American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
February 4-5, 2011
Washington, D.C.

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

Board Nominees in Attendance: Jim Bouse, Luisa Havens, Tracey Jamison

Staff Members in Attendance: Jerome Sullivan, Matthew Ogle, Janie Barnett, Barmak Nassirian, Cody Brumfield

Guests in Attendance: Susan Colladay, Tate and Tryon

Call to Order
President Betty Huff called the meeting to order at 1:04 p.m. Eastern Standard Time on February 4, 2011.

Approval of Agenda
MOTION 2011.02.01 – It was duly moved and seconded that the agenda be approved. APPROVED

Minutes
MOTION 2011.02.02 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on January 12, 2011 be approved. APPROVED

MOTION 2011.02.03 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on January 19, 2011 be approved. APPROVED

MOTION 2011.02.04 – It was duly moved and seconded that the minutes from the executive session of the Board of Directors on January 12, 2011 be approved. APPROVED

Reports of Guests

Susan Colladay from Tate and Tryon presented the Board with the Association's audit for fiscal year 2010. She covered the Audited Financial Statements, the Required Communication Letter and the Management Letter. The Board asked questions about the findings. The AACRAO staff was excused in order for the Board to ask her questions without management present. The Board asked about best practice for auditing internal controls. Ms. Colladay replied that there are no best practice recommendations for such audits and that few of their clients do this type of audit. She added that internal control audits can be done as a full audit or it can be divided into pieces. Most typically these audits are done during a change for the association or to verify that a change in process is working appropriately. The AACRAO staff members present were invited to rejoin the meeting.

Reports of Committees

Finance and Investments Committee

Vice President for Finance Krogh announced that she would be notifying the membership of the 2011-2012 proposed budget during the upcoming week as required by the Association Bylaws. She is working with staff on developing PowerPoint presentations for the Town Meeting and Business Meeting at the upcoming Annual Meeting. The Committee is working on a proposal to co-mingle the three Board-designated long term investment funds to allow the investment advisor to work with better managers who require higher minimums, and to avoid some fees associated with smaller accounts. The Finance and Investments Committee is also working on a dues analysis. It hopes to dedicate significant time to this topic after the Annual Meeting.

Governance Committee

Past President Simpson Munson presented the Governance Committee's report. She reported that the Board meeting evaluation online system has been developed but we are not having 100% participation. The Committee proposes that the evaluation be incorporated into the Agenda for the last event of the regular meeting. The analysis report has not been finished, and the committee will work with Matt Ogle to develop standard reports. In addition, the Board self-assessment from BoardSource has been purchased and the members will receive access via an email. The assessment to be used is the most updated version and will not be a direct comparison to the last assessment done five years ago.

The Committee thanked the nominees and Board members who participated in the Board Orientation on Thursday, February 3, 2011. The orientation agenda was expanded to include modules on parliamentary procedures, the strategic plan, and Board committees. The orientation was well received by the nominees.

A discussion was held regarding Board member individual membership in a professional organization such as BoardSource or ASAE. The committee will work with AACRAO office to determine the best recommendation to maximize these memberships and will bring a proposal to the March meeting.

The Committee indicated that they were challenged to find meaningful sessions to provide ongoing educational opportunities for the Board. The Board suggested a session on parliamentary procedures for the March meeting.

Past President Simpson Munson also reported that the Committee has reviewed its charter and made no recommendations for change.

Strategic Planning/Program Review Committee

Vice President von Munkwitz-Smith reported that the Strategic Planning/Program Review Committee has approved revisions to its charter, and will it to the Governance Committee for review. He also reported that Executive Director Sullivan reported that Adnan Bokhari is working on a crosswalk of expenditures to strategic goals. Given some of the limitations of our accounting software, this is a somewhat complicated task, but should be completed this summer. The committee also discussed ways to review programs. One method is through the review of the budget narratives submitted by AACRAO staff. Future activities of the committee include developing a plan for the strategic planning discussion at the June Board of Directors Meeting and developing a work plan for 2011-2012.

Compensation Committee

Vice President McDay announced that Executive Director Jerry Sullivan will be retiring at the end of fiscal year 2012. The Compensation Committee is preparing a formal announcement for the Annual Meeting. The Committee is reviewing proposals for potential search firms for Executive Director. She reported the Committee is also reviewing its charter and will pass along recommendations for revisions to the Governance Committee.

Reports of Officers

Vice President Sandlin

Vice President Sandelin introduced a concept of a joint project with International Baccalaureate (IB) to support an AACRAO website that connects IB students with AACRAO admissions officers. AACRAO staff member Cody Brumfield demonstrated a web prototype of the system. Discussion ensued about the proposed agreements, considerations for AACRAO, and legal considerations. The Board discussed the fit of this effort with our mission and strategic plan. Vice President Sandelin will bring a proposal outlining the scope of the project, the nature of the potential relationship with IB, and a review of the draft MOU from when this was previously discussed to the March meeting.

Vice President McDay

Vice President McDay reports that Group V is doing very well with all committee chairs secured except for one caucus chair who will be selected at the Annual Meeting. The Cultural Diversity Luncheon speaker will be Christina Castorena, Dean of Student Development and Diversity Advocacy at Everett Community College, and her topic will be "Organizational Diversity: Creating Institutional Change and Maintaining Commitment and Accountability." Christine Kerlin was instrumental in securing Ms. Castorena to speak and the Committee thanks Ms. Kerlin. The Graduate and Professional Schools Luncheon speaker will be Michael Henniger, Interim Dean, Woodring College of Education at Western Washington University, and his topic will be "Vision, Goals, Successes and Challenges of Providing Graduate Programs at Off-Campus Sites." During the Asian and Pacific Islanders Luncheon, the topic for discussion will be "The Strengths, Challenges , and Solutions for API Student Retention."

Vice President Cunningham

Vice President for Leadership and Management Development Cunningham reviewed the State and Regional Association visit responsibilities. He reported the Mentor and Member Services Committees are planning to merge and he will bring a recommendation to the March Board

Meeting. He thanked members of the Board who volunteered to help as facilitators at the First-Time Attendees session at the Annual Meeting.

Vice President Watkins

Vice President for International Education Watkins gave an update on his committees. He also reported that the Forum on Education Abroad contacted AACRAO to partner for best practices and guidelines on the school of record issue as it relates to study abroad. There is currently a draft of their report which the Board will need to review.

Past President Simpson Munson

Past President Simpson Munson discussed the awards for this year. She reported the Awards Committee has been working on the award descriptions in the Board. The APEX award description has been revised to make it clear that the award is based on student success and not technology. SunGardHE would also like be included on the selection committee for this award.

MOTION 2011.02.05—It was duly moved and seconded that the description of the APEX award be amended to read:

> The APEX Award for Student Success, sponsored by SunGard Higher Education, recognizes individuals for Achieving Professional Excellence in support of student success. SunGard donates $5,000 in the recipient's name to his or her college or university scholarship fund. The award will be presented based on the nominee's contributions to student success, their involvement in their state and/or regional association and their involvement in AACRAO. One recipient is chosen by the AACRAO Awards Committee and a SunGard representative, approved by the Board, and is presented by SunGard at the Annual Meeting. APPROVED

MOTION 2011.02.06—It was duly moved and seconded to amend the language in the Board Handbook regarding the Distinguished Service award to add, at the end of the first paragraph, the sentence, "T he recipient is chose by the AACRAO Awards Committee and approved by the Board of Directors," And to amend the reference in 1b of "program or local arrangements committee chair" to read "program or co-chair of volunteers for the Annual Meeting." APPROVED

MOTION 2011.02.07—It was duly moved and seconded to add the sentence "The recipients are chosen by the AACRAO Awards Committee and approved by the Board of Directors" to the end of the description of the Elbert W. Ockerman State and Regional Professional Activity Award in the Board of Director's Handbook. APPROVED

MOTION 2011.02.08—It was duly moved and seconded to delete the words "based on nominations" from the description of the Founders Award for Leadership. APPROVED

MOTION 2011.02.09—It was duly moved and seconded to update the Thomas A. Bilger Citation for Service in the following ways: "tasks forces" be amended to "task forces;" "Immediate Past

President" be amended to "Past President" both places it appears; "AACRAO Awards Committee" should replace "committee" at the end of the second sentence; and the words "when he or she rotates off the board" be deleted from the very end of the section. APPROVED

MOTION 2011.02.10 -- It was duly moved and seconded to approve candidate(s) for Honorary Membership for outstanding contributions to AACRAO. APPROVED

MOTION 2011.02.11 -- It was duly moved and seconded to accept the recommendation of the Past President's Committee comprised of Ange Peterson, Bill Haid, Heather Smith, and Paul Aucoin for the Thomas A. Bilger Citation for Service. APPROVED

MOTION 2011.02.12 -- It was duly moved and seconded to accept the recommendations of the AACRAO Awards Committee for award recipients for the following awards:

- Achieving Professional Excellence in Education Administration (APEX) Award
- Distinguished Service Award
- Founders Award for Leadership
- Elbert W. Ockerman State and Regional Professional Activity Award
- Exemplary New Member

APPROVED

MOTION 2011.02.13 -- It was duly moved and seconded to accept the recommendation from the Vice President of International Education for the Excellence in International Education award. APPROVED

MOTION 2011.02.14—It was duly moved and seconded to formalize the Award for Excellence in International Education by using the following wording brought forth jointly by Past President Simpson Munson and VP Watkins: "The Award for Excellence in International Education is presented to a member for excellence in the field of international education who has demonstrated a commitment to internationalism and has not only made an impact on the profession but on those who serve in it. Contributions include, but are not limited to: leadership, publications, contribution to conferences and programs, and special projects. One award is given annually and presented at the Annual Meeting. The recipient is chose by the AACRAO Awards Committee and approved by the Board of Directors. (15 points toward honorary membership)" APPROVED

President-Elect McLaughlin

President-Elect Nora McLaughlin thanked the Board for its approval of the Vice Chair of the Program Committee and Co-Chairs of Volunteers, both of whom will serve the Philadelphia Annual Meeting in 2012. She also notes that the board meeting schedule is finalized with the possible exception of moving the December Meeting earlier by 1 day, pending review of Leadership meeting evaluations. She will be sending the Board Committee assignments out at the end of the Board Meeting. She welcomes any questions or suggestions.

