Information Systems](#)

[Army Recruiting](#)

[Avow Systems](#)

[Campus Management Corporation](#)

[Capella University](#)

[CELCAT/EDULTICS LLC](#)

[CIBER, Inc](#)

[College Scheduler](#)

[CollegeNET, Inc.](#)

[CollegeSource](#)

[Credentials Solutions](#)

[Data Tech Services](#)

[Datatel](#)

[Decision Academic](#)

[Digital Architecture](#)

[Docufide, Inc.](#)

[Education Systems EMAS Pro](#)

[Educational Credential Evaluators, Inc.](#)

[Educational testing Service](#)

[EMPOWER/ComSpec International, Inc.](#)

[EMS Software by Dean Evans and Associates](#)

[GradImages](#)

[Herff Jones, Inc.](#)

[Hershey Systems](#)

[Hyland Software, Inc.](#)

[IDP Education](#)

[IELTS International](#)

[Infosilem Inc.](#)
[International Baccalaureate Organization](#)
[International Education Research Foundation, Inc. \(IERF\)](#)
[Jolesch Photography](#)
[Jonesville Paper Tube Corporation](#)
[Jostens](#)
[Kelmscott Communication](#)
[Leepfrog Technologies](#)
[Mongoose Research Inc](#)
[National Student Clearinghouse](#)
[Paradigm, Inc](#)
[PEARSON \(NTC\)](#)

[Perceptive Software \(ImageNow\)](#)
[Phi Theta Kappa International Honor Society](#)
[redLantern](#)
[Royall & Company](#)
[Runner Technologies, Inc.](#)
[SCRIP-SAFE, International](#)
[Signature Announcements](#)

[SpanTran Educational Service](#)
[SunGard Higher Education](#)
[Three Rivers Systems, Inc.](#)
[University of Cambridge International Examinations](#)
[University of Maryland – University College](#)
[World Education Services, Inc.](#)
[Xap Corporation](#)

[Zinch](#)

The following companies are scheduled to present at the Annual Meeting:

Presidium
ETS

MEMBER SERVICES

Member Maintenance

2010/2011 Membership Cards

Golden Key International Honour Society is sponsoring the membership cards for a fourth consecutive year for \$11,000. In an effort to increase individual members from member institutions, information on additional memberships will be included with the card mailing.

Membership Renewal 2010-2011

This year's renewal process features two innovative updates: e-commerce to process members' credit card payments online in real time, and the option for each institution to add a billing contact to the membership roster at no additional charge.

For a second consecutive year, there has been no dues increase, in consideration of the current economic climate and institutional budgets. As of August 31, we are behind by \$88,735 compared to last year – this represents a 5% loss to date from last year. Last year (2009-2010) ended with a 3.7% loss from the previous year: \$90,078. This was our first loss in membership dues after a nine year growth trend.

Annual Comparison – Dues

The table below contains an annual comparison of dues collected.

	Membership Dues
2010-2011	\$1,625,107 (Aug 31)
2009-2010	\$2,325,357
2008-2009	\$2,415,435
2007-2008	\$2,322,132
2006-2007	\$2,253,434
2005-2006	\$2,096,724

Annual Comparison - Institutional Membership Renewal Numbers

Institutional Members

	Renew	New	Dropped/U npaid	Total
2010-2011	2,020 (77%)	56 (3%)	587 (23%)	2,076
2009-2010	2,464 (92%)	143 (5%)	222 (9%)	2,607
2008-2009	2,537 (96%)	151 (6%)	114 (4%)	2,688
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

**** Does not include Organizational or Individual Members**

2010-2011 Member Guide

The Member Guide was updated and a message was sent to all AACRAO members on September 14, 2010 inviting them to use the many resources available to them in the Online Member Guide.

“Get to Know Your AACRAO Colleagues”

A message was sent to all AACRAO members on July 9, 2010 with a link to members' demographic information at www.aacrao.org/about/demographics/ and with a link for members to update their information online, including personalizing their User ID and password.

