American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
June 13, 2011
Philadelphia, PA

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

Staff Members in Attendance: Matthew Ogle, Jerry Sullivan

Call to Order
President McLaughlin called the meeting to order at 9:03 a.m. Eastern Time.

Approval of Agenda
MOTION 2011.06.01 – It was duly moved and seconded to approve the agenda. APPROVED

Minutes
MOTION 2011.06.02 – It was duly moved and seconded to approve the minutes of the May 11, 2011 Board Meeting. APPROVED

Reports of Standing Committees

Finance and Investments Committee
The Finance Committee met on May 23, 2011 by conference call with Arun Sardana, UBS Investment Advisor. The committee reviewed the proposed investment policy with Mr. Sardana and asked questions about the benefits and risks of the proposed consolidation of the three long-term funds. The committee also asked for more information about the investment portfolio and the proposed portfolio if the consolidation is approved. Mr. Sardana explained the changes, and also stated that the mix of investments would not change with the consolidation. He explained how the transfer of funds would happen and how some fund percentages may change because some funds may be sold to reinvest in the combined portfolio. There will be a few days delay between selling the funds and reinvesting, and market changes may affect the portfolio. Mr. Sardana also suggested that AACRAO consider its investment mix in the new fiscal year. The Finance Committee will consider what its recommendation will be to the Board at its next meeting.

Vice President Krogh stated that the Finance Committee has reviewed a proposed draft investment policy. If forwarded by the committee a representative from UBS will be available to discuss the proposed changes with the Board at the July Conference Call.

Governance Committee
The committee produced drafts of updated committee charters for all of the Board committees and standardized language across the charters. They were sent to the committee chairs for review.

The committee met on June 12. The committee discussed several changes to the record retention policy and will bring that to the Board at a future meeting. It is working on a proposal by which all Board Members will become members of BoardSource and the President and President-Elect will become members of ASAE. At the end of the Board Meeting, on June 15, the committee will send a Board meeting evaluation to Board members.

Compensation Committee
The Board will meet this afternoon with the consultants from the executive director search firm, Witt/Kiefer.

Strategic Planning/Program Review Committee
Minutes of the committee's meetings by conference call since the Annual Meeting have been finalized and posted with other committee minutes on the Board website.

The committee has focused on two areas:
- What could it do to assist with preparing the full Board of Directors for the strategic planning discussion at the Philadelphia meeting? The committee developed a set of materials that have been forwarded to the Board for its review.
- What are the programs that should be reviewed as part of a program review process? The committee received information about AACRAO's offerings from the national office and is working on developing a fuller list of programs to consider.

After the Philadelphia meeting, the committee will have strategic planning follow-up items to address, will finalize a working list of programs to review, and will develop a proposed program review process and a timetable for implementation.

Vice President Myers reported that the committee had signed off on the Governance Committee's charter revisions.

Audit Committee
Vice President Watkins filed a written report for the committee stating:
1) The Audit Committee reviewed the AACRAO Whistleblower Policy and agreed that the current language is fine as is.
2) The Audit Committee reviewed the AACRAO Conflict of Interest Policy and agreed that the current language is fine as is. The committee then reviewed the conflict of interest forms completed by Board and senior staff members at the February 2011 meeting. No anomalies were found in the forms reviewed. Furthermore, the committee will have those forms completed annually at each February meeting, which is the Board's transition meeting. The committee will then review completed forms in a timely fashion following that meeting and report to the Board.
3) The Audit Committee reviewed the draft committee charter as sent by the Governance Committee and found the language fine as stated.
4) The Audit Committee received and reviewed a memo from AACRAO's accountant, Adnan Bokhari, attesting to the independence of the audit firm Tate & Tryon which was selected to provide an independent audit of the AACRAO Financial Statements and agreed that this firm meets the independence definition as published by the AICPA Standards for Code of Conduct for independent auditors.

5) The Audit Committee expects to receive the finalized Letter of Engagement for the independent audit from Adnan Bokhari around the end of June. They will review, discuss, and if it is approved, the chair and Executive Director will sign final version. The committee also expects to receive the final Form 990 by the end of June, They will review it by teleconference in July, then approve and submit it before the August 15 due date.

Vice President Watkins added that the Audit Committee will discuss with the auditors whether all staff members should sign conflict of interest forms.

Reports of Officers

Vice President for Leadership and Management Development
Vice President Cunningham filed a written report stating that Kathy Posey, Chair of the State and Regional Relations Committee, left her position at Bennington College in late May. Her status as a committee chair/committee member needs to be addressed, and will be, as part of the agenda item to be presented by President McLaughlin. He added that State and Regional visits are underway (schedule attached). Twenty-nine meetings are being visited over the course of the year, which is more than last year. Nebraska and Washington state meetings are still being considered.

Vice President for International Education
Vice President Watkins filed a written report stating:
1) The EDGE Admin Group will meet in Monterey, CA, June 20-22 to discuss the continuing process of reviewing EDGE entries for errors, additions, deletions, etc. The group will also discuss future developments to EDGE temporarily termed EDGE 2.0.
2) AACRAO IES Summer Institute is registering a good group for the July meeting.   The institute will feature a new format of distinct undergraduate admissions and graduate admission pieces with recruiting/EducationUSA information sessions interposed between the two instructional sessions.
3) At the NAFSA Annual Conference in Vancouver, B.C. Vice President Watkins signed a memorandum of understanding (MOU) extending the Baden-Württemberg Seminar for International Educators. It was also signed by Marlene Johnson, NAFSA Executive Director, and the newly appointed Minister for Science and Research and the Arts of the State of Baden-Württemberg in Germany. Executive Director Sullivan, Associate Executive Director Jeff Petrucci, and Vice President Watkins carefully vetted the MOU before sending it on for signing. In the absence of Executive Director Sullivan and Associate Executive Director Petrucci and with the permission of Executive Director Sullivan, Vice President Watkins signed on behalf of AACRAO (one of the three parties to the MOU) and will turn over the AACRAO copy to Executive Director Sullivan at the Board meeting in Philadelphia.

Vice President Watkins's report prompted discussion on the appropriateness of Board participation in familiarization tours. Executive Director Sullivan indicated that it is entirely appropriate for Board members to participate in these tours, and Vice President Watkins pointed out that Board members would not be taking the place of other members. Executive Director

Sullivan also noted that selection committees made admission decisions for the tours and AACRAO has no influence over those decisions.

Vice President for Finance
Vice President Krogh reminded the Board to review the financial reports sent in advance of the meeting.

Vice President for Records and Academic Services
Vice President Myers filed a written report stating:
1) Online Reg 101 began last Sunday. It had 25 participants and 3 "observers" who are getting involved with Reg 101 and related programs. Another segment of the online course is scheduled for this fall. In-person workshops are currently scheduled for the Technology Conference (July), the SEM Conference (November) and AACRAO's Annual Meeting in Philadelphia (April).
2) Later this summer, a small group of registrars and staff members from the national office will meet in DC to review Reg 101 (both online and in-person) and formulate ideas for a Reg 102 and/or Reg 201 course. This group will include the 3 observers for the current online course segment.
3) The final report of the eTranscript Task Force will appear in an upcoming edition of College and University.
4) Vice President Myers is still working on a framework to offer a shorter version of Reg 101 in conjunction with a state or regional meeting. He hopes to have that finalized later in June.

