American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
December 3-4, 2010
Washington, D.C.

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

Staff Members in Attendance: Jerome Sullivan, Matthew Ogle, Ryan Bingham, Janie Barnett, Jeff Petrucci

Guests in Attendance: Adnan Bokhari

Call to Order
President Betty Huff called the meeting to order at 11:05 a.m. Eastern Standard Time on December 3, 2010.

Approval of Agenda
MOTION 2010.12.01 – It was duly moved and seconded that the agenda be approved. APPROVED

Minutes
MOTION 2010.12.02 – It was duly moved and seconded that the minutes from the meetings of the Board of Directors on October 8-9, 2010 and on November 17, 2010 be approved. President Huff noted that in the November 17, 2010 minutes the word "retired" should be changed to "deceased" in the President's report. APPROVED AS CORRECTED

Reports of Committees

Finance and Investments Committee
Vice President Krogh discussed the proposed 2011-2012 association budget and presented an overview of budget information.

The Board recessed for lunch at 12:20 p.m. Eastern Standard Time.

The Board meeting reconvened at 12:45 p.m. Eastern Standard Time.

Governance Committee
The committee has met with the 2011 Board nominees and started to review the BoardSource books being used for orientation. Chair Simpson Munson reviewed the orientation activities planned for the February 2011 Board meeting. She announced that a BoardSource survey will be administered to Board members during January and discussed at the February meeting.

MOTION 2010.12.03—It was duly moved and seconded that executive session minutes be approved at regularly scheduled Board meetings. APPROVED

Strategic Planning/Program Review Committee

The Strategic Planning Committee and the Finance and Investment Committee met together to discuss strategic implications of the proposed 2010-2011 budget. The Strategic Planning Committee also has drafted a proposed charter for the combined Strategic Planning and Program Review Committee.

Compensation Committee

The Compensation Committee met and developed documents that will be discussed by the Board in executive session.

The agenda was suspended to hear officer reports.

Reports of Officers

Vice President von Munkwitz-Smith

Vice President von Munkwitz-Smith discussed the three documents submitted to the Board concerning recommendations for acquiring new association management software (AMS). The recommendation from the planning group is to replace the current AACRAO system with a new AMS called iMIS owned by the vendor Advanced Solutions International.

MOTION 2010.12.04—It was duly moved and seconded to authorize the AACRAO office to contract with ASI, the vendor of the iMIS Association Management System, for software licensing and implementation support.

MOTION 2010.12.05--It was duly moved and seconded to table the motion until the January meeting. APPROVED

Past President Simpson Munson

Past President Simpson Munson noted the Awards Committee is rewriting the descriptions for awards to be more consistent and clear. She encouraged Board members to nominate colleagues for these awards.

Vice President Myers

Vice President for Records and Academic Services Myers reported AACRAO has just completed an online Reg 101 course and already has enough prospective participants to fill another class. He reported we plan to offer more courses next year than in the past, and are working to increase the faculty involved as well. Vice President Myers and Glenn Munson are working on the development of a Reg 201 course, and he is checking into reinstituting the online Managing the Registrar's Office course, which hasn't been offered since Don Bunis passed away earlier this year. The e-Transcript Report should be released to the membership sometime in December.

Vice President Cunningham

Vice President for Leadership and Management Development Cunningham thanked the Board for attending the State and Regional meetings.

Vice President McDay

Vice President for Access and Equity McDay asked Janie Barnett if a speaker had been secured for the Annual Meeting luncheons for Grad and Professional Schools and the Cultural Diversity caucuses. Ms. Barnett indicated they had not been confirmed yet, but the national office will secure if necessary. Vice President McDay will contact the chair.

President-Elect McLaughlin

President-Elect McLaughlin is working on Board meeting dates for next year. She is working to appoint a vice chair for program committee and co-chairs of volunteers for the 2012 Annual Meeting in Philadelphia. The Program Committee is working on the program-at-a-glance for the 2012 Annual Meeting. The Board discussed possible arrangements that would encourage attendance by members at the business meeting.

Final Report from the Task Force on Association Governance

The Board discussed the Final Report from the Task Force on Association Governance.

MOTION 2010.12.06—It was duly moved and seconded to accept the bylaws changes as recommended in the report from the Task Force on Association Governance and submit for approval to the membership at the March 2011 Annual Meeting. Discussion ensued.

MOTION 2010.12.07—It was duly moved and seconded to close debate. DEFEATED

Discussion continued.

MOTION 2010.12.08—It was duly moved and seconded to close debate. APPROVED

MOTION 2010.12.06— DEFEATED

The meeting adjourned for the day at 3:42 p.m. Eastern Standard Time.