Awards

Working closely with Past President Munson, the awards nomination process has been redesigned to allow for an easier nomination process. It includes a real-time link to the membership database for easy access to nominees' contact information and the ability to upload supporting

documentation. The process now includes contacting the nominee to provide additional information, documents and/or pictures in order to complete the nomination.

The call for nominations began on September 24 with an email to all AACRAO members from Past President Munson. The deadline for nominations is November 30.

AACRAO Committees

Registrants for the Technology Conference were asked about their interest in serving on a committee. As a result, **27 individuals responded** and were contacted about joining a committee.

Retention and Recruitment

Recruitment Campaign to Non-Member Institutions

We have begun a recruitment campaign targeting non-member directors of admissions and registrars in the Higher Education Directory, to be sent in four phases:

1. Registrars at 4-year + institutions
2. Directors of Admissions at 4-year + institutions
3. Registrars at 2-year institutions
4. Directors of Admissions at 2-year institutions

Phase 1 has been completed, with individualized membership packets sent to registrars at 238 non-member institutions. **As a result, Maine College of Art has joined.**

Recruitment Campaign to Past Members

Each year, we update past members' contact information and send renewal information to dropped members from the past eight years. This project has proven to be very successful. In 2009-2010, 60 institutions renewed with \$32,378 in revenue, a 30% increase from the previous year. So far this year, 41 institutions have rejoined, **resulting in \$24,766 in revenue.**

Year	Institutions Inactive	Institutions Rejoining	Total Revenue
2010-2011	504	41	\$24,766
2009-2010	423	60	\$32,378
2008-2009	358	44	\$24,821
2007-2008	352	49	\$29,152
2006-2007	368	35	\$18,750
2005-2006	262	28	\$14,230
2004-2005	296	45	\$24,316

Potential Members from Phone Calls and Emails

Since June, 35 institutions and individuals have contacted us directly via phone or email regarding AACRAO membership. **Of these, 10 have joined.**

Outreach to Conference Attendees

Membership information was sent to the 57 non-member attendees of the Annual Meeting, held April 21-24, and to the 9 non-member attendees of the Technology Conference, held July 18-20. **As a result, Rock Valley College joined.**

Outreach to Individuals Ordering Publications and Utilizing Consulting

Since June, membership information has been sent to 28 non-member individuals ordering publications. **As a result, Melanie Winter joined the membership with Walden University.**

Membership information was also sent to the following non-member Consulting clients: American Association of Veterinary Medical Colleges, Hinds Community College, Lighthouse Career Institute and Phoenix Seminary.

Jobs Online

Jobs Online received a complete overhaul in 2009/2010. A new site was launched to our members via the *Jobs Update* email in February 2010 and included a new Career Center with resources for job-seekers and employers. The *Jobs Update* email is being sent to members every two months and highlights new job postings and articles related to finding and posting jobs.

Other efforts to develop and promote the Jobs Online site include the following:

1. Outreach efforts are being made weekly to all institutions and companies advertising higher education jobs in publications including the *Chronicle*, *Inside Higher Ed*, AACC, NACUBO, NACAC, NAFAA, and NASFAA. Since June, this has resulted in 14 additional postings in Jobs Online.
2. The Jobs Bulletin Board was placed adjacent to the Bookstore at the Annual Meeting, with the opportunity for attendees to post jobs at no charge. This area saw a lot of traffic by both employers and job-seekers.
3. The *Jobs Update* email was sent to all our members on July 28 and September 28, highlighting recent jobs postings and articles related to professional development.
4. The latest job listings have been added weekly to MemberLink, providing more exposure for advertisers.

Looking forward, we plan to display the new Jobs Online more prominently on the front page of the website and also implement a bulk rate discount of 10% on 10 postings and a non-member pricing level. A content management system (CMS) will be part of the new website and will also be used for Jobs Online.

