American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
April 20, 2010

Board Members in Attendance: Sam Conte, Bruce Cunningham, Betty Huff, Adrienne McDay, Glenn Munson, Wanda Simpson Munson, Michele Sandlin, Jeffrey von Munkwitz-Smith, Robert Watkins, Paul Wiley

Staff Members in Attendance: Matt Ogle, Jerome Sullivan

Board Nominees: Nancy Krogh, Nora McLaughlin, Brad Myers

Call to Order
President Simpson Munson called the meeting to order at 8:35 a.m. Central Time.

Approval of Agenda
MOTION 2010.4.01 – It was duly moved and seconded that the agenda be approved as presented. ADOPTED

Appointment
MOTION 2010.4.02: Pursuant to Article III, Section 9 of the Association Bylaws, Bruce Cunningham is appointed Acting Vice President for Leadership and Management Development, pending a membership vote to appoint him for the remaining two years of former Vice President Cherie Hatlem's term of office. ADPOTED

Reading and Approval of Minutes
MOTION 2010.4.03 – It was duly moved and seconded to approve the minutes from the meeting of the Board of Directors via conference call on March 31, 2010. ADOPTED

- Approval was also given to make minor corrections to the October 2008 and February 2010 minutes.

Reports of Board Committees

Finance & Investments Committee
The chair of the Finance & Investments Committee presented its report.
MOTION 2010.4.04 – It was duly moved and seconded to approve the recommended changes to the Investment Policy. ADOPTED

Compensation Committee
The chair of the Compensation Committee presented its report

Audit Committee
The chair of the Audit Committee presented its report.
MOTION 2010.4.05 – It was duly moved and seconded to approve Daniel R. Weber as the Member-at-Large for the Audit Committee ADOPTED

Governance Committee
The chair of the Governance Committee presented its report. The committee is continuing to work on a Board Handbook.

Strategic Planning Committee
The chair of the Strategic Planning Committee presented its report under New Business.

President Simpson-Munson ordered the reports to be filed.

Report of Executive Director
Executive Director Sullivan presented a review of the highlights of his written report.

President Simpson-Munson ordered the Executive Director's report filed.

Reports of Individual Officers

Vice President Watkins
- Presented an update on the status of the International Guide and discussed the School of Record Working Group Forum.

Vice President McDay
- Informed the Board that she has received the reports and the action plans from all of her committees.

Vice President Sandlin
- Reported that there was now a chair for the Financial Aid Committee.

Vice President Munson
- Updated the Board regarding the Electronic Transcript Task Force.

Vice President Conte
- Reported to the Board on the results of his audit of the Executive Director's expense reports.

Vice President Hatlem's Report
- President Simpson Munson and President-Elect Huff have filled in during the vacancy created by the resignation of Vice President Hatlem (meeting with the co-chairs of the State & Regional Relations Committee, etc.). They reported that the State & Regional Relations Committee finalized the agenda for the AACRAO annual meeting.

Past President Wiley
MOTION: 2010.4.06 – It was duly moved and seconded that Honorary Membership be conferred upon James C. Blackburn, Director, Enrollment Management Services, California State University, Office of the Chancellor effective July 1, 2010, and that he be publicly recognized at the 2011 Annual Meeting.
ADOPTED

President-Elect Huff
- Re-worked the Board committee assignments based on Vice President Hatlem's resignation from the Board.

President Simpson Munson
- Briefly reviewed the Board's responsibilities for the Annual Meeting and pointed out a minor change to the final script.

President Simpson-Munson ordered the reports to be filed.

Reports from Ad Hoc Committees

Approved Ethics Task Force Proposal – This proposal will be discussed at the Town meeting and presented for a vote by the membership at Business meeting.

Governance Task Force – The Task Force report will be discussed at the Town meeting; additionally, three forums will be held during the Annual Meeting for member feedback.

Unfinished/Old Business

Action Items – The Board's action items list was reviewed and updated.

Leadership Project – Executive Director Sullivan updated the Board on the status of the Leadership Project with Vanderbilt University.

New Business
Discuss AACRAO Membership in PESC – It was reported that we have continued our membership in PESC.

Report of Board Committee, continued
Program Review & Development Committee
The chair of the Program Review & Development Committee presented its report.
MOTION 2010.4.07 – It was duly moved and seconded to reinstate the entire Leadership Meeting in its original December time slot. ADOPTED

Executive Session
The Board of Directors met in Executive Session.

Adjournment
MOTION 2010.4.08 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED
The Board of Directors meeting adjourned at 4:20 p.m. Central Time.

Attachments
Board of Directors Meeting Minutes, March 2010
Board of Directors Financial Update, 2010
Audit Committee Report
Executive Director Report
Investment Policy

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
March 31, 2010
via Conference Call

Board Members in Attendance: Sam Conte, Betty Huff, Adrienne McDay, Glenn Munson, Wanda Simpson Munson, Michele Sandlin, Jeffrey von Munkwitz-Smith, Robert Watkins, Paul Wiley

Board Nominees: Nancy Krogh, Nora McLaughlin

Staff Members in Attendance: Janie Barnett, Matt Ogle, Jerome Sullivan

Call to Order
President Simpson Munson called the meeting to order at 2:06 p.m. Central Time.

Approval of Agenda
MOTION 2010.3.01 – It was duly moved and seconded that the agenda be approved. ADOPTED

Approval of Minutes
MOTION 2010.3.02 – It was duly moved and seconded to approve the minutes from the meeting of the Board of Directors on February 26-27, 2010. ADOPTED

Reports of Individual Officers
Vice President Conte presented the February 2010 financial report and reported on the proposed budget for fiscal year 2010-2011.

President-Elect Huff presented an update of the Conference Program, the 2010 Leadership Meeting, and the 2010-2011 Board meeting dates.

President Simpson-Munson presented an update on the Professional Practices and Ethical Standards Proposal, the Annual Meeting Script, and Board Membership.
MOTION 2010.3.03 – It was duly moved and seconded to strike the words "or legal" from the eleventh standard of the Statement of Professional Practices and Ethical Standards proposal. ADOPTED

Other Officer Reports
Vice President Sandlin provided an update regarding selection of a member-at-large for the Audit Committee.

Vice President Munson provided an update regarding the working group on transcripts.

Reports of Board Committees
The Finance and Investments Committee Chair presented the latest draft changes to the Investment Policy. The Board recommended changes to the draft, which will be researched, and a re-drafted policy will be presented by the Finance and Investments Committee to the full Board at the April 20, 2010 meeting. Until such changes are formalized, the Board agreed that the Executive Director will continue to have the authority to approve changes regarding investments that he has had in the past.

Executive Director Report

Executive Director Sullivan presented his report, which included updates on Annual Meeting registrations, the Centennial Celebration, the Vanderbilt program, Publications, AACRAO Consulting, IES, and Membership.

President Simpson Munson ordered the reports filed.

Discuss Agenda for April 19-20, 2010 BOD Meeting
The Board discussed the tentative agenda for the April Board of Directors meeting.

Review of Action Items from February Board Meeting
The Board's Action Item list was reviewed and updated.

Adjournment
MOTION 2010.3.04 – It was duly moved and seconded that the Board of Directors meeting be adjourned.
ADOPTED
The Board of Directors meeting adjourned at 3:23 p.m. Central Time.

Attachments
Board of Directors Meeting Minutes, February 2010
Board of Directors Financial Update, February 2010

AACRAO Monthly Financial Update

Highlights | Fiscal Year 2010 | March 2010

Presented by: Jerry Sullivan and Samuel Conte

Overview

AACRAO's total operating revenue for the month exceeded expenses by $1,594 and $598,367 for the six months ended March 31, 2010.

The Association's investments portfolio generated a positive return of $107,390 for the month and of $192,598 for the six months ended March 31, 2010.

AACRAO's combined operating and investment activities produced a surplus of $108,984 for the month of March, and $790,965 for the six months ended March 31, 2010.

Financial Position

The following summarizes AACRAO's financial position as of:

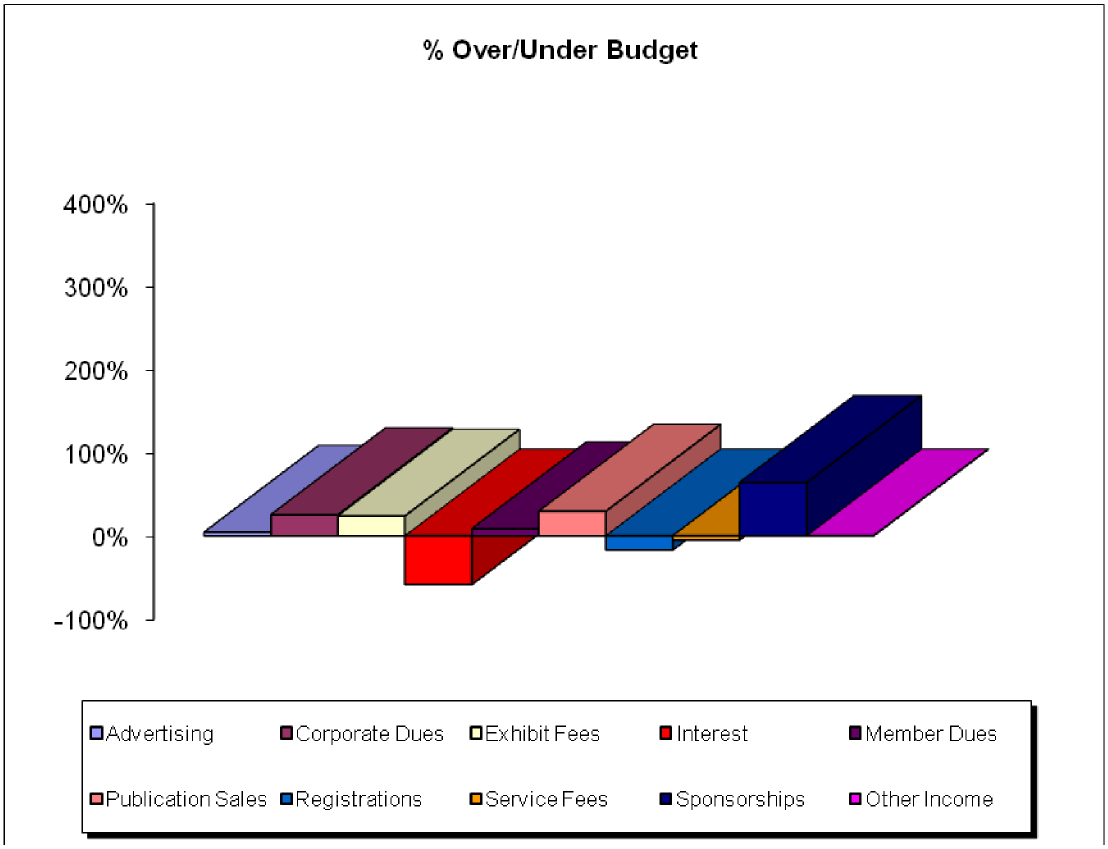
	March 2010	February 2010	Change
Cash	**$286,992**	$415,999	($129,007)
Investments	**6,713,402**	6,605,752	107,650
Accounts Receivable	**219,058**	216,405	2,653
Prepaid Expenses	**589,920**	411,448	178,472
Total Assets	**8,157,388**	7,987,232	**170,156**
Accounts Payable	**119,617**	267,493	(147,876)
Unearned Income	**2,080,531**	1,871,484	209,047
Total Liabilities	**2,552,544**	2,491,373	**61,171**
Net Assets	**$5,604,843**	$5,495,860	**$108,983**

The change in cash balance is mainly related to decline in monies collected for AACRAO's operating activities. The change in the value of the investments reflects improved market performance during the month. Prepaid expenses increased in March as a result of Annual Meeting related expenditures. Accounts payable decreased primarily due to the payment of transfer conference related expenditures accrued in February. The increase in unearned income is largely attributable to the Annual Meeting receipts.

As a result of the cross over between the dues year (July through June) and the fiscal year (October through September), three months of 2009/2010 dues were recognized in FY 2008/2009 and the other nine months will be recognized in FY 2009/2010. For the 2008/2009 membership year, $2,415,435 was collected for membership dues and $121,675 for corporate dues. Dues notices for membership year 2009/2010 were mailed on May 19, 2009, a week earlier than the previous year. As of March 31, 2010, $2,315,816 and $120,263 has been collected for membership dues and corporate dues, respectively.

