

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

April 13, 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

Call to Order

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

Approval of Agenda

MOTION 2011.04.01 – It was duly moved and seconded that the agenda be approved.

APPROVED

Minutes

MOTION 2011.04.02 – It was duly moved and seconded to approve the minutes of the March 12, 2011 Board Meeting. APPROVED

MOTION 2011.04.03 – It was duly moved and seconded to approve the minutes of the March 16, 2011 Board Meeting. APPROVED

MOTION 2011.04.04 – It was duly moved and seconded to approve the minutes of the March 12, 2011 Executive Session. APPROVED

Reports of Standing Committees

Finance and Investments Committee

Vice President Krogh briefly reviewed the February financial reports. The committee is planning to bring a revision to the investment policy to the May Board conference call. The Board has previously discussed the proposed revisions with financial advisor Arun Sardana at its February meeting. The committee is also continuing a review of the Association's dues and membership.

Governance Committee

President-elect von Munkwitz-Smith reported that the committee met on April 6, 2011 and discussed the results of the Board Meeting Evaluation from the March 12 Board meeting. The results of the survey have been distributed to the Board. He stated nothing really stood out among the responses. There was some confusion whether the incoming Board members should participate, and that we should be clear about that next year. Because expectations for participation in the meeting are different for the incoming members, their responses to some questions (e.g., those relating to over- and under-participation) could possibly skew the results. The committee plans to discuss the survey instrument further. The committee plans to have the survey available soon after future in-person Board meetings. Matt Ogle has been asked to

investigate other options for doing the survey (e.g., Survey Monkey) that might make it easier to set up and to analyze the responses.

The Nominations and Elections Committee has been asked by potential nominees for the Board for information on the time commitment involved in Board membership. The committee thinks this would be useful to potential nominees. Vice President Myers created a draft which the Governance Committee is updating. The committee will share it with the Board after our review.

The committee plans to review the Board committee charters at an upcoming meeting with the goal of standardizing language, particularly for common elements, such as reviews of the committees' performance.

Compensation Committee

Vice President Cunningham reported the Compensation Committee is meeting on a bi-weekly schedule due to the executive director search. The committee is finalizing the contract for search services with Witt/Kieffer. The firm has proposed a revised timeline for the search, based on conversations with the Compensation Committee. The committee has discussed this timeline and will forward it to the full Board when finalized. He also reported Witt/Kieffer will meet with the full Board during the June Board meeting to discuss its views on where AACRAO is headed and what we feel we need in terms of future executive leadership. Witt/Kieffer will also meet with the Compensation Committee on the Wednesday afternoon after the Board meeting. President McLaughlin and Vice President Cunningham will join the firm for a meeting with AACRAO staff in late June. Based on the discussions above, a communication will be prepared and distributed to the membership, updating them on the search and requesting input. The committee will also reach out to selected key stakeholders to solicit their feedback.

Strategic Planning/Program Review Committee

Vice President Myers reported that the committee is working with Executive Director Sullivan and with others in the AACRAO office, as well as the AACRAO Board, to identify a set of association programs that should be reviewed, to identify a timetable for the review, to identify which programs to review during the coming year, and to establish a process by which to conduct that review. The committee will also assist with the planning process for the strategic planning discussion at the June Board meeting. After the June discussion the committee will decide how best to move strategic planning forward for the remainder of the year. The committee's goal is to provide an environmental scan and background information to the Board by the end of May to help prepare for the June meeting strategic planning process. President McLaughlin is lining up a consultant for the June meeting to help with this process.

Reports of Officers

Vice President for Leadership and Management Development

Vice President Cunningham reported that the previously named New Member Mentoring Committee changed its name to the Mentor Services Committee. Heather Eckstein will chair this committee and Wendy Kutchner will serve as vice-chair. He also reported that scheduling of Board members to attend State and Regional meetings is proceeding.