The Board reconvened at 12:50 p.m. Eastern Standard Time on Saturday, December 4, 2010.

Board Members in Attendance: Betty Huff, Wanda Simpson Munson, Nora McLaughlin, Bruce Cunningham, Nancy Krogh, Brad Myers, Michele Sandlin, Jeff von Munkwitz-Smith, Adrienne McDay (by phone from 12:55 p.m. to 1:19 p.m.), Robert Watkins (by phone)

Staff Members in Attendance: Jerome Sullivan, Matthew Ogle

In direct response to requests made from attendees at the SEM meeting in Nashville and based on the success of the GACRAO Strategic Enrollment Management (GSEM) program for young professionals in that state, President Huff asked Jerry Sullivan to explore ways AACRAO can work with the State and Regional Associations to develop content and delivery mechanisms for young professionals to gain skill sets. This would be a partner program to the annual SEM meeting and could possibly feed the Vanderbilt summer institute.

MOTION 2010.12.09—It was duly moved and seconded that the Board move into executive session to discuss Compensation Committee business. APPROVED

The Board reconvened in regular session at 1:22 p.m. Eastern Standard Time.

Board Members in Attendance: Betty Huff, Wanda Simpson Munson, Bruce Cunningham, Nancy Krogh, Brad Myers, Michele Sandlin, Jeff von Munkwitz-Smith, Robert Watkins (by phone)

Staff Members in Attendance: Jerome Sullivan, Matthew Ogle

New Business
President Huff resumed discussion on the Final Report from the Task Force on Association Governance. The Board discussed the need to spend more time in discussion about the recommendations.

MOTION 2010.12.10—It was duly moved and seconded for the Board to continue to discuss the recommendations. APPROVED with one abstention

MOTION 2010.12.11—It was duly moved and seconded to approve the executive session minutes of April 20, 2010, June 15, 2010, and October 9, 2010. APPROVED

Adjournment
MOTION 2010.12.12 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 2:15 p.m. Eastern Standard Time on December 4, 2010.

Attachments
Board of Directors Meeting Minutes, October 8-9, 2010
Board of Directors Meeting Minutes, November 17, 2010
Board 2011-2012 Budget Presentation

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 Form990 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 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 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 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:

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

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
November 17, 2010
Conference Call

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

Call to Order
President Betty Huff called the meeting to order at 2:00 p.m. Central Standard Time.

Approval of Agenda
MOTION 2010.11.01 – It was duly moved and seconded that the agenda be approved. ADOPTED

Minutes
The Board will review the minutes of the October 8-9, 2010 meeting at its December Board Meeting.

Reports of Standing Committees

<u>Finance and Investments Committee</u>
Vice President for Finance Krogh reviewed the fiscal year 2009-2010 pre-audit financial data. The Association ended the fiscal year with a surplus of $756,000. She reported the auditors are beginning their work and the Board should have final audited financial figures by mid January. The proposed budget for FY2011-2012 will be presented to the Board at its December meeting. Vice President Krogh presented and explained a summary of the Association's insurance. On behalf of the Finance and Investments Committee she put forward a revised travel policy to the Board.

MOTION 2010.11.02—It was duly moved and seconded by the Finance and Investments Committee to accept the proposed travel policy. APPROVED

Reports of Officers

<u>Vice President von Munkwitz-Smith</u>
The AMS Advisory Committee has had a conference call and subgroups have also had conversations. Areas of concern include how membership is handled in the system, segmenting the market, and programs. The committee will have further information and more detail in time for the December meeting of the Board.

<u>Vice President Myers</u>
Vice President for Records and Academic Services Myers will bring a report from the Transcript Task Force to the Board in December.

<u>Vice President McDay</u>
Vice President for Access and Equity McDay reported that the caucus chairs had a conference call and that they are looking for a speaker for the cultural diversity luncheon.

Vice President Watkins
Vice President for International Education Watkins discussed four items: EDGE made a presentation at the recent PACRAO meeting. The EDGE group then went to Lake Louise, Alberta, Canada for a meeting and topics included EDGE 2.0 and user comments. Vice President Watkins recently had a conversation with Executive Director Sullivan about the upcoming Liaison Group Meeting. Vice President Watkins also updated the Board on committee chair changes.

Vice President Sandlin
Vice President for Admissions and Enrollment Management Sandlin reported that she attended SEM and commented that the meeting was successful. She also reported that the CommonApp group will do a presentation at the AACRAO Annual Meeting as a “hot topic” session.

