AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS
AND ADMISSIONS OFFICERS

AACRAO STAFF REPORT

BOARD OF DIRECTOR'S MEETING
Washington, DC

August 2018
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</table>
STRATEGIC FRAMEWORK

Imperatives

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. Develop 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.
   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. Continue leadership with technology initiatives in enrollment and academic services.
   c. Promote the strength of the Association by periodic review of governance and membership.

6. Expand AACRAO’s leadership in the global higher education community.
   a. Expand professional development opportunities for the international admissions and credential evaluation professionals, engage with institutional leadership to create research opportunities, and identify best practices for enhancing international student enrollment efforts.
   b. Lead research and evaluation efforts related to global education systems.
c. Engage in international initiatives and partnerships whereby AACRAO’s collective expertise contributes to a global dialogue and more effective practices in international education, student exchange, and mobility.

7. 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.

8. Aspire to be an intentionally inclusive community that values the unique contributions of others.
   a. Serve as a strategic leader connecting and advocating for diversity, equity, access and inclusion within and across higher education.
   b. Promote an organizational culture that focuses on diversity, equity, inclusion and social justice strategies to empower educational leaders.
   c. Yearly evaluation of our goals and objectives to ensure we remain cognizant of the relationship between Access, Equity, Diversity and Inclusion as it relates to all activities of the association.
INFORMATION TECHNOLOGY (IT)

Association Management System

**Imperatives 1, 5, and 7**
- Successfully completed first membership renewals in new AMS.
- Opening online membership purchases in early August.

Events

**Imperatives 5 and 7**
- Completed integration work on abstracts and awards systems with AMS and launched SEM and Annual Meeting calls for proposals.
- Wrapping up integration work on registration system with AMS and will be going live in early August.

Communications /Web

**Imperative 5**
- Website refresh work completed successfully.
- Worked with communications and membership to transition AACRAO mass electronic communication to new automated marketing and communications system that is integrated with AMS.

Equipment

**Imperatives 5 and 7**
- Purchasing new computer and network hardware for new AACRAO offices.
- Working with vendors on design and installation of AV equipment in new building huddle spaces and conference room.
- Building out new server room for new office.
ANNUAL MEETING

Imperatives:
1a, 1b, 1c and 1d
2a, 2b, 2c, 2d
3b
4b
5b
6a
7a, 7b, 7c, 7d

Annual Meeting Los Angeles 2019
Planning for the 105th Annual Meeting has already begun. AACRAO Staff and key suppliers visited the headquarter hotel and Los Angeles Convention Center on May 29th to meet with the Co-Chairs of Volunteers Robert Morley and Val Sas (both from USC), to make decisions about logistics. The Annual Meeting Program Committee met at the end of the Leadership Meeting, here in DC to build the program in late June.

The call for proposals for the 2019 Annual Meeting opened in the new abstract software just prior to the Annual Meeting in Orlando. The AACRAO IT Department has been working hand in hand with the Program Committee to get it up and running. We promoted the call for proposals through email blasts and social media posts (Twitter, Facebook, LinkedIn). The deadline for submissions was May 18 and we received 352 complete submissions.

Exhibitors
We opened up online booth renewals for the 2019 Annual Meeting prior to the meeting in Orlando. We had 38 of the companies take advantage of the opportunity to reserve prime booth space, which represents 60% of the exhibit hall being sold at this time.

The following companies are scheduled to exhibit in Los Angeles:

- AACRAO
- AACRAO Consulting
- Ad Astra Information Systems, LLC
- Association of International Credential Evaluators (AICE)
- BMI Imaging Systems, Inc.
- Cambridge Assessment International Education
- Campus Management Corp.
- College Scheduler by Civitas Learning
- CollegeNET, Inc.
- CollegeSource, Inc.
- Course Match (by Cognomos)
- CourseLeaf from Leepfrog Technologies
- Credentials Solutions
- DIGARC
- Educational Credential Evaluators
- Ellucian
- EMPOWER Student Information System
- GradImages
- HighPoint Technology Solutions, Inc.
- Hobsons
- Hyland
- Infosilem
- International Education Research Foundation - IERF
- Jenzabar
- Jostens
- Kuali
- Laserfiche
- Lifetouch Special Events
- National Student Clearinghouse
Annual Meeting Aurora (Denver) 2023
The 109th Annual Meeting will be held in Aurora, Colorado (a suburb of Denver). The dates are Sunday, March 26 – Wednesday, March 29, 2023. This meeting will be held at the currently under construction (scheduled to open in December 2018) Gaylord Rockies. AACRAO has contracted for all of our sleeping rooms needs at this property as well. For your convenience the Future Meetings link is attached here: https://www.aacrao.org/events-training/meetings/future-meetings.
MEMBER SERVICES