Statement of Activities

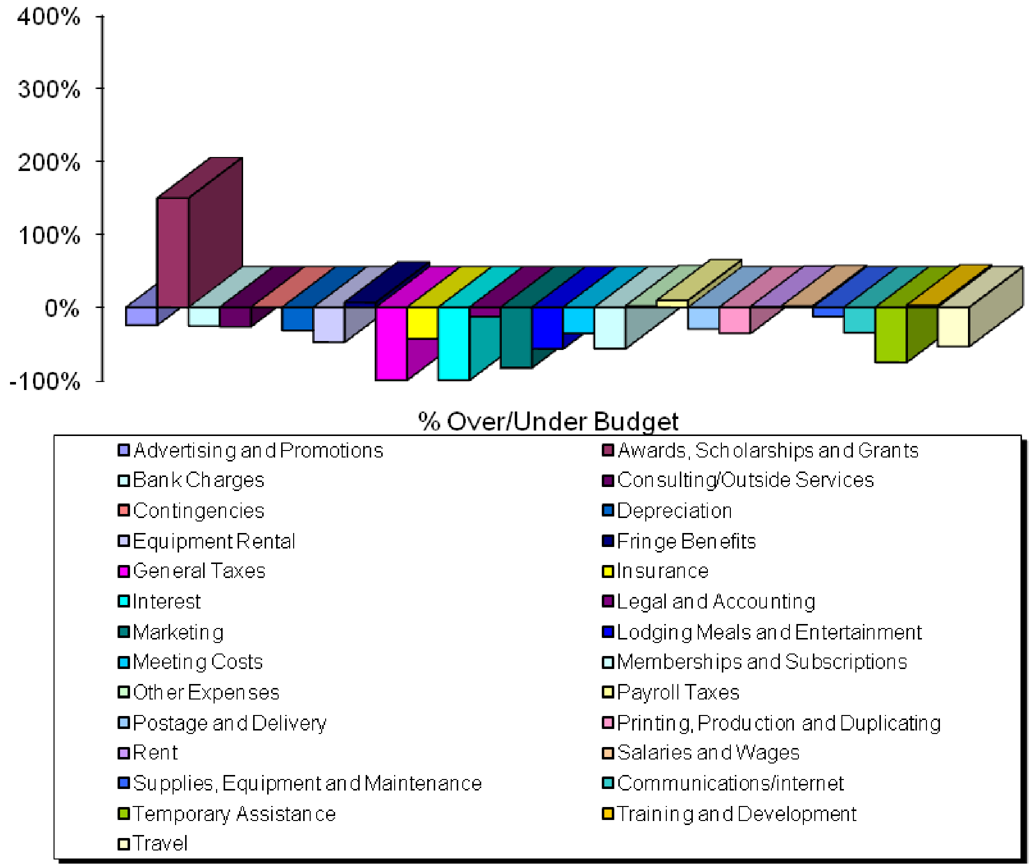
Revenue: Revenue generated for the six months ended March totaled $3,569,785 or 103% of the month's budget (3% above budget expectations). Six revenue generating activities exceeded their budget target while others are either at or fell below expectations. The following chart summarizes the variances between actual and budget amounts:



Exceeding Expectations:
Advertising: 4% | $2,900
Corporate Dues: 26% | $15,000
Exhibit Fees: 24% | $22,800
Member Dues: 9% | $98,500
Publication Sales: 30% | $74,100
Sponsorship: 64% | $62,700

The strong results reported by the SEM conference continue to contribute positively to the overall financial performance of AACRAO, generating better than projected results in sponsorship and exhibits revenue line items. Publication sales revenue continues to perform well and is expected to remain strong through the end of the fiscal year. Membership dues revenue exceeded its budget target for March.

Expenses: Expenses for the six months ended March totaled $2,971,418 or 85% of the month's budget (15% below budget expectations). Seven expense line items exceeded their budget target, while others remained at or below budget.

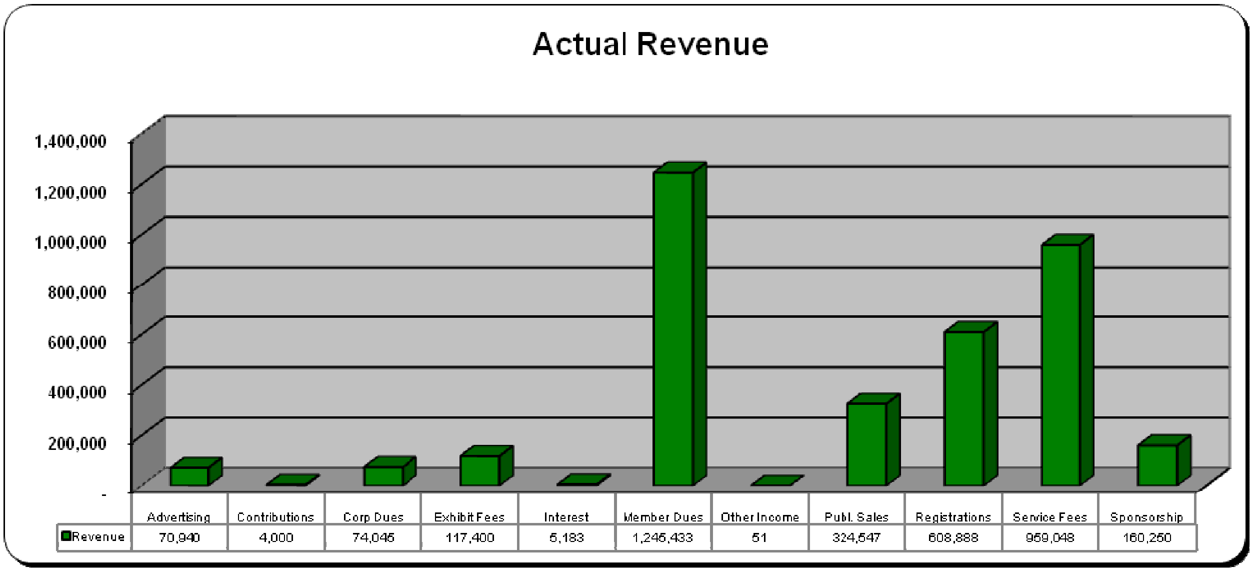


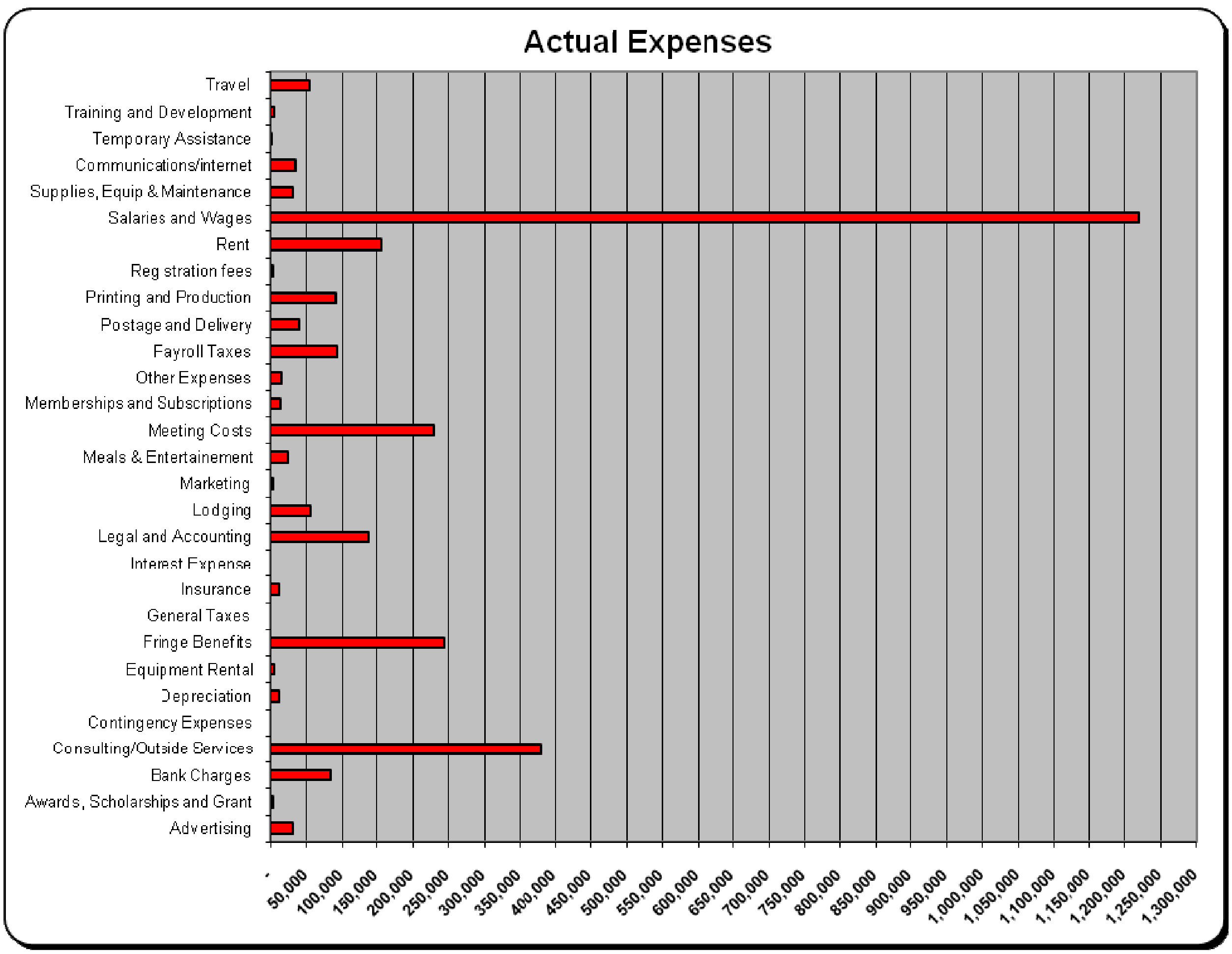
<u>Exceeded Budget:</u>

Awards, Scholarship and Grants: 150% | $1,500
Personnel costs: 3% | $46,500
Rent: 1% | $1,500
Other expenses: 2% | $300
Training and development: 3% | $100

The excess in the above expenses is primarily attributable to incurrence of expenses not provided for in the fiscal year budget.

AACRAO Revenue and Expense Analysis – Year-to-Date



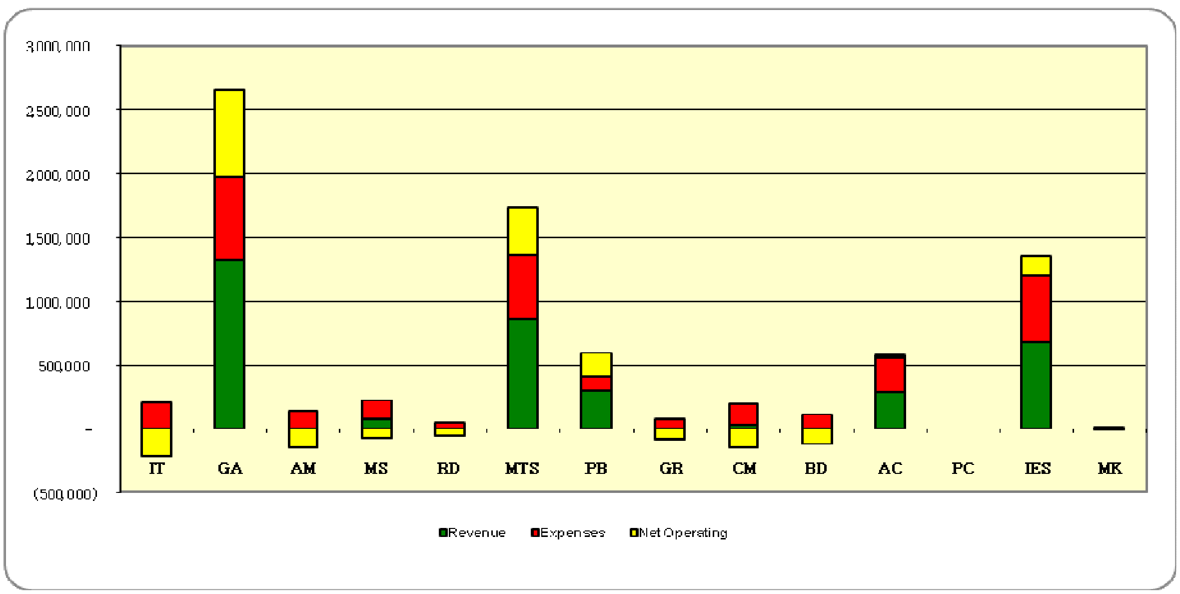


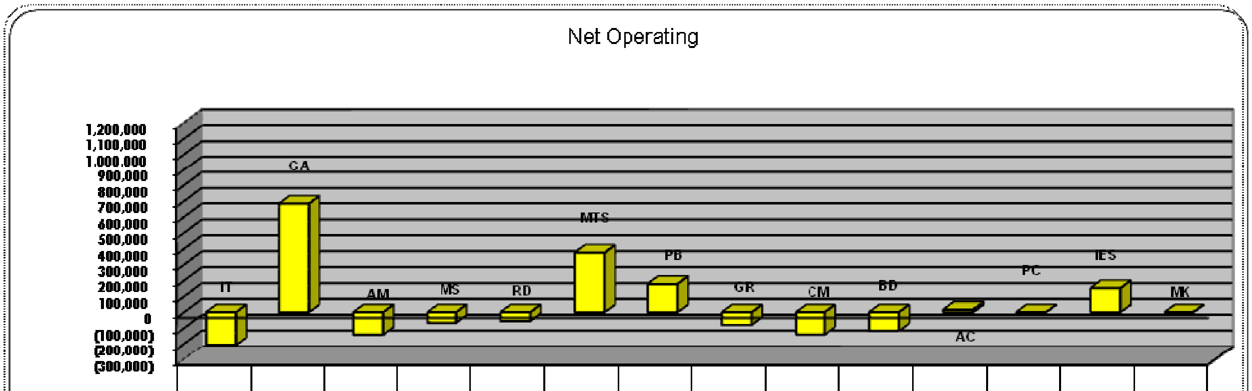
AACRAO Performance Analysis by Department

Year-to-date	IT	GA	AM	MS	RD	MTS	PB	GR
Revenue	-	1,328,661	-	81,940	-	868,388	295,764	-
Expenses	208,071	644,958	141,270	147,590	54,763	493,419	117,531	78,384
Net Operating	**(208,071)**	**683,703**	**(141,270)**	**(65,650)**	**(54,763)**	**374,969**	**178,233**	**(78,384)**

	CM	BD	AC	PC	IES	MK	TOTAL
Revenue	28,834	-	287,070	-	679,128	-	**3,569,785**
Expenses	169,295	117,406	269,620	-	527,420	1,691	**2,971,418**
Net Operating	**(140,461)**	**(117,406)**	**17,450**	**-**	**151,708**	**(1,691)**	**598,367**
Gifts/Bequests							-
Investments							*192,598*
Net surplus							**790,965**

