American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
March 14, 2012
Conference Call

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

Board Nominees in Attendance: Melanie Gottlieb, Paul Kyle, Adrienne McDay

Staff Members in Attendance: Jerry Sullivan, Janie Barnett, Matthew Ogle

Call to Order
President McLaughlin called the meeting to order at 3:04 p.m. Eastern Time on March 14, 2012.

Approval of Agenda
MOTION 2012.03.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes
MOTION 2012.03.02 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on February 3-5, 2012 be approved. APPROVED

MOTION 2012.03.03 – It was duly moved and seconded that the minutes from the meeting of the Board of Directors on February 22, 2012 be approved. APPROVED

MOTION 2012.03.04 – It was duly moved and seconded that the minutes from the executive session of the Board of Directors on February 4, 2012 be approved. APPROVED

Reports of Standing Committees

Finance and Investments Committee
Vice President Krogh informed the Board that the February financial reports are available. The committee will review them at its upcoming meeting and report to the Board during its March meeting.

Vice President Krogh notified the Board that our investment firm transferred funds from the operating account into the investment account without proper authorization. There were no negative financial consequences for AACRAO. She and Executive Director Sullivan informed the Board about the circumstances and about the steps taken to prevent it from occurring again.

Governance Committee
MOTION 2012.03.05 – It was duly moved by the Governance Committee that the Record Retention Policy be approved as presented. APPROVED

Strategic Planning/Program Review Committee

Vice President Myers submitted the following written report:

The committee's current priorities are as follows:

- Summarizing any Board-related operational initiatives from the Strategic Plan.
- Finalizing the membership survey for Spring 2012 distribution.
- Keeping the Strategic Planning pilot review moving forward.
- Working with the Finance and Investment Committee to plan a retreat for the June Board meeting in San Francisco.

Audit Committee
Vice President Watkins reminded the Board of the Audit Committee's recent review of the IRS Form 990.

MOTION 2012.03.06 – It was duly moved by the Audit Committee that the IRS Form 990 be approved as presented and filed with the IRS. APPROVED

Officer Reports
Vice President for Access and Equity
Vice President Havens distributed a draft charge for the Task Force on LGBT Issues for the Profession. She requested the Board give her feedback so she could make any necessary changes and get an updated version to the Board by the March 31 Board meeting.

Vice President for Admissions and Enrollment Management
Vice President Jamison submitted a report on the admissions summit that was held in December.

President
President McLaughlin encouraged the board to participate as facilitators at the first-time attendee session on Sunday from 3:45 to 4:45. She asked board members to review the script, and send any changes to Janie Barnett this week. Finally, she asked that officers and committee chairs notify her by Monday, March 19 of agenda items for the board meeting on March 31. She will confirm with the chairs this week which committees need to meet prior to the board meeting.

Executive Director
Executive Director Sullivan discussed the current budget and noted that both IES and AACRAO Consulting are doing well. He also noted that a smart phone application is being prepared for the Annual Meeting and will be released in a few days. Associate Director Barnett gave a brief update on Annual Meeting registrations.

Unfinished Business
The action items list was reviewed and updated.

Executive Session
MOTION 2012.03.07 – It was duly moved and seconded that the Board move into executive session. APPROVED

MOTION 2012.03.08 – It was duly moved and seconded in executive session that the Board appoint a transition team to support Mike Reilly's orientation as AACRAO's executive director. The team will consist of the compensation committee of the Board, the Board chair, the Vice President for Finance, and staff members Janie Barnett and Jeff Petrucci. APPROVED

Adjournment
MOTION 2012.03.09 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 4:33 p.m. Eastern Time.

Attachments
Board of Directors Minutes February 3-5, 2012
Board of Directors Minutes February 22, 2012
AACRAO Record Retention Policy
Review of AACRAO Admissions Summit

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
February 3-5, 2012
Washington, DC

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

Board Nominees in Attendance: Melanie Gottlieb, Paul Kyle

Staff Members in Attendance: Jerry Sullivan, Matthew Ogle

Guests in Attendance: Farah Aleem, McQuadeBrennan, LLP; Susan Colladay, Tate & Tryon; Brian McQuade, McQuadeBrennan, LLP

Call to Order
President McLaughlin called the meeting to order at 11:18 a.m. Eastern Time on February 3, 2012.

