American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
March 12, 2011
Seattle, WA

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, Jeff Petrucci, Bob Bontrager

Call to Order
President Betty Huff called the meeting to order at 8:46 a.m. Pacific Standard Time on March 12, 2011.

Approval of Agenda
MOTION 2011.03.01 – It was duly moved and seconded that the agenda be approved. APPROVED

Minutes
MOTION 2011.03.02 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on February 4-5, 2011 be approved. APPROVED

MOTION 2011.03.03 – It was duly moved and seconded that the minutes from the executive session of the Board of Directors on February 5, 2011 be approved. APPROVED

Reports of Committees
Audit Committee
Vice President for Admissions and Enrollment Management Sandlin reported that the Audit Committee had updated its charter and passed the document on to the Governance Committee for further review.

Governance Committee
Past President Simpson Munson reported the committee met on Friday, March 11. Committee member Bruce Cunningham reported that the BoardSource evaluation received 100% participation and thanked the Board for taking the exercise seriously. The report will be reviewed in depth by the Board at the June meeting. The Committee discussed its efforts to conduct Board meeting evaluations. They have put the evaluation on-line, and the members have submitted evaluations, but work still needs to be done to provide analyses of meetings. The committee also reported it has received several charters from the other Board committees. The committee would like to standardize the charters, and will be communicating with the Board committees about the elements they would like each committee to include. The Governance Committee discussed the timeline for updating the Board Handbook, and agreed the Handbook will not be updated until the minutes are approved. The committee also noted that they were charged to determine if the change in mission warranted a change in incorporation. Working with association counsel, it was determined that the intent of the mission has not changed, only the wording; therefore no change in incorporation is needed.

President Huff thanked Past-President Simpson Munson for the good job done on the new Board member orientation.

Strategic Planning/Program Review Committee
Vice President von Munkwitz-Smith reported that the committee met on Friday and discussed their plan for the June Board Meeting, which will focus on Strategic Planning. A conference call prior to the June Board meeting will include an environmental scan. They plan on having some background material prepared for the full Board before that meeting. The group will spend time on program review in the coming year, and agreed to start with a few programs.

Finance and Investments Committee
Vice President for Finance Krogh reported that the Finance and Investments Committee met on the two previous Fridays, March 4 and March 11. They discussed the January Financial Reports. They are planning to review the Association's dues policy after the Annual Meeting. The process of building a crosswalk of program budget to the strategic plan is ongoing. The committee also submitted revisions to their charter to the Governance Committee for review. They are working on updating the investment policy, and they anticipate bringing this proposal to the May conference call.

Compensation Committee
Vice President McDay reported that the Compensation Committee had met twice recently. They submitted revisions to its charter to the Governance Committee. This committee has more to bring to the Board during Executive Session.

Reports of Officers

Executive Director Report
Executive Director Sullivan reported the new website should be ready in the next few weeks, and announced the office is reviewing the accounting system. The office recently shifted from a physical phone system to a VoIP system. This upgraded phone services fits with the strategy to move technical services to the cloud. Mr. Sullivan reported that the new association management system is still on target for a fall implementation, and reported that our current financial support system (Peachtree) is becoming increasingly insufficient to meet our needs and will need to be replaced within the next year. Membership subscriptions are close to being closed and we are down only slightly from last year. The Board discussed how to connect with members not attending the meeting and how to attract additional members to the Annual Meeting. The Board also discussed how it could solicit vendors to attend meetings.

Associate Executive Director Jeff Petrucci reported on IES and international initiatives, and noted the two IES institutes are growing rapidly. IES is seeing increasing demand for its services from immigration lawyers working on H1B visas and they are preparing a special application for these folks. The LSAC relationship is also expanding. AACRAO is currently examining our pricing model with them and the structure and length of our contract with them. AACRAO is also expanding its relationship with international organizations; this includes the ministries of education in China and France. The four ways he sees IES moving forward are increased and targeted outreach, improved customer services, increased external awareness and expanded services.

Associate Executive Director Bob Bontrager reported on AACRAO Consulting. AACRAO intends to seek larger projects, while also continuing smaller engagements, because it sees itself as a service of AACRAO.