The following is a summary of the number of jobs posted per month in 2009 and 2010:

Jobs Online - Postings Per Month

	2009	2010
January	36	38
February	23	27
March	43	49
April	37	31
May	25	35
June	33	49
July	33	55

August	34	36
September	37	
October	32	
November	28	
December	31	
TOTAL	392	

RESEARCH

Since July, we have been working on the following surveys or reports.

Reports

US Admissions Policies for Applicants with Criminal Records. This report was posted on the AACRAO Web site in July. It was conducted in collaboration with the Center for Community Alternatives.

While the following have been published in brief, fuller reports are being prepared for posting in October/November:

US Admissions Policies for Applicants with Criminal Records or Disciplinary Histories. This report is an expanded version of the one on criminal records alone; it includes practices regarding students who have disciplinary histories, behavioral or academic, from other institutions.

Transcript Practices

The reports on transcript practices and on opinions about transcript practices will be expanded and posted in October/November. They cover transcript notations, policies regarding use of Social Security Number, use of e-mail for notification of academic decisions and requirements for making name changes. Shorter version are already posted on the Web.

New Surveys for Distribution Fall 2010

Compliance with Voter Registration Regulations (scheduled for early October)

Institutions' marketing practices (late November to early December). This survey is in collaboration with an AACRAO member and will be part of a College and University article (as well as posted on the AACRAO Web site)

Practices regarding academic regalia (late November/early December). This survey, too, is in collaboration with an AACRAO member and will be posted on the AACRAO Web site.

Governance of State and Regional ACRAOs. We have been working with the state and regional ACRAOs committee on a survey to be distributed to association leaders in early October.

Surveys in Planning/Design stages:

Roles of Individual Members According to Their Job Titles

Working Relationships Among Administrators and Faculty

Leadership Qualities Sought in Enrollment Management Heads at Different Types of Institutions

MEETINGS AND WORKSHOPS

Registrar 101 (tied to standing meetings, SEM and Technology Conferences)

Kansas City

A Registrar 101 Workshop was held in conjunction with the 2010 AACRAO Technology Conference in Kansas City. The workshop started on Tuesday afternoon, July 20 from 2:00 – 5:00 p.m. It continued with the rest of the full day workshops on Wednesday, July 21. The workshop was presented by Brad Myers and LeRoy Rooker. There were 29 participants.

Nashville

A site-based workshop is budgeted for this year to be held in conjunction with the SEM Conference in Nashville, Tennessee, November 11-12. We have combined the FERPA curriculum into the Registrar 101 agenda, so this will be a day and a half workshop. LeRoy Rooker will be presenting the FERPA material.

SEM Conference

The 2010 SEM Conference will be held November 7-10, 2010 at the Nashville Convention Center and Nashville Renaissance Hotel. This hotel contract was originally signed on 5 September 2008. In an addendum signed by AACRAO on 30 April 2010, the room block was reduced by 27%. As of 2 October, 209 people have registered for the 20th Strategic Enrollment Management Conference.

The registration brochure for the meeting was posted to the conference page during the first week of September. To reduce costs no paper version of this brochure was mailed out. All content is found online. We are sending out periodic email blasts highlighting programmatic content and reminding people of various deadlines and encouraging them to register for the meeting. We are cross marketing SEM publications and will be taking orders at the AACRAO booth.

The plenary speakers have been selected and are posted on the website.

Corporate marketing efforts began last November for this meeting. The SEM '10 Corporate Opportunities Brochure was distributed in Dallas, along with the Corporate Opportunities Brochure for our other meetings, our new Advertising Brochure, and our corporate partner application. We have made numerous efforts to contact past and current exhibitors through emails, printed materials, and face-to-face visits on-site to encourage them to participate at SEM as well as our other meetings.