Vice President for Access and Equity
Vice President Havens filed a written report stating that AACRAO has been approached by the Consortium of LGBT Resource Professionals with a series of recommendations that they would like AACRAO to support and endorse with regard to admission of transgendered students. Associate Executive Director Nassirian received the request and forwarded the recommendations to the GLBT caucus chair to seek input from caucus membership as a first step. She also reported that Chris M. Dorsten, Assistant Registrar Cuyahoga Community Colleges, will replace Susan Stoker as chair for the Community Colleges Issues Committee.

Vice President for Admissions and Enrollment Management
Vice President Jamison filed a written report stating that the following activities are continuing: development of a potential partnership of International Baccalaureate and AACRAO (clarifying the roles of each organization, evaluation of the feasibility and relevance to our membership); seating strong committee chairs and/or co-chairs (ensuring the membership has an opportunity for professional development as well as providing a resource to AACRAO leadership); improving Annual Meeting offerings (ensuring the membership is offered relevant admissions and enrollment management information for professional development); and updating admissions online course program materials (providing on-going professional development opportunities and ensuring relevance in the field). Vice President Jamison continues to consider the following activities: improving the role of financial aid in the enrollment management environment vis-à-vis national college completion efforts (providing the appropriate support network, professional development information and best practices on financial aid within the

realm of enrollment management); and researching how to improve AACRAO services and program offerings to those members who work in the traditional admissions arena (taking an opportunity to better understand how AACRAO should be meeting the needs of this audience).

Vice President for Information Technology
Vice President Bouse noted that discussion about Tech 2012 has begun. He will participate in a telephone meeting with InCommon to discuss potential collaboration opportunities. Vice President Krogh expressed her feeling that AACRAO should be a technology leader and forward thinker in this area. President McLaughlin agreed on the importance of the topic and will plan to revisit the topic when the Board has more time for discussion.

Past President
Past President Huff announced that she will be attending ACAOPU as an attendee not as a formal AACRAO representative.

President-Elect
President-Elect von Munkwitz-Smith noted the Board will meet with the Program Committee on Wednesday morning. Vice President Myers asked about logistics of naming a new program coordinator and the topic was discussed.

President
President McLaughlin filed a written report stating that the contract with Witt/Kiefer has been signed. The Board will meet with them on the afternoon of June 13.

The professional development institute with Vanderbilt reached capacity at 24 registrants this week. AACRAO offered scholarships for the first time this year and received nine applications (four from community colleges) for three scholarships. Because money from the Conner Fund was not used to fund an internship as approved by the Board, four scholarships to the Vanderbilt institute were awarded.

President McLaughlin polled the Board about moving the February Board meeting dates. The best alternative is February 3-5, 2012, but an extra day before may be necessary for the executive director search. The Board members agreed to the date change of February 3-5, 2012.

The Board discussed whether members who are not currently employed at a member institution and retired members may serve on committees. President McLaughlin will redraft section F.2.1. of the Board Handbook to reflect the discussion and will bring this to the Board for action at a future meeting.

President McLaughlin informed the Board that the Program Committee has requested that it be allowed to take over management responsibilities of the committee structure. This will be discussed during Tuesday's strategic planning discussion and based on that, may be brought forward for action at a future Board meeting.

President McLaughlin reported that the Public Policy Advisory Committee met in Washington, D.C. recently. Most of the committee was present. The group had excellent speakers and one member visitor.

Executive Director Report
Executive Director Sullivan filed a written report. He pointed out that the iMIS installation is moving along and is on time and on budget. The new website implementation is moving at a slow pace. The office is currently reviewing all of its insurances and may put some out for bids. The office is in the process of budget review. He reported the Tech Conference seems to be in good shape financially. The hotel obligation will be met, which means that AACRAO will not have to pay for unused rooms. AACRAO conducted a successful webinar with CASE. The book on SEM in Canada was just released.

Unfinished Business
The Action Items list was reviewed and updated thusly:
1. The Governance Committee plans to have the Record Retention Policy ready for Board Review at the August Board meeting.
2. The Governance Committee plans to have a recommendation on BoardSource/ASAE memberships at the July Conference Call.
3. Revisions to Committee Charters are still on schedule for Board approval at the October Board Meeting.
4. The approval of the combined Strategic Planning/Program Review Committee charter is also still on schedule for approval at the October Board Meeting.
5. Vice President Myers and Past President Huff are reviewing how motions from executive sessions should appear in the public Board minutes. This is ongoing, but should be removed from the Action Items list. A proposal will be forthcoming.
6. President McLaughlin will redraft F.2.1. of the Board Handbook based on a discussion of her Officer report.
7. President-elect von Munkwitz-Smith will have updated proposed dates for 2012-13 Board Meetings for Board review shortly.

New Business
The Board reviewed the topic of using a consent agenda for future meetings. The topic will be further reviewed and action may be forthcoming at a future Board meeting.

MOTION 2011.06.03—It was duly moved and seconded that the section of the Board Handbook dealing with the position of editor of College and University be amended to say: "The stipend for the C&U Editor shall be $4,000 annually. The C&U Editor shall be an active AACRAO voting member and a practicing professional. Appointment as Editor of C&U shall be made for a two-year period, renewable in annual appointments and the appointment date shall coincide with the Annual Meeting. When a new Editor is to be appointed, there shall be a general call to the membership for consideration. An interim appointment may be made as necessary for the remainder of an Editorial term and will not affect an initial two-year appointment."
APPROVED

Adjournment

MOTION 2011.06.04 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 12:57 p.m. Eastern Time.

Attachments
Board of Directors Meeting Minutes, May 11, 2011
Schedule of State and Regional Visits
Executive Director's Report

American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors
May 11, 2011
Conference Call

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

Staff Members in Attendance: Matthew Ogle, Jerry Sullivan

Guests in Attendance: Adnan Bokhari

Call to Order
President McLaughlin called the meeting to order at 3:03 p.m. Eastern Time.

Approval of Agenda
MOTION 2011.05.01 – It was duly moved and seconded to approve the agenda. APPROVED

Minutes
MOTION 2011.05.02 – It was duly moved and seconded to approve the minutes of the April 13, 2011 Board Meeting. APPROVED

Reports of Standing Committees

Finance and Investments Committee
Vice President Krogh stated that at this meeting the Board would go through each of the March financial reports in detail. She noted these reports represent AACRAO's financial status at the middle of the fiscal year, and in addition, these reports include the financial outcomes of the Annual Meeting, which is important to the budget as well as an important event for AACRAO members. She suggested that reviewing the budget documents will also be useful for the Board members for the Strategic Planning discussions at the June Board meeting. Vice President Krogh invited Adnan Bokhari to lead the discussion for the two financial dashboard documents and the executive director financial report. He mentioned that we use a modified version of a current ratio in the dashboard and explained it to the Board. The first version of the financial dashboard he reviewed was a March 2011 to April 2010 comparison in order to compare the months in each fiscal year when the Annual Meetings were held. Executive Director Sullivan stated that a discussion about the targets for annual surpluses would be valuable at the upcoming Strategic Planning discussion. Mr. Bokhari next reviewed the executive director report. Vice President Krogh led the Board through the remaining March financial documents. Mr. Bokhari then explained the cash and income analysis spreadsheet. Vice President Krogh summarized the discussion about this analysis by the Finance and Investment Committee at its recent meeting and presented the committee's recommendation to move funds into the long term investment accounts.