President Huff

President Huff announced that she and the Executive Director talked about ways to work with the Community College Association to promote both associations. They have also discussed the use of the use of the Connor Fund and how other funds might be established and she asked for feedback from the Board members to help inform a proposal to do this.

The meeting adjourned for the day at 4:58 p.m. Eastern Standard Time.

The meeting reconvened at 8:35 a.m. Eastern Standard Time on Saturday, February 5, 2011.

Executive Director Report

Executive Director Sullivan reviewed the report he submitted to the Board. He invited his associate directors to give updates to the Board. Janie Barnett reported she sent Annual Meeting registration reports to the Board. There are currently over 200 first time attendees registered for the meeting. They will have red badges to make them more readily visible. Barmak Nassirian reported on Government Relations and President Huff expressed he appreciation for the work of the Public Policy Committee and the work Mr. Nassirian is doing with this group. Mr. Nassirian met with staff at the Office of Management and Budget about pending regulations for FERPA, which has not been updated since 2008. The Board discussed the concerns about the effects of Statewide Longitudinal Data System efforts on students and the profession. He discussed the budget negotiations happening in Congress and stated that the membership needed to be informed about the potential impact on education. He also gave an update on program integrity initiatives.

Executive Director Sullivan announced the Association Management System contracts have been reviewed by the Association attorney and signed. The implementation process is beginning with the development of a timeline. Mr. Sullivan would like to use the original advisory committee as a steering committee.

Special Orders

Vice President Sandlin passed out copies of the International Baccalaureate Registry Memorandum of Understanding. This document has not been reviewed for several years, so it should be viewed as a starting point.

President Huff updated the Board about her communications to the Chair of the Task Force on Association Governance and her communication to the membership. The Board discussed its timeline for discussing the report. President-elect McLaughlin noted that she thought it was important that the Board make its decision this year in time for planning to bring any recommendations to the Annual Meeting in 2012.

President Huff noted that the Board must appoint the College and University Editor every three years, and noted that we should put out a call for nominations for editor next year.

MOTION 2011.02.14 -- It was duly moved and seconded to re-appoint Louise Lonabacher as editor of College and University for a one-year term of March 2011 to March 2012. APPROVED

President Huff announced the creation of an ad hoc committee to review the awards format and criteria. The members will be Betty Huff, Wanda Simpson Munson, and Jim Fletcher.

Action Items

The action items were reviewed and updated.

MOTION 2011.02.15—It was duly moved and seconded that the Board move into executive session to
discuss Compensation Committee business. APPROVED

The Board reconvened in regular session at 3:54 p.m. Eastern Standard Time.

Adjournment

MOTION 2011.02.16 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 3:54 p.m. Eastern Standard Time on February 5, 2011.

Attachments

Board of Directors Meeting Minutes, January 12, 2011
Board of Directors Meeting Minutes, January 19, 2011
AACRAO Fiscal Year 2010 Audited Financial Statement
AACRAO Fiscal Year 2010 Required Communication Letter
AACRAO Fiscal Year 2010 Final Management Letter
Executive Director Report, February 2011

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
January 12, 2011
Conference Call

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

Call to Order
President Betty Huff called the meeting to order at 2:02 p.m. Central Standard Time.

Approval of Agenda
MOTION 2011.01.01 – It was duly moved and seconded that the agenda be approved with the addition of an item to discuss the Public Policy Advisory Committee. APPROVED

Minutes
MOTION 2011.01.02 – It was duly moved and seconded to approve the minutes of the December 4, 2010 Executive Session Board Meeting. APPROVED

MOTION 2011.01.03 – It was duly moved and seconded to approve the minutes of the October 8-9, 2010 Board Meeting as revised. APPROVED

Reports of Officers

President Huff
President Huff announced that Kenneth Servis has resigned from the Public Policy Advisory Committee and she will appoint Monique Snowden to the Committee. Board members concurred with the selection. President Huff asked the Board to review the February Board Meeting draft agenda and to send her any recommended changes.

Past President Simpson Munson
On behalf of the Awards Committee Past President Simpson Munson presented the nominees for 2011 awards.

MOTION 2011.01.04 – It was duly moved and seconded to approve the candidate(s) for Honorary Membership for outstanding contributions to AACRAO. APPROVED

MOTION 2011.01.05 – It was duly moved and seconded to accept the recommendation of the Past President's Committee comprised of Ange Peterson, Bill Haid, Heather Smith, and Paul Aucoin for the Thomas A. Bilger Citation for Service. APPROVED

MOTION 2011.01.06 – It was duly moved and seconded to accept the recommendations of the AACRAO Awards Committee for award recipients for the following awards:

- Achieving Professional Excellence in Education Administration (APEX) Award
- Distinguished Service Award
- Founders Award for Leadership
- Elbert W. Ockerman State and Regional Professional Activity Award
- Exemplary New Member

APPROVED

MOTION 2011.01.07 – It was duly moved and seconded to accept the recommendation from the Vice President of International Education for the Excellence in International Education award. APPROVED

MOTION 2011.01.08 – It was duly moved and seconded that the Board move into executive session to discuss personnel business. APPROVED

The Board reconvened in regular session at 3:15 p.m. Central Standard Time.

Old Business
MOTION 2011.01.09 – It was duly moved and to approve the proposed FY 2011-2012 budget to be presented to the membership at the 2011 Annual Meeting. APPROVED

Adjournment
MOTION 2011.01.10 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 3:21 p.m. Central Standard Time.

Attachments
October 8-9, 2010 Board Meeting REVISED
Proposed FY 2011-2012 Budget

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
January 19, 2011
Conference Call

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

Board Nominees in Attendance: James Bouse, Tracey Jamison

Staff Members in Attendance: Ryan Bingham, Matthew Ogle, Jerry Sullivan

Call to Order
President Betty Huff called the meeting to order at 1:03 p.m. Central Standard Time.

Approval of Agenda
MOTION 2011.01.11 – It was duly moved and seconded that the agenda be approved. APPROVED

Minutes
MOTION 2011.01.12 – It was duly moved and seconded to approve the minutes of the December 3-4, 2010 Board Meeting. APPROVED

Reports of Officers

President-Elect McLaughlin
President-Elect McLaughlin presented the two names to the Board for consideration as Co-Chairs of Volunteers for the 2012 AACRAO Annual Meeting in Philadelphia, PA.

MOTION 2011.01.13—It was duly moved and seconded that Tom Mantoni, Registrar at DeSales University, and Larry Friedman, Registrar at Neumann College, be named Co-Chairs of Volunteers for the 2012 AACRAO Annual Meeting in Philadelphia, PA. APPROVED

President-Elect McLaughlin presented a name for Vice-Chair of the Annual Meeting Program Committee for the year leading up to the Philadelphia Annual Meeting.

MOTION 2011.01.14—It was duly moved and seconded that Melinda Roelfs, Director of Admissions at Pittsburg State University be named the Vice-Chair of the Annual Meeting Program Committee for 2011-2012. APPROVED

Old Business

Vice President for Information Technology von Munkwitz-Smith and AACRAO Staff Member Ryan Bingham responded to further questions from the Board regarding the proposed acquisition of a new association management system by the AACRAO Office. Questions included how the company will transfer knowledge to staff, how staff will be involved in the implementation, how their duties will be handled during implementation, and how the contract will be negotiated and funded. Mr. Bingham responded with information about the implementation project and staff involvement. Executive Director Sullivan stated that AACRAO plans to capitalize this expense over five years. The Board encouraged Mr. Bingham to list the features and agreements that are expected and to submit to the association attorney for his review of the final contract.

MOTION 2011.01.15—It was duly moved and seconded to authorize the AACRAO Office to contract with ASI, the vendor of the iMIS Association Management System, for software licensing and implementation support. APPROVED

President Huff noted that Jim Goldberg, the association attorney, will be in Seattle for the Annual Meeting and has offered to meet with the Board. He may appear on the agenda to discuss general topics with the Board.

Adjournment
MOTION 2011.01.16 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 1:55 p.m. Central Standard Time.