Imperative 7

Member Maintenance
Annual Comparison – Dues
At the close of the previous membership year (2017-2018), we collected $2,895,043 in membership dues, which was $45,403 ahead of the previous year, as a result of the $5 base dues increase.

As of June 29, 2018 we have collected approximately $850,600 towards the current 2018-2019 membership year.

Membership Attrition
In the 2017-2018 membership year we experienced decreases in membership similar to the previous year as a result of the following:

1. A decrease in institutional enrollments (resulting in a drop of between $2,000 and $6,000 from schools lowering their size code).
2. The continued closure of the for-profit institutions (see below section on For-Profit closures).
3. The for-profit closures also had an impact on our recruitment campaign to past members (approximately 73 institutions have been eliminated from our pool of past members at revenues of around $41,000).
4. Potential mergers similar to that of the Boston Conservatory with Berklee College of Music.
5. Hurricane damage in Puerto Rico that resulted in school closures and membership cancellations with a potential loss of up to $5,412. Those schools were:
   - Mech-Tech College
   - Escuela de Artes Plasticas de PR
   - University of Puerto Rico - Mayaguez Campus
   - Center for Advanced Studies on Puerto Rico and the Caribbean
   - ICPR Junior College
   - Universidad del Este

For-Profit Closures
The recent closure of several for-profit institutions has impacted the number of proprietary schools able to maintain memberships. 12 active member institutions were shut down over the 2016-2017 membership year, resulting in a loss of over $7,000 in dues. More closures are expected as the institutions finalize their plans for closure and complete their teach-out phases.

The largest proprietary closures come from:
- Career Education Corporation (1)
- Corinthian Colleges (2)
- Education Management Corporation (3)
- ITT Technical Institutes. (4)

1. Career Education Corporation is the parent company of Sanford-Brown Institutes, Le Cordon Bleu, Briarcliffe College, Brooks Institute and others, and has closed most of its 50 campuses in the US. It has downsized to two primary online brands: American InterContinental University and Colorado Technical University.
2. Corinthian Colleges has closed Everest Colleges and Universities, Heald and WyoTech Campuses.
3. Education Management Corporation owns Argosy University, The Art Institutes, and Brown Mackie Colleges. They are in the process of closing 26 Brown Mackie and 19 Art Institutes campuses.

4. ITT Tech declared bankruptcy and closed 137 of its campuses in 2016.

5. DeVry University, Apollo Education Group (parent of the University of Phoenix), and Bridgeport Education (parent of Ashford University) all remain open.

The table below contains an annual comparison of dues collected.

<table>
<thead>
<tr>
<th></th>
<th>Membership Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019*</td>
<td>$850,590</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$2,895,043 (+1.6%)</td>
</tr>
<tr>
<td>2016-2017</td>
<td>$2,849,640 (+12.9%)</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$2,523,471 (&lt;1%)</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$2,510,031 (+2.8%)</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$2,441,594 (+3%)</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$2,370,198 (&lt;1%)</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$2,363,561 (+1.7%)</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$2,324,609 (0%)</td>
</tr>
<tr>
<td>2009-2010</td>
<td>$2,325,357 (-3.7%)</td>
</tr>
</tbody>
</table>