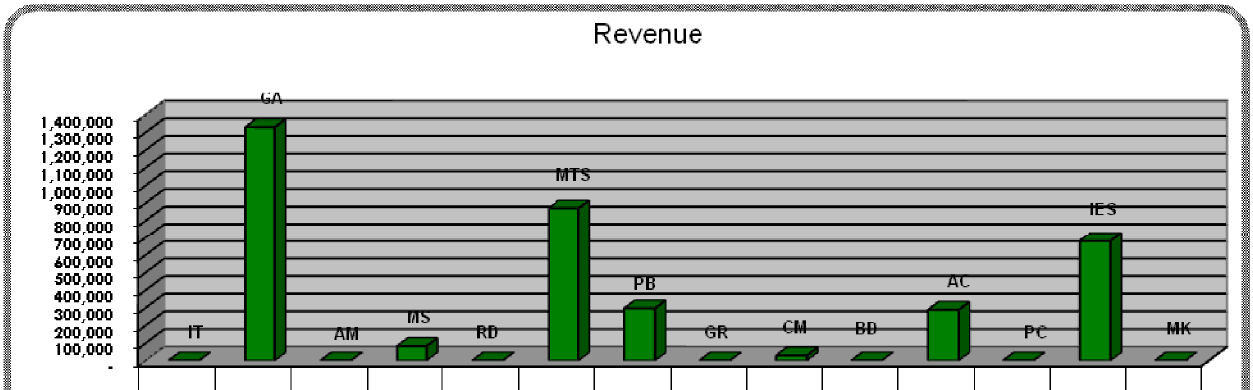
IT: Information Technology **- GA**: General and Administrative - **AM**: Annual Meeting - **MS**: Member Services **- RD**: Research - **MTS**: Meetings/Workshops - **PB**: Publications - **GR**: Government Relations **- CM**: Communications - **BD**: Governance - **AC**: AACRAO Consulting - **PC**: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



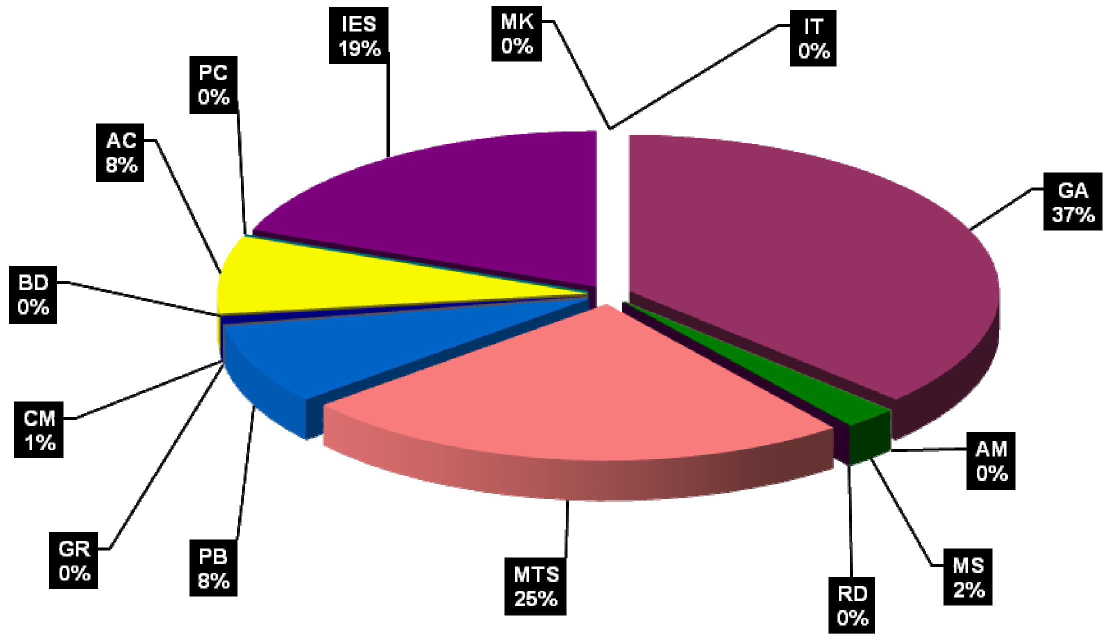


	IT	GA	AM	MS	RD	MTS	PB	GR	CM	BD	AC	PC	IES	MK
Net Operating	(208,071	683,703	(141,270	(65,650)	(54,763)	374,969	178,233	(78,384)	(140,461	(117,406	17,450	0	151,708	(1,691)

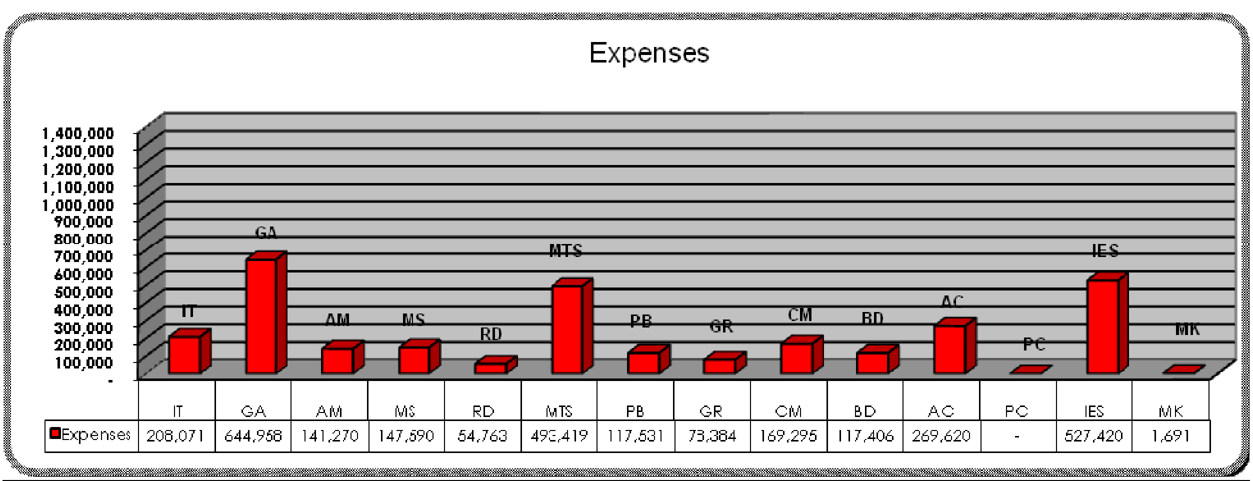
Revenue



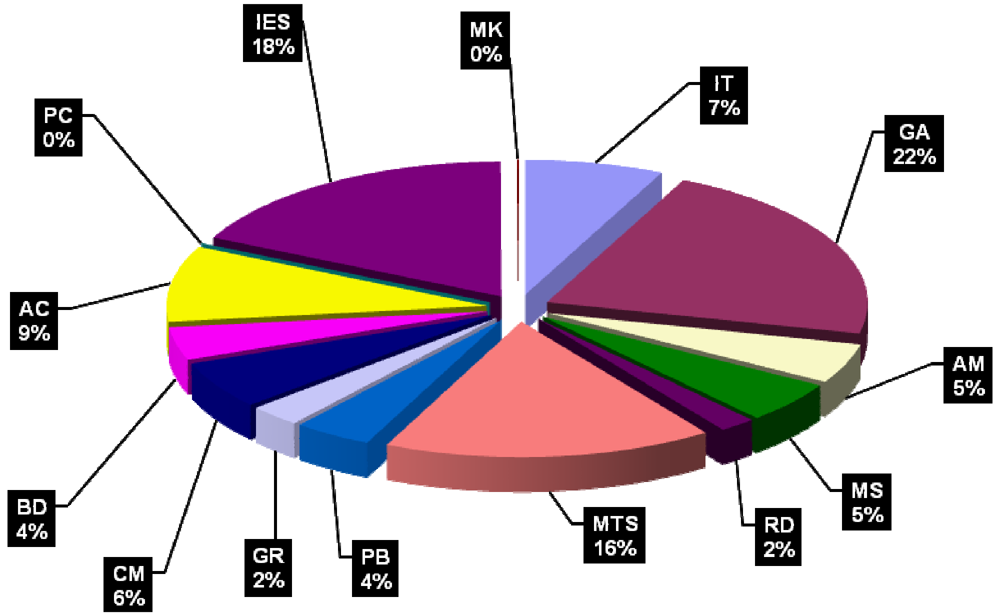
	IT	GA	AM	MS	RD	MTS	PB	GR	CM	BD	AC	PC	IES	MK
Revenue	-	1,328,661	-	81,940	-	868 388	295,764	-	28,834	-	287,070	-	679,128	-



Expenses



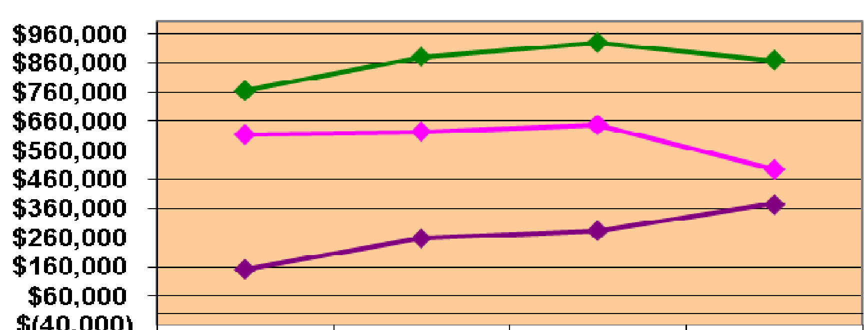
	IT	GA	AM	MS	RD	MTS	PB	GR	CM	BD	AC	PC	IES	MK
Expenses	208,071	644,958	141,270	147,590	54,763	493,419	117,531	73,384	169,295	117,406	269,620	-	527,420	1,691



AACRAO Business Lines – Comparative Data

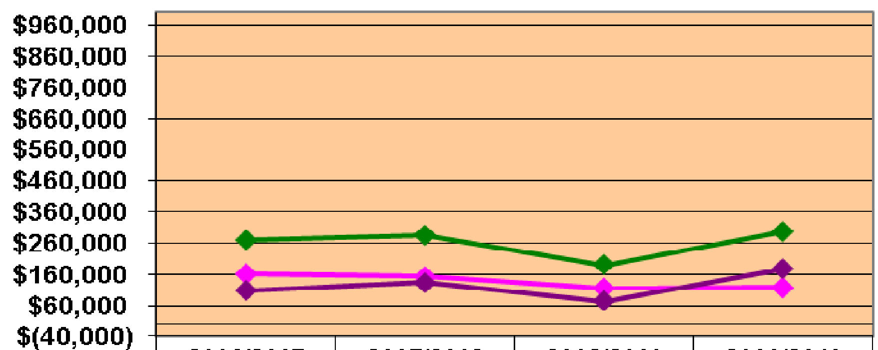
The following charts compare year-to-date department activities over the past four years:

MTS



	2006/2007	2007/2008	2008/2009	2009/2010
Revenue	$762,962	$879,813	$929,111	$868,388
Expenses	$612,423	$621,691	$645,078	$493,419
Net	$150,539	$258,122	$284,033	$374,969

PUB



	2006/2007	2007/2008	2008/2009	2009/2010
Revenue	$268,536	$284,234	$189,875	$295,764
Expenses	$160,618	$151,836	$115,801	$117,531
Net	$107,918	$132,398	$74,074	$178,233

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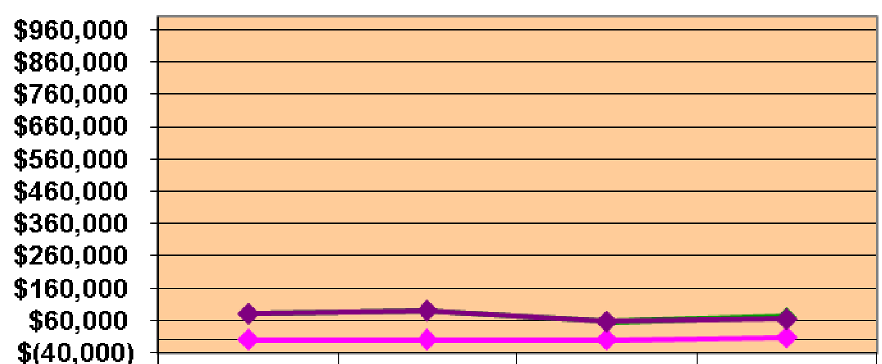
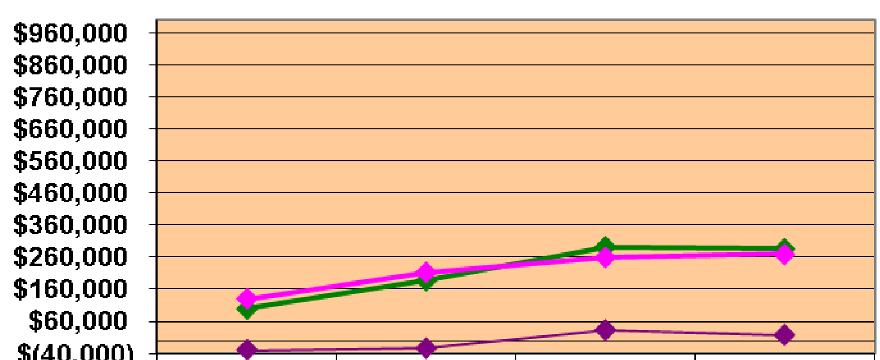


	2006/2007	2007/2008	2008/2009	2009/2010
Revenue	$81,275	$91,530	$56,640	$70,940
Expenses	$-	$-	$-	$6,765
Net	[illegible]	[illegible]	[illegible]	[illegible]