MOTION 2011.05.03—It was duly moved by the Finance and Investments Committee to allocate $300,000 towards the Board designated long term investment funds to be allocated to each of the three funds in accordance with the current Board investment policy and to be transferred to the funds in equal monthly distribution amounts through the end of the 2010-2011 fiscal year. APPROVED

Governance Committee
President-elect von Munkwitz-Smith noted that the Governance Committee's report is on the Board website, and briefly reviewed the report. The committee has looked at the Board committee charters, and will bring them all to the Board as a package. The committee is also reviewing a draft records retention policy.

Compensation Committee
Vice President Cunningham reported that the Compensation Committee is continuing to lay the groundwork for the executive director search. They are considering involving non-Board AACRAO members in the search and will report on this at the June meeting. He noted that the committee will meet with the search firm, Witt/Kiefer, at the June Board meeting, President McLaughlin, he and the Witt/Kiefer consultant will come to AACRAO office in June for discussions with the staff. He also reported that the committee will put together a communication plan to keep the membership informed during the search.

Strategic Planning/Program Review Committee
Vice President Myers reported that the committee is working to prepare materials for Board members to review before the Strategic Planning discussion at the Board meeting in June.

Reports of Officers

Past President
Past President Huff submitted a written report.

President-Elect
President-Elect von Munkwitz-Smith noted that session submissions for the 2012 Annual Meeting are lagging behind numbers from this time last year. The Program Committee is working to have committee chairs solicit sessions.

President
President McLaughlin reminded the Board that it will have reading to do before the June Board meeting. Bruce Lesley from BoardSource has been selected to facilitate the meeting, and he will arrange short individual phone meetings with each Board member prior to the June meeting. President McLaughlin ran through the proposed schedule for the June meeting. On Sunday afternoon and Monday morning committees will meet, and the Board will meet with Witt/Kiefer after committee meetings. The Board will meet with the Program Committee on Tuesday night for dinner and again on Wednesday morning for a breakfast meeting to discuss the 2012 Annual Meeting. Board will reconvene after this breakfast meeting for action items and wrap up.

President McLaughlin reported that the Witt/Kiefer contract and negotiations are ongoing and nearing completion. She also reported that the AACRAO Vanderbilt Institute registrations are currently open and there are 15 registrants.

Executive Director Report
Executive Director Sullivan reported that membership invoices have been sent out. There was an issue with the Matrix Maxx software, but the problem was resolved. The Transcript and Records Guide has sold very well and the next book to be published will be about SEM in Canada. The latest update to the Transfer Credit Practices Guide is also coming soon. He reported the Technology Conference currently has 45 current registrants, and that AACRAO has a new closing speaker for the conference, Brian Kelly, Managing Editor of US News and World Report. He reported that our point of contact at the Vanderbilt Institute has left and there are discussions about the replacement contact. Barmak Nassirian and Leroy Rooker put on a webinar earlier today about the FERPA NPRM. Next week the Public Policy Committee will be meeting in Washington, DC. He also stated the iMIS association management software project is on schedule, but the website project continues to fall behind. He noted that the site is done, but updating and training still need to take place.

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

New Business
The Board serenaded Vice President Bouse with a poor rendition of the happy birthday song.

Adjournment
MOTION 2011.05.04 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 4:19 p.m. Eastern Time.

Attachments
Board of Directors Meeting Minutes, April 13, 2011
March 2011 Financial Dashboard
March 2011 Financial Dashboard, version two
March 2011 Executive Director Financial Report
March 2011 Statement of Financial Position
March 2011 Statement of Financial Position – prior year comparison
March 2011 Statement of Activities
March 2011 Statement of Activities by Activity Code
March 2011 Statement of Activities by Department
Past President Report March 2011

State and Regional Visits 2011

Almost all visits have been arranged for this year. Only Nebraska and Washington remain unresolved. The list below indicates the dates, places and Board reps for each meeting.

- Mississippi   4/4 – 4/5   Louisville, MS   Betty

- Oregon   5/15 – 5/17   Gleneden Beach, OR   Nora

- Utah   6/6-6/8   Snow College, UT   Jim

- Florida   6/12 – 6/14   Tampa, FL   Betty

- Idaho   6/22 – 6/23   Boise, ID   Jim

- Alabama   6/22 – 6/24   Marriott Shoals, AL   Jeff

- Rocky Mountain   7/20 – 7/22   Denver, CO   Luisa

- Washington   7/27   Wenatchee, WA   Not Yet Confirmed

- Kansas   9/28 – 9/30   Hayes, KS   Tracey

- Oklahoma   10/5 – 10/7   Edmond, OK   Luisa

- Arkansas   10/5 – 10/7   Hot Springs, AR   Adrienne McDay (Special arrangement – conflict with Board meeting)

- Georgia   10/9 – 10/11   Young Harris, GA   Robert

- Kentucky   10/12 -10/14   Lexington, KY   Tracey

- West Virginia   10/12 – 10/15   Morgantown, WV   Nancy

- Ohio   10/12 – 10/14   Columbus, OH   Bruce

- Missouri   10/23 – 10/25   Lake of the Ozarks   Brad

- Indiana   10/24 – 10/25   South Bend, IN   Nora

- Illinois   10/26 – 10/28   Normal, IL   Luisa

- New England   11/2 – 11/4   Newport, RI   Nora

- Upper Midwest   11/2 – 11/4   Sioux Falls, SD   Brad

- Louisiana   11/2 – 11/4   Lafayette, LA   Tracey

- Michigan   11/2 – 11/4   Plymouth, MI   Jeff

- Pacific   11/5 – 11/9   Seattle, WA   Bruce

- Texas   11/6 – 11/9   San Antonio, TX   Robert

- Nebraska   11/9 – 11/11   Hastings, NB   Not Yet Confirmed

- Wisconsin   11/16 – 11/18   Elkhart Lake, WI   Barmak

- Tennessee   11/16 – 11/18   Chattanooga, TN   Betty

- Middle States   11/28 – 12/1   Atlantic City, NJ   Betty (Barmak also)

- Carolinas   12/4 – 12/7   Wilmington, NC   Bruce

- Virginia   12/11 – 12/13   Roanoke, VA   Jeff

- Southern   2/11 – 2/15   Northern Kentucky   Nora

AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

EXECUTIVE DIRECTOR'S REPORT

BOARD OF DIRECTOR'S MEETING
Philadelphia, Pennsylvania

June 2011

Table of Contents

INFORMATION TECHNOLOGY (IT)

Association Management System (AMS)
The iMIS implementation project kicked off in early April and is currently on time and on budget. Having recently completed requirements-gathering and local server installation, AACRAO expects to receive and sign off on the solutions document from ASI before the end of June. Staff training on the core iMIS modules will take place at the AACRAO office during the week of June 20.

Membership Renewal
AACRAO successfully invoiced all institutional and affiliated members. AACRAO will now begin the renewal process for corporate members.

AACRAO Webinars
AACRAO produced fourteen webinars as part of the Virtual Annual Meeting in Seattle, as well as five standalone webinars. AACRAO also facilitated a video broadcast and electronic discussion as part of the Public Policy Task Force meeting in May, using a new cloud-based, low-cost method for incorporating live video in webinars. AACRAO plans to use the new video technology at the Virtual Technology Conference in Reno.

