American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
December 2, 2011
Washington, DC

Board Members in Attendance: Jim Bouse, Bruce Cunningham, Luisa Havens, Betty Huff, Tracey Jamison, Nora McLaughlin, Nancy Krogh, Brad Myers, Jeff von Munkwitz-Smith, Robert Watkins

Staff Members in Attendance: Barmak Nassirian, Jeff Petrucci, Matthew Ogle

Call to Order
President McLaughlin called the meeting to order at 9:16 a.m. Eastern Time.

Approval of Agenda
MOTION 2011.12.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes
MOTION 2011.12.02 – It was duly moved and seconded to approve minutes of the November 16, 2011 Board Meeting. APPROVED

Reports of Staff

Associate Executive Director Petrucci informed the Board about his work to further improve AACRAO's standing in the international community.

Associate Executive Director Nassirian reported to the Board that he and Executive Director Jerry Sullivan were exploring a potential partnership with a publishing company.

MOTION 2011.12.03—It was duly moved and seconded to endorse further negotiation between AACRAO and Jossey-Bass regarding the electronic SEM Journal, pending further discussion between the Board and the AACRAO office. APPROVED

Reports of Standing Committees

Finance and Investments Committee
Vice President Krogh called the Board's attention to the October financial reports which were distributed with the Board documents and noted that the November reports will be available soon.

Strategic Planning/Program Review Committee
Vice President Myers updated the Board on the progress of the pilot program review the committee has begun. He hopes to use the pilot to create a framework for future program reviews and to have the review ready by the Annual Meeting. Vice President Myers also discussed with the Board how to present the Strategic Plan to the Leadership & State and Regional Group.

Finally, Vice President Myers noted that the committee is developing a member satisfaction survey that will be proposed to the Board at its February Meeting.

Compensation Committee
Vice President Cunningham noted that his committee would have a report during the executive session.

Ad Hoc Committee on Awards
Past President Huff updated the Board on the committee's progress and reviewed the recommendations. She will bring a proposal to the January Board meeting.

Governance Committee
President-elect von Munkwitz-Smith reviewed a plan to transition to a new Board structure if the governance changes are approved at the upcoming Annual Meeting.

MOTION 2011.12.04—It was duly moved and seconded to approve the Governance Committee's transition plan as amended with the stepped approach to increasing the size of the Board. APPROVED

President-elect von Munkwitz-Smith noted that the committee was working on plans for the orientation of the Board nominees.

Reports of Officers
Vice President of International Education
Vice President Watkins filed the following written report:

> The EDGE Admin Group and International Education Standards Council (IESC) will meet on the afternoon of Sunday, December 4 to review content issues in EDGE. Monday, December 5, Dale Gough, Bill Paver and Vice President Watkins will meet with several Department of Homeland Security (DHS) visa adjudication officers at their office to answer questions they have about how IESC arrives at credential advice within EDGE. DHS' embrace of EDGE is a very important step and casts AACRAO in a major role regarding standards-setting in international education.

Vice President of Finance
Vice President Krogh reported that the office's FY2012-2013 budget is currently in development. She stated the Board will spend additional time at the February meeting on financial reports for Board orientation.

Vice President of Records and Academic Services
Vice President Myers filed the following written report:

> Registrar 101 was offered at SEM (regular format) and a shorter version was offered in conjunction with MSACROA in November. An online session of Registrar 101 also finished up in November and another one begins in January. Registrar 102 is still under

development, with a current target start date of the Philadelphia Annual Meeting.

Vice President of Access and Equity
Vice President Havens is in conversation with Steve Smith, chair of the GLBT caucus, about co-chairing a working group/task force to review the policy recommendations sent to AACRAO by the Stonewall Center for transgender students earlier this year. She will bring an official proposal for approval of the approach, charge and suggestions on the membership of the workgroup to the next Board meeting.

Vice President Havens would like to formalize the chair election process for all caucuses. She will talk with the caucus chairs to get their suggestions on how to proceed.

Vice President for Admissions and Enrollment Management
Vice President Jamison held a meeting with a group of members who are involved with admissions at the AACRAO Office on Thursday, December 1 to solicit their ideas about future AACRAO services.

President-elect
President-elect von Munkwitz-Smith announced that the Board would meet October 5-7, 2012 in Portland, ME. The Board should plan to arrive on the afternoon of Thursday, October 4 and depart after noon on Sunday, October 7.

President
President McLaughlin reviewed a proposal to amend the terms of committee membership.

MOTION 2011.12.05—It was duly moved and seconded to approve a revision to section F.2.1.Association Committee Member Policy in the Board of Directors Handbook which removes the last sentence of the second paragraph. APPROVED

Vice President for Information Technology
Vice President Bouse reported that his next project is to become more involved with an ongoing InCommon and AdmitMe project and to evaluate possible AACRAO involvement or endorsement. The goal of this project is to create a single set of credentials for high school students who interact with higher education or related companies.