Reports of Standing Committees

<u>Audit Committee</u>
Susan Colladay, Tate & Tryon, presented to the Board the firm's audit findings for fiscal year October 1, 2010 – September 30, 2011. She reviewed the prepared documents which included the required communication letter, the management letter, and the audited financial statements. Ms. Colladay noted that PCI Compliance was not part of the opinion, and recommends that AACRAO look into this further. Mr. McQuade stated his firm will do a review and report back to the Board. Ms. Colladay also reviewed the prior year comments and a comparison to other nonprofits. She stated that Tate & Tyron thanked the McQuadeBrennan accountants and the AACRAO staff for a very smooth audit and for full cooperation. Vice President Watkins, chair of the Audit Committee, thanked Executive Director Sullivan, the AACRAO staff, and the staff of McQuadeBrennan for their hard work which led to this positive audit.

MOTION 2012.02.01—It was duly moved and seconded by the Audit Committee that the members have reviewed the audit of the AACRAO financial statements for fiscal year 2011 in a meeting with the accounting firm that prepared it (McQuadeBrennan) and with the auditors that carried it out (Tate & Tryon) and that AACRAO has received a completely clean and favorable audit opinion. Therefore, the Audit Committee respectfully moves acceptance of this report. APPROVED

MOTION 2012.02.02—It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board adjourned at 11:40 a.m. Eastern Time.

The Board reconvened in executive session at 8:49 a.m. Eastern Time on February 4, 2012.

The Board reconvened in regular session at 4:04 p.m. Eastern Time on February 4, 2012.

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

Board Nominees in Attendance: Melanie Gottlieb, Paul Kyle

Staff Members in Attendance: Jerry Sullivan, Barmak Nassirian, Matthew Ogle

MOTION 2012.02.03—It was duly moved and seconded in executive session to extend to Michael Reilly an invitation to serve as AACRAO's next executive director. APPROVED UNANIMOUSLY

Approval of Agenda
MOTION 2012.02.04 – It was duly moved and seconded to approve the agenda. APPROVED

Reports of Staff
Associate Executive Director Barmak Nassirian updated the Board on the recent discussion on the Advocacy listserv and on the work of the Public Policy Advisory Committee.

Reports of Committees
MOTION 2012.02.05—It was duly moved and seconded from the Finance Committee that the proposed Fiscal Year 2012/2013 budget be brought to the membership for approval at the Business Session of the Annual Meeting on April 3. APPROVED

MOTION 2012.02.06—It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board adjourned at 5:25 p.m. Eastern Time.

The Board reconvened at 8:14 a.m. Eastern Time on February 5, 2012.

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

Board Nominees in Attendance: Melanie Gottlieb, Paul Kyle

Staff Members in Attendance: Jerry Sullivan, Janie Barnett, Matthew Ogle

Guests in Attendance: Mary Ellen Flaherty

Approval of Minutes

MOTION 2012.02.07– It was duly moved and seconded to approve the minutes of the January 18, 2012 Board Meeting. APPROVED

MOTION 2012.02.08—It was duly moved and seconded to approve the minutes of the January 18, 2012 Board Executive Session. APPROVED

Reports of Standing Committees

Governance Committee
President-elect von Munkwitz-Smith reported that the committee is considering expectations for Board members at AACRAO conferences. He updated the Board that the bylaws changes recommended by the AACRAO attorney will be incorporated into the bylaws draft and posted on the AACRAO website. President-elect von Munkwitz-Smith and President McLaughlin will send a communication plan regarding governance changes to the Board for consideration.

Strategic Planning and Program Review Committee
Vice President Myers asked Board members to look at the approved strategic plan and recommend action items from the standpoint of the Board or Board committees. He also noted he has asked the AACRAO Office for assistance on a membership survey.

Audit Committee
Vice President Watkins announced the committee will be soliciting nominations for the at-large member of the Audit Committee.