Attachments
December 3-4, 2010 Board Meeting Minutes

Audited Financial Statements

AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

September 30, 2010

Contents

TATE
&
TRYON

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Certified Public
Accountants
and Consultants

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Independent Auditor's Report

To the Board of Directors
American Association of Collegiate
Registrars and Admissions Officers

We have audited the accompanying statement of financial position of American Association of Collegiate Registrars and Admissions Officers (the Association) as of September 30, 2010, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements as of and for the year ended September 30, 2009, were audited by other auditors whose report thereon, dated January 12, 2010, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2010 financial statements referred to above present fairly, in all material respects, the financial position of American Association of Collegiate Registrars and Admissions Officers as of September 30, 2010, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Tate & Tryon

Washington, DC
January 5, 2011

American Association of Collegiate Registrars and Admissions Officers

Statements of Financial Position

September 30,		2010		2009
Assets				
Current assets				
Cash and cash equivalents - Note B	**$**	**1,022,791**	$	1,051,640
Short-term investments - Notes B & C		**1,059,189**		1,264,501
Accounts receivable		**212,819**		160,881
Inventory		**24,992**		78,567
Prepaid expenses		**321,111**		212,180
Total current assets		**2,640,902**		2,767,769
Restricted investments - Notes B & C		**78,632**		76,455
Long-term investments - Notes B & C		**5,728,235**		4,337,883
Investments held to fund deferred compensation - Notes C & D		**92,648**		64,725
Property and equipment - Note E		**136,950**		110,173
Total assets	**$**	**8,677,367**	$	7,357,005
Liabilities and Net Assets				
Current liabilities				
Accounts payable	**$**	**138,658**	$	82,672
Accrued expenses		**346,059**		305,297
Deferred revenue - Note F		**2,222,686**		2,010,609
Total current liabilities		**2,707,403**		2,398,578
Deferred rent - Note J		**119,191**		79,826
Deferred compensation obligation - Note D		**92,648**		64,725
Total liabilities		**2,919,242**		2,543,129
Commitment and contingency - Note J		**-**		-
Net assets - Note G				
Unrestricted				
Undesignated		**(48,742)**		399,538
Board designated for endowment - Note H		**2,787,192**		2,078,468
Board designated for infrastructure		**1,700,004**		1,342,965
Board designated for strategic initiatives and investments		**1,241,039**		916,450
Total unrestricted net assets		**5,679,493**		4,737,421
Temporarily restricted		**78,632**		76,455
Total net assets		**5,758,125**		4,813,876
Total liabilities and net assets	**$**	**8,677,367**	$	7,357,005

See notes to the financial statements.
Certain 2009 amounts have been reclassified for comparative purposes.

Statements of Activities

Year Ended September 30,	2010	2009
Unrestricted activities		
Revenue and support		
Membership fees	**$ 2,323,618**	$ 2,377,030
Service fees	**1,873,136**	1,584,803
Registrations	**1,623,032**	1,719,168
Publications sales	**774,822**	443,000
Exhibit fees	**475,026**	600,916
Sponsorships	**339,556**	285,680
Advertising	**158,675**	122,632
Corporate dues	**118,919**	118,416
Interest income - Note C	**6,489**	11,963
Contributions	**4,000**	6,000
Other income	**433**	33,697
Total revenue and support	**7,697,706**	7,303,305
Expense - Note I		
Salaries and benefits - Note D	**3,283,899**	3,011,727
Consulting / outside services	**896,031**	797,002
Meetings	**887,517**	933,292
Rent - Note J	**311,632**	304,058
Printing and production	**308,524**	210,002
Legal and accounting	**285,152**	295,909
Bank charges	**170,521**	170,220
Travel	**158,031**	171,071
Lodging	**142,189**	106,400
Postage and delivery	**91,421**	89,763
Communications / internet	**79,099**	74,961
Supplies, equipment, and maintenance	**78,322**	55,199
Other expenses	**77,279**	194,533
Advertising	**70,851**	54,290
Meals and entertainment	**64,072**	151,028
Depreciation and amortization	**52,165**	58,753
Memberships and subscriptions	**39,392**	63,770
Equipment rental	**24,891**	26,788
Total expense	**7,020,988**	6,768,766
Change in unrestricted net assets before investment income	**676,718**	534,539
Investment income (loss) - Note C	**265,354**	(81,332)
Change in unrestricted net assets	**942,072**	453,207
Temporarily restricted activities		
Interest income (loss) - Note C	**2,177**	-
Change in temporarily restricted net assets	**2,177**	-
Change in net assets	**944,249**	453,207
Net assets, beginning of year	**4,813,876**	4,360,669
Net assets, end of year	**$ 5,758,125**	$ 4,813,876

See notes to the financial statements.
Certain 2009 amounts have been reclassified for comparative purposes.

Statements of Cash Flows

Year Ended September 30,	2010	2009
Cash flows from operating activities		
Change in net assets	**$ 944,249**	$ 453,207
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Change in allowance for doubtful accounts	**645**	11,690
Obsolete inventory written-off	**73,329**	26,026
Depreciation and amortization	**52,165**	58,753
Net (gain) loss on investments	**(154,434)**	199,238
Changes in assets and liabilities:		
Accounts receivable	**(52,583)**	(51,675)
Inventory	**(19,754)**	(1,272)
Prepaid expenses	**(108,931)**	80,940
Accounts payable	**55,986**	(63,831)
Accrued expenses	**40,762**	976
Deferred revenue	**212,077**	(220,331)
Deferred rent	**39,365**	62,330
Deferred compensation obligation	**27,923**	26,521
Total adjustments	**166,550**	129,365
Net cash provided by operating activities	**1,110,799**	582,572
Cash flows from investing activities		
Purchases of property and equipment	**(78,942)**	(87,022)
Proceeds from sale or maturity of investments	**3,616,252**	4,914,620
Purchases of investments	**(4,676,958)**	(6,462,931)
Net cash used in investing activities	**(1,139,648)**	(1,635,333)
Net decrease in cash and cash equivalents	**(28,849)**	(1,052,761)
Cash and cash equivalents, beginning of year	**1,051,640**	2,104,401
Cash and cash equivalents, end of year	**$ 1,022,791**	$ 1,051,640

See notes to the financial statements.
Certain 2009 amounts have been reclassified for comparative purposes.

A. Organization and Summary of Significant Accounting Policies

Organization: American Association of Collegiate Registrars and Admissions Officers (the Association) was organized in 1999 as a nonprofit organization in the District of Columbia. The Association has more than 10,000 higher education admissions and registration professionals who represent more than 2,600 institutions and agencies in the United States and in 28 countries around the world. The Association's mission is to serve and advance higher education by providing leadership in academic and enrollment services.

Income taxes: The Association is exempt from the payment of income taxes under Section 501(c)(3) of the Internal Revenue Code and is classified as other than a private foundation within the meaning of Section 509(a)(2) of the Internal Revenue Code. However, the Association may be subject to income taxes on its unrelated business income activities such as net advertising revenue.

The Association has adopted the accounting standard related to uncertain income tax positions. The standard requires that an uncertain income tax position must be more likely than not (greater than 50% likelihood of realization) before it is recognized in the financial statements. Furthermore, the standard requires that the amount recognized be the same as that which would be determined as a result of a review by tax authorities having all relevant information. During the year ended September 30, 2010, management did not identify any uncertain income tax positions. At a minimum, the September 30, 2007 through 2010 tax years are open for examination by taxing authorities.

Basis of accounting: The Association prepares its financial statements on the accrual basis of accounting. Revenue, other than contributions, is recognized when earned and expense when the obligation is incurred.

Use of estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from estimates.

Cash and cash equivalents: For financial statement purposes, the Association considers demand deposits and money market funds not held within the Association's investment portfolios to be cash and cash equivalents.

Accounts receivable: Accounts receivable consists primarily of amounts owed from customers for service fees relating to the Association's various programs. Accounts receivable are presented at the gross, or face, amount due to the Association, less an allowance for doubtful accounts. The Association's management periodically reviews the status of all accounts receivable balances for collectibility. Each receivable balance is assessed based on management's knowledge of the member, the Association's relationship with the customer, and the age of the receivable balance. As a result of these reviews, balances for which collection is deemed doubtful are charged to bad debt expense and an allowance is recorded. The allowance for doubtful accounts was $69,394 and $68,749 as of September 30, 2010 and 2009, respectively.

A. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

Inventory: Inventory consists of publications held for resale and is valued at the lower of cost (first-in, first-out method) or market value. A valuation allowance for obsolete inventory has not been established because obsolete items are removed from inventory and written off in the period they are determined to be obsolete. In general, the Association considers a publication to be obsolete two years after its publication date. Inventory write-offs of obsolete publications totaled $73,329 and $26,026 during the years ended September 30, 2010 and 2009, respectively.

Contributions: Contributions are recorded as unrestricted or temporarily restricted support depending upon the existence and/or nature of any donor restrictions. Support that is restricted by the donor is reported as an increase in temporarily restricted net assets and then reclassified to unrestricted net assets when the restriction expires. Temporarily restricted support that expires in the same period is classified as unrestricted net assets.

Subsequent events: Subsequent events have been evaluated through January 5, 2011.

B. CONCENTRATIONS

Credit risk: The Association maintains demand deposits with commercial banks and money market funds with financial institutions. At times, certain balances held within these accounts may not be fully guaranteed or insured by the U.S. federal government. The uninsured portion of cash and money market accounts are backed solely by the assets of the underlying institution. Therefore, the failure of an underlying institution could result in financial loss to the Association.

Market value risk: The Association invests in various fixed income and equity securities as detailed in Note C. Investments are exposed to market and credit risks and may be subject to significant fluctuations in fair value. As a result, the investment balances reported in the accompanying financial statements may not be reflective of the portfolio's value in subsequent periods.

C. INVESTMENTS

In accordance with generally accepted accounting principles, the Association uses the following prioritized input levels to measure fair value. The input levels used for valuing investments are not necessarily an indication of risk.