*as of June 2018

Annual Comparison - Institutional Membership Renewal Numbers

<table>
<thead>
<tr>
<th></th>
<th>Renewed</th>
<th>New</th>
<th>Dropped/Unpaid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019*</td>
<td>707 (28.5%)</td>
<td>11 (1.6%)</td>
<td>1,760 (70%)</td>
<td>718</td>
</tr>
<tr>
<td>2017-2018</td>
<td>2,466 (95%)</td>
<td>52 (2%)</td>
<td>133 (5%)</td>
<td>2,518</td>
</tr>
<tr>
<td>2016-2017</td>
<td>2,499 (96%)</td>
<td>102(4%)</td>
<td>142(4%)</td>
<td>2,601</td>
</tr>
<tr>
<td>2015-2016</td>
<td>2,507 (95%)</td>
<td>134(5%)</td>
<td>138 (5%)</td>
<td>2,641</td>
</tr>
<tr>
<td>2014-2015</td>
<td>2,504 (95%)</td>
<td>141(5%)</td>
<td>133(5%)</td>
<td>2,645</td>
</tr>
<tr>
<td>2013-2014</td>
<td>2,491 (96%)</td>
<td>146 (5.6%)</td>
<td>106 (4%)</td>
<td>2,637</td>
</tr>
<tr>
<td>2012-2013</td>
<td>2,419 (93%)</td>
<td>178 (7%)</td>
<td>172 (7%)</td>
<td>2,597</td>
</tr>
<tr>
<td>2011-2012</td>
<td>2,408 (94%)</td>
<td>183 (7%)</td>
<td>153 (6%)</td>
<td>2,591</td>
</tr>
<tr>
<td>2010-2011</td>
<td>2,391 (93%)</td>
<td>170 (6.6%)</td>
<td>174 (7%)</td>
<td>2,561</td>
</tr>
<tr>
<td>2009-2010</td>
<td>2,422 (92%)</td>
<td>143 (5%)</td>
<td>224 (8%)</td>
<td>2,565</td>
</tr>
</tbody>
</table>

*As of June 2018

*Does not include Organizational or Individual Members*
Membership Dues Increases

**Imperatives 5 and 7**

The table below contains an annual comparison of dues increases over the past nine years:

<table>
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<tr>
<th>Year</th>
<th>Base Dues</th>
<th>Dues Increases</th>
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<tbody>
<tr>
<td>2018-2019</td>
<td>$251</td>
<td>2.1% (CPI Increase)</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$246</td>
<td>2.1% (CPI Increase)</td>
</tr>
<tr>
<td>2016-2017*</td>
<td>$241</td>
<td>$30 (14.22%)</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$211</td>
<td>0.8% (CPI Increase)</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$209</td>
<td>1.5% (CPI Increase)</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$206</td>
<td>1.7% (CPI Increase)</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$203</td>
<td>ZERO</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$203</td>
<td>ZERO</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$203</td>
<td>ZERO</td>
</tr>
</tbody>
</table>

*This $30 dues increase was approved by the Membership at the 2016 Annual Meeting

**2018-2019 Current Year – Collection Schedule**

**Imperative 7**

A diligent collections schedule is in place for the 2018-2019 membership year. This collections schedule is focused on sending emails to Primary Contacts (and later, emails to all roster members), several rounds of placing phone calls to unpaid members, mailing physical invoices, as well as faxing invoices.

AACRAO Membership dues for the 2018-2019 year are calculated based on the chart below

<table>
<thead>
<tr>
<th>Total Enrollment*</th>
<th>Allotted Members</th>
<th>Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 1,000</td>
<td>2</td>
<td>$502</td>
</tr>
<tr>
<td>1,000-2,499</td>
<td>3</td>
<td>$753</td>
</tr>
<tr>
<td>2,500-4,999</td>
<td>4</td>
<td>$1004</td>
</tr>
<tr>
<td>5,000-9,999</td>
<td>5</td>
<td>$1,255</td>
</tr>
<tr>
<td>10,000-19,999</td>
<td>6</td>
<td>$1,506</td>
</tr>
<tr>
<td>20,000+</td>
<td>7</td>
<td>$1,757</td>
</tr>
<tr>
<td>Additional Member</td>
<td></td>
<td>$251</td>
</tr>
</tbody>
</table>

*For the purposes of AACRAO membership, total enrollment is defined as full-time enrollment plus 1/3 of part-time enrollment

The 2018-2019 membership year began on July 1, 2018, with initial renewal invoices sent to primary contacts in late May, giving members over one month to process renewal before their membership expired on June 30th. We intend to follow a similar outreach campaign as the previous year, which will include monthly invoice emails and recurring rounds of physical mailings, phone calls, and faxes.