Reports of Officers

Vice President for Leadership and Management Development
Vice President Cunningham will provide a report on state and regional visits soon.

Vice President for International Education
Vice President Watkins updated the Board on a successful meeting about EDGE with United States Customs & Immigration Service and noted the AACRAO IES Winter Institute registrations were at capacity.

Vice President for Records and Academic Services
Vice President Myers announced he and Glenn Munson recently met to work on the planned Registrar 201 seminars. They are considering other workshops including a Registrar 102 to cover additional topics and also working on a sequence of workshops and meeting opportunities.

Vice President for Access and Equity
Vice President Havens discussed with the Board the Proposal for a Transgender Student Support Task Force. Vice President Havens and Past-President Huff will work on a charge from the Board to the proposed task force.

Vice President for Information Technology

Vice President Bouse announced that AACRAO has created a Facebook site. He has received suggestions that AACRAO also develop a LinkedIn site. The Board discussed an ad hoc committee to consider plans for interacting and managing social media. In addition, Executive Director Sullivan will look at staff configuration to address some of the needs.

<u>Vice President for Admissions and Enrollment Management</u>
Vice President Jamison announced that the proposed partnership with International Baccalaureate had been canceled. She will present a report to the Board of the meeting held in December with a group of members who are involved with admissions to solicit their ideas about future AACRAO services.

<u>Past President</u>
Past President Huff reviewed the criteria for Honorary Membership that was recently approved. The Board affirmed the criteria.

<u>President</u>
President McLaughlin informed the Board that she will soon issue a request for applications for the position of editor for *College and University*. President McLaughlin also informed the Board that there is an opportunity to participate in a tour to Australia to exchange ideas with governmental and university representatives.

Reports of Staff
Associate Executive Director Barnett updated the Board on the SEM Endorsement Program and AACRAO's fundraising activities. She also discussed online courses and the progress of the April Annual Meeting in Philadelphia.

Executive Director Report
Executive Director Sullivan filed a written report and spoke briefly about that report.

New Business
The Board and the Association Parliamentarian, Mary Ellen Flaherty, discussed Robert's Rules of Order procedures for the Business Meeting on April 3, 2012.

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

Adjournment
MOTION 2012.02.09 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 11:50 a.m. Eastern Time.

Attachments
Board of Directors Minutes January 18, 2012
February 2012 Executive Director's Report
Audited Financial Statements

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
February 22, 2012
Conference Call

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

Board Nominees in Attendance: Melanie Gottlieb, Paul Kyle, Adrienne McDay

Staff Members in Attendance: Jerry Sullivan, Matthew Ogle

Call to Order

President McLaughlin called the meeting to order at 3:02 p.m. Eastern Time on February 22, 2012.

Approval of Agenda

MOTION 2012.02.10 – It was duly moved and seconded to approve the agenda. APPROVED

Reports of Standing Committees

Governance Committee

President-elect Jeff von Munkwitz-Smith distributed the bylaws in a format that features all three proposed changes: housekeeping, governance, and those from the AACRAO attorney. The Board reviewed the proposed bylaws changes and discussed the changes recommended by the attorney.

MOTION 2012.02.11 – It was duly moved and seconded that the additional changes be made to the proposed bylaws subject to a follow-up vote via email regarding the use of the language "present and voting." APPROVED

MOTION 2012.02.12 – It was duly moved and seconded on February 24^{th} by email to approve the bylaws with the changes recommended by the AACRAO attorney to be presented to the membership for approval at the 2012 AACRAO Business Meeting. APPROVED

Compensation Committee

Vice President Cunningham updated the Board on the Executive Director transition planning process.

Unfinished Business

The Record Retention Policy will be voted on at the March 14 Board Conference Call.

Adjournment

MOTION 2012.02.13 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 4:32 p.m. Eastern Time.