Past President Simpson Munson
Past President Simpson Munson reported that the Awards Committee has been successful in its attempt to solicit more awards nominations that last year, but they are still below their goal. The Governance Committee is working on orientation for the Board nominees. The Board will be meeting with its attorney, James Goldberg at the Leadership Meeting to discuss minutes, compensation committee issues and other topics. The Governance Committee is also planning to contract with BoardSource to administer the board self-satisfaction survey in January. Past President Simpson Munson will be working with the Awards Committee to refine some of the awards descriptions.

President Elect McLaughlin
President Elect McLaughlin reported she is working on finalizing the co-chairs of volunteers for the Philadelphia Annual Meeting in 2012, as well as a. vice-chair for the Program Committee for that meeting. She will have dates for the Board meetings from March 2011 until April 2012 for the Board shortly.

President Huff
President Huff expressed her satisfaction with the SEM meeting. She approached Executive Director Sullivan about developing a pool into which people could donate in honor of deceased members of the profession. These may be pooled with the Connor Fund and designated for professional development. She also discussed the Public Policy Advisory Committee. The committee will work to improve communication and engagement with members by way of a listserv or some similar tool. This committee will be meeting in March at the Annual Meeting and its chair, William DeWolf, will be at the Leadership meeting in December.

Executive Director Report
Executive Director Sullivan noted that recent elections will probably have a large effect on higher education, specifically in terms of funding. The AACRAO office recently released the FERPA Quick Guide. The next publication to be released will be the Record and Transcript Guide, and the office hopes to have that ready by the Annual Meeting in March. A Canadian SEM book is planned. Membership dues are down slightly from last year, but are ahead of the current budget. AACRAO Consulting had its first financially positive October. The Executive Director stated space in the basement of One Dupont Circle has been offered to AACRAO and he considering adding it to the AACRAO lease agreement in order to increase physical space. He noted that he anticipates that IES will need additional space soon. He stated that SEM did very well from a financial standpoint this year. The staff continues to work on building a new website.

Old Business
The Board discussed whether the final report of the Task Force on Association Governance should include the comments and the name of those who submitted comments to the task force.

MOTION 2010.11.03—It was duly moved and seconded that the comments be included with the final report from the Task Force on Association Governance but without the names of those who submitted the comments, and that a statement be included that the Board has elected to omit the names. ADOPTED

Vice President Krogh will update the Board's action items list and bring the document for review at the December Board meeting.

Adjournment
MOTION 2010.11.04 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 3:10 p.m. Central Standard Time.