This year’s renewal is the first to be completely conducted in the new Salesforce-based AMS. Prior to sending the initial renewal notice, we worked in conjunction with the IT department to identify areas of work and adjusted our schedule accordingly. This caused the first renewal email to be delayed until May 21st, resulting in a lower dues collection than we had expected for May. We hope to recuperate this loss by the end of July.
**Student Membership**

**Imperative 5c**

In 2013, the $25 price for student members was implemented to increase the number of degree-seeking student members and to encourage AACRAO involvement early in their careers.

Since this price change, 120 students have become members (96 Graduate and 24 Undergrad).
- For the 2013-2014 year, 34 students (31 Graduate and 3 Undergraduate) joined.
- For the 2014-2015 year, 23 students (15 Graduate and 8 Undergraduate) joined.
- For the 2015-2016 year, 24 students (20 graduate and 4 undergraduate) joined.
- For the 2016-2017 year, 16 students (12 graduate and 4 undergraduate) joined.
- For the 2017-2018 year, 19 students (14 graduate and 5 undergraduate) joined.
- For the 2018-2019 year, 4 students (all graduate) have joined so far.

Student recruitment emails are sent out to all members at the beginning of the fall and spring semesters in the hopes of catching the attention of the new student workers in university administrative offices. The first recruitment email will be sent in early Fall 2018 to coincide with the beginning of Fall semesters at institutional members.

**Member Rate for Meeting Registration**

**Imperatives 7a and 7b**

Beginning with the 2014 Annual Meeting, registration discounts have been limited to active roster members and non-members are given the option to add themselves to an existing membership roster at the time of registration. This seamless registration process encourages more additional members to join the Association.

This recruitment effort has proven to be very successful, with many non-member meeting attendees choosing to join AACRAO once they were made aware of the generously discounted price for members to attend meetings. The 2017 Annual Meeting gave the highest return to date, with 86 individuals becoming members through registration. This resulted in an additional $10,363 collected in membership dues for the 2016-2017 cycle. Historically, around 80% of members who join through this process maintain their membership in the following membership year.
The following chart summarizes the new members from the Annual, SEM, and Tech/Transfer meetings:

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Number of New Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>AM 2018</td>
<td>63</td>
</tr>
<tr>
<td>AM 2017</td>
<td>86</td>
</tr>
<tr>
<td>AM 2016</td>
<td>81</td>
</tr>
<tr>
<td>AM 2015</td>
<td>59</td>
</tr>
<tr>
<td>AM 2014</td>
<td>63</td>
</tr>
<tr>
<td>Tech/Trans. 2018</td>
<td>14*</td>
</tr>
<tr>
<td>Tech/Trans. 2017</td>
<td>19</td>
</tr>
<tr>
<td>Tech/Trans. 2016</td>
<td>11</td>
</tr>
<tr>
<td>Tech/Trans. 2015</td>
<td>14</td>
</tr>
<tr>
<td>SEM 2017</td>
<td>27</td>
</tr>
<tr>
<td>SEM 2016</td>
<td>37</td>
</tr>
<tr>
<td>SEM 2015</td>
<td>44</td>
</tr>
</tbody>
</table>

*As of June 29, 2018

**Migration to New AMS**

In November 2017, we completed a successful transfer of our membership data to MemberNation, a Salesforce-based platform, by Fonteva. In the months leading up to the transition, the membership department engaged in several projects involving data cleanup and testing of the new system. Nearly 2,000 duplicate records that resulted from the difficulties of our previous AMS (iMIS) were identified and corrected during this cleanup.

After extensive testing in MemberNation, the membership department, in conjunction with the IT department, was able to migrate all of our membership data. We have worked through many of the early technical glitches and system deficiencies to mold the system into a database that fulfills our membership maintenance needs. Staff can currently process renewal payments, add new members, and edit rosters for all members. Members also now have access to an online profile where they can edit their demographic information. Primary contacts may also partially edit their rosters from this profile page.