Attachments
Bylaws Draft

American Association of Collegiate Registrars and Admissions Officers
Records Retention Policy

AACRAO's record retention policy focuses on two important operational issues: 1. The identification and definition of what is an important record and 2. the storage and/or destruction of records over time. The policy's success hinges on a logical and systematic approach to its implementation. Overall AACRAO's purpose is to establish a policy to ensure that necessary records and documents are adequately protected and maintained and to ensure that records that are no longer needed by AACRAO or are of no value are discarded or destroyed at their proper time. This policy is also written to assist AACRAO employees in understanding their obligations in retaining electronic documents - including email, web files, text files, sound and movie files, PDF documents, and all Microsoft or other formatted files. The overall goal is to:

- Ensure that records are maintained in accordance with applicable federal and state laws
- Preserve records that are critical to AACRAO's history or future needs
- Ensure that records are available when needed
- Provide for routine destruction to minimize costs and maximize efficiencies.

Definition of a record

Records are found in AACRAO's files, both active and inactive, both on- and off-site. Examples include letters, notes, memoranda, computer files (including web, Internet, or intranet documents), email messages, voice mail messages, faxes, charts, spreadsheets, reports, studies, contracts, and other documents.

Records do not include information and materials readily available from other public sources. The term does not include copies of records that are personal and have been provided by AACRAO for personal use.

Electronic file storage and disposal procedures currently in force and will remain as they are. AACRAO's IT department will review these on a periodic basis to ensure the continuing efficient operation of AACRAO's IT systems.

Government regulation, fiduciary law, corporate accounting practices, and other external influences may mandate certain records be maintained.

Administration

Attached as Appendix A is a Record Retention Schedule that is approved as the initial maintenance, retention and disposal schedule for the physical records belonging to AACRAO and the retention and disposal of electronic documents. The Associate Executive Director, Business Affairs (the Administrator) is the officer in charge of the administration of this Policy and the implementation of the processes and procedures to ensure the Record Retention Policy is followed. The Administrator is also authorized to make modifications to the Record Retention Policy from time to time to ensure that it is in compliance with local, state and federal laws and includes proper document and retention categories for AACRAO; monitor local, state and federal laws affecting record retention; and review internal performance in compliance with this policy. Changes should be reported in a timely fashion to the Governance Committee of the Board of Directors.

Suspension of Record Disposal in Event of Litigation

In the event that AACRAO is served with any subpoena or request for documents or any employee becomes aware of governmental investigation or audit concerning AACRAO or the commencement or potential commencement of any litigation against or concerning

AACRAO, such employee shall inform the Administrator and any further disposal of documents shall be suspended until such time as the Administrator, with advice of counsel, determines otherwise. The Administrator shall take such steps as to promptly inform all staff of any suspension in the further disposal of documents.

Applicability

This policy applies to all physical records generated in the course of AACRAO's operation, including both original documents and reproductions. It applies to electronic documents listed above.

This policy was approved by the Board of Directors on **March 14, 2012**.

Appendix A - Record Retention Schedule

A. Accounting and Finance
B. Contracts
C. Corporate Records
D. Correspondence and Internal Memoranda
E. Electronic Documents
F. Grant Records
G. Insurance Records
H. Legal Files and Papers
J. Payroll Documents
K. Pension Documents
L. Personnel Records
M. Property Records
N. Tax Records
O. Contribution Records
P. Programs and Services Records
Q. Fiscal Sponsor Project Records

A. Accounting and Finance

Accounts payable and ledgers and schedules	7 years
Accounts receivable and ledgers and schedules	7 years
Annual audit reports and financials	Permanent
Annual audit records	7 years after completion of audit
Annual Plans and Budgets	2 years
Bank statements and checks	7 years
Expense reports	7 years
General ledgers	7 years
Interim Financial Statements	7 years
Notes receivable ledgers and schedules	7 years
Investment Records	7 years after the sale
Credit card retention and destruction	2 years

B. Contracts

Contracts and related correspondence	7 years after expiration/termination

C. Corporate Records

Corporate records (minute books and supporting documents, signed minutes of the Board and all committees, corporate seals, articles of incorporation, Bylaws, annual corporate reports)	Permanent
Licenses and Permits	Permanent

D. Correspondence and Internal Memoranda

General Principle: Most correspondence and internal memoranda should be retained for the same period as the document they pertain to or support. A letter pertain to a particular contract would be retained as long as the contract (7 years after expiration). Records that support specific projects will take on the retention schedule of that particular project.