Level 1 – Observable inputs that reflect quoted prices for identical assets or liabilities in active markets, such as stock quotes;

Level 2 – Includes inputs other than level 1 inputs that are directly or indirectly observable in the marketplace, such as yield curves or other market data;

Level 3 – Unobservable inputs which reflect the reporting entity's assessment of the assumptions that market participants would use in pricing the asset or liability including assumptions about risk such as bid/ask spreads and liquidity discounts.

The following is a summary of the input levels used to determine fair values of investments, which are measured on a recurring basis.

Investments consist of the following at September 30,:

2010	**Total**	**Level 1**	**Level 2**	**Level 3**
Short-term investments:				
Cash or money market funds	$ 1,059,189	$ 1,059,189	$ -	$ -
Restricted investments:				
Cash or money market funds	78,632	78,632		
Long-term investments:				
Cash or money market funds	130,347	130,347		
Certificates of deposit	675,617		675,617	
Fixed income securities	2,432,146		2,432,146	
Mutual funds	1,421,063	1,421,063		
Equity securities	1,069,062	1,069,062		
	5,728,235	2,620,472	3,107,763	-
Investments held to fund deferred compensation:				
Cash or money market funds	4	4		
Mutual funds	39,379	39,379		
Exchange traded funds	53,265	53,265		
	92,648	92,648	-	-
	$ 6,958,704	**$ 3,850,941**	**$ 3,107,763**	**$ -**

C. Investments – Continued

2009	Total	Level 1	Level 2	Level 3
Short-term investments:				
Cash or money market funds	$ 65,843	$ 65,843	$ -	$ -
Certificates of deposit	1,198,658		1,198,658	
	1,264,501	65,843	1,198,658	-
Restricted investments:				
Cash or money market funds	1,340	1,340		
Certificates of deposit	75,115		75,115	
	76,455	1,340	75,115	-
Long-term investments:				
Cash or money market funds	265,009	265,009		
Certificates of deposit	457,070		457,070	
Fixed income securities	1,722,883		1,722,883	
Mutual funds	979,864	979,864		
Equity securities	913,057	913,057		
	4,337,883	2,157,930	2,179,953	-
Investments held to fund deferred compensation:				
Cash or money market funds	225	225		
Mutual funds	47,303	47,303		
Exchange traded funds	17,197	17,197		
	64,725	64,725	-	-
	$ 5,743,564	**$ 2,289,838**	**$ 3,453,726**	**$ -**

Investment income (loss) consists of the following for the years ended September 30,:

	2010	2009
Short-term investments:		
Interest income	$ 6,489	$ 11,963
Restricted investments:		
Interest income	2,177	-
Long-term investments:		
Interest and dividends	141,533	137,518
Net gain (loss) on investments	154,434	(199,238)
Investment management fees	(30,613)	(19,612)
	265,354	(81,332)
	$ 274,020	**$ (69,369)**

D. Retirement Plans

Defined contribution: The Association maintains a defined contribution 403(b) retirement plan for all eligible employees. The plan is funded currently and requires annual employer contributions equal to 10% of participants' compensation up to the Social Security taxable wage base plus 15% of participants' compensation in excess of the Social Security taxable wage base. Retirement plan expense totaled $243,440 and $233,542 for the years ended September 30, 2010 and 2009, respectively.

Deferred compensation: The Association also maintains a deferred compensation plan under Internal Revenue Code Section 457(b) for a key employee's elective deferrals. Plan investments and the corresponding obligation amounted to $92,648 and $64,725 at September 30, 2010 and 2009, respectively.

E. Property and Equipment

Acquisitions of equipment and furniture greater than $500 and acquisitions of software greater than $1,000 are recorded at cost. Using the straight-line method, depreciation of property and equipment is recorded over the following estimated useful lives: equipment and software – 3 to 5 years; and furniture – 5 years. Amortization of leasehold improvements is calculated using the straight-line method over the lesser of the remaining term of the office lease or the estimated useful life of the improvements.

Property and equipment consists of the following at September 30,:

	2010	2009
Equipment and software	$ 740,259	$ 661,317
Furniture	195,544	195,544
Leasehold improvements	268,396	268,396
	1,204,199	1,125,257
Less accumulated depreciation and amortization	(1,067,249)	(1,015,084)
	$ 136,950	**$ 110,173**

F. Deferred Revenue

Revenue is recognized when earned. Therefore, revenue received in advance of a particular recognition period is deferred until it has been earned.

Membership fees are recognized in the applicable membership period. Registrations, exhibit fees, and sponsorships are recognized in the period when the event occurs. Advertising revenue is recognized in the period when the advertisement appears in a publication or online.

Deferred revenue consists of the following at September 30,:

	2010	2009
Membership fees	$ 1,523,386	$ 1,521,526
Registrations	537,050	280,680
Exhibit fees	138,150	110,203
Sponsorships and advertising	24,100	98,200
	$ 2,222,686	**$ 2,010,609**

G. Net Assets

Unrestricted: Unrestricted net assets include those net assets whose use is not restricted by donors, even though their use may be limited in other respects, such as by board designation. The Association's unrestricted net assets have been established for the following purposes:

Undesignated: To fund the Association's general operating activities.

Endowment: To generate a permanent, steady stream of investment income for the Association (see Note H for details).

Infrastructure: 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 reserves.

Strategic Initiatives and Investments: 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.

G. Net Assets – Continued

Temporarily restricted: Temporarily restricted net assets include those net assets whose use by the Association has been donor restricted by specified purpose limitations. Temporarily restricted net assets consist of the following at September 30,:

	2010	2009
Connor fund for professional development	$ 77,292	$ 75,115
Scholarship fund	1,340	1,340
	$ 78,632	**$ 76,455**

H. Endowment

As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. The Association has no traditional donor-restricted endowment funds. The Association's endowment fund consists of a board-designated fund.

Interpretation of Relevant Law

The Association's Board of Directors has interpreted the *Uniform Prudent Management of Institutional Funds Act of 2007 (UPMIFA),* enacted by the District of Columbia in January 2008, as requiring the preservation of the real (inflation-adjusted) purchasing power of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of its interpretation, the Association classifies its board-designated endowment within unrestricted net assets.

Return Objectives and Risk Parameters

The Association has adopted investment and spending policies for endowment assets that attempt to provide a steady stream of income to the Association while preserving and maintaining the purchasing power of the endowment assets over time. Under the investment policy, as approved by the Board of Directors, the endowment assets are invested in a diverse portfolio so as to minimize risk and maximize growth.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Association relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Association targets a diversified asset allocation of equity, fixed income, and other securities to achieve its long-term objectives.

Spending Policy and How the Investment Objectives Relate to Spending Policy

Distributions from the endowment will not begin until the endowment fund reaches $10,000,000. Once this level is reached, the Association's spending policy calls for annual appropriations of less than or equal to 5% of the endowment fund's average fair market value for the preceding twelve quarters. As a result, the endowment will be permitted to grow through investment earnings and additional transfers until it is able to generate a permanent, steady stream of investment income for the Association.

H. Endowment - Continued

Funds with Deficiencies

From time to time, the fair value of assets associated with the endowment fund may fall below the level that was originally established as an endowment fund. In accordance with accounting principles generally accepted in the United States of America, deficiencies of this nature relating to traditional donor-restricted endowment funds are reported in unrestricted net assets. Since the board-designated endowment is already classified within unrestricted net assets, no deficiencies of this nature are reported.

Endowment fund balances and changes in the endowment fund, by net asset class, consist of the following as of and for the years ended September 30,:

	2010			
	Unrestricted	**Temporarily Restricted**	**Permanently Restricted**	**Total**
Endowment, October 1, 2009	$ 2,078,468	$ -	$ -	$ 2,078,468
Investment return:				
Interest and dividends	65,257			65,257
Net gain on investments	99,446			99,446
Investment management fees	(18,479)			(18,479)
	146,224	-	-	146,224
Transfers	562,500			562,500
Endowment, September 30, 2010	**$ 2,787,192**	**$ -**	**$ -**	**$ 2,787,192**

	2009			
	Unrestricted	**Temporarily Restricted**	**Permanently Restricted**	**Total**
Endowment, October 1, 2008	$ 2,100,826	$ -	$ -	$ 2,100,826
Investment return:				
Interest and dividends	65,439			65,439
Net loss on investments	(136,478)			(136,478)
Investment management fees	(12,841)			(12,841)
	(83,880)	-	-	(83,880)
Transfers	61,522			61,522
Endowment, September 30, 2009	**$ 2,078,468**	**$ -**	**$ -**	**$ 2,078,468**

I. Functional Expense

The costs of providing various program and supporting activities have been summarized below on a functional basis for the years ended September 30,:

	2010	2009
Program services:		
Annual meeting	$ 1,104,461	$ 1,035,507
International Education Services	1,038,288	1,008,404
Meetings and workshops	782,966	977,753
Projects, contracts, and consulting	630,593	492,939
Communications / government relations	504,468	552,864
Publications	359,196	234,405
Membership services	276,146	263,004
Total program services	4,696,118	4,564,876
Supporting services:		
General and administrative	2,115,568	1,882,114
Governance	209,302	321,776
Total supporting services	2,324,870	2,203,890
	$ 7,020,988	**$ 6,768,766**

J. Commitment and Contingency

Office lease: The Association has a non-cancellable operating lease for office space, which expires June 30, 2018. The lease does not require a security deposit but it does require that the Association maintain its membership status with American Council on Education, the landlord. The lease also contains an escalation clause that adjusts annual base rentals. Generally accepted accounting principles require that the scheduled rent increases resulting from the escalation of base rentals be recorded as a liability and amortized ratably over the life of the lease. Therefore, the Association has recorded a deferred rent liability in the accompanying statements of financial position which is being amortized on a basis to achieve straight-line rent expense over the life of the lease.