AC



	2006/2007	2007/2008	2008/2009	2009/2010
Revenue	$99,782	$188,320	$293,446	$287,070
Expenses	$129,365	$212,772	$260,184	$269,620
Net	$(29,583)	$(24,452)	$33,262	$17,450

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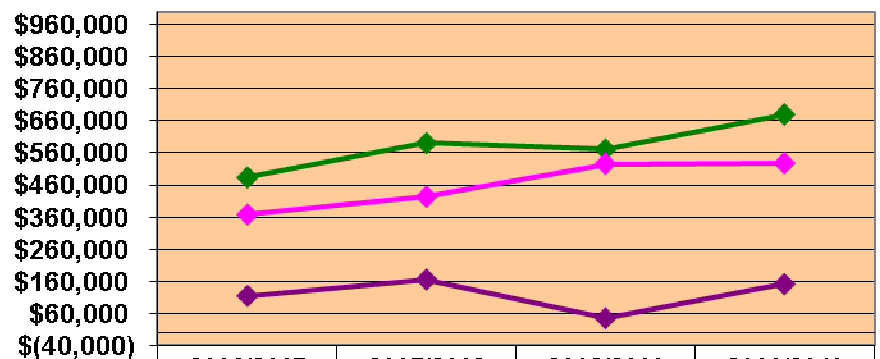
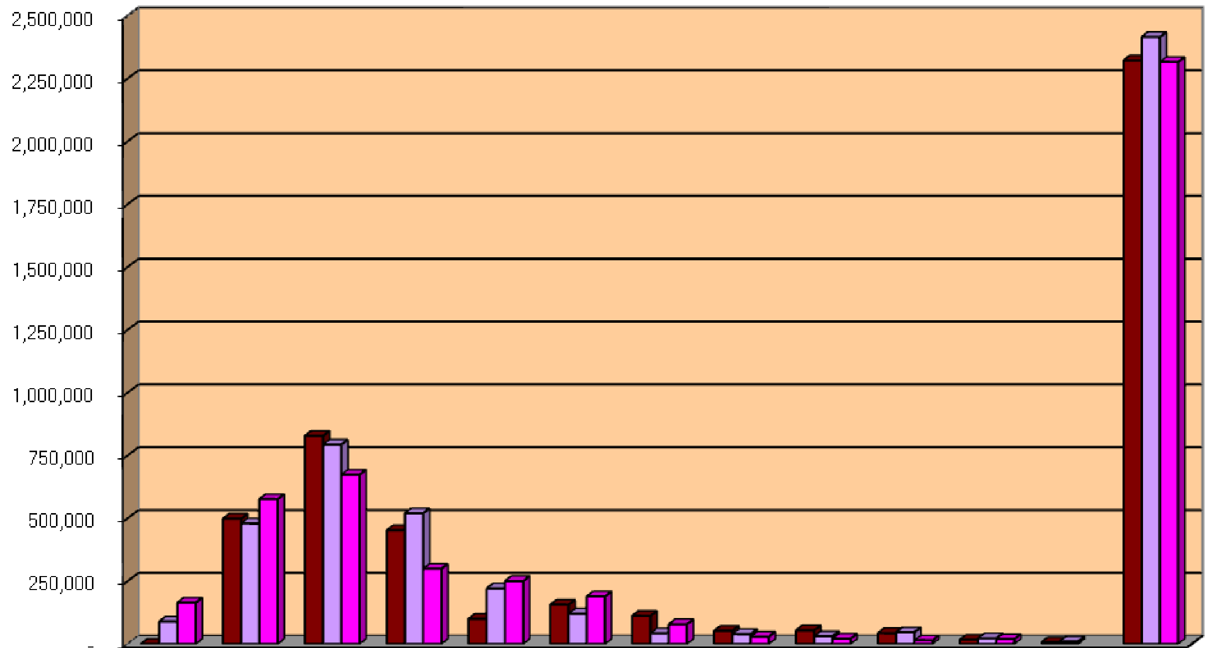


	2006/2007	2007/2008	2008/2009	2009/2010
Revenue	$484,794	$590,022	$571,226	$679,128
Expenses	$369,597	$424,032	$525,505	$527,420
Net	$115,197	$165,990	$45,721	$151,708

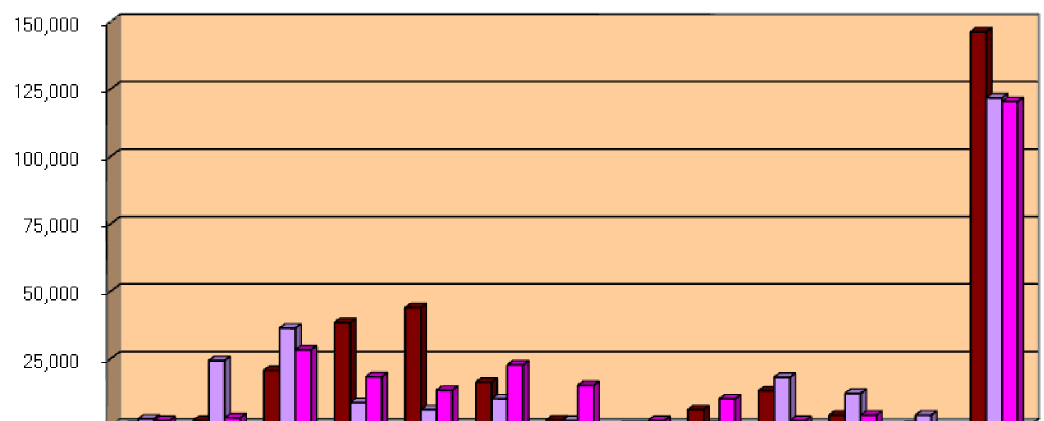
Appendix

- **Membership Dues: Cash Collections | Comparative Numbers**



	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
2007/2008	-	498,672	828,198	452,541	100,185	156,641	112,050	52,430	54,487	43,218	16,913	6,798	2,322,132
2008/2009	89,330	479,652	793,621	519,639	221,211	120,783	42,343	39,382	30,871	46,276	22,583	9,744	2,415,435
2009/2010	164,575	576,527	673,504	299,236	250,251	189,312	78,460	29,174	21,199	14,091	19,488		2,315,816

Corporate Dues: Cash Collections | Comparative Numbers



	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
2007/2008	-	2,000	20,585	38,340	43,850	16,195	2,195	-	6,000	13,000	4,000	-	146,165
2008/2009	2,585	24,218	36,233	8,609	6,000	10,000	2,000	(2,000)	-	18,030	12,000	4,000	121,675
2009/2010	2,000	3,000	28,203	18,203	13,203	22,624	15,030	2,000	10,000	2,000	4,000		120,263

AACRAO Audit Committee
April 19, 2010
Committee Report

1. Member at large. The Audit committee received one application and resume for the position of member-at-large; Daniel R. Weber, Rush University, Chicago, Illinois. And would like to make a motion to the Board for the appointment of this member.

   MOTION: The Audit Committee moved to appoint Daniel R. Weber, from Rush University in Chicago, Illinois to a 2 year term as AACRAO Audit Committee Member-at-large. His term will begin as of the Annual Meeting in New Orleans, 2010 and end at the Annual Meeting in 2012.

   If approved, Chair of Audit Committee will meet with Daniel Weber at the Annual meeting and congratulate him, and review Audit Committee Charter, responsibilities, and RFP process for the new Audit firm.

2. RPF. The Audit Committee reviewed the process with the Executive Director.
   a. The Auditor Review team, as appointed by the Audit Committee will be:
      The 3 member of the Audit Committee, and ex-officio, non-voting members Jerry Sullivan, Executive Director of AACRAO, Jeff Pettrucci, Associate Executive Director for Business Affairs, and Adnan Bokhari, AACRAO Accountant from McQuade-Brennan. Ex-officio is based on their expertise of Audit firms in the DC area, and knowledge of AACRAO audit process and AACRAO's Audit process.
   b. Adnan is preparing the RFP audit firm scoring sheet based on the proposal. The Audit committee will review the scoring sheet before the review process.
   c. Once firm is selected, Audit Chair will submit to firm calendar of work to be done and confirm payment schedule as agreed upon.
   d. Audit Chair will submit to the Board prior to Board Meeting, the new Audit firm's final report at the winter 2011 Board phone meeting.
   e. Notes from last audit process:
      i. approx. 8 firms bid. If no firms bid in the current RFP process, will resubmit and adjust calendar to still meet the December field work and report due deadline.
      ii. Approximate annual fee is $30,000 as a gauge for current process. This might go up this next year due to the more complicated 990 form. Any firm that is more than $5,000 difference will request follow up call my Adnan.

Respectfully submitted,

Michele

Michele Sandlin
VP for Admissions & Enrollment Management, Group 1
Chair, Audit Committee, 2009-10/2010-11

AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

AACRAO®

1910

EXECUTIVE DIRECTOR'S REPORT

BOARD OF DIRECTOR'S MEETING
New Orleans, LA

April 2010

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AACRAO AMS/CRM Upgrade
AACRAO completed the third and final phase of the Matrix Maxx AMS (Association Management System) / CRM (Customer Relations Management) upgrade. All modules (institutional, corporate, committees, voting and sessions) have been converted to the new Maxx version. Apart from bug fixes and additional reporting functionality, the upgrade is now complete.

AACRAO Membership Renewal
In preparation for the annual renewal process, AACRAO is updating membership records and preparing IPEDS data for use in the calculation of member dues. Two new challenges this year: AACRAO will use the new “self-service feature” in the updated membership database for the first time, and a new bank and payment processor will be used for ecommerce.

Virtual Annual Meeting
Registration is now open for the 2010 VAM (Virtual Annual Meeting). AACRAO is again offering twelve recorded sessions (ten breakout and two plenary sessions) to remote attendees unable to travel to New Orleans. The sessions will include video, audio and PowerPoint, and will be available to all staff members at the registering campus for a period of six months from the date of registration. Special discount pricing is available for institutions with onsite attendees.

AACRAO Consulting Web Redesign
AACRAO created a parallel testing environment for development work on the new web site for AACRAO consulting. The test environment allows developers to work on an identical copy of the existing web site without impacting the live server. Implementing the changes will also be significantly easier once the redesign is complete.

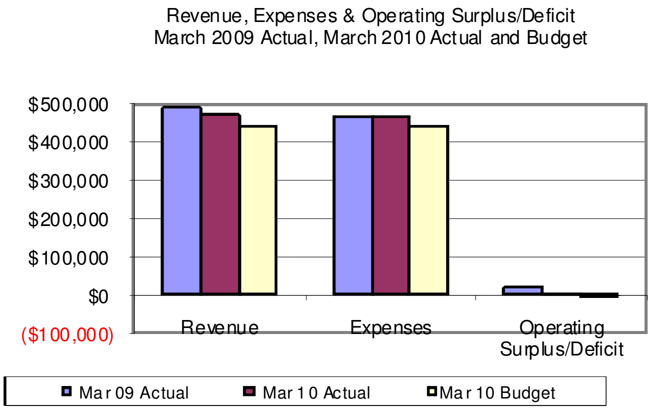
Rich Content Distribution
AACRAO continued exploring new technologies for rich media distribution and distance collaboration. AACRAO is currently evaluating the Adobe Connect platform and conducted an Annual Meeting Program Committee meeting using the technology. AACRAO plans to use Adobe connect for more upcoming small meetings to evaluate whether the product can scale to larger meetings/webinars.

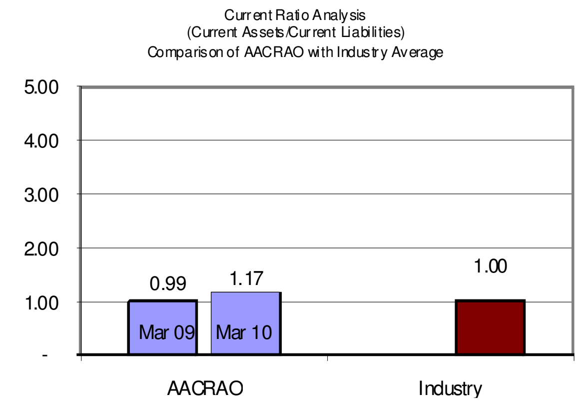
Social Networking
AACRAO successfully conducted a survey measuring members’ use of social networking platforms. The survey will aid AACRAO in formulating a strategy for using social networking channels to further the Association’s mission.