In March, the second service available in the new member system went live: the updated member directory. Members may now search the directory for other AACRAO members by name, title, school, or location using the new map-based search functionality. Both the member profile and member directory are available for access on the AACRAO website. As of the launch of the new AACRAO website in April, the new, Salesforce-based platform has been integrated with site login.
The 2018-2019 membership renewal is our first entirely within the new system. To prepare for this change, the membership department has identified several areas of work. These include broad goals, such as further integration with other AACRAO services, as well as smaller technical goals. We hope to move several AACRAO services, including the online bookstore, Jobs Online, the awards nomination system, EDGE, the College & University subscriber database and conference registration, into Salesforce to create a unified platform for the entire AACRAO customer service experience. Our next step will be to test and activate the online new member join process.

Retention and Recruitment

**Imperative 5a and 7**
In addition to the collection of dues from active members, AACRAO recruits institutions that were members in the past and those that have not held memberships before. These recruitments are sent via email, regular post, fax and phone calls.

Potential Members from Phone and Email Correspondence
Each year we keep track of any individuals and institutions that reach out to us via phone or email with questions regarding AACRAO membership and services. By tracking these potential additional members and institutions we are able to remain engaged with them and can encourage them to join the association.

Targeted Mailings
Historically, we have reached out to non-members listed in the Higher Education Directory (HED). Through the HED data, we were able to identify specific types of institutions and individuals who hold certain roles within the institution and reach out to them via email with membership information.

In the new Pardot email system, we hope to integrate a smarter form of targeting emails by reaching out to non-members who have interacted with other AACRAO services. This includes anyone who has subscribed to EDGE, registered for a meeting, or even purchased a book. By targeting these Pardot emails with Salesforce data, we hope to reach the group of people with the greatest potential to be interested in an AACRAO membership.

Ongoing Recruitments
In addition to targeted mailings, AACRAO has several recruitment projects that continue throughout the membership year. The recruitments focus on:

- Non-members purchasing publications.
- Non-members completing AACRAO surveys. For major surveys that include non-members, respondents can request information about membership and membership staff will follow up with them individually.
- Getting additional members on rosters by advertising that members receive specific AACRAO services (like access to TCP).
- Adding members for the pro-rated rate (after January 1). In January 2018 alone, we had 22 new members join to take advantage of the pro-rated additional member rate, in addition to the 12 that have received the pro-rate by joining through meeting registration. The pro-rate continued to be offered until the end of the registration for the Annual Meeting. Members reaching out at this point in the year are encouraged to pay their full dues amount to renew early for the current year.
Recruitment Campaign to Past Members
Throughout the year, we make efforts to update past members’ contact information and send renewal information via mail and email to former members from the past ten years. We reach out to past members no fewer than 8 times during the membership year. This project has proven to be successful for many years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Institutions Inactive</th>
<th>Institutions Rejoining</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019 (6/2018)</td>
<td>638</td>
<td>4</td>
<td>$3,012</td>
</tr>
<tr>
<td>2017-2018</td>
<td>529</td>
<td>23</td>
<td>$15,503</td>
</tr>
<tr>
<td>2016-2017</td>
<td>524</td>
<td>58</td>
<td>$37,872</td>
</tr>
<tr>
<td>2015-2016</td>
<td>647</td>
<td>60</td>
<td>$37,530</td>
</tr>
<tr>
<td>2014-2015</td>
<td>475</td>
<td>57</td>
<td>$39,923</td>
</tr>
<tr>
<td>2013-2014</td>
<td>401</td>
<td>90</td>
<td>$54,160</td>
</tr>
<tr>
<td>2012-2013</td>
<td>387</td>
<td>88</td>
<td>$54,494</td>
</tr>
<tr>
<td>2011-2012</td>
<td>502</td>
<td>73</td>
<td>$47,405</td>
</tr>
<tr>
<td>2010-2011</td>
<td>504</td>
<td>87</td>
<td>$51,562</td>
</tr>
<tr>
<td>2009-2010</td>
<td>423</td>
<td>60</td>
<td>$32,378</td>
</tr>
</tbody>
</table>

Awards

**Imperative 5a**
Nominations for the 2018-2019 awards season will be open on August 1, 2018 and remain open until October 31st. Calls for nominations will be sent twice a month for the duration of the awards season. Last year we received 38 nominations; the most nominations in at least 4 years. The winners of the 2018 awards were:

<table>
<thead>
<tr>
<th>Name</th>
<th>Award</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matt Fifolt</td>
<td>Centennial Award for Excellence</td>
<td>University of Alabama at Birmingham</td>
</tr>
<tr>
<td>Dennis Geyer</td>
<td>Distinguished Service Award</td>
<td>California State University - Sacramento</td>
</tr>
<tr>
<td>Dennis Hicks</td>
<td>Distinguished Service Award</td>
<td>Indiana University East</td>
</tr>
<tr>
<td>Rajeev Jayadeva</td>
<td>Emerging Leader Award</td>
<td>Pratt Institute</td>
</tr>
<tr>
<td>Kristin Waters</td>
<td>Emerging Leader Award</td>
<td>CUNY Borough of Manhattan Community College</td>
</tr>
<tr>
<td>Bianca Thompson- Owen</td>
<td>Emerging Leader Award</td>
<td>Rutgers Biomedical and Health Sciences</td>
</tr>
<tr>
<td>Eliott Baker</td>
<td>Honorary Membership</td>
<td>Slippery Rock University of Pennsylvania</td>
</tr>
<tr>
<td>Louise Lonabocker</td>
<td>Honorary Membership</td>
<td>Boston College</td>
</tr>
<tr>
<td>Kristi Wold-McCormick</td>
<td>Thomas A. Bilger Award</td>
<td>University of Colorado Boulder</td>
</tr>
<tr>
<td>Sarah Harris</td>
<td>Thomas A. Bilger Award</td>
<td>University of Iowa</td>
</tr>
<tr>
<td>Cassandra Moore</td>
<td>Thomas A. Bilger Award</td>
<td>Anne Arundel Community College</td>
</tr>
</tbody>
</table>
**Jobs Online**

**Imperatives 1b and 7**

In 2016-2017, Jobs Online realized the highest gross revenue in its history at $213,780; a result of our increased outreach through our monthly and quarterly online newsletters, continued partnerships with other job posting organizations, outreach to individuals posting jobs with other organizations, and our new featured listing option.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2008</td>
<td>$173,150</td>
</tr>
<tr>
<td>2008-2009</td>
<td>$115,080</td>
</tr>
<tr>
<td>2009-2010</td>
<td>$158,675</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$179,679</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$189,271</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$185,822</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$210,347</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$185,182</td>
</tr>
<tr>
<td>2015-2016</td>
<td>$171,941</td>
</tr>
<tr>
<td>2016-2017</td>
<td>$213,780</td>
</tr>
<tr>
<td>2017-2018</td>
<td>$113,727*</td>
</tr>
</tbody>
</table>

*as of May 2018

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

**Jobs Online - Postings Per Month**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>46</td>
<td>48</td>
<td>38</td>
<td>45</td>
<td>42</td>
<td>33</td>
<td>52</td>
<td>39</td>
</tr>
<tr>
<td>February</td>
<td>32</td>
<td>41</td>
<td>41</td>
<td>49</td>
<td>44</td>
<td>22</td>
<td>60</td>
<td>45</td>
</tr>
<tr>
<td>March</td>
<td>69</td>
<td>45</td>
<td>42</td>
<td>49</td>
<td>43</td>
<td>41</td>
<td>53</td>
<td>37</td>
</tr>
<tr>
<td>April</td>
<td>39</td>
<td>45</td>
<td>41</td>
<td>46</td>
<td>38</td>
<td>39</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>May</td>
<td>34</td>
<td>36</td>
<td>52</td>
<td>48</td>
<td>45</td>
<td>48</td>
<td>41</td>
<td>48</td>
</tr>
<tr>
<td>June</td>
<td>48</td>
<td>51</td>
<td>34</td>
<td>55</td>
<td>44</td>
<td>37</td>
<td>52</td>
<td>-</td>
</tr>
<tr>
<td>July</td>
<td>36</td>
<td>40</td>
<td>32</td>
<td>49</td>
<td>48</td>
<td>45</td>
<td>39</td>
<td>-</td>
</tr>
<tr>
<td>August</td>
<td>42</td>
<td>35</td>
<td>25</td>
<td>50</td>
<td>36</td>
<td>35</td>
<td>60</td>
<td>-</td>
</tr>
<tr>
<td>September</td>
<td>45</td>
<td>41</td>
<td>43</td>
<td>52</td>
<td>59</td>
<td>46</td>
<td>47</td>
<td>-</td>
</tr>
<tr>
<td>October</td>
<td>34</td>
<td>44</td>
<td>49</td>
<td>52</td>
<td>34</td>
<td>45</td>
<td>42</td>
<td>-</td>
</tr>
<tr>
<td>November</td>
<td>30</td>
<td>35</td>
<td>45</td>
<td>37</td>
<td>28</td>
<td>44</td>
<td>40</td>
<td>-</td>
</tr>
<tr>
<td>December</td>
<td>39</td>
<td>35</td>
<td>28</td>
<td>26</td>
<td>27</td>
<td>31</td>
<td>32</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>494</td>
<td>496</td>
<td>470</td>
<td>558</td>
<td>488</td>
<td>466</td>
<td>554</td>
<td>209</td>
</tr>
</tbody>
</table>
Job Postings Outreach
*Imperatives 1b and 7*