Associate Executive Director Janie Barnett provided an update on the Annual Meeting. She noted she has received feedback from exhibitors that we do an excellent job of bringing attendees to the exhibit hall compared to similar organizations.

Associate Executive Director Barmak Nassirian gave the Board an update on Government Relations, and discussed the public policy topics likely to be discussed at the annual meeting such as the repeat rules. Barmak noted in particular the hard work of the Public Policy Committee, and especially of its chair, William DeWolf. The Board discussed with Mr. Nassirian the role of AACRAO public policy committee as part of our member services.

Vice President Sandlin

Vice President for Academic and Enrollment Services Sandlin updated the Board on two committee chair resignations in the week before the Annual Meeting. Vice President Sandlin provided an update on the International Baccalaureate Registry. She hopes that discussions will proceed such that the Board will be able to do a review at its June meeting.

Vice President Cunningham

Vice President for Leadership and Management Development Cunningham reported that a State and Regional Survey Summary was sent to the Board earlier in the week. He is still working on the visitation schedule for State and Regional meetings. Vice President Cunningham distributed a proposal from the mentor and member services committees to merge, and he asked for approval of concept with details to be worked out at a later date.

MOTION 2011.03.04—It was duly moved and seconded to merge the Mentor Committee and the Member Services Committee with the new committee name to be determined. APPROVED

Vice President von Munkwitz-Smith

Vice President for Information Technology von Munkwitz-Smith reported that the team from ASi would be on site at AACRAO starting on March 28 to begin the iMIS implementation.

Vice President Watkins

Vice President for International Education Watkins reported that the EDGE group will meet during the Annual Meeting to discuss some EDGE 2.0 topics. They are beginning work on moving all AACRAO World Education Series/IPAC books behind the EDGE firewall. He also noted the Memorandum of Understanding with Baden-Württemberg is close to being finalized.

Vice President Myers

Vice President for Records and Registration Myers reported that Reg 101 was the largest workshop at the Annual Meeting with 60 registrants. Due to demand, there will be three online offerings of this course during the year instead of the two that were planned. Talks are beginning about follow up courses like Reg 102 and/or Reg 201.

Past President Simpson Munson

Past President Simpson Munson gave an update on the Awards Committee, and noted that award nominations are open at the Annual Meeting this year. She announced that Dorene Root will be vice-chair and John Fletcher is the chair.

<u>President-Elect McLaughlin</u>
President-Elect Nora McLaughlin is still working to find a Group 7 Program Coordinator, and she thanked the Program chairs and committee for the good work on the program. She updated the Board that she will distribute the 2011-2012 Board meeting calendar at the Board Meeting on March 16. She also announced the Vanderbilt group is meeting and close to finalizing curriculum for the upcoming Institute.

<u>President Huff</u>
President Huff announced the information on the Conner Fund was located and it will be reviewed to determine what to do with that fund. She is planning to make a statement on the status of the Governance Task Force Report at the Town Hall Meeting.

Action Items
The action items were reviewed and updated. A draft Record Retention Policy will be sent to the Governance Committee. The review of the impact of the updated mission on the Articles of Incorporation has taken place and no action will be taken to update the Articles of Incorporation. The recommendation on Board Member membership in associations will be carried over to a future meeting and the Governance Committee will review the revisions to the Board Committee charters for continuity.

The Board moved into Executive at 1:45 p.m. to discuss retaining a search firm.

EXECUTIVE SESSION MOTION 2011.03.01 -- It was duly moved and seconded by the Compensation Committee to select Witt/Kieffer as the search firm for the upcoming executive director search. APPROVED

The Board reconvened at 3:30 p.m. Pacific Standard Time.

President Huff thanked the Board for the hard work during the previous year. The Board thanked President Huff for her leadership and also thanked the three outgoing Board members: Vice President McDay, Past President Simpson Munson, and Vice President Sandlin.

Adjournment
MOTION 2011.03.05 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The meeting adjourned at 3:33 p.m. Pacific Standard Time on March 12, 2011.