Attachments
Travel Policy

Defining the Vision for the Next 100 Years

FY 11/12 Proposed Budget

Board of Directors Meeting

December 3, 2010

AACRAO — Celebrating 100 Years of Excellence — 1910 2010

Defining the Vision for the Next 100 Years

Budget Development Process

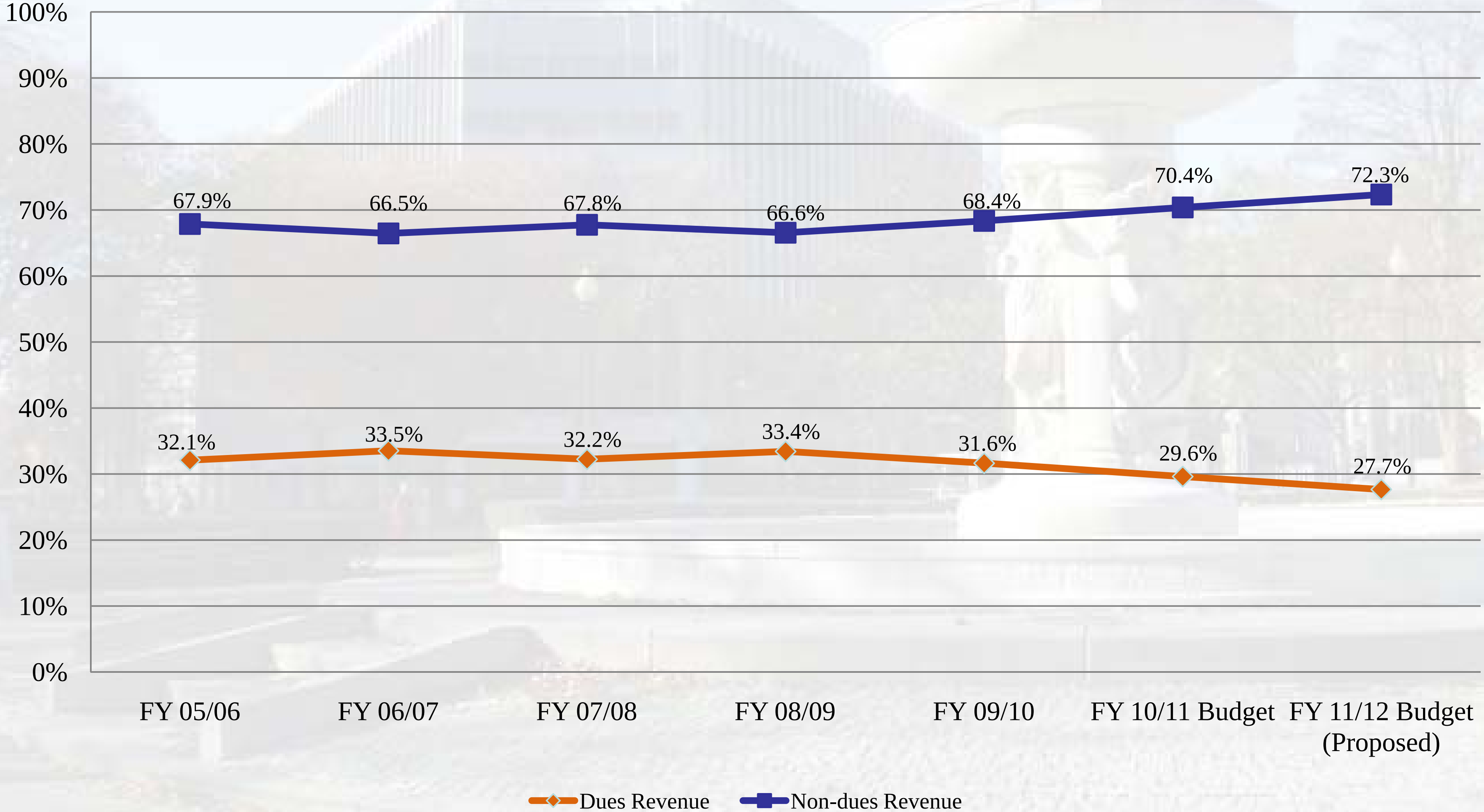
- **Planning for FY 11/12 operating budget began in August 2010.**
- **Formal budget development guidelines were issued on August 23, 2010.**
- **Emphasis on realistic projections under the current economic situation.**
- **Initial draft submitted by department heads in early November 2010.**
- **The draft budget was refined as follows:**
  - **The review process:**
    - **Meetings with departmental heads, Jerry, Adnan and Matt.**
    - **Comparative analysis: proposed budget with FY 09/10 results and FY 10/11 budget projections.**
    - **Detailed review with VP Finance.**
    - **Resulting modifications: proposed and applied.**
- **Proposed budget presented to AACRAO Board for approval.**

Budget Summary

	FY 11/12	
REVENUE:		
DUES	**$2,415,733**	**27.7%**
NON-DUES	**$6,316,056**	
TOTAL REVENUE	**$8,731,789**	
TOTAL EXPENSES	**$8,470,634**	
EXCESS REVENUE	**$ 261,156**	

Dues and Non-dues Revenue Comparison

FY 05/06 – FY 09/10 Actual and FY 10/11 – FY 11/12 Budgeted



Summary of Major Assumptions by Department

Annual Meeting 2012 (Philadelphia):

- **Registrations: 5% increase in # of registrants from New Orleans (2010);**
  16% decrease in # of registrants from Seattle (Projected).
  5% increase in base price.
- **Exhibit fees: 7% increase in # of exhibitors from New Orleans.**
  5% increase in base price.
- **Increased funding for Speakers.**

Government Relations:

- **Added overall funding as a result of projected increase in government relations activities. Increased funding for advocacy allies, outreach and consulting services.**

Communications:

- **C&U Journal – includes funding for printing and mailing costs.**
- **Added funding for MemberLink for content acquisition.**

Summary of Major Assumptions by Department *(continued)*

General & Administration:

- **Individual/Institutional dues:**
  - **Projecting membership revenue attrition of 1% from FY 09/10 actual.**
  - **CPI from 10/1/09 – 9/30/10 increased by 1.1%; propose no increase in dues (3rd yr).**
- **Corporate dues: Projecting 3% decline from FY 09/10 actual revenue.**
- **Includes funding for development of fundraising and grant opportunities.**
- **Added 3% for bonus or salary increases; additional for equity adjustments.**
- **Increased contingency funding for legal counsel services.**
- **Added funding for possible acquisition of AMS.**

Information Technology:

- **Moved Jobs-on-line & Webinars to Member Services and Workshops depts.**
- **Added funding for potential AMS related consulting services.**