Correspondence that does not apply or pertain to documents having a retention time will be destroyed/discarded sooner.

Routine correspondence that have no lasting value or consequence, i.e. internal communications, form letters requiring no follow up, letters of general inquiry, letters of complaint, chronological files, etc. will be discarded within two years.

Correspondence having lasting value wills be retained permanently.

E. Electronic Documents

Email and other electronic documents that are produced in the course of business operations will be retained in accordance with the retention standards applied to like correspondence produced in paper form and applied to the categories of documents covered by this policy.

Email should be deleted within twelve (12) months if not required to be held longer.

AACRAO staff will not store or transfer AACRAO related email on non-work related computers except as necessary or appropriate for AACRAO purposes.

Personal correspondence, including email, not governed by this policy may be kept or deleted at the discretion of the employee.

F. Grant Records

Original Grant proposal	7 years after the grant period
Grant agreement and modifications	7 years after the grant period
All IRS/grantee correspondence	7 years after the grant period
Final guarantee reports	7 years after the grant period
All evidence of returned grant funds	7 years after the grant period
All formal correspondence	7 years after the grant period
Report assessment forms	7 years after the grant period
Documents supporting compliance	7 years after the grant period
Pre-grant inquiry forms	7 years after the grant period
Grantee work products	7 years after the grant period

G. Insurance Records

Annual loss summaries	Permanent
Audits and adjustments	Permanent
Certificates issued to AACRAO	Until amended or terminated
Claims filed - Permanent	Group insurance, retirees
Group insurance plans	
10 years	Inspections
3 years after final adjustment	Insurance policies

Journal entries	3 years
Loss runs	Permanent
Releases and settlements	7 years
Permanent or 6 years after death of last	10 years
eligible enrollee	25 years

<u>H. Legal Files and Papers</u>

Legal memo and opinions	7 years after closure
Litigation files	1 year after appeal limit
Court orders	Permanent
Requests for departure from retention plan	10 years

<u>I. Miscellaneous</u>

Consultant reports	2 years
Matters of historical value	Permanent
Policy and Procedures manual	Current with revision history
Policy and Procedures manual, copies	Current version only
Annual Reports	Permanent

<u>J. Payroll Documents</u>

Employee deduction authorization	4 years after termination
Payroll deductions	Termination + 7 years
W-3 and W-4 forms	Termination + 7 years
Garnishments, assignments	Termination + 7 years
Labor distribution cost of records	7 years
Payroll registers (gross and net)	7 years
Time cards/sheets	2 years
Unclaimed wages records	6 years

<u>K. Pension Documents and Supporting Employee Data</u>

General Principle: Pension documents and supporting employee data will be kept so that AACRAO can establish at all times whether or not a pension is payable to any person and the amount to which that person is entitled.

Retirement and pension records	Permanent

<u>L. Personnel Records</u>

Commissions, bonuses, incentives and awards	Separation + 7 years
Employer information reports	1 copy kept permanently
Employee earnings record	Separation + 6 years
Employee Handbook	Separation + 6 years
Employee medical records	Individual employee contracts
Employee Personnel Records	Employment records
7 years	Employment records, non-hired
2 years after superseded	Job description

Personnel counts records	2-4 years (4 if offer was construed)
Forms I-9	3 years after superseded
Separation + 7 years	3 years
3 years after hiring decision	3 years after hiring

M. Property Records

Correspondence, proper deeds, assessments,	Permanent
licenses, right of way	Permanent
Original purchase/sale/lease	Permanent
Property insurance policies	

N. Tax Records

General Principle: AACRAO must keep books of accounts or records that are sufficient to establish the amount of gross income, deductions, credits and other matters that must be shown on any return. These documents will be kept as long as the content may be material in the administration of federal state and local income or property tax.