Attachments
Board of Directors Meeting Minutes, February 4-5, 2011
Executive Director Report, March 2011
IES Board Brief, March 2011

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

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EXECUTIVE DIRECTOR'S REPORT

BOARD OF DIRECTOR'S MEETING
Seattle, Washington

March 2011

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INFORMATION TECHNOLOGY (IT)

Association Management System (AMS)
AACRAO began the project planning process with ASI. Project kickoff will commence after the Annual Meeting.

AACRAO.org Redesign
AACRAO continued to work with Vanguard (the web developer) on a new association web page. AACRAO will release a mini-site to the membership at the Business Meeting in Seattle.

AACRAO Webinars
AACRAO produced three standalone webinars. The next scheduled webinars will take place as part of the Virtual Annual Meeting in Seattle.

Server Virtualization
AACRAO continued the process of virtualizing premise-based information systems. The plan is to virtualize all information systems that can not be moved to the cloud.

AACRAO Conference Room
AACRAO completed the renovation of the conference room and reception area.

GENERAL AND ADMINISTRATIVE

AACRAO staff has secured Quatt Associates and begun a benchmark compensation study.

AACRAO staff and MV Financial are conducting a review of current 403(b) Pension plans as they are affected by recent actions by the Department of Labor.

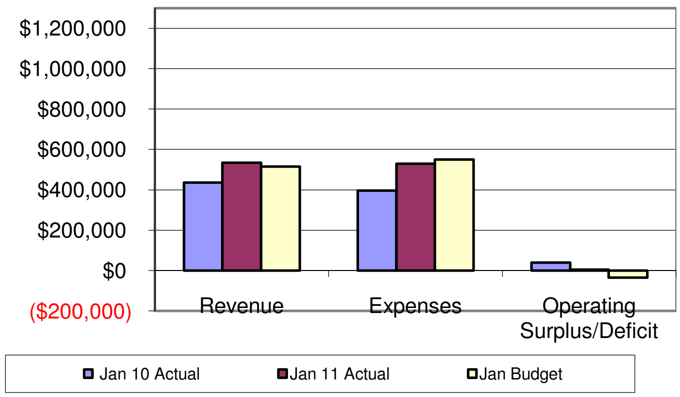
AACRAO staff has opened discussions with MACAO Ministry of Education on possible joint opportunities.

AACRAO staff has obtained an invitation from French CIEP (French AACRAO equivalent) to visit and bgin discussion in areas of mutual interest.

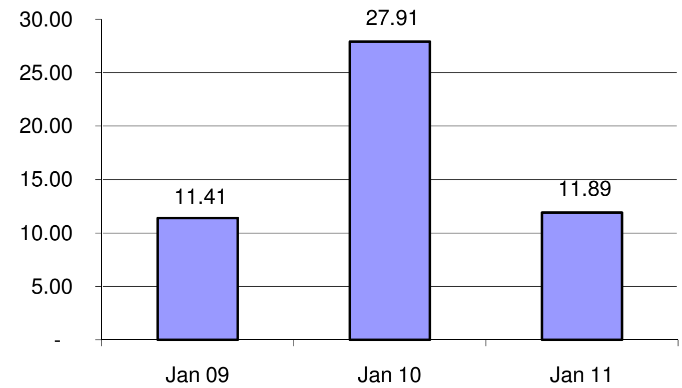
Accounting

AACRAO
FINANCIAL DASHBOARD
January 31, 2011

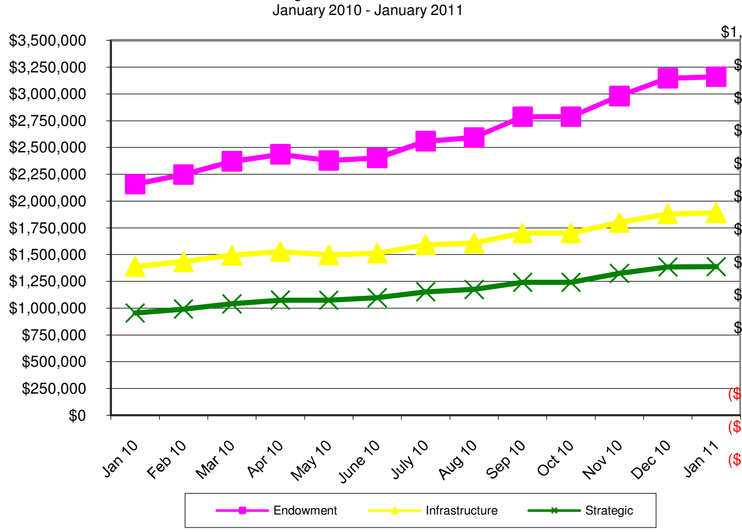
Revenue, Expenses & Operating Surplus/Deficit
Jan 2010 Actual, Jan 2011 Actual and Budget