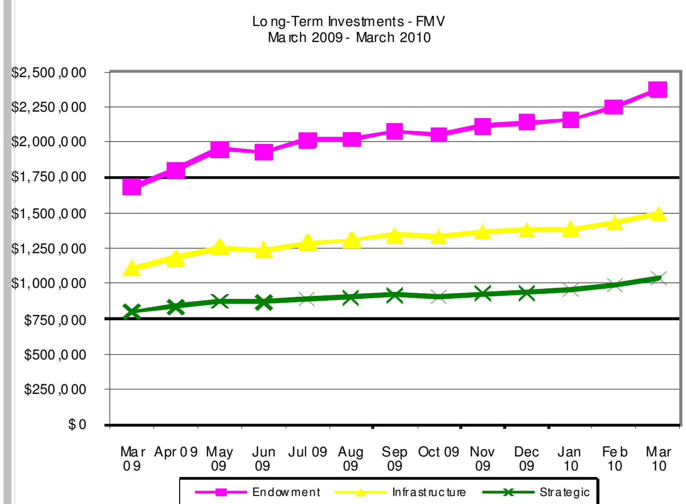
GENERAL AND ADMINISTRATIVE

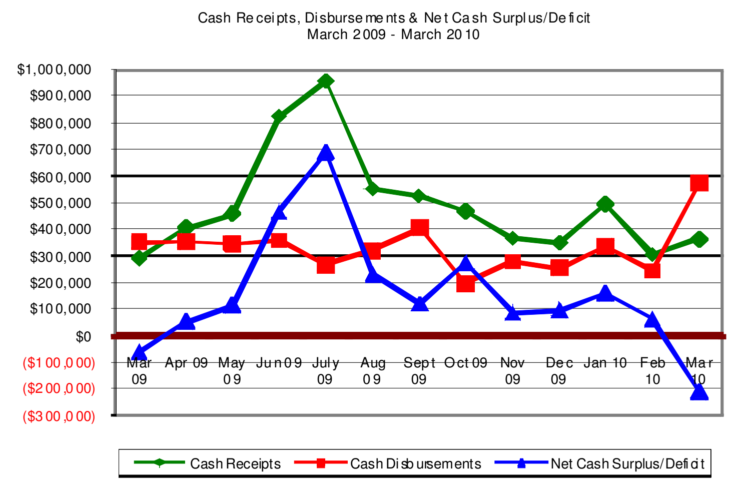
Accounting

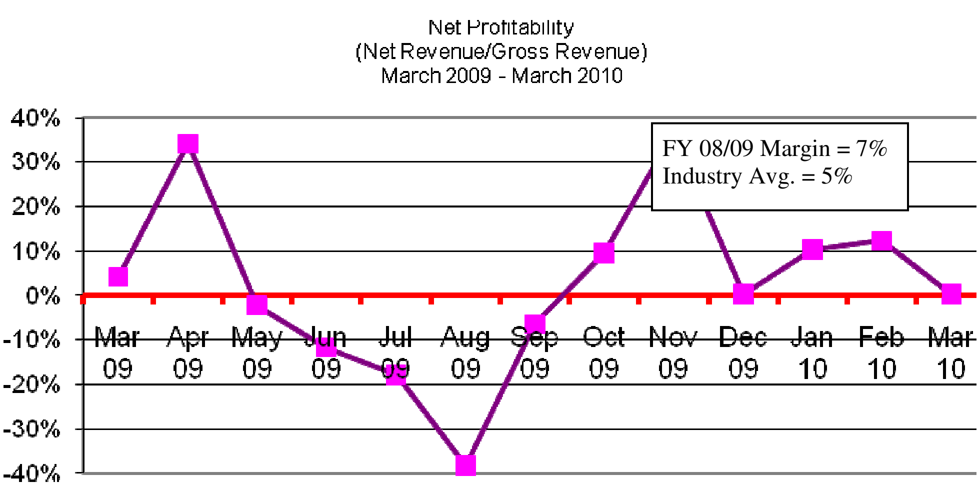
AACRAO
FINANCIAL DASHBOARD
March 31, 2010











SUMMARY

AACRAO's year-to-date net operating results are showing a surplus of $598,367, which is $643,501 over YTD budget expectation and $376,445 over results of the same period last year (six months ended March 31, 2009). Overall, the Association fairs well in comparison with industry and past performance.

General Operations

AACRAO staff and health care provider representatives met to begin the renewal process as affected by the Health Care Act.

AACRAO staff continues to conduct outreach to multiple organizations having potential need of products and services.

AACRAO staff completed three external surveys to be used in evaluating specific services and products.

AACRAO staff and National Student Clearinghouse continue to be positioned to reopen a joint international initiative.

AACRAO staff met with representatives of AILA to develop a strategy to take web based services to immigration attorneys

AACRAO staff formalized a relationship with Central Washington University to provide credential evaluations

ANNUAL MEETING

Annual Meeting

AACRAO's 2010 Annual Meeting features well over 200 sessions. There are 32 with a focus on admissions and enrollment management; 31 highlighting topics pertaining to international education; 34 with particular emphasis on records and academic services; 27 intended to enhance leadership and management development; 47 focused on issues of access and equity; and 33 dealing with technology.

Registration for the 2010 AACRAO Annual Meeting in New Orleans is currently pacing three weeks behind registration last year at this time. Hotel reservations are ahead of last year at this same time. On a positive note, because we greatly reduced our hotel block, our percentage is over 100% of occupancy. There are currently 1,877 people registered for the meeting. As of April 5, the hotel pick up is 109% of the total block among the three hotels (5,145 of 4,738 total rooms). So far, 408 tickets for the Centennial Dinner have been sold, which is 22% of all attendees.

The tour program this year for the meeting has reached all of the minimum participation requirements, so we are able to offer three tours this year. The tours are a Cajun and Creole cooking demonstration, a New Orleans Haunted History tour, and a Forever New Orleans city tour-that will give you a glimpse into the many sides of the Crescent City. We marketed the Annual Meeting through the registration brochure, e-mail blasts, Memberlink, and banners ads within the Chronicle of Higher Education and Inside Higher Ed.

The welcome screen on each computer at the Cyber Café was totally revamped this year. AACRAO will market next year's Annual Meeting and provide three links for attendees to use for various purposes. Attendees will be prompted to sign up for an AACRAO Committee or submit a nomination for open positions through the Nominations and Elections (N&E) link. This page will also allow attendees to donate to the St. Bernard Project to help rebuild the homes and lives of Katrina survivors. The cyber café is sponsored by redLantern.

AACRAO Centennial

Current marketing activities surrounding the Centennial include the Centennial montage and video for the 2010 Annual Meeting. Planning for the Centennial evening is complete. A portion of the dinner and dance is sponsored by CollegeSource. We will have a "networking" area for people to visit honorees, retirees and past presidents. We will also have a Centennial museum where we will display memorabilia from the past. In addition, we will have the AACRAO Consulting Booth and the AACRAO International Education Services (IES) booth.

President Simpson-Munson sent a letter to past presidents inviting them to the Centennial and 18 have registered at this time. Other highlights include: the Centennial mural, which is near completion; a series of regular articles in MemberLink examining key events in AACRAO's history; efforts to cultivate additional corporate sponsors for the Centennial. Stan Henderson and Gary Smith will be interviewing past presidents to collect an oral history about the events during their presidency.

Annual Meeting Attendee Demographics

Below are the self reported (unverified) data collected through the registration system for attendees currently registered to attend the 2010 AACRAO Annual Meeting. Percentages are based on the number of attendees reporting in each topic. In topic areas marked with an * attendees can select more than one category.

Topic	Category	% of Attendees
Attended 2009 Annual Meeting:	Yes	45%
	No	55%
Area of Responsibility*:	Records/Registration	32%
	Enrollment Management	17%
	Admissions	14%
	Academic Advising	7%
	International Admissions	6%
	Institutional Research	4%
	Student Affairs	4%
	Financial Aid	3%
	Computer/IS	3%
	Other	10%
Title:	Vice President	3%
	Associate/Assistant Provost	2%
	Associate/Assistant Vice President/Chancellor	2%
	Director/Registrar	40%
	Associate/Assistant Director	16%
	Other	37%
Full-time Enrollment:	Under 1,000	10%
	1,000 – 2,499	12%
	2,500 – 4,999	11%
	5,000 – 9,999	12%
	10,000 – 19,999	15%
	20,000 +	23%

None of the Above	16%

First Time Attendees	384
Minority First Time Attendees	70

Caucus Interest

Caucus	# of Conference Attendees	# of Luncheon Attendees
Latino/Latina Caucus	23	25
Black Caucus	64	34
Native America Caucus	6	3
Asian-Pacific Islander Caucus	24	7
Gay, Lesbian, Bisexual and Transgendered Caucus	48	n/a

Corporate Sales (exhibits, presentations and sponsorships)

New Orleans

We have 90 companies who are exhibiting at the 2010 Annual Meeting. We restructured the exhibit hall and reconfigured it to have 138 booths. 100% of the exhibit hall has been sold and we have added two additional booths to the floor plan to accommodate two new companies.

The new companies are:
Cappex
AACRAO/EducationUSA
Presidium
SmartCatalog
Selective Service System
SpanTran Educational Services
myUsearch.com
Populi
Hotcourses
MIS, Inc.
SPSS, and IBM Company
Perceptis
CampusDocs
StudentVoice
StudentAid.com
GradImages
DMI Partners
Signature Announcements

Of the companies exhibiting at the annual meeting, 41 are corporate members and 49 are non-members. We will include the corporate membership form in the renewal packets that will be distributed to all exhibitors at the meeting. The packet will also contain information on renewing booth space for the 2011 Annual Meeting in Seattle. We will have a renewal office set up at the back of the exhibit hall and will invite existing exhibitors to reserve booth space for next year based on a priority point system. We hope to have 60% of exhibitors commit to booth space for the following year.

We have sold 22 corporate presentations. The following companies are presenting:

Oracle
Educational Testing Service (ETS®)
Infosilem
Hershey Systems
Perceptive Software (ImageNow)
Mongoose Research
SunGard Higher Education
Datatel
National Student Clearinghouse
Jolesch Photography
Runner Technologies
Evisions
Digital Architecture
NOLIJ
Avow Systems
CollegeSource
Leepfrog Technologies
SmartCatalog

The following companies are sponsoring at the Annual Meeting:

Datatel	Totebags
Perceptive Software, Inc.	Badge Holders
Runner Technologies	Evaluations
CollegeSource	Centennial Celebration
redLantern	Cyber Café
Australian Education International	International Educators Reception
Paver Family Foundation	International Educators Reception
Educational Testing Service (ETS)	International Educators Reception
National Student Clearinghouse	Opening Keynote Speaker
STEP EIKEN	Cultural Diversity Luncheon
Capella University	First-Time Attendees Reception
Jolesch Photography	Photography
Jostens	Awards
SunGard Higher Education	APEX Award and Virtual Annual Meeting
Three Rivers Systems	Notepads

Corporate Partner Renewal

The staff is working to renew and recruit corporate memberships (this normally happens when they pay for exhibiting at the annual meeting). Two additional companies have renewed their 2009-2010 membership:

1. Leepfrog Technologies
2. ConnectEDU

One new company joined AACRAO as a corporate partner:

1. International Baccalaureate Organization (IBO)

Annual Meeting 2011

Seattle

The planning has already begun for the 2011 Annual Meeting in Seattle. The call for proposals was sent to the membership in early April. Submissions from the membership at large will comprise one-third of the final program. The meeting is scheduled for March 13-16 at the Washington State Convention Center and the theme for next year is "Defining the Vision for the Next 100 Years." Promotional materials have already been created, and will be displayed in New Orleans. The initial 2011 Call for Proposals was sent on April 6, and subsequent e-mails have already been scheduled. Information on the call will also be posted in Memberlink and distributed in New Orleans. We already have 11 proposal submissions in the database

MEMBER SERVICES

Member Maintenance

2009/2010 Membership Cards

Golden Key International Honour Society sponsored the membership cards for a third consecutive year for $11,000. The mailing was reformatted, cutting costs by $2,000. In an effort to increase individual members from member institutions, information on additional memberships was included with the mailing, resulting in 11 additional members to date.

Membership Renewal 2009-2010

For the 2009-2010 membership year, we anticipated a revenue loss of 10% due to the economic downturn and due to the change in dues calculations from [Full-Time Enrollment + ½ Part-Time Enrollment] to [Full-Time Enrollment +1/3 Part-Time Enrollment]. As of March 31st, we had collected a total of $2,316,423. The total dues collected last year was $2,415, 435, so we are currently $99,012 behind last year which represents a 4% loss.

Annual Comparison - Institutional Membership Renewal Numbers

Institutional Members

	Renew	**New**	**Dropped/ Unpaid**	**Total**
2009-2010 (March 31, 2009)	2,455 (91%)	**137 (5%)	233 (9%)	2,592
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
2004-2005	2,344 (97%)	**171 (7%)	70 (3%)	2,515
2003-2004	2,258 (97%)	**156 (7%)	80 (3%)	2,414

2002-2003	2,231 (96%)	**107 (5%)	102 (4%)	2,338
2001-2002	2,220 *(95%)*	113 *(5%)*	105 *(5%)*	2,333
2000-2001	2,179 *(97%)*	76 *(3%)*	70 *(3%)*	2,325
1999-2000	2,113 *(94%)*	19 *(1%)*	134 *(6%)*	2,266

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

Recruitment Campaign to Past Members
We have continued to send renewal information to dropped members from the past eight years. This project has proven to be very successful. So far this year, 60 institutions have renewed with $32,378 in revenue (last year a total 44 institutions renewed with $24,821 in revenue).

Collections 2009-2010
In January, an email was sent to all unpaid, past and canceled roster members about renewing and receiving the Early Bird discount and member discount at the Annual Meeting. In February, a final email was sent to the same individuals about renewing and receiving the member discount at the Annual Meeting. In addition, a final round of phone calls was placed, and faxed invoices were sent to all primary contacts at unpaid institutions.

Awards
The call for awards nominations began in September with twice weekly advertisements in MemberLink and Transcript, and ended on December 30. The award recipients will be recognized at the Opening General Session at the Annual Meeting in New Orleans on April 21, 2010. They are:

- APEX (Achieving Professional Excellence in Education Administration) Award
  - Margaret Bellon, Utah Valley University
- Award for Excellence in International Education
  - Cliff Sjogren
- Honorary Membership
  - Dennis Dulniak
- Distinguished Service Awards
  - Virginia Johns, University of California Santa Barbara
- Elbert W. Ockerman State and Regional Professional Activity Award
  - Kentucky ACRAO: Transfer College Fairs
- Founders Award for Leadership
  - R. Gerald Pugh, University of Indiana Bloomington
- Thomas A. Bilger Citation for Service
  - Robert Doolos, Louisiana State University
  - Dorene Root, Central Michigan University

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

AACRAO Committees
As part of the Annual Meeting registration form, registrants are asked if they are interested in serving on a committee. These names are passed on to AACRAO Committees, and each individual is contacting regarding their request and invited to apply for a committee. To date, 172 individuals have expressed interest in serving on a committee.