AACRAO.org Redesign
AACRAO completed migration of all existing aacrao.org content to the new web design. AACRAO is currently planning a communications campaign to introduce the new site.

AACRAO TCP Publication
AACRAO IT began work with Publications to produce a new paper Transfer Credit publication from the online TCP database.

Server Virtualization
AACRAO has virtualized thirteen of fifteen in-house information systems. AACRAO is currently evaluating and implementing new backup/disaster recovery procedures using the capabilities of the new virtualized infrastructure.

AACRAO Conference Room
AACRAO investigated options for video conferencing and is currently implementing a prototype solution for testing.

GENERAL AND ADMINISTRATIVE

AACRAO staff initiated a dialogue with insurance broker Armfied, Harrison and Thomas Inc. focused on reviewing current insurance policies for best value.

AACRAO staff working with AACRAO's health care insurance provider secured this year's renewal at no increased cost to AACRAO or the staff.

AACRAO staff opened discussions with Education USA India focusing on possible joint initiatives.

AACRAO staff secured commitment from Chinese representatives to increase their presence at AACRAO's 2012 Annual Meeting.

Accounting

AACRAO
FINANCIAL DASHBOARD
April 30, 2011

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

Legend: ■ Apr 10 Actual ■ Apr 11 Actual □ Apr 11 Budget
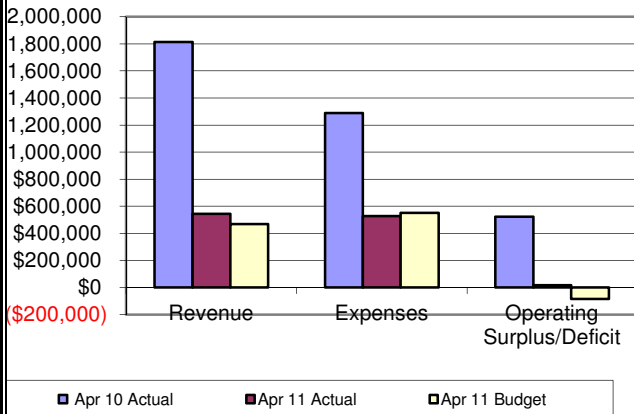
Modified Current Ratio Analysis
(Cash & ST Investments/Accounts Payable)

- Apr 09: 1.97
- Apr 10: 3.63
- Apr 11: 11.92
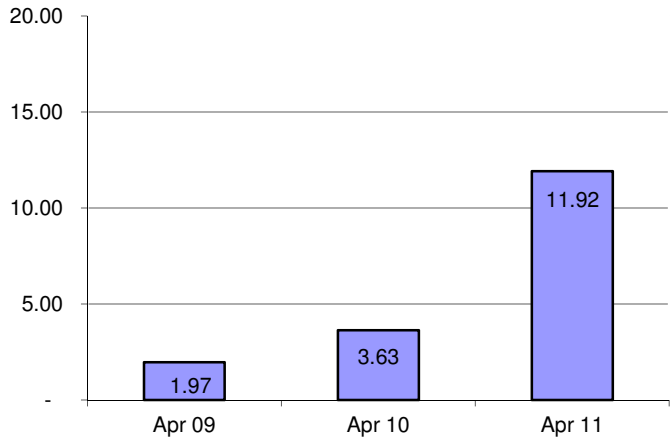
Long-Term Investments - FMV
April 2010 - April 2011

Legend: — Endowment — Infrastructure — Strategic
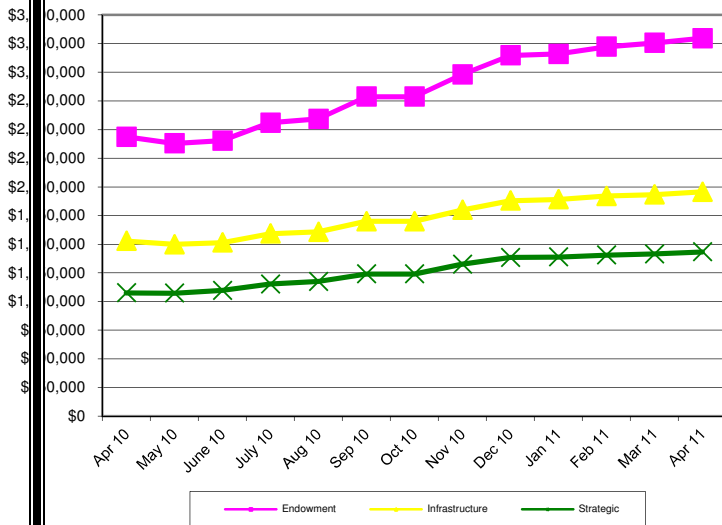
Cash Receipts and Disbursements
April 2010 - April 2011

Legend: — Cash Receipts — Cash Disbursements
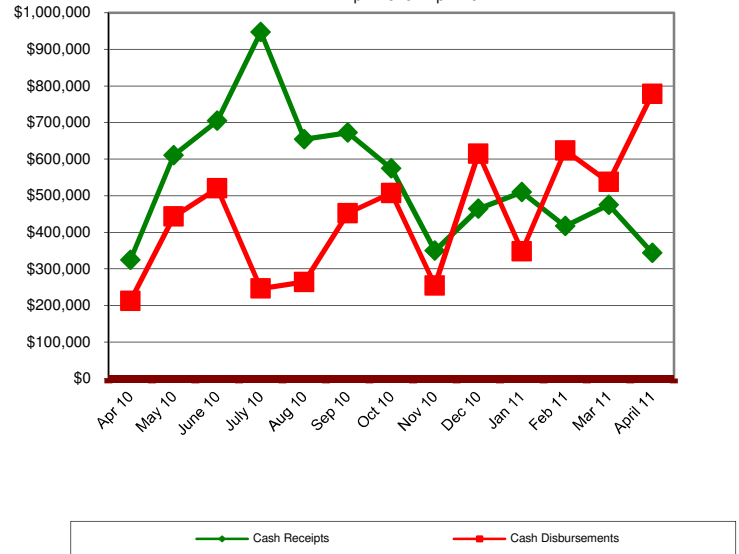
Net Profitability
(Net Revenue/Gross Revenue)
Apr 2010 - Apr 2011 Actual
May- Sep 2011 Projected

FY 10/11 = $732,622
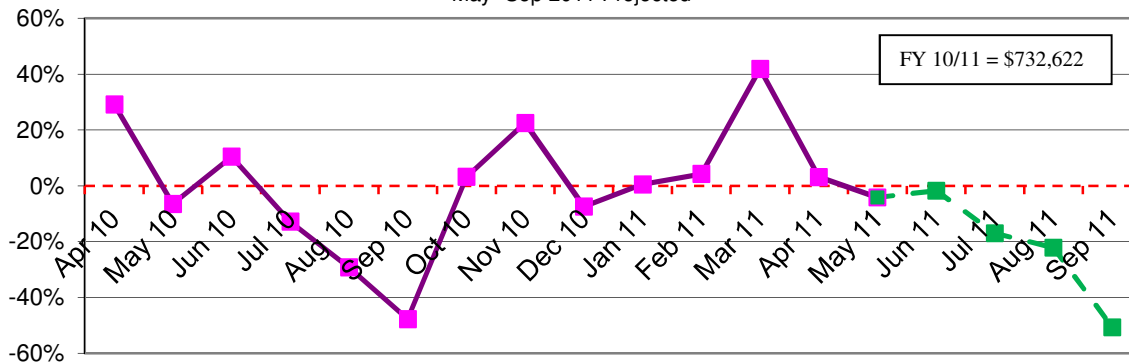
SUMMARY
AACRAO's net operating results for April 2011 are showing a surplus of $17,153, which is $100,230 over the month's budget expectation and ($505,822) under results of the same period last year (month ended April 30, 2010).