We have 42 booth spaces available in the exhibit hall. The following 41 exhibitors will be in Nashville:

- AACRAO Consulting (8x20)
- Academica Group
- ACT
- Ad Astra
- Blackboard
- CampusM
- Cappex

CMD Outsourcing Solutions, Inc
CollegeNET
CollegeSource
Datatel
Docufide
Edfinancial Services
Education Systems EMAS Pro
Educational Benchmarking
Enrollment RX LLC
ESM
Financial Aid Services, Inc
Financial Aid Tv
Hobsons (8x20)
Hyland Software
Infosilem
Inside Higher Ed
Intelliworks
iStrategy
Jenzabar
LearnHub
National Student Clearinghouse
National Student Loan Program NRCCUA
Oracle
Perceptis
PlattForm Higher Education Presidium Inc
Royall & Company
Runner Technologies
SmartCatalog
SunGard Higher Education
University of Maryland University College
Zinch

Corporate presentations at the SEM Conference will be given by:

CollegeNET
CollegeSource
Datatel
Datatel
Hobsons
Maguire Associates
National Student Clearinghouse
National Student Clearinghouse
Noel-Levitz
Presidium
SunGard Higher Education
SmartCatalog

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

- [Hobsons](#) ~ Executive Forum and SEM Conference SocialEvent

- [Education Systems](#) ~ SEM Award
- [Perceptive Software](#) ~ Badge Holders
- [Datatel](#) ~ Totebags
- [Runner Technologies](#) ~ Evaluations
- [SunGard Higher Education](#) ~ SEM Team Reception
- [CollegeSource](#) ~ Onsite Program
- [Monster Public Sector and Education](#) ~ Refreshment Break

We are preparing a Corporate Opportunities Brochure for SEM '11 that will be sent electronically to our exhibiting contacts with a post-conference survey and the final attendee list.

Executive Forum

The 5th Annual Executive Forum, The College Rankings Debate and Future Implications: Assessing the Value of an Institution's Undergraduate Experience will take place at the Nashville Renaissance Hotel and Nashville Convention Center, in conjunction with AACRAO's SEM conference on November 7-10, 2010. The program is specifically designed for college and university chancellors, presidents, provosts, chief enrollment management officers, and their executive-level team members. Featured speakers this year include **Bob Bontrager, Jay Goff of Missouri University of Science and Technology and Robert Smith**, President of Slippery Rock as the moderator. To promote the Executive Symposium, marketing has developed the website, created ads for C&U and Chronicle of Higher Education, conducted email blasts with AACRAO IT targeting senior campus leaders listed in the HEP directory, and senior executives who previously attended the Executive Symposium and SEM. The Executive Symposium has also been marketed through various meetings web sites: Campus Technology, NACAC member portal, NASFAA events calendar, University Business, Today's Campus (formerly Greentree Gazette) and Chronicle of Higher Education.

FERPA Workshops (held in conjunction with an AACRAO meetings)

One FERPA Workshop will be held in conjunction with the 2011 AACRAO Transfer Conference in New Orleans, Louisiana on February 1. In addition, we are developing FERPA consulting opportunities for LeRoy Rooker with other higher education association and ACRAO state and regional.

We will continue to have FERPA sessions and a workshop at the Technology Conference and the Annual Meeting.

The following FERPA sessions and workshops have been accepted for the upcoming Annual Meeting in Seattle:

- Best Practices of Small College Registrars: Panel Discussion
- CSI: FERPA
- FERPA -- Training Tools for the New Century
- FERPA 101: The Short Version
- FERPA concerns for sending and honoring electronic requests for student transcripts
- FERPA Overhaul at a Large University
- FERPA Round Table

- FERPA: What You Need to Know - The "Overview"
- FERPA: What You Need to Know: The "Update"
- Overcoming the Roadblocks to Transcript Electronic Exchanges
- Registrar 101: An Introduction to the Profession

The following FERPA sessions were presented at the Technology Conference:

- FERPA Concerns for Sending and Honoring Electronic Requests for Student Transcripts
- Security and the Cloud
- The Registrar Forum @ Tech: Academic Administration in a Technological World - Session 6: Security Administration and FERPA