At the New Orleans Annual Meeting, the committee interest booth will be placed adjacent to the Bookstore, in order to provide interested attendees with personalized attention and expertise from AACRAO staff, and the opportunity to fill out committee application form onsite.

AACRAO Committees is continuing to work with a timeline formulated with President Simpson-Munson, in order to ensure that all committee participants are kept abreast of their roles and schedules throughout the year.

In preparation for the 2010 Annual Meeting and Leadership Training for PAC Chairs, Committees worked with Meetings to consolidate the materials handed out to committee chairs and members at each Annual Meeting. In conjunction with Tina Falkner, a single packet was prepared for each committee chair, to be distributed at the Leadership Training, that includes all the documents they will need for the duration of their stay in New Orleans and for the coming year.

Retention and Recruitment

Potential Members from Phone Calls and Emails

Since February, 33 institutions and individuals contacted us directly via phone or email regarding AACRAO membership. Of these, 8 have joined.

Outreach to Conference Attendees

Membership information was sent to following non-member attendees of the 19th Annual Strategic Enrollment Management Conference, November 8-11, 2009

Assiniboine Community College
Bethlehem College & Seminary
College of the North Atlantic
Dallas Nursing Institute
Gateway Community College
High-Tech Institute - Orlando
Morgan State University
Orange Coast College
Pontificia Universidad Javeriana
Red River College
Tri-County Technical College
Uniformed Services University of the Health Sciences
University of Applied Sciences Zittau/Goerlitz
University of Los Andes
University of the Ozarks
Zayed University

As a result, High-Tech Institute – Orlando and Tri-County Technical College joined.

Jobs Online

A new site for Jobs Online went live in mid-November. The site was populated with resources for job-seekers and employers, and was launched to our members on February 24th. Members will receive a monthly update with news on recent jobs postings and relevant articles on employment and higher education.

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, NAFSA and NASFAA. Since January, this has resulted in 3 additional postings in Jobs Online.

A Jobs Online Bulletin Board, located next to the bookstore, will be available at the Annual Meeting at no charge for attendees. After the Annual Meeting, all job posters will be contacted about advertising through 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	
May	25	
June	33	
July	33	
August	34	
September	37	
October	32	
November	28	
December	31	
TOTAL	**392**	

MEETINGS AND WORKSHOPS

Registrar 101

New Orleans

A Registrar 101 Workshop will be held in conjunction with the 2010 AACRAO Annual Meeting in New Orleans. This year, we are trying a new format. The workshop will start on Tuesday afternoon, April 20 from 2:00 – 5:00 p.m. It will continue with the rest of the full day workshops on Wednesday, April 21.

Strategic Enrollment Management Conference

Nashville

The 2010 SEM Conference will be held in Nashville, Tennessee, November 7-10, 2010. Last year the SEM Conference Director, Bob Bontrager further developed the programmatic content by bringing on Jay Goff, Vice Provost & Dean of Enrollment Management, Missouri University of Science and Technology and William Serrata, Vice-President for Student Services & Development, South Texas College (4 year and 2 year respectively). This year we have added Susan Gottheil, Associate Vice President, Enrolment Management at Mount Royal College, to assist with strengthening the Canadian track. The initial Call for Proposals for SEM was sent out on March 30. Additional e-mail blasts have been scheduled, and announcements will be placed in Memberlink. A flyer will also be distributed in New Orleans. The deadline for submission is May 1. We currently have received 11 submissions.

Executive Symposium/Forum

Nashville

After convening the 4th Annual Executive Symposium, “The Keys to Effective Enrollment Leadership,” in 2009 the AACRAO SEM Director Bob Bontrager plans to enhance the concept by holding an Executive Forum one day prior to the SEM Conference. The Forum will focus on issues such as access, equity, and challenging rankings that are of critical importance and are of broader interest to the higher education community. The targeted attendance for the new forum will be 150. Jay Goff is working with Bontrager to develop the programmatic content.

Technology Conference

Kansas City
The call for proposals produced 48 viable session proposals, of which 41 have been accepted. Mark McConahay plans to have the selection of these sessions ready by April 12. Notifications to will be sent that week. Registration is open and there is currently one registrant. It has been decided to hold a Registrar 101/FERPA Workshop in conjunction with this meeting. Two plenary speakers have been scheduled: Laura Patterson, CIO University of Michigan is the Opening Plenary Speaker; and Diana Oblinger, President and CEO of EDUCAUSE is the Monday plenary speaker.

We have four exhibitors currently signed up for the Tech Conference:
Ad Astra
Runner Technologies
Blackboard
CollegeSource

We have 6 Vendor Presentations Submitted.

In addition to the sessions, we will, for the first time, hold a Registrar Forum entitled:
The Registrar Forum at Tech: Academic Administration in a Technological World
The Forum will run concurrently to the Breakout sessions and will meet jointly with the Plenaries.

Here is a brief description:
The Registrar Forum at AACRAO’s Tech Conference will provide an environment to discuss the principles, issues, foundations, trends, and future directions for the registrar profession, which is both enabled and bounded by information technology.
Transfer Conference

Chicago
Transfer Conference Attendee Demographics

Below are the self reported (unverified) data collected through the registration system for attendees currently registered to attend the 2010 AACRAO Transfer Conference. Percentages are based on the number of attendees reporting in each topic.

Topic	Category	% of Attendees
Attended 2009 Transfer Conference:	Yes	15%
	No	85%

Area of Responsibility*:	Enrollment Management	6%
	Records/Registration	22%
	Academic Advising	8%
	Institutional Research	2%
	Admissions	34%
	Student Affairs	7%
	Computer/IS	1%
	Other	21%
Full-time Enrollment:	Under 1,000	5%
	1,000 – 2,499	10%
	2,500 – 4,999	15%
	5,000 – 9,999	13%
	10,000 – 19,999	22%
	20,000 +	27%
	None of the Above	9%
Institution Type:	Four-Year Public	34%
	Four-Year Private	40%
	Two-Year	11%
	Graduate or Professional	5%
	Other	11%
Organization Type:	Educational Institution	95%
	Non-Profit Organization	3%
	Government Agency	1%
	Corporation/Consultant	1%

Senior Leadership Institute

AACRAO is working in partnership with Vanderbilt University's Peabody College of Education and Human Development to provide a one-week institute for senior professionals in academic and enrollment services. This intensive professional development program will be offered on the Vanderbilt campus from June 27 through July 1, 2010. Dr. Tim C. Caboni, Associate Dean of Vanderbilt University's Peabody College of Education and Human Development and Chair of Peabody Professional Institutes, as well as Director of Vanderbilt Peabody's institutional advancement programs will be on hand to discuss the joint institute at AACRAO's Annual Meeting in New Orleans.

Virtual Annual Meeting

AACRAO will record ten sessions and two keynote speakers at the 96th Annual Meeting for the *Virtual Annual Meeting*. The Virtual Annual Meeting will include video, audio, and synchronized PowerPoint, which can be viewed online by staff members for a period of six months. Additionally there will be PDF copies of presentations and handout materials available. This will be an additional professional development opportunity for people who cannot attend the Annual Meeting.

Online Professional Development Program

On March 10, we lost a good friend. Don Bunis, who had been serving as our online course coordinator, lost his battle with cancer. Don passed peacefully surrounded by family in his home town of Buffalo, NY. Don and his wife Lynn had enjoyed semi-retirement in Scotland; unfortunately, the time was too short for both of them. Both Don and Lynn had been diagnosed with cancer about two years ago. Don's ashes will be scattered in Glen Lyon, Scotland, as were his wife Lynn's. We will miss Don and his special personality, dedication, and vision.

Earlier this year, Don introduced us to Dr. Linda J. Smith, and Linda joined our online course team. Don and Linda met while they were classmates in the Master of Distance Education (MDE) program at the University of Maryland University College. Don soon began applying his distance education skills to the AACRAO online program. Linda went on to complete a doctorate in Instructional Systems at Florida State University. Linda has a broad background that encompasses both education and a civil service career where she held a variety of senior management positions in quality assurance, process redesign evaluation, and program development and research. Linda's focus since her MDE program has been distance learning. She is now serving as our online course coordinator and is working with us to move our program ahead with the conversion of existing courses from Blackboard to Moodle, development of new courses, and coordination with our other professional development opportunities.

PUBLICATIONS

GENERAL PUBLICATIONS

Our newest title, the *AACRAO 2010 FERPA Guide* is scheduled for release on April 14, 2010 in time for the Annual Meeting. *Retention of Records 2010* was released on January 27, 2010 and has sold 799 copies as of March 31. *Sharing the Campus Experience: Hosting Effective Campus Visits* was released December 8, 2009 and has sold 119 copies as of March 31. We have several works in progress that are currently receiving our attention. A partial manuscript of the *International Guide 2010 Update* has been delivered and is now in the editing process, with a scheduled release date of Summer 2010. In addition, we are having a planning luncheon at the Annual Meeting for the new committee who will update the *Academic Record and Transcript Guide*. The *SEM in Canada* book is also a work in progress. EDGE currently has a total of 231 profiles and as of February 28, 2010, our net profit for EDGE is $52,574 which compares to a net profit of $40,724 at the same time last year.

In the marketing arena, our recently expanded Amazon Marketplace catalogue of fourteen AACRAO publications has resulted in increased sales in January thru March. Publications were made available for sale at the AACRAO Transfer Conference in Chicago, February 14-16, 2010, resulting in $1,548 in sales. We are working with the American Council on Education to bundle and sell our *TCP 2009* publication alongside their 2010 *Accredited Institutions of Postsecondary Education (AIPE)* book which will be released in early May 2010. Four publications were advertised at no cost in European Association for International Education (EAIE)'s Forum Magazine Spring Issue.

At the 2010 Annual Meeting in New Orleans, April 21-24, 2010, we will have our full catalog available for sale. In the Annual Meeting program, a related publications field will be included with each session, through which we can suggest appropriate publications to session attendees.

GOVERNMENT RELATIONS/COMMUNICATIONS

Government Relations

Budget Reconciliation

On Tuesday March 30, President Obama signed the final version of the joint health care and education budget reconciliation bill into law. The legislation eliminates the bank-based Federal Family Education Loan Program and allows students to borrow directly from the government. The bill redirects the savings produced by ending subsidies to private student lenders to provide about $43 billion over 10 years for spending on education. Approximately $36 billion of the savings is allotted to increase funding for Pell grants to low- and middle-income students. The measure also invests in community colleges, minority-serving institutions and a grant program to improve college access and completion. Another provision eases payment structures for student borrowers post-graduation. Loan repayments will be capped at 10 percent of a graduate's salary, down from the current 15 percent, starting in 2014.

The legislation, which originally included authorization for expansion of State Longitudinal Data Systems, has no language on these increasingly controversial data warehouses, and was stripped of the $500 million funding that the original Senate bill provided for their expansion.

Communications

AACRAO media relations efforts continue to very prominently feature the Association before the public. AACRAO was mentioned in approximately 64 media outlets since February. 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.

Upcoming SEM Source articles include: **The Wildfire Approaches: EM Professionals and the Tools They Use** by Jon Boeckenstedt, Associate Vice President for Policy and Planning in the Office of Enrollment Management and Marketing, DePaul University, and Sundar Kumarasamy, Vice President of Enrollment Management, University of Dayton; **Getting Started in Social Media,** by Andrew Careaga, director of communications at Missouri University of Science and Technology; and **Integrated Communication Plans: Why Your Campus Needs One and How to Create it** by Lindsay Sooy, director of undergraduate admissions, Heidelberg University.

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 400 feature articles.

CONSULTING SERVICES

Projects/Contracts

Since October 1, 2009, AACRAO Consulting (AC) has actively worked with 84 inquiries, resulting in 42 consulting projects.

	FY 2010				
	Pub 4yr	Pub 2r	Pri 4yr	Other	Total
Inquiries	27	13	30	14	84

Proposals	21	10	20	10	61
Contracts	16	6	14	6	42
Contracted fees	$291,360	$34,284	$136,350	$113,708	$575,702
Avg. Fees/Contract					$13,707

AC continues to work with the marketing firm StudioELREY on a Strategic Marketing Initiative designed to increase the number and size of consulting projects. Three marketing campaigns have been completed, with tailored messages distributed via email and postcards to four-year, two-year and Canadian institutions, respectively, in February and March. The marketing project includes revising the AACRAO Consulting web site, which is scheduled to go live by the AACRAO Annual Meeting.

In April 2010 SEM Award of Excellence (SAE) nominations will be solicited via an e-mail blast to members and announcements in AACRAO's MemberLink. The 2010 SAE web site was launched on April 5. Nominations are due by June 1 and winners in three categories will be announced at the 2010 SEM Conference in Nashville.

Effective in January, AC signed an agreement with Hobsons, Inc. to deliver SEM assessments in association with Hobsons' EMT Connect clients. EMT Connect is one of the most popular bolt-on CRM systems to support recruitment and retention.

Partnerships continue to develop with Greenwood & Hall and Monster.com, and SPSS. With G&H and Monster, we are developing a packaged set of services initially targeted to on-line academic program providers. Services are to include development of academic policies and procedures, assessment of market demand, and delivery of enrollment services. Also, AACRAO consultant Tom Green will be demonstrating SPSS data harnessing capabilities at the AACRAO Consulting booth while at the AACRAO Annual Meeting.

AACRAO consultants continue to contribute to the association's professional content. Wendy Kilgore recently contributed a chapter to and served as a committee member for the update to *AACRAO's Retention of Records* guide. Amanda Yale submitted an article to the recent C&U Journal, *Expanding the Conversation about* SEM and Reid Kisling released an AC Solution white paper, *The Strategic Role of the Registrar*.

