
**American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors**

October 5-7, 2012

Portland, ME

Board Members in Attendance: Jim Bouse, Melanie Gottlieb, Luisa Havens, Tracey Jamison, Nancy Krogh, Paul Kyle, Adrienne McDay, Nora McLaughlin, Brad Myers, Jeff von Munkwitz-Smith

Staff Members in Attendance: Janie Barnett, Matthew Ogle, Michael Reilly

Call to Order

President von Munkwitz-Smith called the meeting to order at 9:01 a.m. Eastern Daylight Time on October 5, 2012.

Approval of Agenda

MOTION 2012.10.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes

MOTION 2012.10.02 – It was duly moved and seconded that the minutes of the meeting of the Board of Directors on August 8, 2012 be approved. APPROVED

MOTION 2012.10.03 – It was duly moved and seconded that the minutes of the executive session of the Board of Directors on August 8, 2012 be approved. APPROVED

Reports of Standing Committees

Audit Committee

Vice President Jamison told the Board that she received information regarding this year's audit from the Executive Director and AACRAO's accounting office.

Compensation Committee

Past President McLaughlin stated the Compensation Committee is currently working with Executive Director Reilly on a plan for staff salaries. The committee is also working on succession planning.

Finance and Investments Committee

Vice President Krogh reported the Finance and Investments Committee met in August and will meet on October 5. She reviewed the August financial reports with the Board and stated that the preliminary year-end financial reports are positive.

Governance Committee

President-Elect McDay reported the Governance Committee has been working on the orientation plan for Board nominees, and that the committee will report on survey results of Board meetings at future meetings.

MOTION 2012.10.04 – It was duly moved by the Governance Committee to approve the Style Guide for Minutes of Board of Directors Meetings and the minutes template. APPROVED

Strategic Planning and Program Review Committee

Vice President Myers reported the committee recently finalized the Membership Satisfaction Survey with the AACRAO Office. It will be distributed as a web-based survey to the membership in mid-October. The new format should allow the committee great flexibility in analyzing the results, which should be ready to be reviewed with the Board in December. He stated the committee will return to the program review pilot after the October Board meeting, and that the committee plans to have a follow-up to the strategic planning session the Board will undertake on October 6 at the December Leadership & State and Regional Meeting.

Reports of Officers

Vice President for Information Technology

Vice President Bouse distributed and explained a flyer for PESC's iHEARTdata program. He also introduced a request from AACRAO's SPEEDE Committee to refocus some of their efforts and funding towards outreach, specifically to AACRAO State and Regional Meetings, in an expense neutral way, so they would cut back on some other activities.

Vice President for International Education

Vice President Gottlieb reviewed the International Admissions and Credential Evaluation Task Force charge that she distributed to the Board. The Task Force will be aimed at the profession more than at AACRAO specific activities.

MOTION 2012.10.05 – It was duly moved and seconded to accept the proposal to create an AACRAO Task Force on International Admissions and Credential Evaluation. APPROVED

Vice President Gottlieb will bring the roster to the Board for review and approval at a future meeting.

Vice President for Access and Equity

Vice President Havens informed the Board that recommendations from the Task Force on Institutional Gender Identity Recognition should be ready to share with the Board by its December meeting.

Vice President for Admissions and Enrollment Management

Vice President Jamison reported that she and Executive Director Reilly have been in talks with Complete College America regarding the completion agenda. There will also be more follow up on last year's Admissions Summit at the December Board meeting.

Vice President for Leadership and Management Development

Vice President Kyle reminded the Board to review the most recent State and Regional Meeting assignments that he sent out. He informed the Board that a new state/regional organization may be founded soon in the Maryland, DC, and northern Virginia area.

Vice President for Records and Academic Services

Vice President Myers filed a written report as follows:

1. The next edition of online Reg101 begins in two weeks with three new faculty, Tina Falkner, Glenn Munson, and Stan DeMerritt, teaching.
2. In-person Reg101/FERPA will be offered as a pre-conference workshop at SEM in Orlando next month.
3. Reg201 working group is nearly finished with the course development for Reg201, which will be offered for the first time as a post-conference workshop at SEM in Orlando.

Past President

Past President McLaughlin updated the Board on awards nominations and encouraged the Board to nominate colleagues for awards.