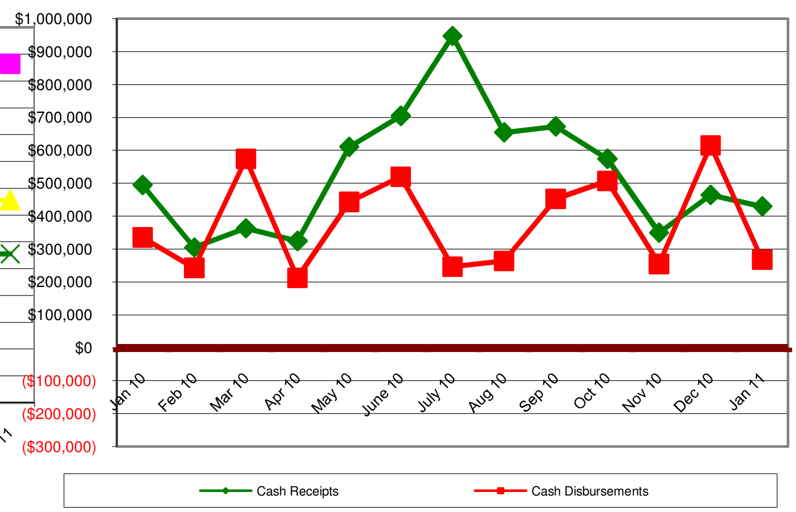
Modified Current Ratio Analysis
(Cash & ST Investments/Accounts Payable)



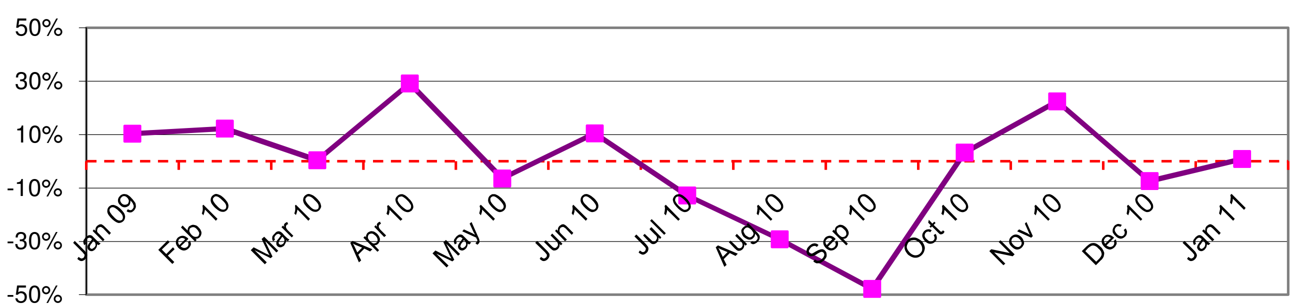
Long-Term Investments - FMV
January 2010 - January 2011



Cash Receipts, Disbursements & Net Cash Surplus/Deficit
January 2010 - January 2011



Net Profitability
(Net Revenue/Gross Revenue)
Jan 2010 - Jan 2011



SUMMARY

AACRAO's net operating results for January 2011 are showing a surplus of $4,832 which is $38,859 better than the month's budget expectation and ($35,004) under results of the same period last year (month ended January 2010).