ANNUAL MEETING

Annual Meeting 2011

AACRAO's 2011 Annual Meeting featured over 250 sessions. There were 42 with a focus on admissions and enrollment management; 33 highlighting topics pertaining to international education; 40 with particular emphasis on records and academic services; 30 intended to enhance leadership and management development; 41 focused on issues of access and equity; and 29 dealing with technology.

The official registration for the 2011 AACRAO Annual Meeting in Seattle was 2,026 including cancellations. We met our hotel commitment and had no penalties from the hotels. Registration details can be found below.

In Seattle this year, five new countries were represented: Estonia, Korea, Micronesia, the Philippines and Poland. One person from each of these countries attended the meeting.

AACRAO Centennial

A wrap up to the year-long Centennial Celebration was capped off in the Opening Reception in the Exhibit Hall where Centennial cocktails were served in commemorative glasses.

Annual Meeting Attendee Comparison Data 2009 Chicago, 2010 New Orleans, and 2011 Seattle

Ticket Sales for Events at the Annual Meeting

Event	2009 # of Attendees	2010 # of Attendees	2011 # of Attendees
Centennial Dinner	n/a	450	n/a
International Educators' Reception	111	161	136
First Time Attendee Orientation	262	284	349
Graduate & Professional Schools Luncheon	72	72	75
Cultural Diversity Luncheon	86	76	61
Asian/Pacific Islander Caucus Box Lunch	6	7	11
Black Caucus Box Lunch	30	39	23
Latino/Latina Caucus Box Lunch	24	26	19
Native American Caucus Box Lunch	3	4	11
State & Regional Officers Workshop	21	37	52
Leadership Training for PAC Chairs	n/a	49	45

Annual Meeting Attendee Demographics

Below are the self reported (unverified) data collected through the registration system for attendees registered to attend the 2009, 2010 and 2011 AACRAO Annual Meeting respectively. Percentages are based on the number of attendees reporting in each topic. In topic areas marked with an * attendees can select more than one category.

Topic	Category	2009 % of Attendees	2010 % of Attendees	2011 % of Attendees
Attended prior Annual Meeting:	Yes	38%	44%	43%
	No	62%	56%	57%
Attended prior SEM Conference:	Yes	10%	7%	6%
	No	90%	93%	94%
Attended prior Technology Conference:	Yes	7%	5%	6%
	No	93%	95%	94%
Attended prior Transfer Conference:	Yes	n/a	3%	3%
	No	n/a	97%	97%
Area of Responsibility*:	Enrollment Management	16%	17%	16%
	Records/Registration	36%	31%	31%
	Academic Advising	6%	7%	7%
	International Admissions	5%	6%	5%
	Institutional Research	3%	4%	4%
	Admissions	14%	14%	14%
	Financial Aid	2%	3%	4%
	Student Affairs	4%	4%	7%
	Computer/IS	3%	3%	3%
	Other	11%	10%	10%
Title:	President/Chancellor	>1%	1%	>1%
	Provost/Chief Academic Officer	>1%	>1%	>1%
	Vice President	2%	3%	3%
	Associate/Assistant Provost	1%	1%	1%
	Associate/Assistant Vice President/Chancellor	2%	2%	2%
	Director/Registrar	39%	40%	39%
	Associate/Assistant Director	18%	15%	15%
	Other	38%	37%	39%
Full-time Enrollment:	Under 1,000	11%	10%	11%
	1,000 – 2,499	13%	13%	11%
	2,500 – 4,999	12%	11%	13%
	5,000 – 9,999	12%	12%	9%
	10,000 – 19,999	16%	15%	14%
	20,000 +	22%	23%	24%
	None of the Above	14%	17%	18%
How did you hear about the meeting?	AACRAO Publication	7%	3%	3%
	AACRAO Email	31%	32%	28%
	AACRAO Exhibit Booth	1%	1%	3%
	AACRAO Member	28%	25%	33%

	AACRAO Website	18%	20%	16%
	Other Website	>1%	>1%	1%
	Word of Mouth	1%	9%	10%
	Other	5%	8%	6%
Institution Type:	Four-Year Public	30%	31%	31%
	Four-Year Private	31%	27%	27%
	Two-Year	11%	10%	9%
	Graduate or Professional	12%	12%	13%
	International	2%	2%	3%
	Other	14%	18%	17%
Tell us about yourself*:	This is my first AACRAO Meeting.	25%	27%	29%

International Attendee Profile

Country	2009 # of Attendees	2009 % of International Attendees	2010 # of Attendees	2010 % of International Attendees	2011 # of Attendees	2011 % of International Attendees
Afghanistan	1	>1%	0	0%	1	>1%
Argentina	0	0%	1	1%	0	0%
Armenia	0	0%	1	1%	0	0%
Australia	3	2%	3	2%	2	2%
Azerbaijan	0	0%	1	1%	0	0%
Bahamas	4	3%	0	0%	0	0%
Barbados	2	1%	3	2%	2	2%
Belize	1	>1%	0	0%	0	0%
Bolivia	0	0%	2	2%	0	0%
Canada	53	38%	46	46%	61	52%
Chile	2	1%	1	>1%	0	0%
China	3	2%	0	0%	5	4%
Columbia	1	>1%	2	2%	0	0%
Cyprus	0	0%	1	1%	0	0%
Denmark	1	>1%	0	0%	0	0%
Dominican Republic	0	0%	2	2%	0	0%
Egypt	5	4%	0	0%	1	>1%
Estonia	0	0%	0	0%	1	>1%
France	1	>1%	0	0%	0	0%
Germany	1	>1%	2	2%	1	>1%
Ghana	2	1%	1	1%	1	>1%
Greece	0	0%	4	3%	0	0%
Grenada	1	>1%	0	0%	0	0%
Hong Kong	9	7%	0	0%	2	2%
Iraq	1	>1%	0	0%	0	0%
Jamaica	3	2%	3	2%	4	3%
Japan	3	2%	2	2%	0	0%

	2009		2010		2011	
Kyrgyzstan	1	>1%	0	0%	0	0%
Korea	0	0%	0	0%	1	>1%
Lebanon	4	3%	3	2%	3	3%
Mexico	1	>1%	5	5%	5	4%
Micronesia	0	0%	0	0%	1	>1%
Nigeria	0	0%	1	1%	2	2%
North Mariana Island	0	0%	1	1%	2%	2%
Norway	1	>1%	1	1%	1	>1%
Palau	0	0%	1	1%	0	0%
Philippines	0	0%	0	0%	1	>1%
Poland	0	0%	0	0%	1	>1%
Qatar	10	7%	3	2%	7	6%
Russia	0	0%	1	1%	1	>1%
Saipan	1	>1%	0	0%	0	0%
Saudi Arabia	1	>1%	7	6%	6	5%
Singapore	1	>1%	0	0%	0	0%
Sweden	2	1%	0	0%	2	2%
Switzerland	1	>1%	0	0%	0	0%
Tajikistan	1	>1%	0	0%	0	0%
Thailand	0	0%	1	1%	0	0%
Trinidad	0	0%	1	1%	0	0%
Trinidad and Tobago	2	1%	5	4%	1	>1%
Turkey	0	0%	1	1%	0	0%
Turkmenistan	1	>1%	0	0%	0	0%
Ukraine	0	0%	1	1%	0	0%
United Arab Emirates	3	2%	1	1%	1	>1%
United Kingdom	7	5%	11	9%	3	3%
Uzbekistan	1	>1%	0	0%	0	0%
West Indies	0	0%	1	1%	0	0%
Total International Attendees	135	100%	120	100%	119	100%