President-Elect

President-elect McDay reported she is in the process of finding a new Annual Meeting Evaluations chair for 2013-2014.

MOTION 2012.10.06 – It was duly moved and seconded to appoint Patrick McLaughlin to the position of Vice Chair of the Annual Meeting Program Committee for 2014-2015. APPROVED

President

President von Munkwitz-Smith informed the Board that he and Executive Director Reilly will attend an EDUCAUSE Big Data Summit. He reported that the Governance Update on the website has garnered very little feedback and he reminded the Board that members should arrive on the evening of Thursday, November 29 for the Friday, November 30 Board Meeting.

Reports of Staff

Executive Director

Executive Director Reilly informed the Board that the Director of Information Technology position had been filled. The process to refine the position description and then fill the vacant Government Relations position is underway. He also updated the Board on the office's recent social media activities. He reported the first issue of the SEM Quarterly should be available before the Annual Meeting and he reviewed the proposal for renovations to the AACRAO office.

Unfinished Business

The list of action items was reviewed and updated.

The Board recessed for the day at 3:55 p.m.

The Board reconvened at 9:04 a.m. on October 7, 2012.

New Business

MOTION 2012.10.07 – It was duly moved by the Strategic Planning/Program Review Committee to amend the AACRAO Vision Statement to read: The American Association of Collegiate Registrars and Admissions Officers will be recognized as the leading authority in

academic and enrollment services within and outside the global higher education community.
APPROVED

MOTION 2012.10.08- It was duly moved by the Strategic Planning/Program Review Committee to approve changes in the strategic plan recommended by the Board in the strategic planning exercise. APPROVED

There was brief discussion of Board new member orientation which will begin soon.

Executive Session

MOTION 2012.10.09 – It was duly moved and seconded that the Board move into executive session at 9:26 a.m. APPROVED

The Board reconvened at 10:04 a.m.

Adjournment

MOTION 2012.10.13 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 10:04 a.m. Eastern Daylight Time on October 7, 2012.

Attachments

Minutes of August 8, 2012 Meeting of the Board
Style Guide for Minutes of Board of Directors Meetings
Minutes Template for Minutes of Board of Directors Meetings
International Admissions and Credential Evaluation Task Force Charge
AACRAO Strategic Plan

**American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors**

August 8, 2012
Conference Call

Board Members in Attendance: Jim Bouse, Melanie Gottlieb, Luisa Havens, Tracey Jamison, Nancy Krogh, Paul Kyle, Adrienne McDay, Nora McLaughlin, Brad Myers, Jeff von Munkwitz-Smith

Staff Members in Attendance: Michael Reilly, Matthew Ogle

Call to Order

President von Munkwitz-Smith called the meeting to order at 3:02 p.m. Eastern Daylight Time on August 8, 2012.

Approval of Agenda

MOTION 2012.08.01 – It was duly moved and seconded to approve the agenda. APPROVED

Approval of Minutes

MOTION 2012.08.02 – It was duly moved and seconded that the minutes of the meeting of the Board of Directors on June 12-14, 2012 be approved. APPROVED

MOTION 2012.08.03 – It was duly moved and seconded that the minutes of the meeting of the Board of Directors on July 18, 2012 be approved. APPROVED

MOTION 2012.08.04 – It was duly moved and seconded that the minutes of the executive session of the Board of Directors on June 14, 2012 be approved. APPROVED

Reports of Standing Committees

Finance and Investments Committee

Vice President Krogh briefly reviewed the June Financial reports. She noted that the July Financials will be more descriptive of the current fiscal year financial progress as they will also include the Transfer and Technology conferences. Vice President Krogh also informed the Board that she visited the AACRAO Office on July 31 to meet with UBS and McQuadeBrennan.

Strategic Planning/Program Review Committee

Vice President Myers reviewed the two versions of the member satisfaction survey that he distributed before the meeting. The Board reviewed the surveys and made suggestions. Vice President Myers also indicated that the committee is still receiving information pertaining to the pilot program review and will have a discussion on the topic soon.

Compensation Committee

Past President McLaughlin reported the Compensation Committee has reviewed its tasks for the year and finalized a list of priorities for the Executive Director's first six months.