Total rent expense, including the escalation of base rent and pass through costs, such as real estate taxes and operating expenses, amounted to $311,632 and $304,058 for the years ended September 30, 2010 and 2009, respectively. Future minimum lease payments, based on actual cash outflows, are as follows:

Year Ending September 30,	Amount
2011	$ 256,973
2012	279,936
2013	284,310
2014	301,806
2015	319,302
Thereafter	914,166
	$ 2,356,493

Employment agreements: The Association has employment agreements with two of its key employees. Under the terms of the agreements, should the Association terminate the employees without cause, it would be obligated to pay severance, the terms of which are stipulated in the employment agreements.

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Required Communications Letter

January 5, 2011

To the Audit Committee
and the Board of Directors
American Association of Collegiate
Registrars and Admissions Officers

We have audited the financial statements of American Association of Collegiate Registrars and Admissions Officers (the Association) as of and for the year ended September 30, 2010, and have issued our report thereon dated January 5, 2011. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information to you in our engagement letter dated August 30, 2010. Professional standards also require that we communicate to you the following information related to our audit.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Association are described in the notes to the financial statements. As described in Note A, the Association adopted the accounting standard related to uncertain income tax positions during the year ended September 30, 2010. No other new accounting policies were adopted and the application of existing policies was not changed during the year ended September 30, 2010. We noted no transactions entered into by the Association during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

> Management's estimate of the valuation of investments is based on the market approach using level 1 and level 2 inputs.
>
> Management's estimate of the collectability of accounts receivable is based on historical collection rates and an analysis of the probability of collection of individual receivables.
>
> Management's estimate of useful lives for property and equipment is based on historical trends of lives for assets of similar type.
>
> Management's estimate of the allocation of costs among functional areas is based on employee effort.

We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Qualitative Aspects of Accounting Practices - Continued

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements were:

> The disclosure of investments in Note C is based on market values which could fluctuate in the subsequent period.
>
> The disclosure of net assets in Notes G and H includes information regarding net asset balances, the use of which are required to comply with donor restrictions or board-designations.
>
> The disclosure of commitment and contingency in Note J includes information regarding the Association's obligations under the office lease.

Difficulties Encountered in Performing the Audit

We encountered no difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. As a result of our audit, we proposed no adjustments.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated January 5, 2011.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Association's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Findings of Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management prior to retention as the Association's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of the Audit Committee, the Board of Directors, and management of American Association of Collegiate Registrars and Admissions Officers and is not intended to be and should not be used by anyone other than these specified parties.

Tate & Tryon

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Management Letter

January 5, 2011

To the Audit Committee
and the Board of Directors
American Association of Collegiate
Registrars and Admissions Officers

In planning and performing our audit of the financial statements of American Association of Collegiate Registrars and Admissions Officers (the Association) as of and for the year ended September 30, 2010, in accordance with auditing standards generally accepted in the United States of America, we considered the Association's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Association's financial statements will not be prevented or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and, therefore, there can be no assurance that all such deficiencies have been identified. As a result of our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, we have provided the following current year comments regarding the deficit in undesignated net assets and the endowment fund investment policy. We have also provided an update on the status of the prior year comment.

CURRENT YEAR COMMENTS

Deficit in Undesignated Net Assets

Observation: The Association's undesignated net assets are reported in the statement of financial position as a deficit of $48,742 at September 30, 2010. The deficit condition occurred despite a positive change in net assets which totaled $944,249 for the year ended September 30, 2010. The deficit in undesignated net assets resulted after the Association transferred $992,991 from undesignated net assets to the board-designated net assets during the year ended September 30, 2010.

Recommendation: We recommend that the Association consider the deficit in undesignated net assets before transferring additional amounts to the board-designated funds.

Endowment Investment Policy

Observation: During 2010, the Board of Directors approved a revised investment policy for the board-designated endowment fund. In that policy, we noted that the endowment fund's investment portfolio was intended to include assets related to the J. Douglas Connor fund, which is a temporarily restricted fund. Under generally accepted accounting principles, temporarily restricted funds are donor-restricted for a particular purpose to be spent in the near term while endowment funds are intended for long-term purposes.

Recommendation: We recommend that the Association consider updating its investment policy for the endowment to include only the board-designated endowment fund. If the Association chooses not to revise its investment policy, the investment earnings from the combined portfolio will need to be allocated between the board-designated endowment and the J. Douglas Connor fund.

STATUS OF PRIOR YEAR COMMENT

The following section summarizes the status of the prior year comment included in the management letter regarding the audit, which was performed by other auditors, of the year ended September 30, 2009.

Uninsured Cash Balances

Observation: As of September 30, 2009, the Association's cash balance exceeded the maximum insured limited established by the Federal Deposit Insurance Corporation (FDIC) by $871,596. The maximum limit insured by the FDIC is $250,000 per depositor at a financial institution. The recent passage of The Dodd-Frank Wall Street Reform and Consumer Protection Act made the $250,000 FDIC limit permanent. In addition, all noninterest-bearing transaction accounts are fully insured, regardless of the balance of the account until December 31, 2012.

Under the FDIC Transaction Account Guarantee Program (TAG), a depositor could have more than $250,000 at one insured institution and still be fully insured, provided the accounts meet certain requirements, such as qualification by the bank. However, the TAG Program expired on December 31, 2010.

Recommendation: It was recommended that the Association maintain only up to the maximum limit insured by the FDIC in any one financial institution at any time, or establish other low-risk cash management tools, such as a sweep account that automatically transfers excess funds to government-protected investments. Although we have noted that the Association has a sweep account arrangement with one of its banks, this arrangement was set up to sweep money to an account which is not backed by investment vehicles secured beyond the FDIC limit.

Status: The recommendation was implemented.

Conclusion

This information is intended solely for the use of the Audit Committee, the Board of Directors, and management of American Association of Collegiate Registrars and Admissions Officers and is not intended to be and should not be used by anyone other than these specified parties.

Tate & Tryon

AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

AACRAO®
1910

EXECUTIVE DIRECTOR'S REPORT

BOARD OF DIRECTOR'S MEETING
Washington, DC

February 2011

Table of Contents

INFORMATION TECHNOLOGY (IT)

Association Management System (AMS)
The AACRAO Board of Directors authorized the purchase of the iMIS Association Management System from ASI. ASI and AACRAO will now perform a comprehensive needs analysis as the first phase of implementation. AACRAO plans to draw on the expertise of the existing advisory committee in a new role as project steering committee.

AACRAO.org Redesign
AACRAO continued to work with Vanguard (the web developer) on a new association web page. AACRAO plans to release a beta site to the membership in time for the Annual Meeting.

Phone System Migration
The AACRAO office successfully migrated from a premise-based to a cloud-based VOIP system. The new phone system allows AACRAO to utilize capacity on existing high-bandwidth internet circuits while providing greater redundancy, reliability and support.

IES Office Relocation
AACRAO moved the IES business unit to a new location in the basement of the building. AACRAO extended its existing information infrastructure to the new space via fiber optic networking.

Accounting System Upgrade
AACRAO upgraded its accounting software to the latest version of the Peachtree accounting system.

AACRAO Webinars
AACRAO produced two standalone webinars: on FERPA and one in partnership with Blackboard on student engagement.

IES Web Redesign
AACRAO completed development of the new IES web page. The site is now live.

Server Virtualization
AACRAO continued the process of virtualizing premise-based information systems. To date, AACRAO has moved print services, blast email and timekeeping database functionality to a virtual environment. The plan is to virtualize all information systems that can not be moved to the cloud.

GENERAL AND ADMINISTRATIVE

AACRAO staff secured Quatt Associates to perform a Salary Compensation Study. This will update the last study done in 2007.

AACRAO staff met with MV Financial Group (Health Care advisor and agent) to discuss the probable impacts of the Health Care Reform Act.

AACRAO staff secured an increased commitment of dollars from Campus France to be applied to the EDGE update project. AACRAO staff also secured a to-be-funded interest from the French Council of Engineers.

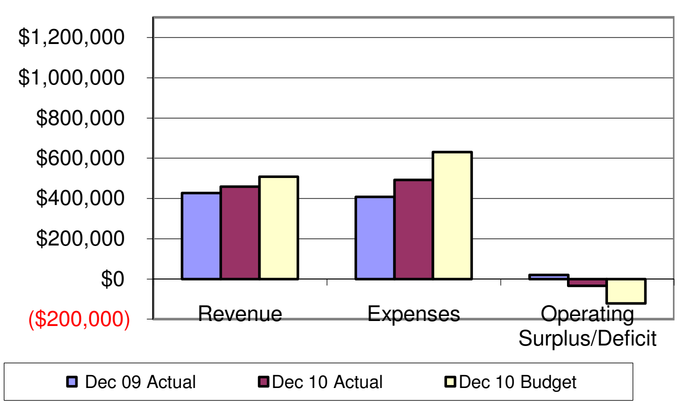
AACRAO staff and the Hong Kong Trade and Development Group continued their joint preparations for Hong Kong's International Education Exposition.