Technology Conference

AACRAO will continue to reach out to members and colleagues in higher education to keep the AACRAO Technology Conference relevant for the membership. We will continue our partnership with Educause and Internet2 on activities related to Identity Management, Security and Privacy. One example of the partnership is that Leroy Rooker and Mark McConahay will present at the annual Educause conference along with Ann West from Internet2 on remote identity practices. This topic will also be presented as a AACRAO webinar. In addition, we will be working directly members of the Information Technology Architects in Academia (ITANA) to provide ITANA Student Records track at the 2011 conference. After a successful in addition introductory year, Tech will again offer the "Registrar Forum at Tech - Academic Administration in a Technological world" designed for senior level department leaders who must use technology to accomplish their missions. The format of the Forum this year will be slightly changed and will begin on Saturday evening and run through the end of the breakouts on Sunday (to overlap with the first half day of the conference). This will enable Forum participants to attend Tech sessions in addition to attending the Forum. We plan to offer a REG 101 or a FERPA post conference workshop. We are also exploring the possibility of offering a "Room Scheduling" track; there is no "home" for this subject matter, would be a good fit for Tech and would perhaps offer an incentive for a few vendors. In an effort to provide ongoing professional development in the AACRAO Tech space, we will be hosting a series of Webinars throughout the year leading up to the Tech conference. Currently, the proposed webinar topics are Cloud Computing and Security (Dennis Cromwell, LeRoy Rooker, Mark McConahay), IdM and Remote Identity Proofing Practices (Ann West, LeRoy Rooker, Mark McConahay), Mobile Computing (Tim Flood, Mark McConahay) and the Digital Transcript (TBD). Brian Voss (CIO at Louisiana State University) and Barmak Nassirian (AACRAO) have agreed to be the plenary presenters.

AACRAO Technology Conference Registration Statistics 2003-2010

	Austin 2003	Newport Beach 2004	Atlanta 2005	Denver 2006	Minneapolis 2007	Baltimore 2008	Tucson 2009	Kansas City 2010	
	October 19-21	October 3-5	October 9-11	July 23-25	July 15-17	July 10-12	July 19-21	July 18-20	
								Actual	Budget
Early Member	155	145	163	251	269	202	94	73	17
Late Member	46	48	42	18	48	55	16	7	
Early Nonmember	24	28	29	18	16	18	2	4	19
Late Nonmember	13	6	7	4	6	9	2	3	
Registrar Forum	n/a	n/a	n/a	n/a	n/a	n/a	n/a	41	
Registrar Forum Presenter	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4	
Corporate Member	n/a	n/a	n/a	n/a	n/a	5	6	3	3
Corporate Nonmember	0	0	0	0	1	3	0	1	1
Presenter Split 2 ways	13	8	11	8	12	10	0	0	0
Presenter Split 3 ways	2	0	0	0	0	0	0	0	0
Presenter Paid Full Meeting	n/a	n/a	n/a	n/a	n/a	8	46	28	
Complimentary	6	1	1	2	6	0	0	8	
Presenter One Day	2	1	1	0	0	0	0	0	
Presenter complimentary full meeting	47	55	50	41	66	55	11	4	10
Staff	4	6	6	11	14	15	8	5	9
Exhibitor/Sponsor (complimentary)	9	16	21	27	26	34	20	16	32
Exhibitor (paying meeting registration)	1	3	2	3	3	1	0	0	0
Exhibitor (hall only, over and above)	17	19	23	37	46	40	24	15	40
Workshop only	0	0	0	0	0	0	2	0	
Complimentary Press	1	2	0	0	0	0	0	0	
Other	0	0	4	9	1		2	0	
Guest	n/a	n/a	n/a	n/a	n/a	8	4	4	
No Shows	8	8	20	7	10	13			
Cancelled	7	11	7	14	9	7			
Total	355	367	406	435	533	463	237	216	28
Exhibiting companies	13	18	23	33	36	33	19	14	33
Booth spaces sold	13	18	23	33	36	33	19	14	

Distributive Learning

The final two courses (Reg 101 and SEM) are running this fall. Reg 101 has not begun (mid-Oct.), but registrations are complete with 31 participants. We have moved from a Blackboard platform to Moodle.