American Attendee Profile

State	2009 % of Attendees	2010 % of Attendees	2011 % of Attendees	State	2009 % of Attendees	2010 % of Attendees	2011 % of Attendees
AK	>1%	>1%	>1%	NC	1%	1%	1%
AL	>1%	1%	1%	ND	>1%	>1%	>1%
AR	>1%	1%	>1%	NE	1%	1%	1%

AZ	1%	1%	1%	NH	>1%	>1%	>1%
CA	7%	8%	11%	NJ	1%	1%	1%
CO	3%	3%	3%	NM	>1%	>1%	>1%
CT	>1%	1%	1%	NV	>1%	1%	1%
DC	2%	4%	3%	NY	4%	6%	4%
DE	>1%	>1%	>1%	OH	4%	4%	3%
FL	4%	5%	>1%	OK	1%	>1%	>1%
GA	1%	2%	1%	OR	1%	1%	3%
HI	>1%	>1%	>1%	PA	4%	4%	4%
IA	3%	1%	3%	PR	9%	1%	1%
ID	>1%	1%	1%	RI	>1%	>1%	>1%
IL	18%	7%	5%	SC	>1%	>1%	1%
IN	4%	3%	3%	SD	>1%	>1%	>1%
KS	3%	2%	2%	TN	1%	2%	2%
KY	2%	1%	1%	TX	4%	7%	4%
LA	>1%	3%	>1%	UT	1%	2%	2%
MA	3%	3%	3%	VA	3%	4%	4%
MD	2%	2%	2%	VI	0%	>1%	>1%
ME	>1%	1%	>1%	VT	>1%	>1%	1%
MI	4%	3%	2%	WA	1%	1%	7%
MN	3%	2%	3%	WI	3%	2%	2%
MO	3%	3%	3%	WV	1%	1%	>1%
MS	>1%	>1%	>1%	WY	>1%	>1%	>1%
MT	>1%	>1%	1%	Armed Forces Europe	>1%	>1%	>1%

Corporate Sales (exhibits, presentations and sponsorships)

We had 77 companies occupying the exhibit hall, which represents 100% of the hall space being filled. Of the companies exhibiting at the annual meeting, 41 were corporate members and 36 were non-members.

Annual Meeting 2012

Philadelphia
The 2012 Annual Meeting is scheduled for April 1-4 at the Pennsylvania Convention Center and the theme for next year is "Investing in the Future of Higher Education." The 2011 call for proposals closed on May 24. The call was sent to the membership via email blasts and regular listings in Memberlink. Submissions from the membership at large will comprise one-third of the final program with sessions submitted through the committee structure making up the majority of the rest of the program.

The Summer Planning Meeting will coincide with the Summer Board Meeting in Philadelphia. The Program Committee will continue their work on reviewing, approving and slotting sessions.

Additionally, each session is being reviewed for possible corporate presenters that are attempting to sneak into the regular program.

Corporate Sales (exhibits, presentations and sponsorships)

At the Seattle Annual Meeting, we offered current exhibitors the opportunity to secure booth space for the Seattle meeting. Existing exhibitors reserved booth space based on a priority point system. We had 50 companies reserve 103 booths. In our current configuration, we have a total of 124 booths available; the exhibit hall does allow for expansion if we need to add more booths. We now have 83% of the exhibit hall sold.

For 2012, we saw an increase in the number of 20x20 islands. Last year we sold 8; this year we sold 12. We had to reconfigure the exhibit hall to allow space for these booths.
Sold 21 out of 36 10x10s
Sold 17 out of 20 10x 20s
Sold 12 out of 12 20x 20s

We are currently working on selling additional booth space, presentations, and sponsorships for the meeting.

MEMBER SERVICES

Member Maintenance
Membership 2010-2011
The 2010-2011 membership year ended evenly with last year's. The total dues collected was $2,324,609 which compares to $2,325,357 collected in 2009-2010 – a negligible difference of $748. The previous membership year, 2009-2010, saw a 3.7% ($90,078) loss in membership dues. 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	$2,324,609
2009-2010	$2,325,357 (-3.7%)
2008-2009	$2,415,435 (+4%)
2007-2008	$2,322,132 (+3%)
2006-2007	$2,253,434 (+7%)
2005-2006	$2,096,724

Membership Renewal 2011-2012

Invoices were sent electronically to all institutional primary and billing contacts on May 10. For a third consecutive year, there is no dues increase, in consideration of the current economic climate and institutional budgets.

Annual Comparison - Institutional Membership Renewal Numbers

Institutional Members

	Renew	New	Dropped/ Unpaid	Total
2010-2011	2,433 (93%)	170 (6%)	174 (7%)	2,603
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 2011 award winners were recognized at the Opening General Session at the Annual Meeting in Seattle on March 13. Pictures from the 2011 Awards Ceremony were made available at http://www.aacrao.org/pro_development/awards.cfm.
Following our call in Transcript and MemberLink to acknowledge retiring higher education professionals, 14 certificates of appreciation were sent to retiring professionals around North America.

AACRAO Committees
An email blast was sent to all members on March 25, entitled "AACRAO Committees - a great way to get involved!" Within one week of the blast, 60 committee applications were received.

On April 19, an email was sent to the 125 individuals that had expressed an interest in serving on a committee on their Annual Meeting registration form. Of these, 20 joined a committee.

AACRAO Demographic Information
An email was sent to all AACRAO members in May with a link to our 2011 demographic information at http://www.aacrao.org/about/demographics.cfm. Each year we send this email titled "Get to Know Your AACRAO Colleagues" to our members.

The message also contained a link for members to update their information online, including personalizing their User ID and password. The response to this email was very good with many members updating their information online.

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 2010-2011, 87 institutions rejoined, resulting in $51,562 in revenue, **a 59% increase from 2009-2010** in which 60 institutions renewed with $32,378 in revenue.

Year	Institutions Inactive	Institutions Rejoining	Total Revenue	
2010-2011	504	87	$51,562	(+59%)
2009-2010	423	60	$32,378	(+30%)
2008-2009	358	44	$24,821	(-15%)
2007-2008	352	49	$29,152	(+55%)
2006-2007	368	35	$18,750	(+32%)
2005-2006	262	28	$14,230	

Potential Members from Phone Calls and Emails

Since March, 28 institutions and individuals contacted us directly via phone or email regarding AACRAO membership. Of these, 5 institutions and 4 additional members joined, resulting in revenue of $2,305.50.

Outreach to Conference Attendees

Membership information was sent to each of the non-member attendees of the 97th Annual Meeting, March 13-16, 2011.

Jobs Online

A new pricing level was implemented for non-member job posters at 20% above the member rate. Since its implementation on March 30, there have been 26 non-member job postings. An email was sent to non-members in April entitled "Put Your Job Posting in the Hands of Higher Ed Professionals".