AACRAO staff held exploratory discussions with the China Scholarship Council focusing on possible common interests

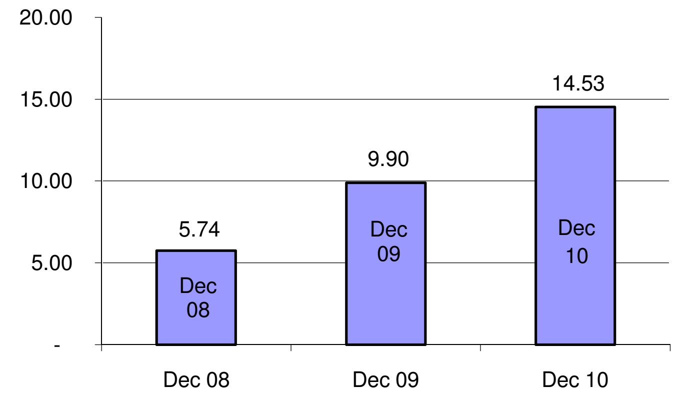
Accounting

AACRAO
FINANCIAL DASHBOARD
December 31, 2010

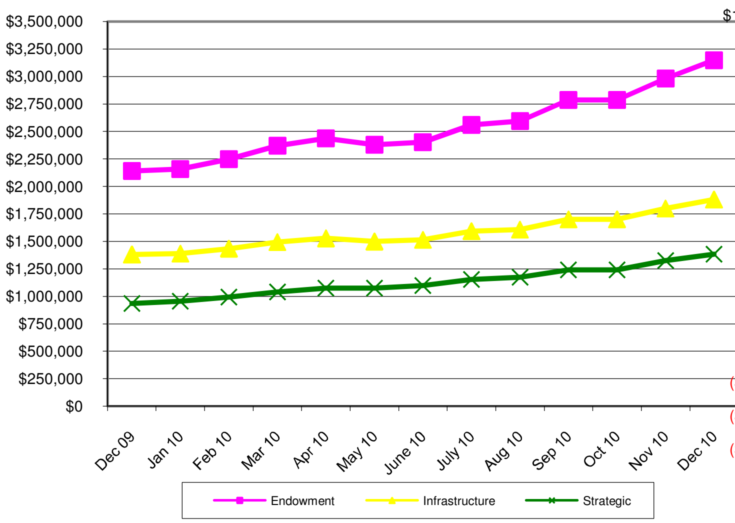
Revenue, Expenses & Operating Surplus/Deficit
Dec 2009 Actual, Dec 2010 Actual and Budget



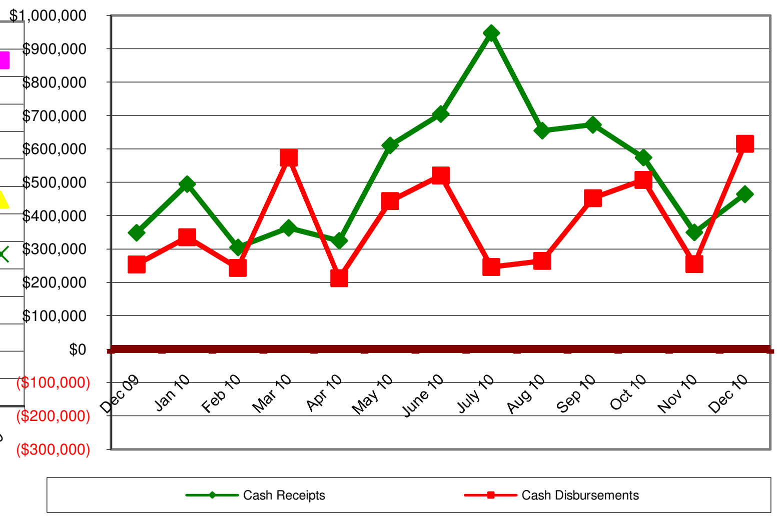
Modified Current Ratio Analysis
(Cash & ST Investments/Accounts Payable)



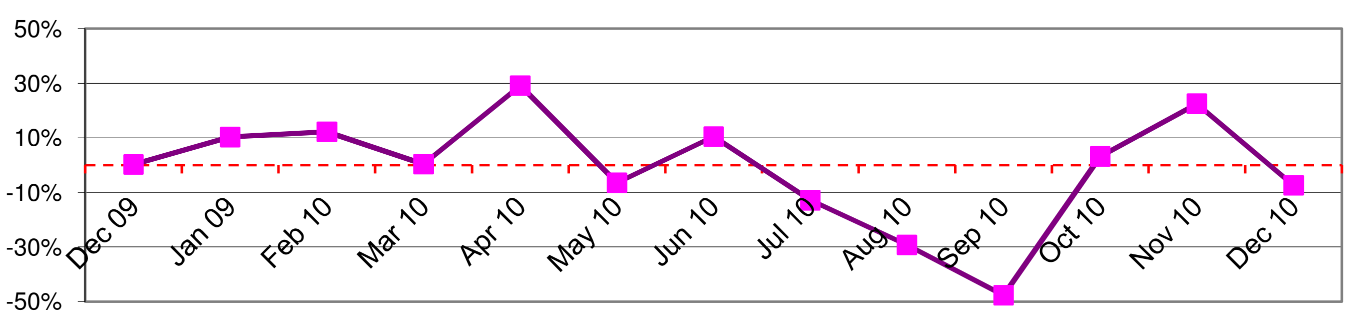
Long-Term Investments - FMV
Decembe 2009 - December 2010



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



Net Profitability
(Net Revenue/Gross Revenue)
Dec 2009 - Dec 2010



SUMMARY

AACRAO's net operating results for December 2010 are showing a deficit of ($34,149) which is $87,656 better than the month's budget expectation and ($53,627) under results of the same period last year (month ended December 31, 2009).

ANNUAL MEETING

Annual Meeting

Current Annual Meeting
Registration for the 2011 AACRAO Annual Meeting in Seattle is currently pacing about the same as 2010 (736 for 2011 and 798 for 2010). Hotel reservations are behind last year by 23%, but our hotel pickup is much closer to our actual registration number. Hopefully, there are fewer canceled hotel rooms as we get closer to the conference. As of January 24, 2,943 room nights out of a contracted block of 5,101 room nights have been booked, which is 58% of the total room block. Updated hotel block and registration will be provided by Associate ED, Barnett at the February board meeting.

The tours are: Cascades and Casks, which is a winery and waterfalls tour; a Gourmet Food Tour of Pike Place Market; and the See Seattle city tour. At this time none of the tours have reached the minimum registration requirement and the deadline is February 25, 2011. On that date, AACRAO will need to decide to cover the unsold tours or cancel each event individually.

We are actively marketing the 2011 Annual Meeting in Seattle. The registration brochure, which directs people to AACRAO's website for complete information on the meeting, was posted online in December. We have also scheduled weekly email blasts and on-going articles in *Memberlink*.

We have secured the following speakers for the meeting:

- Harry Paul, Harry The FISH! Guy -- Opening Session
- Jeffrey Selingo, The Chronicle of Higher Education – Monday General Session
- John Pryor, Higher Education Research Institute at UCLA – Monday General Session
- Cliff Adelman, Institute for Higher Education Policy – Tuesday General Session
- David Kalsbeek, DePaul University – Tuesday General Session
- Michael Henniger, Western Washington University – Graduate and Professional Schools Luncheon
- Christina Castorena, Everett Community College – Cultural Diversity Luncheon

AACRAO Centennial Celebration
Current marketing activities surrounding the Centennial include a Centennial booth outside of the exhibit hall and near registration. We are working on a way to acknowledge the Centennial with a food or beverage product.

Annual Meeting Webinars / Virtual Meeting
AACRAO will continue offering a slate of ten webinars from the upcoming annual meeting. We hope to offset the projected drop in Annual Meeting revenue while providing a valuable service to members whose own budget constraints prevent them from attending. The Virtual Annual Meeting Webinars are sponsored by SunGard Higher Education.

Exhibits

2011 Seattle

We continue to sell booth space in the exhibit hall. We have 69 companies who have signed up so far. We previously had 118 10’x10 booths in the hall; due to demand for booth space, we expanded the hall by 7 additional booths. There are now currently a total of 125 10x10 booths in the exhibit hall, (12,500 square feet), which are configured into 10'x10', 10'x20', 20'x20', and 20'x40' spaces in the hall. Of those 125 spaces, 119 are currently occupied. Currently we have 6 booth spaces available for sale. This represents 95% of the exhibit hall space being sold/occupied.

To further break down the numbers, we have sold 43 out of 49 10'x10' spaces; 18 out of 18 10'x20' spaces; 8 out of 8 20'x20' spaces; and 1 out of 1 20'x40' space.

We will be sending reminders to our past exhibitors and to our prospect database and inviting them to exhibit at the meeting.

We have received four cancellations, but we have already sold their booth space to companies on our waiting list.

To date, the following companies are scheduled to exhibit at the Annual Meeting:
AACRAO Consulting
AACRAO International Education Services
ACT, Inc.
Ad Astra Information Systems
Army Recruiting
Avow Systems
Campus Management Corporation
CELCAT/EDULYTICS LLC
CIBER, Inc
College Scheduler
CollegeNET, Inc.
CollegeSource
Credentials Solutions
Data Tech Services
Datatel
Decision Academic
Digital Architecture
Docufide, Inc.
Ed Financial Services
Education Systems EMAS Pro
Educational Credential Evaluators, Inc.
Educational testing Service
EMPOWER/ComSpec International, Inc.
EMS Software by Dean Evans and Associates
Foundation for International Services GradImages
Herff Jones, Inc.
Hershey Systems
Hotcourses, Inc
Hyland Software, Inc.
IDP Education
IELTS International
Infosilem Inc.