Governance Committee

President-elect McDay reported the Governance Committee has reviewed the estimated time commitment required by members of the Board of Directors for the Nominations and Elections Committee.

Reports of Officers

Vice President of Records and Academic Services

Vice President Myers reported Registrar 201 development is moving forward with most segments already outline and under review by the working group. Offerings of in-person Registrar 101 and Registrar 201 have been planned through 2013. The next on-line offering begins in October with three new presenters.

Past President

MOTION 2012.08.05 – It was duly moved and seconded to accept the resolution recognizing Barmak Nassirian for his service. UNANIMOUSLY APPROVED

Past President McLaughlin informed the Board that the call for awards nominations went out on August 8 and asked the Board to participate in that process.

President

President von Munkwitz-Smith reported on the nominations and elections process and that nominations are still open.

President von Munkwitz-Smith also stated he plans to send an update on the bylaw proposal to the membership in the next week. It has already been sent to past presidents and to the members of the Governance Task Force.

Reports of Staff

Executive Director

Executive Director Reilly updated the Board on the initiative with the Fair Elections Legal Network which was approved at the July meeting. He also briefly discussed AACRAO social media plan, the Fisher v. University of Texas Amicus Brief which AACRAO signed, and the search for a new Director of IT.

Executive Director Reilly briefed the Board on an initiative to develop an international data depository. Executive Director Reilly believes AACRAO should have a voice, and he will keep the Board involved as the discussion moves forward. He also updated the Board on a discussion to establish an International Admissions/Credential Evaluations Advisory Committee or Task Force with the Board. He will bring a proposal to the September Board Meeting.

There was further discussion of the renovations to the AACRAO Office, including the funding source from the budget.

Executive Session

MOTION 2012.08.06 – It was duly moved and seconded that the Board move into executive session at 4:10 p.m. APPROVED

MOTION 2012.08.07 – It was duly moved and seconded by the Compensation Committee in executive session to approve a personnel evaluation document. APPROVED

The Board reconvened at 4:18 p.m.

Adjournment

MOTION 2012.08.08 – It was duly moved and seconded to adjourn the meeting of the Board of Directors. APPROVED

The Board of Directors meeting adjourned at 4:18 p.m. Eastern Daylight Time on August 8, 2012.

Attachments

Resolution Honoring Barmak Nassirian

B.1.3. – Style Guide for minutes of Board of Directors meetings

The minutes from AACRAO board meetings serve as the permanent record of official actions of the Board and as the legal record of the meetings. However, they are not a transcript of the discussion and will generally include only approved actions of the Board.

The secretary of the Board, also serving as the Vice President for Finance, is responsible for the recording and archiving all meeting minutes. An AACRAO staff member will be appointed by the executive director to compose and edit the minutes for the secretary, who will review and present them to the Board for approval. The staff member generally records the meeting to reference when drafting the minutes. The recording of the meeting is to be deleted by the staff member when the minutes are approved by the Board. For some ongoing matters considered by the Board, it is helpful to have notes of the discussion in order to continue discussion at a future meeting. The staff member appointed to record minutes will also keep summary notes of discussion for Board use when directed to do so by the Chair of the Board.

A template for minutes will be used to ensure consistency in formatting and is can be found in the Board Handbook as item B.1.3.1. The following conventions will be used for composing minutes:

Header

- The minutes will begin with the name, date and place of the meeting. When the meeting is by teleconference, the time at the AACRAO Office will be recorded in the minutes (Eastern Time).
- All members present and absent will be recorded separately in alphabetical order.
- All AACRAO Staff members will be listed alphabetically followed by a list of any guests in attendance.