Summary of Major Assumptions by Department *(continued)*

Governance:

- **Increase in budget due to inclusion of the Leadership meeting not held in FY 09/10.**

Meetings and Workshops:

- **SEM 2011 (San Diego):**
  - **Registrations: 10% decline in # of registrants from Nashville (2010).**
    No increase in base price.
  - **Exhibit fees: 2% increase in # of exhibitors from Nashville.**
    4% increase in price.
  - **Increased funding for Speakers.**
- **Technology Conference 2012 (Chicago):**
  - **Registrations: 5% increase in # of registrants from Kansas City (2010).**
    5% increase in base price.
  - **Exhibit fees: 5% increase in exhibitors over Kansas City; 5% increase in price.**
  - **Increased funding for Speakers.**

Summary of Major Assumptions by Department *(continued)*

Meetings and Workshops (continued):

- **Transfer Conference 2012:**
  - **Registrations: 11% increase in # of registrants from New Orleans (2011).**
    6% increase in base price.
  - **Exhibit fees: 40% increase (from 5 to 7) in # of exhibitors from New Orleans.**
    16% increase in price.
  - **Increased funding for Speakers.**
- **Marketing:**
  - **Includes funding for Professional Development: program design consultant.**
- **Webinars:**
  - **Registrations: projecting 13% increase in revenue over FY 10/11 budget.**

Member and Customer services:

- **Jobs-on-line: projected to increase revenue by 5% from FY 10/11 budget. No increase in fees (Note: Fees were increased in November 2009 for the first time since 2003).**

Summary of Major Assumptions by Department *(continued)*

IES:

- **Service fees: projecting 31% increase in evaluation fees from FY 09/10 actual (9% over FY 10/11 budget).**
- **Increase expected based on enhanced timeliness, customer responsiveness, marketing efforts and development of growth opportunities.**
- **Consulting expense: budgeted at 22% of revenue.**

AACRAO Consulting:

- **Service fees: projecting 65% increase in revenue from FY 09/10 actual (30% from FY 10/11 budget).**
- **Projection based on increase in marketing efforts and growth opportunities.**
- **Consulting expense: budgeted at 46% of revenue.**

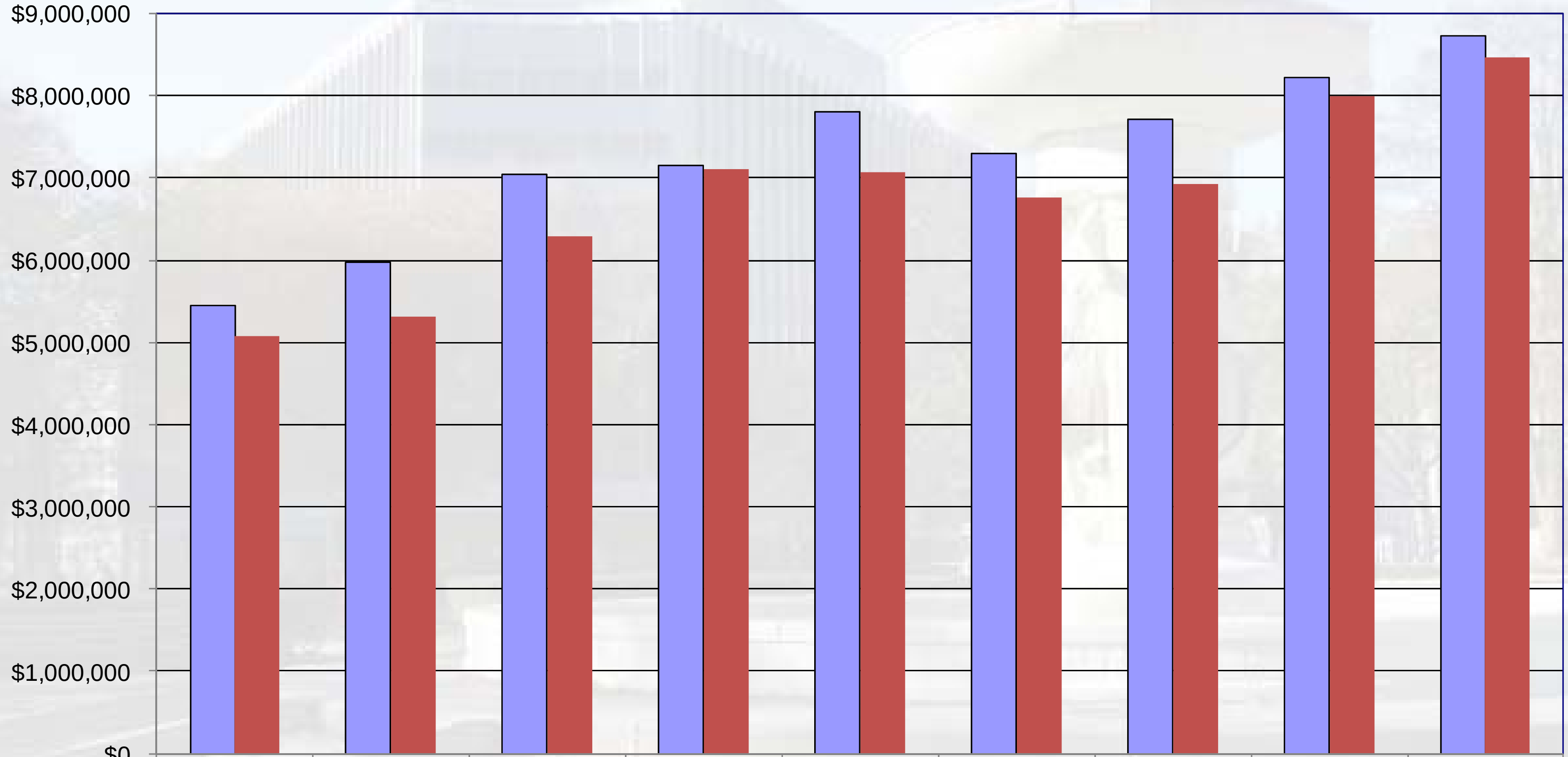
Summary of Major Assumptions by Department *(continued)*