We had 194 students participants this year. The least profitable course was Managing the Admissions Office, with net proceeds less than half that of any of the other courses. We are considering offering only 1 session of that course in 2011. Due to the great response in early registrations for Reg 101, we may want to offer at least 3 sessions in 2011. We are hoping to offer a new SEM course.

2011 Online Professional Development Courses Proposed List of Course Offerings

Course	Planned Sessions
Registrar 101	3
Admissions Counselor/ Recruiter 101	2
Managing the Admissions Office	1
Essentials of SEM	2
Managing the Registrar's Office	2
New course A – TBD	1-2
New course B - TBD	1-2

AACRAO Transfer Conference

AACRAO's Transfer Conference will bring together practitioners and managers from admissions, retention, enrollment management, transfer center, and registrar organizations to discuss and debate current issues in transfer. The three-day conference will be held January 30 through February 1, 2011 at the New Orleans Convention Center.

The theme of this year's conference is "Academic Mobility: Perspectives on the Future of Transfer." Lee Furbeck, AACRAO's conference director, is accepting session proposals through October 30, 2010.

AACRAO IT worked with the marketing department to launch the Transfer website. CollegeSource plans to sponsor the conference at \$30,000, the same level as last year, AACRAO Marketing will utilize lists from other association meetings that AACRAO attends and will contribute regular articles in *Memberlink* and *Transcript*. Marketing will also collaborate with AACRAO IT to send targeted email blasts using the Higher Education Directory. David Bergeron, Director of Policy and Budget Development for the Office of Postsecondary Education at the U.S. Department of Education, Dr. Sandy Shugert, President, Valencia College and Lauren Asher, President of the Institute for College Access & Success, have agreed to present at this year's conference. LeRoy Rooker will hold a post-conference FERPA workshop on February 1, 2011. Attendees who register for both events will receive a discounted rate.

Webinars

AACRAO will hold two technology related webinars: Cloud Computing and Education Records Protection-The Perfect Storm on October 21 and iStanford on October 28. The webinar on Cloud

Computing will cover the legal, privacy and compliance issues as institutions adopt this model of “computing services as commodity” rather than services owned and managed locally. An introduction to Cloud Computing will be provided, followed by an in-depth discussion of the Privacy, Security and FERPA issues associated with entering these types of partnerships. iStanford will stimulate new approaches to thinking about information in corporate data bases, and new ways to brand institutions and connect with constituencies. Both webinars will be live and then remain accessible on the AACRAO webinar site through archived versions. AACRAO plans to market the webinars through Memberlink and Transcript and also at the upcoming EDUCAUSE meeting October 12-15th.

General Marketing and Outreach

AACRAO recently exhibited at the following meetings:

NACAC, National Association for College Admission Counseling, September 30 – October 2, 2010 in St. Louis

ARSEE Conference in Guadalajara, Mexico, September 29- October 1, 2010

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

Kansas ACRAO September 29, 2010

Kentucky ACRAO October 1, 2010

Ohio ACRAO October 6, 2010

EDUCAUSE, October 11-14, 2010

Corporate Membership Renewal and Collections Schedule for 2009-2010

Recruitment Campaign to Past Members

Email to all exhibitor contacts at past Annual, SEM, Technology and Transfer conferences inviting them to join and attend the 2010-2011 Conferences.

July 15, 2010:

First email and invoice sent to primary corporate contacts by IT Department

August, 2010:

Email to all past SEM exhibitors about joining and receiving the member discount at SEM

August 23, 2010

Second email and invoices sent to primary corporate contacts by IT Department

October 7, 2010:

Invoice non-corporate partners for their booth cost difference for SEM meeting

This call should generate more memberships because they want to pay member prices.