Style Guidelines

- All minutes will use Times New Roman 12pt font.
- Board, Board of Directors, and Association are always capitalized when referring to AACRAO.
- Capitalize and spell out all AACRAO official titles—Executive Director, President, Vice President, etc. Do not capitalize generic “members” or “membership.”
- Capitalize names of specific committees, e.g. Governance Committee, but do not capitalize a reference to “the committee.”
- Capitalize Bylaws and Articles of Incorporation.
- Capitalize Annual Meeting and the Business Session of the Annual Meeting of the Association. Use the full name of the Business Session in the minutes. Do not capitalize meeting when it refers to one of many meeting of the Board.
- In the body text of the minutes, Board members and executive staff will be referred to as “title” and “last name,” e.g. Vice President Smith or Associate Executive Director Brown. Do not abbreviate these titles.
- The President is used as the title for the chair of the Board.
- Underline headings for standing committee reports and Vice President reports.
- Until minutes are approved use header at top of each page noting “DRAFT” in red font.
- Use page numbers at bottom right corner formatted as footer: “Page X”.
- When the meeting spans more than one day note that times the meeting was recessed and reconvened as follows: “The Board recessed at 3:27 p.m. and reconvened at 9:55 a.m. on June 13, 2012.” Use the same format when the Board recesses into executive session and reconvenes.

Motions

- Motions are noted as “It was duly moved and seconded...” The persons making the motion and making the second are not noted. If the motion is brought forward by a committee it is recorded as “It was duly moved by the XX Committee...”

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- The results of votes on motions are recorded as APPROVED or DEFEATED. A vote tally or abstentions are not listed unless requested. Two spaces will be put between the end of the sentence and the notation of APPROVED OR DEFEATED. Example: "It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED"
 - Discussion of the motion is not usually included in the minutes. When there is a debate or discussion about a motion, a board member may request that a summary of the major points for and against the motion will be included. The name of a Board member making a statement is not included, unless specifically requested by the Board member as a record of the proceedings.

Note: See the minutes template in section B.1.3.1. for an example of minutes format.

Attachments

- Include minutes approved at the meeting, excluding executive session minutes. The attachments originally included on the approved minutes will be removed. The attachments will still be available with the original approved minutes.
- Any financial documents approved by the Board will be attached.
- Attach any document approved or defeated by the Board at the meeting.
- Attach the consent agenda approved by the Board at the meeting.

Approved: October 5, 2012

Amended:

**American Association of Collegiate Registrars and Admissions Officers
Minutes of the Meeting of the Board of Directors**

Month Date(s), Year

Location (City, State or Conference Call)

Board Members in Attendance: List by last name in alphabetical order

Staff Members in Attendance: List by last name in alphabetical order

Guests in Attendance: List by last name in alphabetical order

Call to Order

President ____ called the meeting to order at <Time> <Time Zone> on <Date>.

(Note: Conference calls are always recorded from AACRAO Office time zone.)

Approval of Agenda

MOTION YYYY.MM.01 – It was duly moved and seconded that the agenda be approved.

APPROVED/DEFEATED

Minutes

MOTION YYYY.MM.02 – It was duly moved and seconded that the minutes from the meetings of the Board of Directors on _____ be approved. APPROVED/DEFEATED (NOTE: Each set of minutes takes its own motion.)

Reports of Standing Committees

Finance and Investments Committee

Vice President “Last Name” ...

The Board recessed for lunch at <Time>.

The Board meeting reconvened at <Time>.

Governance Committee

Strategic Planning/Program Review Committee

Compensation Committee

Reports of Officers

Vice President for Finance

Vice President “Last Name” ...

Vice President for Access and Equity

Vice President “Last Name” ...

Vice President for Admissions and Enrollment Management
Vice President “Last Name” ...

Vice President for Information Technology
Vice President “Last Name” ...

Vice President for International Education
Vice President “Last Name” ...

Vice President for Leadership and Management Development
Vice President “Last Name” ...

Vice President for Records and Academic Services
Vice President “Last Name” ...

President-Elect
President-Elect “Last Name”

Past President
Past President “Last Name”

President
President “Last Name”

Old Business (or Unfinished Business)

Report from the Task Force on Widgets

The Board discussed the Report from the Task Force on Widgets.

MOTION YYYY.MM.03—It was moved and seconded to accept the bylaws changes as recommended in the report from the Task Force on Widgets and submit for approval to the membership at the March 2011 Annual Meeting. Discussion ensued.

MOTION YYYY.MM.04—It was moved and seconded to close debate. DEFEATED

Discussion continued.

MOTION YYYY.MM.05—It was moved and seconded to close debate. APPROVED

MOTION YYYY.MM.03— DEFEATED

The Board recessed for the day at <Time>.

The Board reconvened at <Time> <Date>.