Publications:

- **Publication sales: projecting 37% increase over FY 10/11 budget; increase based on 4 new publications that are in the pipeline (at least 1 big seller).**
- **Includes funding for content acquisition.**
- **EDGE: projecting 17% increase in revenue over FY 09/10 actual; increase based on higher demand.**

Operating Revenue & Expenses

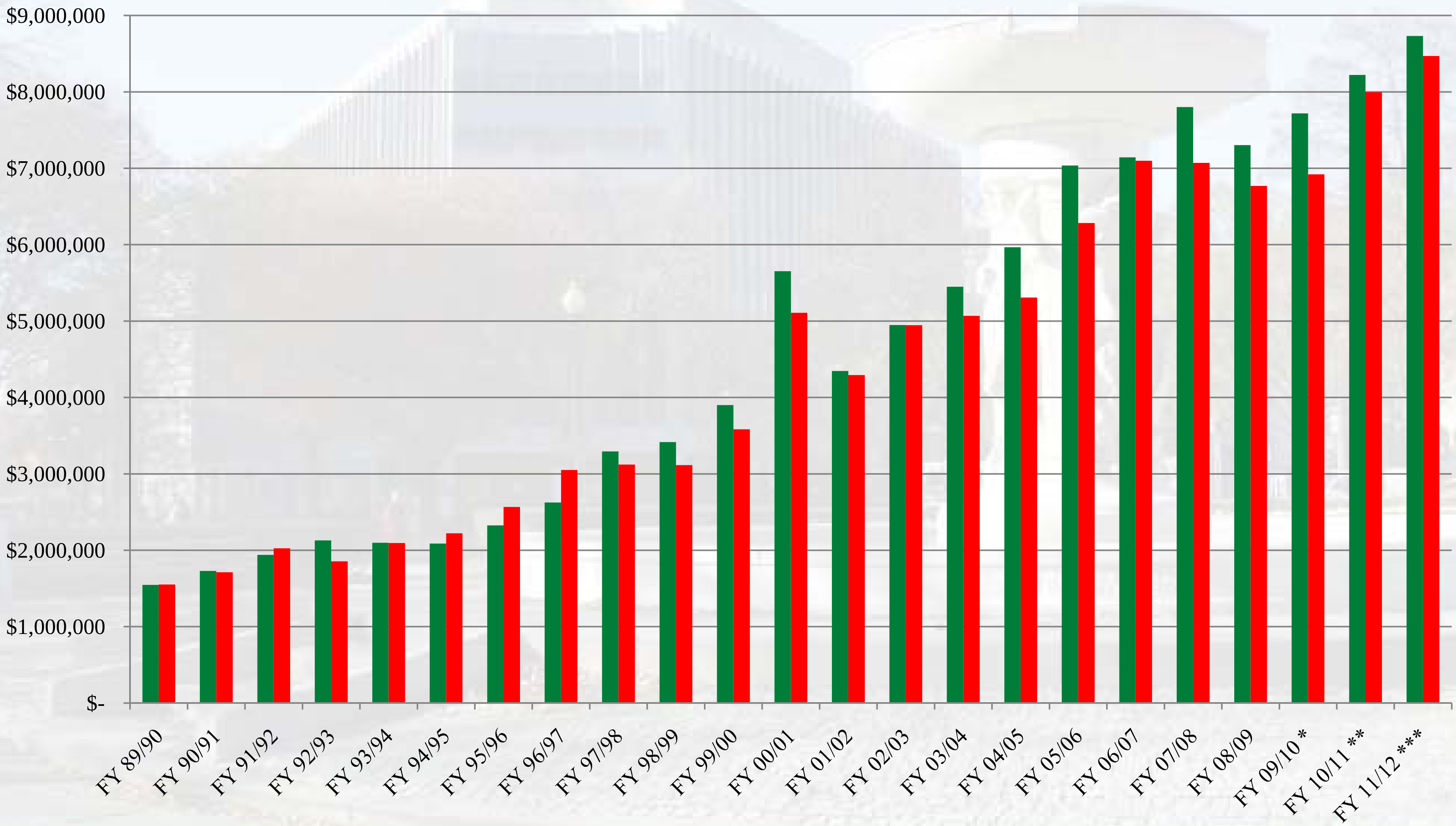
FY 03/04 – FY 09/10 Actual and FY 10/11 – FY 11/12 Budgeted