Vice President for International Education

Vice President Watkins reported that the Memorandum of Understanding with Baden-Württemberg is close to being finalized. The School of Record working group is compiling best practices and guidelines and has a draft. It was showcased at the Forum on Education Abroad annual conference in two presentations which were well received.

Vice President for Records and Academic Services

Vice President Myers is working with Executive Director Sullivan and Associate Executive Director Barnett to set up a meeting to develop a framework for a REG 102 and/or REG 201 course. He is also working in conjunction with Vice President Cunningham to set up guidelines for state and regionals that would like to offer AACRAO workshops at their meetings.

Vice President for Access and Equity

Vice President Havens reported that Dan Wilson will be the Program Committee Coordinator for Group V for the 2012/2013 program year.

Vice President for Admissions and Enrollment Management

Vice President Jamison reported there are no new developments in the AACRAO/International Baccalaureate project. Executive Director Sullivan and Associate Executive Director Nassirian hope to hear from International Baccalaureate soon to schedule a meeting. She is also working with a new chair for the Financial Aid Committee, Roberta Johnson of Iowa State University, to get her up to speed with the committee. Shannon Gundy, Director of Admissions at the University of Maryland, will be an instructor for the final module of Admissions Counselor/Recruiter 101. Vice President Jamison is also working with AACRAO staff member Linda Smith on curriculum for Admissions Management 101. They will seek input from Group I Committee chairs and committee members.

Vice President for Information Technology

Vice President Bouse has been working to recruit new members for his committees, especially the Institutional Research Committee. He is looking to increase representation from the admissions field and also from members of community colleges on his committees.

Past President

Past-President Huff reminded the Board that at the February 2011 Board Meeting she had appointed an ad hoc committee consisting of John Fletcher, Chair of the Awards Committee, Wanda Simpson Munson, and herself to review AACRAO Awards. This was a recommendation from then Past-President Simpson Munson on behalf of the 2010-2011 Awards Committee. On Wednesday, April 13, 2011, Mr. Fletcher and Past-President Huff met by conference call. Ms. Simpson Munson was unable to join the call due to technology issues. They agreed to the following:

1. Each committee member will review the existing awards and do bullet points about good things and things to change. This may include deleting, combining, or changing the description.
2. If they have suggestions for a new award program, they will send it to the Board in June for a preliminary review and response prior to a formal proposal and possibly add it to the

current award cycle. Other changes adopted would be in the next award cycle since the call for nominations has already been made.

3. They will discuss the best time to make the awards, i.e. at the Annual Meeting when the most members will be available to help recognize the member receiving the award.
4. They intend to have an initial review by the end of May, a draft set of recommendations ready to send to Board members via email in late July or early August for their suggestions and response, and formal recommendations for the Board agenda at the October meeting.

President-Elect

President-Elect von Munkwitz-Smith reported that John Lenzi, the University Registrar at the University of Massachusetts – Amherst, has accepted the Group VII Coordinator position on the Annual Meeting Program Committee. He noted the public/committee session split for the 2011 Annual Meeting was 47 to 53 percent, excluding workshops and vendor sessions. The 2010 split was 38 to 62 percent. The goal has been to have a 35 public to 65 committee session split.

President

President McLaughlin reported that for the June meeting she has talked with one facilitator, and will interview three others. Because of the richness of the agenda the Board will be scheduled tightly. The agenda will include strategic planning, which includes the recommendations from the task force association governance; meeting with the Witt/Kieffer team; a regular board meeting; and time with the Program Committee. Engaging a facilitator will help the Board with the strategic planning portion of its meeting. She also reported that she intends to consider using consent agendas to move along motions and routine business for which there is consensus, or perceived consensus. She will ask the current and former Board Parliamentarians, Past-President Huff and Vice President Myers for assistance. Before the May conference call she will get a description to the Board of how consent agendas may be helpful. She asked the Board to plan to arrive in Philadelphia by mid-late afternoon on June 12, in case the agenda will include committee meetings that afternoon or evening. The meeting will finish by noon on June 15. The Compensation Committee will meet again the afternoon of June 15.