Tax exempt rulings	Permanent
IRS Rulings	Permanent
Excise tax records	7 years
Payroll tax records	7 years
Tax bills, receipts and statements	7 years
Tax returns	Permanent
Tax work papers	7 years
Sales/use tax records	7 years
Annual information returns	Permanent
IRS/government audit records	Permanent

O. Contribution Records

Records of contributions	Permanent

P. Program and Service Records

AACRAO programs and services	7 years
AACRAO's convening	Permanent (1 copy only)
Research and publication	Permanent (1 copy only)

Q. Fiscal Sponsor Project Records

Sponsorship Agreements	Permanent

Review of AACRAO Admissions Summit

On December 1, 2011, AACRAO hosted a group of admissions professionals to discuss topics related to our members in the admissions arena. The open dialogue provided some much needed insight to areas AACRAO could pay greater attention to in order to ensure the needs of our admissions professionals are met.

While the group recognized many of these issues might have already been addressed, there was still consensus that AACRAO should evaluate what we are currently addressing, where the voids are and what are the next steps to moving forward.

Guiding questions for the Admissions Summit:

What are the needs of admissions professionals?
What we do well for admissions professionals?
Where are we lacking?
What is really going on vs. hearsay?

Questions FROM the Admissions Summit:

Where to begin?
Who will be responsible?
How do we change the thought of admissions staff on what AACRAO means to them?
Define whom are we trying to attract?
How do we fight a perceived value by the membership?
What exactly are benefits of membership to admissions folks?

Annual Meeting/SEM topics

- Enhance Annual Meeting with more relevant admissions topics
- Better define role and audience of SEM and Annual Meeting
- Coordinate Annual Meeting from SEM ideas
- SEM is too expensive, especially to bring a team.
- Presentations not being done by upper-level administrators
- Bring speakers in field, not inspirational
- Include more research components in annual meeting
- Annual Meeting becoming more of a best practices event
- Review differences in Annual Meeting session submission process vs. SEM
- Provide offerings to other members of admissions staff, exec assists, other front-line staff, etc.
- How are we asking questions on the evaluations at the annual meeting?
- Do more that may appeal to graduate students and others new to higher education: Poster presentations, fellowships, grants, research presentations, etc.
- Timing of SEM in relation to College Board’s National Forum can be an issue

Data Gathering and Use

- Survey what and how are we doing for admissions folks; A needs assessment needed
- Need to examine our data
- Better delineate attendance data
- Reconsider questions asked at time of registration
- Survey members who do not attend meetings/events

Enrollment Management vs. Enrollment Planning

- Term enrollment management still considered a negative term for many and associates it with strategies of elite, expensive school.
- Clarify our niche
- Highlight more on p-22, p-20, k-12 issues and relations
- Do more with high school relations, perhaps using the School College Relations committee better.
- Be better aware of other organizations taking a leadership role in enrollment management like ACT enrollment planners' group; Original idea was to partner with SEM but AACRAO wanted SEM to stand alone; ACT's program is less expensive.
- College completion is the major topic now, no longer access per se.
- Evaluate how partnerships with organizations like Lumina

Professional Development

- Admissions professionals would like an endorsed training program for admissions staff; some state level groups presently offer this.
- Hold more webinars for staff that are unable to participate in other activities.
- How are we addressing stress, pressure, politics and how are we developing the next professional
- Consider the use of membership dues to cover the costs of some professional development
- Consider more collaborations such as Eduventures , Advisory Board that do collaborative research and bring groups together.
- Begin a discussion on how to better serve people with online courses.

Perks of Membership

- Books, material and number of conferences/meetings are cost prohibitive
- AACRAO pricing scheme is too high
- Consider the use social media to appear more current, Facebook, Blogs
- Place profiles on members and their road to their careers in admissions
- "Transcript" is too slow with information
- Provide online updates to guides purchased online, like SEVIS
- Provide free publications or whitepapers like other organizations
- Offer more books on admissions topics
- Admissions listserv for sharing information
- Online references like an admissions policy tool kit where access is tied to membership dues.

Attendees:

Pamela Horne
Luisa Havens
Luke Schultheis
Lee Furbeck

William Serrata
Linda Smith
Bob Bontrager
AngePeterson
Nathan Fuerst
Julia Pitman
Stanley Henderson
Tracey Jamison
Lisa Rosenberg