Unfinished Business
The list of action items was reviewed and updated.

MOTION 2011.12.06—It was duly moved and seconded to approve the Strategic Plan as presented by the Strategic Planning/Program Review Committee. APPROVED

Executive Session
MOTION 2011.12.07—It was duly moved and seconded that the Board move into Executive Session. APPROVED

Adjournment

MOTION 2011.12.08 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 3:50 p.m. Eastern Time.

Attachments
Board of Directors Minutes November 16, 2011
Board of Director's Handbook Section F.2.1. – Association Committee Member Policy
AACRAO Strategic Plan

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
November 16, 2011
Conference Call

Board Members in Attendance: Jim Bouse, Bruce Cunningham, Luisa Havens, Betty Huff, Tracey Jamison, Nora McLaughlin, Nancy Krogh, Brad Myers, Jeff von Munkwitz-Smith, Robert Watkins

Staff Members in Attendance: Jerry Sullivan, Matthew Ogle

Call to Order
President McLaughlin called the meeting to order at 3:02 p.m. Eastern Time.

Approval of Agenda
MOTION 2011.11.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes
MOTION 2011.11.02 – It was duly moved and seconded to approve minutes of the October 8, 2011 Board Meeting. APPROVED

MOTION 2011.11.03—It was duly moved and seconded to approve minutes of the October 8-9, 2011 executive session. APPROVED

Reports of Standing Committees

<u>Finance and Investments Committee</u>
Vice President Krogh reported that the committee met and reviewed preliminary end of fiscal year 2010-2011. October financials are not yet available because of the work involved with updating the Association's investment portfolio at the beginning of the month. The annual budget process is currently underway, but moving more slowly than was expected. Vice President Krogh expects the budget to be presented to the Board at the February Board Meeting.

<u>Governance Committee</u>
President-elect von Munkwitz-Smith reported that the committee met by conference call on November 2 to discuss new Board member orientation and the transition plan proposal. Because the February agenda will be full the committee plans to move some of new member orientation to other times. Vice President Cunningham reviewed the transition plan proposal with the Board.

<u>Strategic Planning and Program Review Committee</u>
Vice President Myers reviewed three documents from the Strategic Planning and Program Review Committee. The first was a summary of a conversation he and Vice President Bouse had with Associate Executive Director Janie Barnett regarding the first phase of the program review. The committee plans to present the results of that first phase at the February Board meeting. The second item was recent committee minutes. The third item from the committee was the latest

draft strategic plan. Vice President Krogh asked how the Association technology initiatives should fit in the Strategic Plan. The Board discussed this. The committee will work to send a draft to the Board next week in order for vote on a final draft at the December Board meeting. This will allow the Board to review the plan with the leadership group and the state and regional officers present at the Leadership meeting.

Compensation Committee
Vice President Cunningham reminded the Board of the confidentiality requirements for the executive director search process. He also noted that the search is on schedule.

Reports of Officers
Vice President of International Education
Vice President Watkins filed the following written report:

> The SEM Conference in San Diego featured a pre-conference, half-day workshop on the importance of International Strategic Enrollment Management. It was designed by AACRAO's IES staff. Presenters were Dale Gough of IES, Robert Watkins UT-Austin and AACRAO VP of International Education, as well as representatives from Linden Tours, TOEFL and EducationUSA. The initial feedback was quite positive and this may become a feature at future SEM Conferences.
>
> I have been invited to be part of the specially-appointed Commission on International Student Recruitment of NACAC (National Association of College Admissions Counselors) which will study this most complex and controversial of issues. I have accepted the invitation to be on the Commission. While I will seek the thoughts and input of Barmak Nassirian on this issue, I will not be representing AACRAO (as my AACRAO Board term ends in April and the Commission extends through at least 2012) but I did want to inform you that I would be participating in the study.

Vice President for Leadership and Management Development
Vice President Cunningham reminded the Board to send in their State or Regional visit reports.

Past President
Past President Huff reported the Ad Hoc Awards committee will have its proposal for the December Board meeting.

President Elect
President-elect von Munkwitz Smith discussed the dates for the October 2012 Board meeting. The meeting was originally scheduled for October 12-14. Due to several conflicts, the meeting will take place either the week before (October 5-7) or the week after (October 19-21). He asked that Board members contact him if they have any preferences. Vice President Cunningham will provide the schedule for state and regional meetings to help inform a decision.

President

President McLaughlin reviewed a proposal to amend the terms of committee membership. Vice President Bouse will send a proposed revision to the Board, and the Board will reconsider at the December Board meeting.

President McLaughlin requested that topics for the December Board meeting be submitted to her by November 23. Committees should be ready to meet by 4pm on Thursday, December 1, if possible. She discussed that we have agreed that for Board members want to spend time with leadership and state and regional meeting attendees. Planning for the February Board meeting will begin very soon.