INTERNATIONAL EDUCATION SERVICES

IES

The volume of requests for evaluations remains high thus far for FY 10. By the end of March, 2010 we have received 7,080 requests for the current Fiscal Year as compared with 7,189 received by the end of June, 2009 for FY 09.

At this year's Annual Meeting in New Orleans IES will share booth space with the advisors from Education USA. These advisors will be available to speak with registrants about the students from the countries where they are located who are interested in coming to the US, as well as be able to explain the educational systems where the students have studied.

In mid-March Dale Gough participated in the triennial Education USA workshop in Prague, Czech Republic, presenting two sessions for the advisors from Europe.

American Association of Collegiate Registrars and Admissions Officers

Association Investment Policy

1. **Board of Directors**

1.1. Fiduciary Capacity – All funds of the American Association of Collegiate Registrars and Admissions Officers ("AACRAO") are held by its Board of Directors ("Board") as a fiduciary. Therefore, all restricted and unrestricted funds of the organization are held by the Association as a steward for the sake of carrying out AACRAO's mission and objectives. The following instructions are to be understood and employed with that sense of stewardship in mind.

1.2. Prudent Investor - The basic investment standards shall be those of a prudent investor as articulated in laws of the District of Columbia. This standard requires that the Board invest and manage AACRAO's funds as a prudent investor would, in light of the purposes, terms, distribution requirements, and other circumstances of the funds. This standard requires that the Board exercise reasonable care, skill, and caution, and is to be applied to investments not in isolation but in the context of the overall investment portfolio and as a part of an overall investment strategy, which should incorporate risk and return objectives reasonably suitable to the portfolio. In making and implementing investment decisions, the Board has a duty to diversify the investments of the portfolio unless, under the circumstances, it is prudent not to do so. In addition, Board members must conform to fundamental fiduciary duties of loyalty and impartiality; act with prudence in deciding whether and how to delegate authority and in the selection and supervision of agents; and, incur only costs that are reasonable in amount and appropriate to the investment responsibilities of those agents.

1.3. The Board of Directors will

1.3.1. approve the selection, hiring, and termination of all outside financial advisors and other outside investment professionals; and

1.3.2. establish investment guidelines and policies that direct the investment of the Association's portfolio including asset allocation, risk tolerance, and investment time horizon.

1.4. Conflicts of Interest – The Board will not invest AACRAO funds with any firm or in any vehicle that may monetarily benefit a member of the Board or the AACRAO staff as a result of the transaction.

1.5. Amendment – The Board reserves unto itself the exclusive right to amend or revise this policy.

2. Investments Committee

2.1. Purpose - The purpose of the Investments Committee is to assist the Board in reviewing investment policies, strategies, transactions, and the performance of the Association's investment portfolio(s).

2.2. Responsibilities – The Investments Committee shall

2.2.1. supervise the overall implementation of AACRAO's investment policies by the Executive Director and outside investment professionals; and

2.2.2. recommend the selection, hiring, and termination of all outside financial advisors and other outside investment professionals to the Board of Directors for its approval; and

2.2.3. recommend the establishment of investment guidelines and policies to the Board of Directors for its approval; and

2.2.4. review and evaluate the performance of the investment portfolio and financial advisors and other outside investment professionals at least once per fiscal year to assure adherence to policy guidelines, and monitor progress toward achieving investment objectives, and report the results of such reviews and evaluations to the Board; and

2.2.5. provide overall supervision to the Executive Director to whom the Committee delegates specific duties related to AACRAO investments; and

2.2.6. act in accord with this investment policy and all applicable laws and state and federal regulations that apply to nonprofit agencies including, but not limited to, the Uniform Prudent Investors Act of 1994 and the Uniform Management of Institutional Funds Act; and

2.2.7. perform other duties as delegated by the Board from time to time.

3. Management

At the discretion of the Investments Committee, specific duties, tasks, and responsibilities related to the Association's investments may be assigned or delegated to the Executive Director from time to time, subject to the overall supervision of the Investments Committee.

4. Financial Advisors

4.1. Financial Advisor(s) - Relative to the perpetual life of AACRAO's long-term investment funds, service on the AACRAO Board or its Investments Committee is transitory. In addition, it is unlikely that a sufficient number of members of the Investments Committee will possess the technical expertise to manage directly the investment portfolio. For these reasons, the Investments Committee shall employ one or more Financial Advisors to manage AACRAO's investment funds rather than directly managing investments itself.

4.2. Investment Guidelines – While the Financial Advisors are responsible for day-to-day investment decisions on behalf of the Board, they will follow written guidelines that limit their actions to a range of investment activities approved by the Board (see section 7 below).

4.3. Responsibilities of Financial Advisors – Financial Advisors shall

4.3.1. consult with the Investment Committee and Executive Director on investment goals and strategic long-term direction of the Association; and

4.3.2. recommend investment guidelines, asset allocation strategies, risk-based fund objectives, and appropriate investment management structures; and

4.3.3. adhere to all investment guidelines established by the Board (see section 7 below); and

4.3.4. select, monitor, and evaluate investment managers and/or investment entities; and

4.3.5. provide and review quarterly and annual performance measurement reports and assist the Investments Committee in interpreting the results; and

4.3.6. provide appropriate monthly reports to the Association's accounting staff; and

4.3.7. review the portfolio and recommend actions, as needed, to maintain proper asset allocations and investment strategies for the objectives of each fund in light of the economic and market environments; and

4.3.8. assist in an annual review of the Investment Policy; and

4.3.9. execute such other duties as may be mutually agreed.

5. Operating Reserves

AACRAO will maintain sufficient operating reserves to ensure adequate cash for operations. These reserves shall be maintained in investment instruments according to the approved Investment Guidelines (see section 7 below). The Executive Director is responsible for advanced planning that will ensure that the Association's cash flow requirements are met, and for notifying financial advisors and other money managers of anticipated distributions and liquidity requirements.

6. Long-Term Investment Funds

The Board maintains three long-term investment funds: an Infrastructure Fund, a Strategic Initiatives and Investment Fund, and an Unrestricted Endowment Fund. It is anticipated that the Association will spend only a limited amount from these funds in order to ensure their perpetual existence. Other unrestricted, temporarily restricted, or permanently restricted funds may be established by the Board from time to time.

6.1. Infrastructure Fund

6.1.1. Purpose - The purpose of the Infrastructure Fund is to fund expenses for equipment and hardware upgrades, software acquisition and development, office repairs and improvement, or similar infrastructure costs that are unexpected, and therefore unbudgeted, or that the Board considers imprudent to fund from operating revenues.

6.1.2. Distributions - Distributions from the Infrastructure Fund are made as needed and require the approval of the Board, which should review the need for distributions from the fund at least once per fiscal year. Distributions from the fund may not cause the fund to drop below its minimum balance.

6.1.3. Contributions – Contributions to the Infrastructure Fund must be approved by the Board and will normally comprise 25% of those net revenues and unrestricted gifts designated by the Board for investment. The Board should evaluate whether new contributions can be made to investment funds at least once per fiscal year. Contributions to the fund may not cause the fund to exceed its maximum balance.

6.1.4. Minimum/Maximum Balances - The fund should maintain a minimum value of $100,000 and the maximum value of the fund should not exceed one-third of the then current fiscal year's budgeted expenditures. That is, if the current fiscal year budgeted expenditures are six million dollars, the value of the fund should not exceed two million dollars.

6.1.5. Co-Mingling of Investments – The Infrastructure Fund is to be invested separately from other investments (in one or more accounts) and may not be co-mingled with other investments.

6.2. Strategic Initiatives and Investments Fund

6.2.1. Purpose - The purpose of the Strategic Initiatives and Investments Fund is to provide a means for the Board to develop new programs or replace outdated ones, to expand the Association's interests and services, or to invest in new revenue-producing opportunities. Such programs, services, or investments should contribute directly or indirectly, in time, to the overall financial health of the Association. When used for programmatic development, this fund should not serve as a source of ongoing support for Association endeavors, but rather should provide seed money for services that would eventually need to be supported by current revenues or discontinued.

6.2.2. Distributions - Distributions from the Strategic Initiatives and Investments Fund are made as needed and require the approval of the Board, which should review the need for distributions from the fund at least once per fiscal year. Distributions from the fund may not cause the fund to drop below its minimum value.

6.2.3. Contributions – Contributions to the Strategic Initiatives and Investments Fund must be approved by the Board and will normally comprise 25% of those net revenues and unrestricted gifts designated by the Board for investment. The Board should evaluate whether new contributions can be made to investment funds at least once per fiscal year. Contributions to the fund may not cause the fund to exceed its maximum value.

6.2.4. Minimum/Maximum Value - The Strategic Initiatives and Investments Fund should maintain a minimum value of $100,000 and the maximum value of the fund should not exceed one-third of the then current fiscal year's budgeted expenditures. That is, if the current fiscal year budgeted expenditures are six million dollars, the value of the fund should not exceed two million dollars.

6.2.5. Co-Mingling of Investments – The Strategic Initiatives and Investments Fund is to be invested separately from other investments (in one or more accounts) and may not be co-mingled with other investments.

6.3. AACRAO Endowment Fund

6.3.1. Purpose - The purpose of the Endowment Fund is to generate a permanent, steady stream of income (both restricted and unrestricted) for the Association.

6.3.2. Composition – The AACRAO Endowment Fund is comprised of a board-designated ("quasi") endowment fund and donor-restricted endowment funds that were given in order to generate operating revenues for the Association. While it is anticipated that the large majority of the AACRAO Endowment Fund will consist of board-designated ("quasi") endowment, donor-restricted funds such as the J. Douglas Connor Fund will also be part of the AACRAO Endowment Fund.

6.3.3. Distributions

6.3.3.1. Distribution Value - The AACRAO Endowment Fund shall annually distribute an amount less than or equal to five percent (5%) of the Fund's average value as calculated in section 6.3.3.2. This distribution value shall be computed annually. Thereafter, distributions shall be made quarterly in an amount equal to one-quarter (25%) of the calculated distribution value, which is less than or equal to one and one-quarter percent (1.25%) of the AACRAO Endowment Fund's average value. Distributions may be taken from principal or income. The distributions shall be made promptly following the close of each quarter. To the extent that it may legally do so, the Association shall interpret this policy as satisfying a gift provision that calls for retaining principal and distributing income.

6.3.3.2. Average Value – The average value of the AACRAO Endowment Fund is defined as the average of the fair market value of the fund as of the close of the preceding 12 calendar quarters. The Fund's market value shall be based upon all assets in the Fund including principal and retained income, adjusted for all gains and losses, whether realized or unrealized, and determined as of the last business day of the quarter.

6.3.3.3. Initial Distribution – The initial distribution from the AACRAO Endowment Fund shall not be made until the fiscal year following the fiscal year in which the AACRAO Endowment Fund's average value as calculated in section 6.3.3.2 reaches ten million dollar ($10,000,000).

6.3.4. Contributions – Contributions to the AACRAO Endowment Fund must be approved by the Board and will normally comprise 50% of those net revenues and unrestricted gifts designated by the Board for investment as well as donor-restricted funds that were given in order to generate operating revenue for the Association. The Board should evaluate whether new contributions can be made to investment funds at least once per fiscal year.

6.3.5. Minimum/Maximum Value - The AACRAO Endowment Fund should maintain a minimum value of one million dollar ($1,000,000). There is no maximum value for the fund.

6.3.6. Co-Mingling of Investments – The AACRAO Endowment Fund is to be invested separately of other investments (in one or more accounts) and may not be co-mingled with other investments.

7. **Guidelines for Financial Advisors**

7.1. Investment Purpose - The investment purpose of the long-term investment funds is to provide financial stability and operating revenue in support of the Association mission. Income and gains from all these funds, in addition to spending guidelines of each fund as listed above, may be spent to support the prescribed functions of the respective fund.

7.2. Investment Objectives - The primary investment objective of the long-term investment funds is to achieve absolute positive return over a complete market cycle of rolling 3-5 year periods. For all AACRAO Funds (Endowment, Infrastructure, and Strategic Initiatives), this objective shall be defined as the ability of the portfolios to meet or exceed the performance of the respective blended benchmarks, net of all fees and expenses.

7.3. Investment Objective - The long-term objective of the total portfolio (all Funds combined together) is to pursue income and growth with equal emphasis on principal preservation and maintaining purchasing power over time. Whereas it is understood that fluctuating rates of return are characteristic of the securities markets, the greatest concern is long-term maintenance of purchasing power and consistency of total portfolio return over time. Objectives will be measured by results achieved over a three-year rolling period.

7.4. Risk, Volatility and Loss - AACRAO recognizes that risk (i.e. the uncertainty of future events), volatility (i.e. the potential for variability of asset values), and the potential loss in purchasing power due to inflation are present to some degree with all types of investment vehicles. The assumption of a level of risk that is commensurate with AACRAO's objectives is warranted in order to allow the investment portfolio the opportunity to achieve satisfactory results consistent with its objectives and characteristics. AACRAO will accept the exhibition of portfolio volatility characteristics that approximate the appropriate index as outlined below in section 7.13 below. Nonetheless, it is AACRAO's preference that the maximum losses incurred by the portfolio in any one year not exceed that of the comparative index. The financial advisor(s) should take actions to minimize losses.