November 15, 2009:

Call companies who have not rejoined (particularly those who have reserved booths at the Annual Meeting).

Ongoing Recruitment Campaign to Exhibitors

Corporate Partnerships

AACRAO's marketing team continues to explore strategic partnerships with several companies. For this year's campaign, we produced hard copy corporate membership applications and materials on corporate opportunities for sponsorships, exhibiting, advertising and presenting. This material is also used when we exhibit at other association meetings.

General Sponsorship (outside of Conference/Meetings sponsorships)

In addition the marketing team secured the Membership Card support of \$11,000 from Golden Key.

Focus Groups/ Research

AACRAO held two focus groups on July 19th at the AACRAO Tech Conference in Tucson, Arizona. Participants were selected randomly from public, private, two-year and four-year institutions. The focus groups included registrars and associate registrars, admissions personnel and IT staff. Participants discussed their views on how these difficult economic times are affecting their professional development activities. They also discussed the technological challenges on campus and provided suggestions on how AACRAO can address these challenges. A report was generated for AACRAO's executive team and the Director of the Tech Conference to facilitate strategic planning for next year's conference.

Media Partnerships

Signed in-kind agreements are in place with the three major higher education news organizations: Today's Campus (formerly known as *Greentree Gazette*), *Inside Higher Education* and *The Chronicle of Higher Education* to provide marketing support for AACRAO Conferences. AACRAO and the news organizations have agreed upon both print and banner ad trades with the *Chronicle of Higher Education* and Today's Campus, and regular banner ads running within *Inside Higher Education*.

PUBLICATIONS

General Publications

Our newest title, the *AACRAO International Guide: A Resource for International Education Professionals* was released on September 1, 2010. This is our fifth book release in the current fiscal year; others include *The 2010 FERPA Guide*, *Retention of Records-2010 Update*, *Sharing the Campus Experience: Hosting Effective Campus Visits*, and *Applying SEM at the Community College*. We have several works in progress that are currently receiving our attention. The *2010 FERPA Quick Guide* will be released in October 2010. The new committee to update the *Academic Record and Transcript Guide* has assigned chapters and begun revising, with a first draft deadline of October 2010. TCP 2011 is a work in progress with a projected release date of April 2011. The institutional data has been updated with the most current Higher Education Directory data and an email was sent to the Reporting Officers to confirm their participation in this edition. EDGE currently has a total of 231 profiles and as of September 8, 2010.

In the marketing arena, our recently expanded Amazon Marketplace catalogue of fifteen AACRAO publications has resulted in increased sales in January thru August. Publications were made

available for sale at the AACRAO Technology Conference in Kansas City, July 18-20, 2010. Samples of our publications were displayed at NASFAA Conference, Boston, July 17-20, 2010.

The Registrar's Survival Kit: A publications sale was held in the month of August, offering five must-have books for new registrars as a response to the often asked question: What do I need to get started as a registrar? The kit included the *2010 FERPA Guide*, *The Registrar's Guide*, *2010 Retention of Records*, *TCP 2009*, *Academic Record and Transcript Guide*. Additionally, we made an agreement with the American Council on Education to bundle and sell our *TCP 2009* publication alongside their *2010 Accredited Institutions of Postsecondary Education (AIPE)* book released in early May 2010.

GOVERNMENT RELATIONS/COMMUNICATIONS

Government Relations

Program Integrity

The Department of Education published its much-anticipated Notice of Proposed Rulemaking (NPRM) on program integrity on June 16. These regulations address a range of critical issues to AACRAO, including incentive compensation for admissions staff. AACRAO and NACAC have long opposed commission-based compensation for admissions professionals and have strongly argued in favor of simply repeating the statutory ban in regulations. We are pleased to see that the Department's proposed rules did just that. In addition, the Department proposed new metrics for loan repayment and income thresholds for borrowers in vocational programs that while fairly modest, are vociferously opposed by the education companies. The proposed regulations also include new provisions on high school diploma mills and credit-hour requirements that AACRAO generally supports. Final regulations will most likely be published by November 1, 2010, and would go into effect July 1, 2011.