President McLaughlin also reported the Public Policy Advisory Committee is meeting next month in Washington, D.C. to make progress on their agenda. She will ask them to provide input to the Board on the question of managing the concerns by members who work at for-profit colleges and universities. She will report on the work of that committee at the Board May meeting.

Executive Director Report

Executive Director Sullivan reported that next week the financial reports for March will be sent to the Vice President for Finance. These reports should give a good idea of the outcome of the Annual Meeting, and will give us an idea for recommendations for moving funds into long range funds as well as allow us to adjust business, if necessary. He requested that the Board approve a proposal to spend up to \$8000 from the Conner fund for: 1) one Vanderbilt graduate student to intern at AACRAO for ten weeks this summer and 2) two partial scholarships for members to attend the institute.

MOTION 2011.04.05 – It was duly moved and seconded to spend up to \$8000 from the Conner fund for: 1) one Vanderbilt graduate student to intern at AACRAO for ten weeks this summer and 2) two partial scholarships for members to attend the institute.

Discussion ensued. There was a question about why Vanderbilt was chosen as the institution for the graduate student intern. Executive Director Sullivan stated that Vanderbilt stepped forward to work with AACRAO and it strengthens our ties with the AACRAO/Vanderbilt Institute for Senior Professionals. Past-President Huff reported that questions were asked by students at Vanderbilt about how the internship could match their professional goals. Executive Director Sullivan stated it would help students learn more about our profession and give them experience in higher education association business. Vice President Krogh stated members may ask why the Board would not spend this professional development money on our members. The Board agreed that this is a strategic investment in our members through the relationship with Vanderbilt which offers a capstone for professional development for our members. It will build the future of our association and our profession and providing development for members. In addition, this is a one year investment that should be revisited if successful.

APPROVED

Old Business

The list of action items was reviewed and updated.

Adjournment

MOTION 2011.04.06 – It was duly moved and seconded that the Board of Directors meeting be adjourned. APPROVED

The Board of Directors meeting adjourned at 4:11 p.m. Eastern Daylight Time.

Attachments

Board of Directors Meeting Minutes, March 12, 2011

Board of Directors Meeting Minutes, March 16, 2011

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

March 12, 2011

Seattle, WA

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

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

Staff Members in Attendance: Jerome Sullivan, Matthew Ogle, Janie Barnett, Barmak Nassirian, Jeff Petrucci, Bob Bontrager

Call to Order

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

Approval of Agenda

MOTION 2011.03.01 – It was duly moved and seconded that the agenda be approved.

APPROVED

Minutes

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

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

Reports of Committees

Audit Committee

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

Governance Committee

Past President Simpson Munson reported the committee met on Friday, March 11. Committee member Bruce Cunningham reported that the BoardSource evaluation received 100% participation and thanked the Board for taking the exercise seriously. The report will be reviewed in depth by the Board at the June meeting. The Committee discussed its efforts to conduct Board meeting evaluations. They have put the evaluation on-line, and the members have submitted evaluations, but work still needs to be done to provide analyses of meetings. The committee also reported it has received several charters from the other Board committees. The committee would like to standardize the charters, and will be communicating with the Board committees about the elements they would like each committee to include. The Governance Committee discussed the timeline for updating the Board Handbook, and agreed the Handbook

will not be updated until the minutes are approved. The committee also noted that they were charged to determine if the change in mission warranted a change in incorporation. Working with association counsel, it was determined that the intent of the mission has not changed, only the wording; therefore no change in incorporation is needed.