ANNUAL MEETING

Annual Meeting

Registration for the 2011 AACRAO Annual Meeting in Seattle is currently pacing about the same as 2010 (1,878 for 2011 and 1,876 for 2010). As of February 28, we have met our contractual agreement with all five conference hotels. We have picked up 4,972 room nights; we contracted for 4,905 total room nights. Last year, two weeks prior to the meeting, we had picked up 5,217 room nights. Compared to last year, we have 94% of the total room nights. The two weeks prior are notorious for "slippage" when folks who are holding reservations begin to cancel because they have not been given permission to attend the meeting.

Due to low ticket sales, all tours have been cancelled. The company hosting the tours will contact the participants and refund their deposits. Unfortunately, the number of unsold tickets required to meet each tour minimum was too high and the risk too great for AACRAO to guarantee the difference.

We actively marketed the 2011 Annual Meeting in Seattle by scheduling weekly email blasts and on-going articles in Memberlink. In addition, we posted the final Annual Meeting Onsite Program to the website to encourage people to check out our broad offerings and encourage last-minute registrations.

AACRAO Centennial Celebration

We will continue to mark AACRAO's Centennial Celebration with a Centennial museum/booth outside the exhibit hall near registration. In addition, the Sunday Welcome Reception will offer a commemorative Centennial cup to all attendees.

Virtual Annual Meeting

AACRAO will record eleven breakout and four general sessions at the 97th Annual Meeting. The breakout sessions will cover best practices, ideas and techniques from some of the leading experts in the fields of records management, admissions, enrollment management, information technology, student services and FERPA. The general session presenters include: David H. Kalsbeek, Senior Vice President for Enrollment Management, DePaul University; Cliff Adelman, Senior Associate, The Institute for Higher Education Policy; John H. Pryor, Director, Cooperative Institutional Research Program at the Higher Education Research Institute at UCLA; and Jeff Selingo, Editor, The Chronicle of Higher Education. Webinar participants can view these sessions at their leisure, and/or share them with colleagues for training purposes upon returning from the Annual Meeting. This is the second consecutive year that we are offering the Virtual Annual Meeting through the generous support ($15k) of SunGard Higher Education. The webinars will be offered at a reduced rate to attendees of the 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.

Exhibits

2011 Seattle

We have 77 companies occupying the exhibit hall, which represents 100% of the hall space being filled.

The newest companies to join the Exhibit Hall are:

Optical Image Technology
NEARPod
ImageSource
Learning House Inc
Rapid Insight Inc
Deltak edu Inc
Nolij
Student Aid Services
Selective Service System

The following are new companies that are scheduled to present at the Annual:
Meeting:Avow Systems
Docufide
Infosilem
National Student Clearinghouse
RightNow Technologies
Westbrook Technologies

The following companies are sponsors at the Annual Meeting:
CollegeSource ~ On-site Program
Perceptive Software (ImageNow) ~ Badge Holders
Datatel ~ Totebags
Three Rivers Systems ~ Notepads
Runner Technologies ~ Session Evaluations
Educational Testing Service ~ International Educators Reception ~ Luggage Gripper
Jolesch Photography ~ Conference Photography
AACRAO International Education Services ~ International Educators Reception
SunGard Higher Education~ APEX Award and Virtual Annual Meeting
Jostens ~ Awards
Paver Family Foundation~ International Educators Reception
National Student Clearinghouse Research Center ~ John Pryor, General Session Speaker
National Student Clearinghouse ~ Martin Smith, Closing Plenary Speaker and Jeff Selingo, General Session Speaker
National Student Clearinghouse ~ First-Time Attendees Reception
National Student Clearinghouse ~ Pens

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."

The 2012 Call for Proposals opened on February 18 with an email blast to the membership and past meeting attendees. Subsequent email and articles in Memberlink will follow.

The dates for the Summer Planning Meeting and Board Meeting have been set for June 12-15 at the Ritz-Carlton Philadelphia.