International Baccalaureate Organization
International Education Research Foundation, Inc. (IERF)
Jenzabar
Jolesch Photography
Jonesville Paper Tube Corporation
Jostens
Leepfrog Technologies
National Student Clearinghouse
NSLP
Paradigm, Inc
PEARSON (NTC)
Perceptis
Perceptive Software (ImageNow)
Phi Theta Kappa International Honor Society
Prescient Information Systems Inc
Presidium Inc.
Prometric/ DSST Credit by Exam Program
redLantern
RightNow Technologies
Royall & Company
Runner Technologies, Inc.
SCRIP-SAFE, International
Signature Announcements
SmartCatalog
SpanTran Educational Service
SunGard Higher Education
Three Rivers Systems, Inc.
University of Cambridge International Examinations
UNIT4 Business Software
University of Maryland – University College
Westbrook Technologies
World Education Services, Inc.
Xap Corporation
Zinch

The following companies are scheduled to present at the Annual Meeting:
Presidium
ETS
Leepfrog Technologies
Runner Technologies
CollegeSource
CollegeNET
Marine Corps
Campus Management Corporation
SunGard Higher Education
Perceptive Software
Smart Catalog
Knewton
Jolesch Photography

Datatel

Annual Meeting 2012

Philadelphia

AACRAO's 98th Annual Meeting is scheduled for April 1-4, 2012 at the Pennsylvania Convention Center in Philadelphia. The theme for the meeting is "Investing in the Future of Higher Education." A sidebar that is going to be included throughout the marketing is a Benjamin Franklin quotation: "An investment in knowledge always pays the best interest."

We are currently working on a design concept for 2012. The 2012 Call for Proposals is scheduled to open on February 18 with an email blast to the membership and past meeting attendees.

MEMBER SERVICES

Member Maintenance

2010-2011 Membership Cards
Golden Key International Honour Society sponsored the membership cards for a fourth consecutive year for $11,000. In an effort to increase individual members from member institutions, information on additional memberships was included with the card mailing, sent in October, resulting in eleven additional members so far.

Membership Renewal 2010-2011
For a second consecutive year, there has been no dues increase because of the current economic climate and institutional budgets. As of December 31, we are behind by $1,700 compared to last year – this represents a 0.08% loss to date from last year. Last year (2009-2010) ended with a 3.7% loss from the previous year: $90,078. This was our first loss in membership dues after a nine year growth trend.

Annual Comparison – Dues
The table below contains an annual comparison of dues collected.

	Membership Dues
2010-2011	$2,259,375 (Dec. 31)
2009-2010	$2,325,357
2008-2009	$2,415,435
2007-2008	$2,322,132
2006-2007	$2,253,434
2005-2006	$2,096,724

Annual Comparison - Institutional Membership Renewal Numbers

	Renew	**New**	**Dropped/**	**Total**

			Unpaid	
2010-2011	2,404 (92%)	124 (5%)	203 (8%)	2,528
2009-2010	2,464 (92%)	143 (5%)	222 (9%)	2,607
2008-2009	2,537 (96%)	151 (6%)	114 (4%)	2,688
2007-2008	2,506 (96%)	145 (6%)	99 (4%)	2,651
2006-2007	2,461 (97%)	144 (6%)	81 (3%)	2,605
2005-2006	2,385 (95%)	157 (6%)	130 (5%)	2,542

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

Awards

The call for awards nominations lasted from September to December 15, 2010, with twice-weekly advertisements in *MemberLink* and *Transcript*. The list of award recipients was finalized on January 13, 2011 and will be recognized at the Opening General Session at the Annual Meeting in Seattle. As in years past, SunGard Higher Education will sponsor the APEX award and Jostens will sponsor all other plaques and certificates.

AACRAO Committees

In preparation for the February Board meeting, the current and upcoming committee lists were sent to the Board for their review and consideration regarding committee members' terms that should be extended into next year. The Board will notify us of any updates before the first week in February, when end-of-term letters will be emailed to exiting committee members. The 2011-2012 list will be finalized to best communicate Annual Meeting events to committee members.

Retention and Recruitment

Recruitment Campaign to Past Members

Each year, we update past members' contact information and send renewal information to dropped members from the past eight years. This project has proven to be very successful. In 2009-2010, 60 institutions renewed with $32,378 in revenue, a 30% increase from the previous year. So far this year, 70 institutions have rejoined, **resulting in $43,138 in revenue**.

Year	Institutions Inactive	Institutions Rejoining	Total Revenue
2010-2011	504	70	$43,138
2009-2010	423	60	$32,378
2008-2009	358	44	$24,821
2007-2008	352	49	$29,152
2006-2007	368	35	$18,750
2005-2006	262	28	$14,230
2004-2005	296	45	$24,316

Jobs Online

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

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

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

Jobs Online - Postings Per Month

	2009	***2010***
January	36	38
February	23	27
March	43	49
April	37	31
May	25	35
June	33	49
July	33	55
August	34	36
September	37	49
October	32	38
November	28	31
December	31	19
TOTAL	**392**	**457**

MEETINGS AND WORKSHOPS

Registrar 101

Seattle
A Registrar 101 Workshop will be held in conjunction with the 2011 AACRAO Annual Meeting in Seattle. The workshop will start on Saturday afternoon, March 12 from 2:00 – 5:00 p.m. It will continue with the rest of the full day workshops on Sunday, March 13.

Strategic Enrollment Management Conference

San Diego

The 2011 SEM Conference will be held in San Diego, California, October 30-November 2, 2011 at the Sheraton San Diego Hotel. The call for proposals will open on February 15, 2011 and will be announced in Memberlink and via an e-mail blast to the membership. We are targeting another increase in attendance for 2011 and plan to return to the Executive Symposium format this year, while continuing the ranking discussion of last year's Forum during the main conference.

Executive Symposium

San Diego

After concluding the inaugural SEM Executive Forum, AACRAO Executive Staff has decided to return to the original format of an Executive Symposium for 2011. Jay Goff, Vice Provost & Dean of Enrollment Management at Missouri University of Science and Technology, will continue to coordinate the programmatic content for the symposium, which is specifically designed for college and university chancellors, presidents, provosts, chief enrollment management officers, and their executive-level team members. The Executive Symposium will again be offered prior to the SEM Conference and we will encourage the senior executives attending the symposium to stay for the entire SEM Conference. There has also been discussion about including the rankings conversation in the symposium program.

Technology Conference

Reno

The 2011 AACRAO Technology Conference Call for Proposals opened on November 19. An email was sent to the membership, our meetings lists, and HEP directory categories. Subsequent emails have been scheduled through the IT Department. The deadline for submissions is February 1, 2011. To date we have received 28 submissions to date which is very encouraging compared to the previous year!

AACRAO will continue to reach out to members and colleagues in higher education to keep the AACRAO Technology Conference relevant for the membership.

- We will continue our partnership with EDUCAUSE and Internet2 on activities related to Identity Management, Security and Privacy. One example of the partnership is that Leroy Rooker and Mark McConahay presented at the annual EDUCAUSE conference along with Ann West from Internet2 on remote identity practices. This topic will also be presented as an AACRAO webinar and will be a session at Tech.
- We will be working directly members of the Information Technology Architects in Academia (ITANA) to provide ITANA Student Records track at the 2011 conference.
- After a successful introductory year, Tech will again offer the "Registrar Forum at Tech - Academic Administration in a Technological world" designed for senior level department leaders who must use technology to accomplish their missions. The format of the Forum this year will be slightly changed and will begin on Saturday evening and run through the end of the breakouts on Sunday (to overlap with the

first half day of the conference). This will enable Forum participants to attend Tech sessions in addition to attending the Forum. In essence, it will be treated like a workshop.

- We have reached out to the Kuali Student organization and have a tentative agreement at least two sessions devoted to community source software.
- We plan on dedicating a track to Room Scheduling issues and the use of technology to effectively deal with this critical campus resource. There is no “home” for this subject matter and it seems a good fit for Tech and perhaps provide an incentive for a few vendors.
- We have been active in providing webinars on behalf of the membership on topics primarily associated with the Tech. To date, we have offered a session on Cloud Computing and Security, Student Service and smart phone applications, leveraging institutional monies to improve the quality and quantity of the incoming student class and plan on sessions dealing with remote Identity Proofing and CRM and/or the future of the “digital” transcript.
- As in the past, we plan to offer a REG 101 prior to the start of the conference.
- Plenary speakers are: Brian Voss, CIO of LSU, Barmak Nassirian of AACRAO and tentativly Milton Glick, President of the University of Nevada, Reno.

We are hopeful that a better economy and full program will be recipe for an attendance rebound!

Transfer Conference

2011 AACRAO Transfer Conference

AACRAO’s Transfer Conference, “Academic Mobility: Perspectives on the Future of Transfer,” will take place in New Orleans January 30 – February 1, 2011. Plenary speakers include David Bergeron, Director of Policy and Budget Development for the Office of Postsecondary Education at the United States Department of Education; Lauren Asher, President of the Institute for College Access & Success and Dr. Sandy Shugart, President of Valencia Community College in Orlando, Florida. Registration for the Transfer Conference is approximately 300, including AACRAO staff and corporate comp registrations. CollegeSource is sponsoring the conference for $30K and the company has committed to sponsoring for next three consecutive years (2012-2015). Marketing was conducted through AACRAO IT, *Memberlink* and *Transcript* newsletters; postings to multiple higher ed websites; banner ads in Inside Higher Ed and a half page ad in the Chronicle of Higher Education. CollegeSource also provided marketing support for the conference through its 16,000 plus contact base. There is currently discussion about moving the Transfer conference to run simultaneously with AACRAO’s Technology conference in 2012.