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

Strategic Planning/Program Review Committee

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

Finance and Investments Committee

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

Compensation Committee

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

Reports of Officers

Executive Director Report

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

Associate Executive Director Jeff Petrucci reported on IES and international initiatives, and noted the two IES institutes are growing rapidly. IES is seeing increasing demand for its services from immigration lawyers working on H1B visas and they are preparing a special

application for these folks. The LSAC relationship is also expanding. AACRAO is currently examining our pricing model with them and the structure and length of our contract with them. AACRAO is also expanding its relationship with international organizations; this includes the ministries of education in China and France. The four ways he sees IES moving forward are increased and targeted outreach, improved customer services, increased external awareness and expanded services.

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

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

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

Vice President Sandlin

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

Vice President Cunningham

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

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

Vice President von Munkwitz-Smith

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

Vice President Watkins

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

Vice President Myers

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

Past President Simpson Munson

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

President-Elect McLaughlin

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

President Huff

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

Action Items

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

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

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

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

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

Adjournment

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

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

Attachments

Board of Directors Meeting Minutes, February 4-5, 2011

Executive Director Report, March 2011

IES Board Brief, March 2011

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

March 16, 2011

Seattle, WA

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: Jerome Sullivan, Matthew Ogle,

Call to Order

President McLaughlin called the meeting to order at 1:45 p.m. Pacific Daylight Time on March 16, 2011.

Approval of Agenda

MOTION 2011.03.06 – It was duly moved and seconded that the agenda be approved.

APPROVED

The Board discussed the issues, concerns, and successes that emerged from the Seattle Annual Meeting. The feedback received indicated that first-time attendees felt welcomed and enjoyed the meeting. They also seemed to appreciate the red tags. There was concern raised from our for-profit members that they are being ostracized and that a few of the sessions did not present a balanced portrait of their institutions. The Board members heard many positive comments about this meeting, including that there were very good sessions offered on the last day. There were some comments about the 5:00 p.m. timeslot on Tuesday and the crunch in getting to receptions from that that session.

President McLaughlin stated the Program Committee also reported positive comments. They will work on templates for session introductions and evaluations and start to look into a mobile application for evaluations. The Program Committee also expressed concern that it is difficult to recruit facilitators. They propose to not provide facilitators for some group sessions for the next annual meeting and to assess how it works. They also asked the Board to make the committee form easier. President McLaughlin asked the Board members to look at the current form and make suggestions. There was also a suggestion the program book include Board positions that will be open and a description of the nomination process.

The Board discussed the exhibitors' experiences and how the Board can encourage their participation in future meetings. In addition it was noted that it may be helpful to delay the Board meeting after the Annual Meeting in order to talk with the attendees as they departed.

Vice President Cunningham reported that the new name for the Mentor Services Committee will be the New Member Mentoring Committee.

President McLaughlin distributed the dates for Board meetings in the coming year. The Board discussed the major issues to be considered this year including the search for an executive

director, considering the recommendations of the Task Force on Association Governance, strategic planning, and the public policy efforts. The President stated that she thought the Board committees have done a good job of doing much of the work in advance of Board meetings, and she encouraged continuing to do work in committees to help make Board meetings more efficient. She asked that anything that needs to go to the Board be distributed to the Board two weeks in advance of the meeting.

The President reviewed the topics for the June meeting including the plans for the strategic planning retreat and consideration of the final report of the Task Force on Association Governance. The Board will meet with the Program Committee, but will not plan to spend time in program planning with them. The President also noted that the Compensation Committee will get a new timeline to the Board after we have contracted with a search firm and the timeline is revised. The Board also discussed that an important public policy issue to discuss is AACRAO's opinions or positions on the issues surrounding the for-profit institutions. The Board discussed the work of the Public Policy Committee and how they can help inform the Board on issues. The Public Policy Committee is working on a position paper they worked on at the Annual Meeting. President McLaughlin will follow up with Chair DeWolf about what kinds of reports will come from the group to the Board.

Adjournment

MOTION 2011.03.07 – It was duly moved and seconded that the Board of Directors meeting be adjourned. ADOPTED

The Board of Directors meeting adjourned at 2:59 p.m. Pacific Daylight Time on March 16, 2011.