President McLaughlin submitted a draft charge for a proposed Task Force on Program Structure. She asked the Board to pay close attention to whether the charge asks the correct questions. Past President Huff stated that the name was slightly confusing and asked if something that better describes its function could be used. . She also noted that the draft charge may not fully address the diversity of programs currently offered by the Association, and suggested a preface to provide some context to the document. Vice President Jamison also recommended carefully defining the meaning of “program.”

Executive Director

Executive Director Sullivan reported there is some consideration to change the electronic monthly SEM Source into a quarterly print journal published by Jossey-Bass. The Board requested that a formal proposal be brought to the December Board meeting. Vice President Havens suggested giving people have the option to choose between hard copy or electronic copy. Mr. Sullivan also updated the Board on government relations activities.
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He noted the SEM meeting was successful and that AACRAO Consulting ended up with more contracts than at any previous SEM. He also noted that EDGE is moving to a new platform this week.
Executive Director Sullivan is conversing with Jay Goff regarding a USA-India summit at a campus level. He would be interested in helping to facilitate this using our contacts.
Membership was slightly behind as of the end of October. This was a delays related to the iMIS implementation.

Unfinished Business

The list of action items was reviewed and updated.

Adjournment

MOTION 2011.11.04 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 4:44 p.m. Eastern Time.

Attachments

Board of Directors Minutes October 8, 2011

Proposal to Amend the Board of Directors Handbook Regarding Committee Members

In a meeting earlier this year, we discussed our wish to allow members who are serving on committees to continue that service for a period of time after losing their eligibility. Because board members have ninety days to continue that service, it seems reasonable to use that same time period for committee members and chairs. The proposed amendment is in boldface text.

F.2. – MEMBER COMMITTEES AND CAUCUSES

F.2.1. – ASSOCIATION COMMITTEE MEMBER POLICY

To preserve AACRAO as an association representing institutions of higher education, only Voting Members of the Association may ordinarily serve on its committees and taskforces. In exceptional cases where the appointment of other individuals with particular expertise on a topic is deemed to be in the best interest of the Association, the Board shall have the authority to appoint such individuals to AACRAO committees and taskforces.

A committee member or chair who, during the course of a term of service, fails to qualify as a voting member for a period of ninety (90) days due to loss of employment or some other circumstance, shall be removed from committee service. A committee member who is appointed as an exceptional case is not subject to this provision.

Approved: July 13, 2002
Amended: TBD

American Association of Collegiate Registrars and Admissions Officers (AACRAO)
Strategic Plan – December, 2011

AACRAO Mission: The mission of the American Association of Collegiate Registrars and Admissions Officers is to serve and advance higher education by providing leadership in academic and enrollment services.

AACRAO Vision: The American Association of Collegiate Registrars and Admissions Officers will be recognized as the leading authority in academic and enrollment services within and outside the higher education community.

AACRAO Values: Accountability, Collaboration, Inclusiveness, Innovation, Inquiry, Integrity and Learning.

<u>Goals and Objectives</u>

1. Prepare AACRAO members to successfully lead their institutions in meeting the challenges of a continually evolving environment.
    a. Establish core competencies for professionals in academic and enrollment services.
    b. Provide relevant programming and services to AACRAO members and other higher education professionals.
    c. Strengthen our focus on compliance, technology, research services and training for the membership.
    d. Continually evaluate the relevance, effectiveness, and sustainability of programs and services provided by AACRAO.

2. Identify, develop and promote professional standards in academic and enrollment services.
    a. Identify standards that are critical to the profession and to the membership.
    b. Establish a set of desirable best practices topics and incorporate these into the professional development offerings of the Association.
    c. Be engaged with the development of professional standards and best practices that significantly impact our profession.
    d. Serve as a national resource on key industry topics.

3. Advance AACRAO's leadership in Federal policy development and advocacy.
    a. Be engaged with higher education public policy and its development at the national level.
    b. Identify public policy issues for direct involvement, and develop plans of action.
    c. Engage the membership in public policy dialogue and understanding.

4. Promote student access and success, and affordability of higher education.
    a. Create alignments with other education professional organizations that promote student success in higher education.
    b. Engage in relevant activities that support student access and success, and affordability in higher education.

5. Assure that the Association is structured to promote sustained growth and member engagement.
    a. Develop administrative capability to engage members in the life and work of the Association through various communication technologies.
    b. Maintain a leadership role in the global higher education community by expanding AACRAO membership with an international focus and presence, and provide related consulting services.
    c. Continue leadership with technology initiatives in enrollment and academic services.
    d. Promote the strength of the Association by periodic review of governance and membership.

6. Ensure the Association's resource strength for current and future AACRAO members.
    a. Diversify revenue streams to decrease association fiscal risk.
    b. Increase net operating revenue to build long-term investments.
    c. Ensure the prudent use of resources.
    d. Align resources with goals and objectives for the Association.

Approved, AACRAO Board of Directors
December 2, 2011