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.

So far this year, the net revenue from Jobs Online is $96,638, an increase of $23,376 over the same time last year.

The following is a summary of the number of jobs posted per month:

Jobs Online - Postings Per Month

2009   2010   2011

January	36	38	46
February	23	27	32
March	43	49	69
April	37	31	39
May	25	35	34
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:
In May we distributed a survey on admissions policies regarding undocumented students on behalf of The National Forum on Higher Education for the Public Good (The National Forum). It is part of a national research project to examine how state policies impact institutional decision making and how higher education institutions negotiate legal regulations with the needs of undocumented students.

MEETINGS AND WORKSHOPS

Registrar 101
Seattle
A Registrar 101 Workshop was held in conjunction with the 2011 AACRAO Annual Meeting in Seattle. This year, we continued with the day and a half format. The workshop started on Saturday afternoon, March 12 from 2:00 – 5:00 p.m. It continued with the rest of the full day workshops on Sunday, March 13. There were 58 registrants for this workshop.

Reno
A Registrar 101 Workshop will be held in conjunction with the 2011 AACRAO Technology Conference in Reno. The workshop starts on Saturday morning, July 9 from 8:00 a.m.– 5:00 p.m. It continues with the rest of the half day workshops on Sunday morning, July 10.

Strategic Enrollment Management Conference

San Diego
The 2011 SEM Conference will be held in San Diego, California, October 30 - November 2, 2011 at the San Diego Harbor Island Sheraton. The SEM Conference Director is William Serrata, Vice-President for Student Services & Development, South Texas College. William will continue to work with Bob Bontrager, Jay Goff, Vice Provost & Dean of Enrollment

Management, Missouri University of Science and Susan Gottheil, Associate Vice President, Enrolment Management at Mount Royal College. The Call for Proposals deadline for submission was May 16. There were 119 sessions submitted for consideration for the program.

In April, a site visit was conducted to San Diego to finalize plans for the SEM Conference as well as the Executive Symposium.

We are currently in the process of populating the SEM website so that it can go live.

Corporate Sales (exhibits, presentations and sponsorships)

We currently have seven companies scheduled to exhibit at SEM and four reserved corporate presentations. We are currently following up with our leads and will send targeted marketing messages to our corporate contacts once the website is live.

Executive Symposium

AACRAO SEM Executive Symposium reconvenes on October 31, 2011, at the San Diego Harbor Island Sheraton. This year's format will combine information on the college rankings debate and strategies for enhancing enrollment and financial outcomes. AACRAO realized the importance of not only having a debate about the rankings situation, but also providing senior leaders with solutions to apply back on campus. The symposium is specifically designed for senior-level executives and their team members from public, private, two-year, and four-year institutions. AACRAO has received a commitment from Robert Morse, lead researcher at *U.S. News and World Report*, and Doug Lederman of *Inside Higher Ed* to participate in the panel discussion on rankings. Jay Goff, Vice President of Enrollment and Retention Management at Saint Louis University, and Bob Bontrager, Senior Director of AACRAO Consulting, will be developing content for the program.

Technology Conference
Reno
The call for proposals produced 55 viable session proposals, of which 36 have been accepted. Registration is open and there are currently 89 registrants as of May 31. It has been decided to hold a Registrar 101/FERPA Workshop in conjunction with this meeting. The plenary speakers have been scheduled: **Brian D. Voss**, Vice Chancellor for Information Technology & Chief Information Officer, Louisiana State University is the Opening Plenary Speaker **(Where Is The CIO Going With My System? Legacy, ERP, the Cloud and More)**; and **Barmak Nassirian** is the Monday plenary speaker **(Summer of Discontent in Washington**.) **Brian Kelly**, Editor, U.S. News Media Group will do the closing plenary presentation on Tuesday **(Beyond the Rankings: The Future of Higher Ed Data for Students, Parents, and Universities).**

New this year, the Tech Conference is introducing session tracks to the meeting:

Course and Room Scheduling Track *sponsored by Infosilem*
Institutions are serving an increased demand for courses (more students) while resources (money and classroom space) have remained constant or diminished. Sessions in this track are dedicated to the definition of the issues and to the policies, practices, and tools for dealing with them.

Solutions Track
This track will showcase the creative use of technology tools and information to resolve operational problems, enable effective decision making, and/or enhance the delivery of service to the constituency.

Registrar 'Tech' Track
Sessions in this track will highlight applications, processes, practices, toolsets and a combination of all of the above that have proven to be effective in resolving or enhancing the business of the registrar.

Admissions 'Tech' Track
Sessions in this track will concentrate on the use of information and technology in order to achieve the enrollment goals of their respective institutions.

SPEEDE/Tech Track
These sessions will concentrate on the electronic transmission of student information and other technology tools that support the operations of registrar and admissions offices.

We have nine exhibitors currently signed up for the Tech Conference:
Blackboard Inc
CollegeNET
CollegeSource
Digital Architecture
Evisions, Inc
Infosilem
Leepfrog Technologies
Perceptive Software
Runner Technologies

 We have three corporate presentations scheduled:
CollegeSource
Perceptive Software
Infosilem

Sponsors at the Technology Conference are:
CollegeSource ~Totebags
Perceptive Software ~ Badge Holders
Runner Technologies ~ Evaluations
Digital Architecture ~ Keycards
Infosilem ~ Course and Room Scheduling Track

To build on the success of the Registrar Forum started in 2010, we will continue this as a pre-conference workshop. The Registrar Forum is entitled: The Registrar Forum at Tech: Academic Administration in a Technological World. The Forum will begin on Saturday afternoon, July 9 and continue all day on Sunday, July 10 meeting jointly with the Opening Plenary presentation.

Here is a brief description:
The Registrar Forum at AACRAO's Tech Conference will provide an environment to discuss the principles, issues, foundations, trends, and future directions for the registrar profession, which is both enabled and bounded by information technology. The Forum will challenge registrars to consider the principles of our work, the current environment in which we operate, the tools available to us, and the opportunities (and challenges) that technology affords.

2012 Transfer Conference
Chicago
AACRAO's Transfer Conference will run concurrently with AACRAO's Technology conference in 2012 (July 1-3, 2012) to take advantage of economies of scale. CollegeSource confirmed it will sponsor the Transfer conference for the next three years (2012-2014). CollegeSource also agreed to sponsor the Technology Conference for the first time in 2012 for the amount of 15k.

AACRAO/Vanderbilt Senior Leadership Meeting and Scholarship
AACRAO will convene the second Senior Leadership Institute with Vanderbilt University's Peabody College of Education and Human Development during June 26 - 30, 2011. AACRAO offered three $1,000 scholarships to higher education professionals interested in attending this year's program and has received 10 applications. We have 20 participants several weeks before the meeting, compared to 16 total participants last year.

Dr. Tim Caboni, Associate Dean of Vanderbilt University's Peabody College of Education and Human Development and Chair of Peabody Professional Institutes, attended and exhibited at the AACRAO Annual Meeting in Seattle to promote the Institute. He also held a reunion for the 2010 senior fellows to discuss their growth and progress. AACRAO co-branded marketing with Vanderbilt to emphasize the Institute partnership.