Senate Hearings

In related development, the Senate Committee on Health, Education, Labor and Pensions (Senate HELP Committee) held a series of investigative hearings on for-profit higher education that revealed outright fraud and rampant misrepresentation within the sector. Particularly compelling evidence came from hidden camera footage produced by the U.S. Government Accountability Office Forensic Audits and Special Investigations Director Gregory Kutz whose testimony is attached below. The Senate Committee also published a report that documents Chairman Harkin's policy concerns about the sector and its impact on students and taxpayers.

Communications

AACRAO media relations efforts continue to very prominently feature the Association before the public. AACRAO was mentioned in approximately **144** media outlets since April. Our media relations efforts have successfully communicated the AACRAO public policy positions.

SEM Source

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.

SEM Source is published bimonthly, with e-mail blasts sent in February, April, June, August, October, and December.

Recent SEM Source articles include: **How the Other Half Lives... and Keeps Students**, by Julie Green, Manager of Strategic Analysis and Development in the Office of the Registrar at Memorial University; Maria Murray, Manager of Undergraduate Admissions in the Office of the Registrar at Memorial University, and Roxanne Preston, Associate Director of the Office of Student Recruitment Memorial University; **A College Success Course for the New Millennial Student**, by Marsha Fralick, Professor Emeritus at Cuyamaca College; **Two-Tiered Service: "Intake Plus Expert" Strategic Staffing**, by Susan Leigh, Associate Vice President for Enrollment Management and Marketing at DePaul University; **University Seeks Student Input to Improve Services**, by Heather Zimar, AACRAO; and a review of **Establishing the Family-Friendly Campus: Models for Effective Practice**, by Lisa Rosenberg, AACRAO.

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

The SEM Source database includes more than 450 feature articles.

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 related articles.

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.

CONSULTING SERVICES

Projects/Contracts

Project Summary

	2010	2009	Annual change
Inquiries	124	118	5.1%

Proposals	102	90	13.3%
Contracts	52	49	6.1%
Total revenue (projected FY10)	\$760,000	\$561,837	35.3%

Noteworthy Projects

AACRAO Consulting (AC) recently landed its largest project to date, a project with Upper Iowa University to be conducted in partnership with Monster Public Sector & Education, a division of Monster, Inc., the purveyors of Monster.com. Over the next five years, this project is projected to bring \$477,000 in gross revenue to AC. In addition, AC has been asked to provide admission policy and procedure expertise to a project funded by the European Union, titled "Upgrading the Higher Education System of Syria." Bob Bontrager will conduct a 22-day project, to be delivered in two visits to Damascus, in October and December. There is the possibility of addition work once this portion of the project has been completed.

Other AC Activities

AC consultants will provide complimentary consulting to individual attendees and institutional teams at the SEM Conference. Twelve of the eighteen senior consultants will be presenting or co-presenting at the conference. AC senior consultants also will be available to speak with attendees at AC booth in the exhibit hall.

INTERNATIONAL EDUCATION SERVICES

IES

IES Credential Evaluation Service ends FY 10 with the best year ever since its creation in 1991. Volume of evaluations was 20.5% higher than the previous year.

In addition, this year's Summer Institute was the most successful in 17 years. With 96 registrants and revenue of \$45,580 we had to turn away some potential participants due to space limitations. With this in mind the Summer Institute staff is reworking the agenda for future Institutes to better accommodate participants.

During this year's Annual Meeting, IES shared our booth with Education USA whose overseas advisors were participating in numerous sessions as well as being available to answer questions about the educational systems of the countries where they are stationed.

This cooperation continued with Jeff Petrucci, during a visit to China, participated in a group of US educators visiting China.

The much anticipated redesign of the IES web pages is now available for review and testing before going live.