	2004	2005	2006	2007	2008	2009	2010	FY 10/11 Budget	FY 11/12 Budget (Proposed)
Total Revenues	5,449,503	5,966,226	7,036,458	7,142,788	7,801,667	7,303,307	7,718,065	8,221,705	8,731,789
Total Expenses	5,068,881	5,307,950	6,283,851	7,097,602	7,070,276	6,768,767	6,921,257	7,995,179	8,470,634

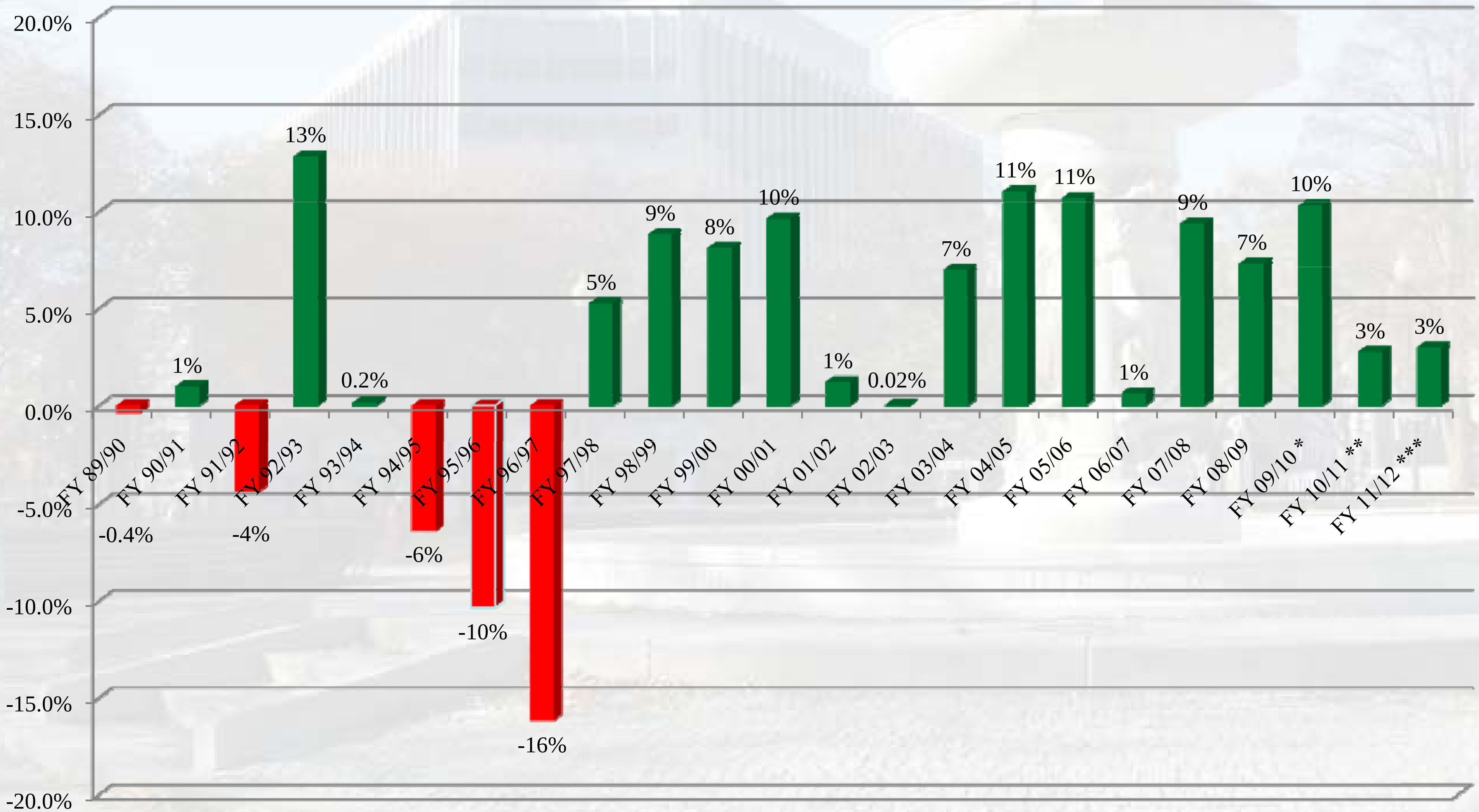
Operating Revenue & Expenses

FY 89/90 – FY 09/10 Actual and FY 10/11 – FY 11/12 Budgeted

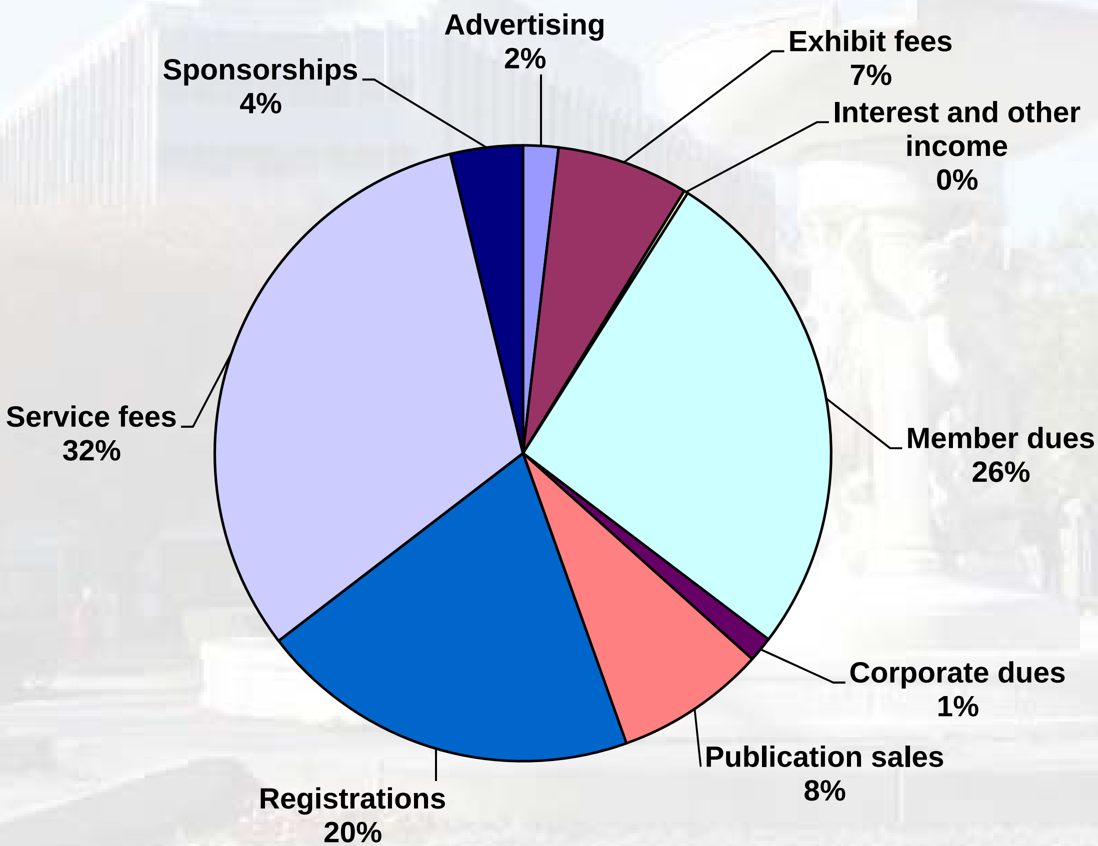


Operating Ratio

FY 89/90 – FY 09/10 Actual and FY 10/11 – FY 11/12 Budgeted



Revenue Allocation by Program



Expense breakdown by line item