MEMBER SERVICES

Member Maintenance

2010-2011 Membership Cards
In an effort to increase individual members from member institutions, information on additional memberships was included with the member card mailing, sent in October, **resulting in 13 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 January 31, we are ahead of last year's dues by approximately $2,000. 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	$2,284,263 (Jan. 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/ Unpaid**	**Total**
2010-2011	2,417 (93%)	154 (6%)	190 (7%)	2,571
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

Awards
As in years past, SunGard Higher Education is sponsoring the APEX award and Jostens is

sponsoring all other plaques and certificates. The award recipients will be recognized at the Opening General Session at the Annual Meeting in Seattle. They are:

Honorary Membership: Beth Tedrow, James Blackburn
Thomas A. Bilger Citation for Service: Tina Falkner
2011 Apex Award for Student Success: Kathi Baucom
Distinguished Service Award: Kathleen Plante
Founders Award for Leadership: Paul Aucoin
Exemplary New Member: Nathan Fuerst
Elbert W. Ockerman State and Regional Professional Activity Award: Ohio ACRAO
Excellence in International Education: Johnny Johnson

AACRAO Committees
In preparation for the Annual Meeting, end-of-term letters were sent to current committee members, and the committee lists finalized. Current and upcoming committee members received an email reminder about their meeting in Seattle to begin program planning for the 2012 Annual Meeting.

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, 79 institutions have rejoined, **resulting in $46,893 in revenue, a 45% increase** from 2009-2010.

Year	Institutions Inactive	Institutions Rejoining	Total Revenue
2010-2011	504	79	$46,893
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

Outreach efforts are being made weekly to all institutions and companies advertising higher education jobs in publications including the Chronicle, Inside Higher Ed, AACC, NACUBO, NACAC, NAFSA and NASFAA.

A Jobs Online Bulletin Board, located next to the bookstore, will be available at the Annual Meeting at no charge for attendees. After the Annual Meeting, all job posters will be contacted about advertising through Jobs Online.

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***	***2011***
January	36	38	46
February	23	27	32
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**	

RESEARCH

Survey work:

Practices Regarding Academic Honors and Academic Regalia at Commencement. Distributed in November, analysis continues on this survey in collaboration with an AACRAO member. It will be ready for posting in March or April.
Governance of State and Regional ACRAOs. The state and regional ACRAOs committee has identified more ACRAO leaders and has redistributed this survey to get a more complete picture of how the state and regional associations govern and support their work. Nearly all the associations have responded and the committee is analyzing it.
Institutions' Marketing Practices: Changes Over the Past Few Years. This survey was distributed to enrollment managers and admissions directors in late December and is being analyzed. Staff is working with an AACRAO member; the results will be part of a College and University article and also posted on the AACRAO Web site.
Leadership Qualities of Value in Enrollment Management Heads. Working with a graduate student, we are forming a survey to get at the qualities of value and how they might different according to the types of institutions.

Surveys in Planning/Design stages:
Roles of Individual Members according to their job titles

MEETINGS AND WORKSHOPS

Strategic Enrollment Management Conference

The 2011 SEM Conference will be held in San Diego, October 30-November 2 at the Sheraton San Diego Hotel. The call for proposals opened on February 15 and was announced in Memberlink and via an e-mail to members and prior attendees. 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 Executive Forum during the main conference.

Technology Conference

Reno
The 2011 AACRAO Technology Conference Call for Proposals priority review closed on at the beginning of February and officially closed on March 1st. The general call yielded 63 proposals to fill 45 available break-out positions. This is the largest general submission call in the last three years. In addition to these proposals, there will be a few recruited ones that have not been placed into the system. Review of the proposals has begun and the primary selection is anticipated to be complete prior to the Annual Meeting.

AACRAO will continue to reach out to members and colleagues in higher education to keep the AACRAO Technology Conference relevant for the membership. Plenary speakers for Reno are: Brian Voss, CIO of LSU, Barmak Nassirian of AACRAO and Milton Glick, President of the University of Nevada, Reno. 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 will have 2 sessions from the Kuali Student community source software consortium. This topic is probably ripe as a topic for a plenary in 2012. We will have a dedicated 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 (see last bullet) and smart phone applications, leveraging institutional monies to improve the quality and quantity of the incoming student class, Classroom Scheduling (3/3/11) 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. 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 was also be presented as an AACRAO webinar in 2010 and will be a session at Tech.