7.5. Asset Allocation – Each of the long-term investment funds will have its own specific asset allocation in order to serve its purpose effectively. The specific asset allocation for each long-term investment fund is listed in Addendum I, A-C. From time to time and with the advice of the financial advisor(s), the Investments Committee may amend the asset allocations in Addendum I, A-C. However, the mix of assets in any of the long-term investment funds should fall within the following tactical ranges:

7.5.1. Cash - 0-20%

7.5.2. Equities – 30-85%

7.5.2.1. Large Cap Value – 2-30%

7.5.2.2. Large Cap Growth – 2-30%

7.5.2.3. Small/Mid Cap Value – 0-20%

7.5.2.4. Small/Mid Cap Growth – 0-20%

7.5.2.5. International (Developed) – 2-30%

7.5.2.6. Emerging Markets – 0-20%

7.5.3. Fixed Income – 15-70%

7.5.3.1. Fixed Income (International) – 0-10%

7.5.3.2. Investment Grade (Domestic) – 15-70%

7.5.4. Alternative Investments – 0-30%

During the first 18-24 months after changing portfolio advisors or during drastic economic periods (as determined by the Investments Committee), portfolio allocations may be gradually brought to tactical allocations as listed above. Therefore, allocations for any asset class may deviate significantly from the tactical ranges above during such periods, and will not be considered a violation of this investment policy.

7.6. Rebalancing Procedures - It is understood that market movements and tactical adjustments may cause the actual allocation of assets to vary from the tactical allocations listed in Addendum I, A-C or future revisions of that Addendum. Therefore, it will be necessary to rebalance the portfolios to those tactical allocations periodically. Gains and losses will be recognized during the implementation of rebalancing regardless of whether the total portfolio return is positive or negative during such rebalancing periods. The tactical ranges set forth in 7.5 are thresholds that should be reviewed quarterly by AACRAO after receipt of quarterly investment reports from the financial advisor(s), who will regularly monitor the portfolio for any variations from tactical allocations. The following discipline will be followed for rebalancing:

7.6.1. If the actual allocation in any of the four major asset classes (Equities, Fixed Income, Alternatives and Cash) varies from the tactical allocation by at least 5% in absolute terms, it will call for rebalancing of the portfolio back to the tactical amounts as soon as is practicable. The financial advisor(s) will provide information regarding such variations as quickly as is practicable to the Executive Director or any other authorized signatory and obtain verbal authorization to implement the necessary rebalancing of the portfolio to the tactical allocation.

7.6.2. Once the initial transition into the tactical asset allocation is complete, the portfolio will be evaluated at the end of every calendar quarter and any variations of 5% or greater, in absolute terms, will generate a rebalancing recommendation. The Executive Director will approve the rebalancing recommendations.

7.6.3. If possible, new cash flows should be used for rebalancing. If new cash is not available, current investments should be bought and sold to achieve the tactical asset allocation. Such transactions will result in recognition of gains and losses in the investment manager accounts and other pooled investment funds.

7.7. Diversification, Marketability, Yield and Quality Consideration - Seeking to establish a diversified program of investments, assets shall be invested under the management of one or more registered investment advisors in alternative investments, index-linked exchange traded funds (ETF) in portfolios of U.S. domestic equities, domestic fixed income, and international equities. Investment vehicles and amounts allocated to each vehicle may change after a thorough review of the capital markets.

The types of stocks and market capitalization of the companies purchased for the portfolio are within the discretion of the financial advisor(s). The financial advisor(s) is expressly permitted to invest in small, medium and large capitalization stocks.

7.8. Equity Portfolio

7.8.1. Equity holding in any one company in each investment advisor's portfolio may not exceed 5% of portfolio at cost or 10% of account value.

7.8.2. Equity holding in non-U.S. investments, including emerging markets, may not exceed 45% of the market value of the portfolio.

7.8.3. Equity securities shall in general possess value and quality corroborated by accepted techniques and standards of fundamental and technical analysis.

7.9. Fixed Income Portfolio

7.9.1. Investments in bonds should be actively managed. Active management is meant to include shifting sector emphasis as well as effecting other prudent strategies that enhance the portfolio or decrease the volatility or exposure to capital depreciation. However, the weighted average maturity of the portfolio must be 10 years or less with a maximum of **30** years for individual securities.

7.9.2. The diversification of fixed income securities by maturity, sector, and geography is the responsibility of the financial advisor(s), with final approval provided by the Investments Committee.

7.9.3. Fixed income securities shall be marketable, intermediate-term maturity securities with an average portfolio rating of no less than “BBB” as rated by Standard and Poors or Moody’s. The following instruments are acceptable:

7.9.3.1. Commercial paper or variable rate notes of P-1 or equivalent rating.

7.9.3.2. Certificates of deposit and bankers acceptances (A-rated or above).

7.9.3.3. United States Treasury bonds, notes, and bills.

7.9.3.4. Repurchase agreements with U.S. Treasury securities and agencies of the U.S. Government as collateral.

7.9.3.5. Debt instruments of the U.S. Government or its agencies.

7.9.3.6. Corporate debt issues with an investment grade rating from a major bond-rating agency such as Moody's or Standard and Poors (BBB-rated or higher).

7.9.4. Standard and Poors or Moody's must rate bonds as “BBB” or higher to be purchased for the portfolio. Bonds that are split rated will, for the purposes of this portfolio, be considered investment grade and thus eligible for purchase. Split rated bonds are defined as bonds that have an investment grade rating with Standard and Poors and a non-investment grade rating with Moody's or vice versa.

7.9.5. The portfolio's fixed income exposure to any specific industry group may not exceed **20%** of the market value of the portfolio.

7.9.6. The fixed income holding of a single issuer may not exceed 10% of the market value of the portfolio.

7.9.7. The portfolio diversification requirements do not pertain to investments in debt securities issued by the U.S. Government or its fully guaranteed agencies.

7.10. Alternative Investments Portfolio

7.10.1. A range of alternative investments may be considered prudent to be included in the overall asset allocation with the objective of creating favorable risk-reward characteristics for the overall portfolio. These alternative investments may include private equity, managed futures (limited partnerships), hedge funds or hedge fund replication strategies, inflation-indexed securities, real assets/natural resources, real estate or REITS, and commodities.

7.10.2. The tactical allocation for such alternative investments may range from 0%-30% of the total market value of the portfolio. This allocation is limited due to the high risk, long-term, illiquid nature of such commitments.

7.10.3. AACRAO recognizes that while such alternative investments may carry a higher degree of risk if considered on their own, they may potentially reduce total portfolio risk and enhance total portfolio return since they may be uncorrelated to other asset classes in the portfolio mix.

7.11. Cash Equivalents Portfolio - While it is desirable that the financial advisor(s) use interest-bearing money market funds and other cash equivalent securities with a maturity of one year or less, AACRAO understands that attractive opportunities might arise with securities with longer maturities from time to time. The financial advisor(s) is permitted to invest in such securities.

7.12. The financial advisor(s) shall not purchase assets other than those expressly allowed in this statement without the written consent of AACRAO. The following are prohibited (except if executed in Alternative Investments portion of the portfolio).

7.12.1. purchase of securities on margin

7.12.2. options of all types

7.12.3. letter stock

7.12.4. private placements

7.12.5. securities whose issuers have filed a petition for bankruptcy

7.12.6. short sales

7.12.7. specific industries or sectors as set forth by AACRAO Investments Committee or a designated sub-Committee

7.12.8. tax exempt securities

7.12.9. warrants

7.12.10. foreign stocks (with the exception of American Depositary Receipts for the International allocation) unless the international investment advisor(s) deems such exposure appropriate and suitable.

7.13. Fund Performance Benchmarks

7.13.1. Domestic equities should achieve a rate of return that equals or exceeds the relevant and recognized market index for the investment style as follows:

7.13.1.1. Large Cap Growth - Russell 1000 Growth or Barra Growth or S&P 500 for Large Cap Core or comparable index

7.13.1.2. Large Cap Value - Russell 1000 Value or Barra Value or comparable index

7.13.1.3. Mid Cap Growth- Russell Mid Cap Growth or comparable index

7.13.1.4. Mid Cap Value - Russell Mid Cap Value or comparable index

7.13.1.5. Small Cap Growth - Russell 2000 Growth or comparable index

7.13.1.6. Small Cap Value - Russell 2000 Value or comparable index

7.13.2. International equities should achieve a rate of return that equals or exceeds the MSCI EAFE Index or MSCI World Index, as appropriate and relevant.

7.13.3. Emerging market equities should achieve a rate of return that equals or exceeds the MSCI Emerging Markets Free Index.

7.13.4. Domestic fixed income should earn an average annual return from income and capital appreciation that equals or exceeds the Lehman Brothers Government/Corporate Intermediate Bond Index or CITI 1-5 Year Government/Corporate Index.

7.13.5. Alternative investments should achieve a rate of return that meets or exceeds a relevant benchmark based on the choice of alternative investments placed in the portfolio.

7.13.6 The custom index is defined as a mix of relevant indices in the same proportion as the **strategic** allocation of each asset class in the portfolio. For example, a 10% allocation to the large cap value investment manager will require that the custom index include 10% of Russell 1000 Value or another appropriate index in the mix. This target of return would be accomplished through long-term capital appreciation, principal preservation, and achievement of returns consistent with each category of investment.

7.14. Review and Reporting

7.14.1. Annual Review - The Investments Committee will review, on an annual basis, written evaluations of the net-of-fee performance against the investment policies and benchmarks set forth above. The evaluation shall include a report of performance for each investment manager for past periods including the last quarter, last twelve months, last three years, and period since inception (both absolute and relative to appropriate indices). Returns shall be annualized and calculated on a time-weighted basis for the total portfolio. All returns should include income and dividends.

7.14.2. The financial advisor(s) will provide a quarterly performance summary and a detailed quarterly evaluation of the four funds to the Investments Committee.

7.14.3. The Investments Committee or its designee(s) shall meet with the financial advisor(s) at least semi-annually or as requested to review fund investments and the current investment environment. At such meetings, the written and oral presentations shall cover the following:

7.14.3.1. The quarterly performance and asset allocation report described above, and an annual fee disclosure; and

7.14.3.2. Discussion of the rationale for performance results by relating them specifically to investment strategy and tactical decisions implemented during the current review period; and

7.14.3.3. Discussion of the financial advisor's specific strategy for the portfolio over the next period with specific reference to asset allocation and portfolio characteristics, as appropriate; and

7.14.3.4. Supporting discussion of the next period's strategy with reference to financial advisor's capital market and economic assumptions, as appropriate; and

7.14.3.5. Discussion of AACRAO’s needs, goals, and objectives, if different from previous quarter.

7.15. Changes to Investment Guidelines – The Board reserves the right to make any changes to these guidelines as deemed necessary. All such changes will be made in writing and financial advisor(s) will be duly informed.

Addendum I-A

Asset Allocation for AACRAO Infrastructure Fund

As of April 20, 2010

Asset Class	Strategic Allocation	Tactical Allocation
Equities	**55.0%**	**30.0%**
Large Cap Value	10.0%	7.5%
All Cap Core	20.0%	7.5%
Small/Mid Cap Value	10.0%	0.0%
Small/Mid Cap Growth	0.0%	0.0%
International (Developed)	15.0%	9.0%
Emerging Markets	0.0%	0.0%
Global Resource Themes	0.0%	6.0%
Fixed Income	**40.0%**	**62.0%**
Investment Grade	40.0%	62.0%
High Yield	0.0%	0.0%
International	0.0%	0.0%
Adjustable Rate Funds	0.0%	0.0%
Alternative Investments	**5.0%**	**8.0%**
Managed Futures	0.0%	0.0%
Hedge Fund of Funds	0.0%	0.0%
Real Assets/Natural Resources	5.0%	4.0%
TIPS	0.0%	0.0%
Real Estate/REIT's	0.0%	4.0%
Cash	**0.0%**	**0.0%**
TOTAL	**100.0%**	**100.0%**

Addendum I-B

Asset Allocation for AACRAO Strategic Initiatives and Investments Fund

As of April 20, 2010

Asset Class	Strategic Allocation	Tactical Allocation
Equities	**56.0%**	**30.0%**
Large Cap Value	12.0%	8.0%
All Cap Core	17.0%	8.0%
Small/Mid Cap Value	12.0%	0.0%
Small/Mid Cap Growth	0.0%	0.0%
International (Developed)	15.0%	8.0%
Emerging Markets	0.0%	0.0%
Global Resource Themes	0.0%	6.0%
Fixed Income	**40.0%**	**66.0%**
Investment Grade	40.0%	66.0%
High Yield	0.0%	0.0%
International	0.0%	0.0%
Adjustable Rate Funds	0.0%	0.0%
Alternative Investments	**4.0%**	**4.0%**
Managed Futures	0.0%	0.0%
Hedge Fund of Funds	0.0%	0.0%
Real Assets/Natural Resources	4.0%	4.0%
TIPS	0.0%	0.0%
Real Estate/REIT's	0.0%	0.0%
Cash	**0.0%**	**0.0%**
TOTAL	**100.0%**	**100.0%**

Addendum I-C

Asset Allocation for AACRAO Endowment Fund

As of April 20, 2010

Asset Class	Strategic Allocation	Tactical Allocation
Equities	**74.0%**	**40.0%**
Large Cap Value	20.0%	7.5%
All Cap Core	20.0%	15.0%
Small/Mid Cap Value	15.0%	0.0%
Small/Mid Cap Growth	0.0%	0.0%
International (Developed)	15.0%	7.5%
Emerging Markets	4.0%	4.0%
Global Resource Themes	0.0%	6.0%
Fixed Income	**22.0%**	**50.0%**
Investment Grade	22.0%	50.0%
High Yield	0.0%	0.0%
International	0.0%	0.0%
Adjustable Rate Funds	0.0%	0.0%
Alternative Investments	**4.0%**	**10.0%**
Managed Futures	0.0%	0.0%
Hedge Fund of Funds	0.0%	0.0%
Real Assets/Natural Resources	4.0%	4.0%
TIPS	0.0%	2.0%
Real Estate/REIT's	0.0%	4.0%
Cash	**0.0%**	**0.0%**
TOTAL	**100.0%**	**100.0%**