MOTION YYYY.MM.06—It was duly moved and seconded that the Board move into executive session. APPROVED

The Board reconvened in regular session at <Time>.

New Business

Adjournment

MOTION YYYY.MM.07 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at <Time> <Time Zone> on <Date>.

Signature of Secretary

Attachments

Report A

Document B

Minutes of Month Date, Year meeting of the Board.

Proposal to Establish the
AACRAO Task Force on International Admissions and Credential Evaluation

September, 2012

Background

International student enrollment at higher education institutions in the United States is growing rapidly and this trend is expected to continue for years to come. More institutions are recruiting international students, and these students are arriving from a wider range of countries. The field of international admissions and credential evaluation is becoming more complex and has created challenges for institutions to understand and keep up with changes in international education systems and prepare new professionals to enter the field.

At the same time international admissions and credential evaluation professionals have sought more support for professional development and resources to advance the profession, and have reached out to AACRAO to assist in serving members of the profession. AACRAO has a long history of serving the needs of international admissions and credential evaluation professionals and is well positioned to respond to this call. While AACRAO already provides a wealth of professional development opportunities through the Annual Meeting, SEM meeting, and International Institutes, it is clear that members of the profession are seeking a more focused strategy to serve their needs.

Proposal

Establish the AACRAO Task Force on International Admissions and Credential Evaluation. The Task Force would meet at the 2013 Annual Meeting in San Francisco and would remain in place through the 2014 Annual Meeting (members may be called upon to help finalize the Task Force report through July 1, 2014). The Task Force would consist of 20-25 members of the profession, to include prominent international admissions and credential evaluation professionals from AACRAO member institutions, credential evaluation services, government offices, and key AACRAO staff and partners. The Task Force would be chaired by a prominent leader in international admissions and credential evaluation (to be reviewed by the AACRAO Board)

Charge to the Task Force

The AACRAO Task Force on International Admissions and Credential Evaluation will evaluate the current state of the international admissions and credential evaluation profession, establish preliminary guiding principles for the profession, and identify key actions for AACRAO to re-engage members of the profession, enhance professional development, foster research and professional content, and develop new publications and resources to advance the profession. A report from the Task Force should be submitted to the AACRAO Board of Directors by July 1, 2014.

**American Association of Collegiate Registrars and Admissions Officers
(AACRAO) Strategic Plan
October, 2012**

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

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

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

Goals and Objectives

1. Prepare AACRAO members to successfully lead their institutions in meeting the challenges of a continually evolving environment.
 - a. Establish core competencies for professionals in academic and enrollment services.
 - b. Provide relevant programming and services to AACRAO members and other higher education professionals.
 - c. Strengthen our focus on compliance, technology, research services and training for the membership.
 - d. Continually evaluate the relevance, effectiveness, and sustainability of programs and services provided by AACRAO.
2. Identify, develop and promote professional standards in academic and enrollment services.
 - a. Identify standards that are critical to the profession and to the membership.
 - b. Establish a set of desirable best practices topics.
 - c. Be engaged with the development of professional standards and best practices that significantly impact our profession.
 - d. Serve as a resource on key industry topics.
3. Advance AACRAO's leadership in Federal higher education policy development and advocacy.

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- a. Identify public policy issues for direct involvement, and develop plans of action.
 - b. Engage the membership in public policy dialogue and understanding.
 4. Promote student access and success, and affordability of higher education.
 - a. Create alignments with other education professional organizations that promote student success in higher education.
 - b. Engage in relevant activities that support student access and success, and affordability in higher education.
 5. Ensure that the Association is structured to promote sustained growth and member engagement.
 - a. Develop administrative capability to engage members in the life and work of the Association through various communication technologies.
 - b. Maintain a leadership role in the global higher education community by expanding AACRAO membership with an international focus and presence, and provide related consulting services.
 - c. Continue leadership with technology initiatives in enrollment and academic services.
 - d. Promote the strength of the Association by periodic review of governance and membership.
 6. Ensure the Association's resource strength for current and future AACRAO members.
 - a. Diversify revenue streams to decrease association fiscal risk.
 - b. Increase net operating revenue to build long-term investments.
 - c. Ensure the prudent use of resources.
 - d. Align resources with goals and objectives for the Association.

Approved, AACRAO Board of Directors, October, 2012