Transfer Conference

2011 New Orleans
AACRAO welcomed 300 plus attendees at this year's Transfer Conference, "Academic Mobility: Perspectives on the Future of Transfer," in New Orleans (January 30 – February 1, 2011). AACRAO received positive responses from attendees at the conference regarding our intent to move the Transfer Conference to run concurrently with AACRAO's Technology conference in 2012 (July 1-3, 2012). CollegeSource has confirmed its intension to sponsor the conference for the next three consecutive years (2012-2015).

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.

Corporate Sponsorships

AACRAO has successfully renewed sponsorships with key corporate partners to provide marketing opportunities at our various meetings: Annual, Technology, SEM and Transfer. Three companies in particular have invested significant marketing dollars with AACRAO to gain heightened marketing exposure: the National Student Clearinghouse ($32,850), SunGard ($29,000) and CollegeSource ($30,000). We also have renewed agreements for 2011-2012 with Datatel, Perceptive Software, Digital Architecture, Runner Techonologies and EMASPro. The marketing team has actively been working to build branded visibility for our partners at the 97th Annual Meeting through various forms of marketing in print and on the web.

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 take place Sunday, June 26, 2011, through Thursday, June 30, 2011. Fellows who attended the inaugural launch of the Institute will gather in Seattle on Sunday, March 13th to discuss their growth, successes and challenges since leaving the Peabody campus last summer. Dr. Tim Caboni will also plan to lead an information session scheduled immediately following the reunion for prospective 2011 AACRAO Peabody Professional Institute candidates.

Online Courses

The course schedule for 2011 online courses has been set for existing courses, and we are working to identify faculty and content for several new courses. In response to demand, we have added a third session for Registrar 101, which will be offered during the summer. All courses have been moved to our new learning management system (LMS), Moodle. This LMS is an open-source (free) application with good functionality. We also are expanding our review process to ensure courses are updated in content and format. Feedback reports from course participants, and faculty are reviewed after each session, and a committee will meet for further discussions at the annual meeting in Seattle.

Webinars

AACRAO has significantly expanded its webinar offerings and professional development services over the past year. AACRAO Webinars have experienced increased interest and registrations due to the weak economic climate and restrictions on travel. The following webinars have been offered recently through the association's webinar division:

- Bruce W. Cunningham, Assistant Vice Provost and University Registrar, Duke University
  Departmental Schedule Validator: Enforcing Class Scheduling Constraints Using Web-Based Software

- Gil Brown, Chief Budget Officer, George Mason University
  Carrie Birckbichler, Director, Institutional Research, Slippery Rock University of Pennsylvania
  Aligning SEM with Institutional Planning: From Board-Level to Street-Level

- Dr. David B. Johnson, Vice Provost of Enrollment Management at Indiana University
  Sarah Booher, Director of Scholarships at Indiana University
  Jackie Kennedy Fletcher, Interim Director of Financial Aid and Admissions at Indiana University
  Mark McConahay, AACRAO Technology Conference Director and Senior Associate Registrar at Indiana University
  The Tools for Building a Quality Class: Financial Aid Leveraging for Merit and Need-based Aid

- Jamillah Moore, Ed.D. President, Los Angeles City College
  Blackboard and AACRAO Webinar on Driving Cost-Effective Enrollment and Engagement Campaigns for Student Success

FERPA Training

February 1 AACRAO Transfer Conference post conference FERPA Workshop
February 21-22 SACRAO FERPA presentations

PUBLICATIONS

General Publications

Our newest title, the *2011 Academic Record and Transcript Guide* was released on March 9, 2011 in time for the Annual Meeting. This is our third book release in the current fiscal year; others include *The 2010 International Guide* and the *2010 FERPA Quick Guide*. We have several works in progress that are currently receiving our attention. The *SEM in Canada* book is in progress, with fourteen out of fifteen chapters having been delivered and a tentative 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 net 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, resulting in $1,415 in sales. Samples of our publications were displayed at SACRAO, Feb 19-23, 2011 in Atlanta. A successful sales outreach was made to non-members advertising the *FERPA Quick Guide* in February.