Registration for the 2011 Transfer Conference in New Orleans is currently pacing about the same registration last year at this same time. Hotel reservations are ahead of last year at this same time. There are currently 283 people registered for the meeting. As of January 17, the hotel pick up is 136% of the total block.

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.

Attended 2010 Transfer Conference:		
Yes	38	13.1%
No	252	86.9%

Primary Area of Responsibility		
Academic Advising	19	6.6%
Admissions	98	33.8%
Enrollment Management	22	7.6%
Financial Aid	1	0.3%
Institutional Research	1	0.3%
No response or NA	27	9.3%
Other	65	22.4%
Records and Registration	51	17.6%
Student Affairs	6	2.1%

Full-time Enrollment		
U1000	7	2.4%
1000-2499	31	10.7%
2500-4999	41	14.1%
5000-9999	30	10.3%
10000-19999	59	20.3%
A20000	77	26.6%
No response or NA	45	15.5%

Institution Type		
2-year	31	10.7%
4-year private	85	29.3%
4-year public	117	40.3%
Graduate or Professional	15	5.2%
Other	42	14.5%

Organization Type		
corporate	13	4.5%
educational	257	88.6%
government	4	1.4%
nonprofit	16	5.5%

We have 5 companies exhibiting at the 2011 Transfer Conference. The companies are:

CollegeSource

Smart Catalog
National Student Clearinghouse
Decision Academic
AACRAO International Education Services

Three corporate presentations have been sold to date. The following companies are presenting:

SmartCatalog
CollegeSource
Spantran Educational Services Inc

Corporate Membership

The marketing team is currently in the process of renewing Strategic Agreements for 2011-2012 with SunGard, Datatel, Runner Technologies, Perceptive Software, Digital Architecture, Clearinghouse, and EMASPro to provide them with opportunities to achieve heightened brand visibility at AACRAO's conferences. AACRAO marketing has made significant progress in creating strategic partnerships with companies that realize the critical importance of AACRAO's membership base and their influence on campuses. These partnerships help to meet the association's strategic and sponsorship revenue goals.

The staff is working to renew and recruit corporate memberships (this normally happens when they pay for exhibiting at the annual meeting). Eight additional companies have renewed their 2010-2011 membership:

1. CollegeSource
2. Datatel
3. Avow Systems
4. IDP Education USA
5. Perceptive Software
6. ACT, Inc
7. Worldwide Education Consultant Services
8. Jostens

One new company has joined AACRAO as a corporate partner:

1. Leadership Scholar Program, USMC

AACRAO/Vanderbilt Senior Leadership Institute

AACRAO will convene the second Senior Leadership Institute with Vanderbilt University's Peabody College of Education and Human Development. The institute's intensive professional development program, designed for professionals in academic and enrollment services with a minimum of five years' experience in senior-level positions, will run from

Sunday, June 26, 2011, through Thursday, June 30, 2011. The curriculum focuses on contextualizing academic and enrollment services within their internal and external environments. The 2010 Senior Fellows will reconvene at AACRAO's 2011 annual meeting to share the outcomes of the institutional challenges they confronted after last year's institute.

Webinars

AACRAO will offer the Virtual Annual Meeting webinar package at the 97th 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. In addition, there will be PDF copies of presentations and handout materials available. Prices are $350 for members, $450 for nonmembers, and $199 for meeting attendees.

SunGard Higher Education has agreed to sponsor the Virtual Annual Meeting Webinars for $15K. AACRAO recently held a joint webinar with Blackboard on Jan 20, delivered by Dr. Jamillah Moore, President of Los Angeles City College on Effective Enrollment and Engagement Campaigns for Student Success. Blackboard sponsored the webinar for $5k.

On Feb 8, Dr. David Johnson and his colleagues from Indiana University will share their insights and tools for building a quality class and awarding aid. The webinar will provide a model that can be adapted and modified to reflect the needs and goals of other institutions. Marketing for webinars is primarily conducted through AACRAO IT and Memberlink/Transcript e-newsletters.

General Marketing and Outreach

AACRAO recently shipped outreach materials to the following State & Regional meetings:

Carolinas ACRAO, December 5-8, 2010
Virginia ACRAO, December 10, 2010

PUBLICATIONS

General Publications

Our newest title, the *2010 FERPA Quick Guide* was released on November 12, 2010, and sold 246 copies in the first six weeks. This is our fifth book release in 2010; others include *The 2010 International Guide, The 2010 FERPA Guide, Retention of Records-2010 Update*, and *Sharing the Campus Experience: Hosting Effective Campus Visits*. We have several works in progress that are currently receiving our attention. The committee to update the *Academic Record and Transcript Guide* is now finalizing the chapters, and we estimate the book will be ready for release at the 2011 Annual Meeting. The *SEM in Canada* book is also in progress, with eleven out of fifteen chapters having been delivered and a release date of April 2011. *TCP 2011* is in its beginning update phase, with reporting officers reviewing transfer policies. Its release date is July 2011.

In the last fiscal year, the Publications area generated the second highest revenue (after Membership Dues) and so far this year we are exceeding our budget target and continuing the fiscal trend.

In the marketing arena, publications were made available for sale at the AACRAO Transfer Conference in New Orleans, Jan. 30- Feb 1, 2011, and the **Third Annual Winter Institute on the Evaluation of Undergraduate Transfer Credit, January 24 - 26, 2011 in Washington D.C.** Samples of our publications were displayed at Texas ACRAO, Middle States ACROA and Missouri ACRAO.

GOVERNMENT RELATIONS/COMMUNICATIONS

Government Relations

Regulatory Developments

FERPA
Late last December, the Department of Education resubmitted new proposed FERPA regulation s to the Office of Management and Budget for clearance. Based on the informal conversations we've had with other interested parties, we believe the proposed regulations, if they go into effect without significant modifications, would further erode educational privacy rights. AACRAO is working with a broad coalition of privacy groups to communicate our concerns to the Administration and Congress.

Program Integrity
The Department is still working on finalizing the "gainful employment" provisions of its program integrity regulations. The association representing for-profit institutions has, in the meantime, filed a law suit in federal court challenging the legality of the three central features of the regulations that were published last year; i.e., incentive compensation, misrepresentations, and state authorization.

Budget
Just before the President's State of the Union address, the GOP-controlled House passed a non-binding resolution calling for all domestic discretionary programs to be rolled back to their pre-2008 funding levels. The impact of such a rollback on Pell Grants would be a reduction of about $1,500 in the Pell maximum award, which would bring it down to where it stood in 2002. AACRAO is part of a large coalition of higher education groups that is working to educate the public about the impact of such draconian reductions on students and families.

SEM Source

SEM Source provides members with news and information of interest to enrollment managers. The publication is designed to enhance AACRAO's presence in the field of Strategic Enrollment Management as well as attract new attendees to the annual SEM Conference. Second, bundling the publication with membership enhances the value of joining the association and provides a new member benefit.

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

Recent SEM Source articles include: **Helping Your Students Cross the Finish Line! A Different Kind of Retention Effort: Recruiting Former Seniors**, by Kathi M. Baucom, Associate Provost for Enrollment Management at the University of North Carolina at Charlotte, and Janet D. Daniel, Director of the Office of Adult Students and Evening Services at UNC Charlotte; **Considering Study Abroad an Integral Part of the Enrollment Model**, by Lisa D. Donatelli, Deputy Director/Director of Global Strategies in the Office of International Programs at Georgetown University, and Paula Cogan Myers, Assistant Dean of Students and Director of International Student Services at Bucknell University; **Building an Efficient Organizational Structure for Transfer Students: Embrace It or Not, It Has To Be Done**, by Tiffany Trass, Degree Audit and Transfer Coordinator at the University of Nevada, Las Vegas; and **Social Networking and College Culture**, a review of *Online Social Networking on Campus: Understanding What Matters in Student Culture*, by Lisa Rosenberg.

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

The SEM Source database includes more than 450 feature articles.

CONSULTING SERVICES

Projects/Contracts

Since October 1, 2010, AACRAO Consulting has signed eleven new project agreements. Five of the eleven projects resulted from previous work with the client.

Through the first quarter of fiscal year 2010-11, revenue is up 64%, with net revenue at $55,531 compared to $5,944 last year.

Bob Bontrager is negotiating with officials in Syria to possibly return for additional work, following his consulting visits there in October and December. Possibilities for a mini-SEM Conference and a consulting project also are being explored with representatives from Kazakhstan.

AC consultants will be presenting at the upcoming Annual Meeting in Seattle and will staff a booth in the Exhibit Hall. Senior consultants Susan Gottheil and Clayton Smith are co-editing a “SEM in Canada” book scheduled for publication this Spring.

INTERNATIONAL EDUCATION SERVICES

IES

IES just concluded the Third and best Winter Institute for Transfer of International Credits. Last year there were 14 registrants and revenue of $7,150; this year we registered 61 participants for a revenue of $29,675. (One registrant had to cancel, and a second had his

Winter Institute fee credited to attending the Summer Institute for International Admissions).

January continues to show increased requests for foreign education evaluations. We also are receiving increased volume of requests from the National Defense University and a new client, the Inter-American Defense University. After many weeks of working with East Carolina University, we have begun to receive the first of an estimated 150 requests.

The new IES web pages went live in mid-January. Several colleagues have commented that the new site is easy to use and useful for individual and institutional users.