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 expanded its webinar offerings and professional development services over the past year and has begun to offer leading experts to cover Transfer, SEM, Technology and FERPA-related topics. AACRAO marketing and IT have collaborated to redesign the webinar site, which now offers a better library of webinar services as well. Webinars have continued to grow and the association plans to offer the Virtual webinar series at each of its major meetings.

The following webinars have recently been offered:

Notice of Proposed Rulemaking (NPRM) on Student Privacy
Barmak Nassirian, Associate Executive Director, AACRAO
LeRoy Rooker, Senior Fellow, AACRAO

Assessing the Climate for Transfer at Two- and Four-Year Institutions: CIRP's New Diverse Learning Environments Survey
John H. Pryor, Director, CIRP at the HERI Institute at UCLA

Marketing, Public Relations and Strategic Enrollment Management: Three Sides of the Same Coin
Bob Bontrager, Senior Director, AACRAO Consulting
Cathleen Staples, Director of Marketing, University of Michigan
Alicia Moore, Dean of Student and Enrollment Services, Central Oregon Community College
Ron Paradis, Director of College Relations, Central Oregon Community College

Making the Case for International Enrollment Management
Chris J. Foley, Director of Undergraduate Admissions, Indiana University- Purdue University Indianapolis

Online Professional Development Program

From June 2010 to May 2011, 178 participants took part in our online professional development courses. These courses included three sections of Admissions Counselor/Recruiter, one section of Managing the Admissions Office, 2 sections of Essentials of Strategic Enrollment Management, and two sections of Registrar 101. Due to the response to Registrar 101, we have added a third section to be offered in summer of 2011. During this time, all courses were moved from the old Blackboard course management system and recreated in the Moodle learning management system which we are able to use at no cost. The new system provides a user-friendly interface with more capabilities for course interaction and content management.

Work is currently underway to: a) review the current course offerings for updates and enhancements; b) continue to add to our online faculty pool; and c) coordinate our online course program with other AACRAO professional development opportunities. The program development model may be described as a matrix consisting of member needs for skills and knowledge in conjunction with a multi-level approach to professional development as seen in Table 1. Within this matrix, specific needs can be identified along with the AACRAO opportunities for development as program participants' progress from initial training and experience through advanced levels of expertise.

Table 1: Program model

NEEDS/LEVEL	Novice	Intermediate	Advanced
Job specific skills and knowledge			
Generalized skills and			

knowledge			
Combination—application in context			

PUBLICATIONS

General Publications

Our newest title, SEM in Canada will be released June 10, 2011. This is our fourth book release in the current fiscal year; others include the 2011 Academic Record and Transcript Guide, The 2010 International Guide and the 2010 FERPA Quick Guide. Other works in progress are currently receiving our attention. TCP 2011: reporting officers have updated their credit policies, and we have begun analyzing and editing the data. Its release date is August 2011. The Registrar's Self-Audit update is in the beginning stages and is tentatively scheduled for release at the 2012 Annual Meeting.

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 Annual Meeting in Seattle, March 13-16, 2011, resulting in $29,368 in sales, and making total publications sales revenue for the month of March a formidable $82,599. A related publications field was included with each Annual Meeting session listing in the program suggesting appropriate publications to session attendees. A session on the newly released 2011 Academic Record and Transcript Guide was held in Seattle, producing a lively dialogue between the authors and 100+ attendees and affording an opportunity to market the book.

We plan to make our publications available for sale at the AACRAO Technology Conference, July 10-12 in Reno, and will display samples of our publications at Utah ACRAO, June 6-8, 2011 in Ephraim, UT. A successful sales outreach was made to non-members advertising various policy-related titles in April, and the Academic Record and Transcript Guide in May. Six publications will be featured in NAFSA's July/August 2011 edition of International Educator magazine and seven ads were featured in the most recent issue of C&U.

GOVERNMENT RELATIONS/COMMUNICATIONS

Government Relations

FERPA
The Department of Education published its much anticipated FERPA proposed regulations on April 8, 2011. AACRAO held a webinar on the NPRM on May 11, 2011 to provide an overview of the proposed regulations. The Association filed comments on the NPRM on May 23, 2011 and continues its efforts against further erosion of educational privacy rights.

Budget

In mid-April, after down-to-the-wire negotiations that appeared headed for a federal government shutdown, the Administration and Congressional Republicans reached a deal to finance the federal government through September 30, the end of the fiscal year. The agreement cut $38.5 billion from the previous year's budget, including funds from numerous educational programs.

The bill did preserve the maximum Pell Grant at $5,500, but ended a policy that allowed students to receive two Pell Grants in a single year. The legislation cut $20 million each from Supplemental Educational Opportunity Grants and GEAR UP, two federal programs that prepare low-income students for college, and shaved $25 million from the federal TRIO programs. It also abolished a number of smaller programs, including the Leveraging Educational Assistance Partnership Program, which bolsters states' need-based aid programs.

Still, President Obama and Senate Democrats were able to stave off much deeper cuts approved by House Republicans in a spending bill they passed in February, including an $845 cut to the maximum Pell Grant and a $1.4 billion reduction in spending at the National Institutes of Health.

AACRAO Public Policy and Advocacy Efforts

The AACRAO Public Policy Advisory Committee met from May 17 through May 19, 2011 in Washington, DC. The Committee, chaired by William DeWolf of Emerson College, had an opportunity to hear from Administration officials, Congressional staff, and Washington higher education advocates before taking up the task of discussing the policy issues facing the Association. The Committee intends to provide a draft for broader commentary by mid-July, and hopes to transmit a revised draft to the Board in time for its October meeting.

Transcript

The AACRAO Transcript will continue to focus on delivering weekly news of interest to the membership. Recent Transcript articles have covered the Notice of Proposed Rulemaking on FERPA, the 2012 budget battle, the ongoing investigations into alleged fraud and abuse in the for-profit education sector, as well as numerous entries regarding international education and tuition assistance for undocumented students, 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: **Shrinking Market, Expanding Role,** by W. Kent Barnds, Vice President of Enrollment, Communication and Planning at Augustana College; **Strategic Enrollment Management Planning at The University of British Columbia,** by Deborah

Robinson, Executive Director of Enrollment Management Strategy at The University of British Columbia; **Developing an Enrollment Management Plan: Getting the Right People on Board,** by Ceil Connelly-Weida, Associate Dean of Planning and Assessment at Lehigh Carbon Community College, and Peggy M. Heim, Dean of Student Development at Lehigh Carbon Community College; and a review of *College Admissions for the 21st Century*, 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
AACRAO Consulting has signed nine additional clients since the February report, for a total of 31 projects so far for fiscal year 2011. Fiscal year-to-date net revenue through April stands at $193,112, compared to $30,522 last year.

Bob Bontrager and Wendy Kilgore traveled to Kazakhstan in May to deliver a Central Asian SEM Conference at the Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP), an educational institution located in Almaty. Over 40 participants from 11 institutions and four countries attended, representing the first such meeting of administrators ever held in the region. The trip produced two strong contacts for potential consulting contracts.

INTERNATIONAL EDUCATION SERVICES

IES
Volume of requests for evaluations remain at the same level for the same time period as last year when IES experienced a 20% increase over the previous year.

Registrations for the Summer Institute for International Admissions and Recruitment are running ahead of last year's record breaking numbers.

IES has contracts to provide in-house training to the National Association of Intercollegiate Athletics (NAIA) and the University of Tennessee – Knoxville, with other institutions considering IES for their training needs.