GOVERNMENT RELATIONS/COMMUNICATIONS

Government Relations

Regulatory Developments

FERPA
AACRAO requested a meeting with officials at the Office of Management and Budget (OMB) to discuss proposed FERPA regulations pending clearance from OMB's Office of Information and Regulatory Affairs (OIRA). The meeting was held on February 2, 2011, and was attended by officials from OIRA, OMB's Education Branch, the Department of Education's Office of Planning, Evaluation and Policy Development (OPEPD), the Office of General Counsel (OGC), the Family Policy Compliance Office (FPCO) and the National Center for Education Statistics (NCES). AACRAO staff communicated the Association's concerns about further regulatory erosion of educational privacy protections.

Budget
On March 2, 2011 Congress passed a short-term Continuing Resolution to fund the federal government through March 18, 2011. The two-week extension included $4 billion in cuts that included the elimination of all FIPSE earmarks as well as the LEAP program. The longer-term CR to fund the remainder of the 2011 fiscal year remains elusive as the House Republican leadership continues to demand severe cuts to domestic discretionary programs—including education—while the Senate Democratic leadership and the Administration only entertain more modest reductions.

AACRAO Public Policy and Advocacy Efforts

The AACRAO Public Policy Advisory Committee is now fully operational, and is actively monitoring developments in federal policy. A meeting of the PPAC is scheduled for March 13, 2011 at the Seattle Annual Meeting.

In addition to PPAC, an "Advocacy" email list has been organized to share timely information about legislative and regulatory issues to interested members. About 90 individuals had signed up for the list within two weeks of its launch.

Transcript

The AACRAO Transcript will continue to focus on delivering weekly news of interest to the membership. Recent Transcript articles have covered the continuing resolution for the

2011 fiscal year, the Obama administration's budget blueprint for the 2012 fiscal year, the ongoing investigation into alleged fraud and abuse in the for-profit education sector as well as numerous entries related to the college admissions cycle and international education, among other topics.

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: **Student Access: Student Retention Strategies at Technical Colleges,** by Debra Gordon, Dean of Academic Support at DeKalb Technical College; **Using Brand Identity to Maximize Enrollment Goals,** by Amy M. Adams, Associate Vice President for Enrollment Services at Capital University, and Amanda L. Steiner, Director of Admissions at Capital University; **Building the Brand from the Inside Out,** by Diane Walleser, Executive Director of Enrollment Management at Madison College; and **Student Development 101**, a review of *Student Development in College: Theory, Research, and Practice*, 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

For fiscal year 2011, AACRAO Consulting has signed twenty-two new project agreements. Fiscal year-to-date revenue through January is up 86% from last year with net revenue at $74,778, compared to a short-lived $400 deficit a year ago.

Bob Bontrager will be traveling to Kazakhstan in May to deliver a one-day "Mini SEM" conference involving 5-6 universities. He likely will be joined by a senior consultant to help build AC's international portfolio. In addition to the conference, contacts are planned with universities that have expressed interest in consulting.

INTERNATIONAL EDUCATION SERVICES

IES

By late January IES was fully moved to its new location in Suite 7 on floor 1B. With considerably more space than occupied on the 5th floor, International Education Services now has sufficient space for customers, staff, and space for expansion as growth dictates.

International Education Services

- Net Revenue FY 2001 – FY 2010 - $360,463.00
- Net Revenue FY 2008 – FY 2010 –$359,114.00

Productivity

Per Employee – 1.5 to 3.0 times their total compensation

Revenue Enhancing Initiatives

- Summer and Winter Institute
- Re-pricing, expanded markets
- Improved use of technology
- Individualized Institutional support
- Increased focus on immigration market
- Expanded relationship with EducationUSA
- Expanded relationship with LSAC

Clients - But certainly not all

- University of Maryland – University College
- East Carolina University
- Eastern Michigan University
- Qatar University
- National Defense University
- Inter-American Defense University

Expanding International Relationships

- China
- France
- Latin and South America
- India
- Pakistan
- Africa

Way Forward

- Increased and targeted outreach
- Improved customer service
- Increased external awareness
- Expanded services

Why the success?

Good People doing Good Things