Outreach efforts are made weekly to institutions and companies advertising higher education jobs, including the *Chronicle, Inside Higher Ed, AACC, NACUBO, NACAC, NAFSA and NASFAA*, etc. Currently, 20 inquiries are sent weekly to institutions advertising positions. This outreach results in an average of 20 additional postings a year. A full-page ad for Jobs Online was also placed in the programs for the 2017 SEM Conference in Phoenix, AZ, and the 2018 Annual Meeting in Orlando, FL.

**Jobs Online Partnerships**

Over the past years, Jobs Online established cooperative relationships with two job posting organizations. These organizations post on behalf of institutions looking to promote their open positions. By working with these companies and allowing them discounts on their posting rates, Jobs Online has seen an increase in postings from these organizations.

- Job Elephant is allowed a 15% discount on the non-member posting rate (of $420) and posts 3-6 jobs per month.
- The Graystone advertising group pre-purchases packages of postings, with a discount of 20% off the non-member rate. Below is a summary of their bulk purchase history.

<table>
<thead>
<tr>
<th>Date Purchased</th>
<th>Postings Purchased</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr. 2018</td>
<td>31</td>
<td>$10,416</td>
</tr>
<tr>
<td>Jul. 2017</td>
<td>30 day: 31 60 day: 5</td>
<td>$12,656</td>
</tr>
<tr>
<td>Nov. 2016</td>
<td>31</td>
<td>$10,416</td>
</tr>
<tr>
<td>Dec. 2015</td>
<td>31</td>
<td>$10,416</td>
</tr>
<tr>
<td>Mar. 2014</td>
<td>35</td>
<td>$11,760</td>
</tr>
<tr>
<td>Aug. 2013</td>
<td>35</td>
<td>$11,760</td>
</tr>
</tbody>
</table>

**Jobs Update Online Newsletter**
*Imperatives 5a and 7*

An email newsletter is sent monthly to all members with information about the 10 most recent postings on Jobs Online, and highlighting any featured listings. Quarterly, a more comprehensive Jobs Update is sent featuring articles related to employment in higher education. Monthly and Quarterly Jobs updates are now sent through the Pardot email system and will be released on the first Friday of every month.

**Enhanced Posting Option**
*Imperatives 5a and 7*

In June 2016 an enhanced posting option was made available to members. For an additional $90 anyone posting to Jobs Online can purchase a “Featured Listing” which includes:

- Featured on the AACRAO home page for 7 days
- Advertised on all AACRAO social media platforms
- Appear in the monthly jobs listing update sent via email to all 11,000 members

Since June 2016, 42 institutions have taken advantage of the Featured listing option; 40 domestic and 2 international.
Free Job Postings at Annual Meeting

**Imperatives 1b, 5a, and 7**

As in years past, a Jobs Online bulletin board was located at the Annual Meeting Bookstore for the duration of the meeting. We reminded members of this free promotion via email in the weeks before the 2018 Orlando meeting.

In Orlando, 41 positions (from 33 universities) were posted to the Jobs Board. Upon returning from the meeting, these institutions were contacted with the option to post on the Jobs Online website. Of the 41 positions that were posted at the 2018 Annual Meeting, 4 positions were posted again to the Jobs Online website.
MEETINGS AND WORKSHOPS

**Imperatives:**
1a, 1b, 1c, and 1d
2a, 2b, 2c, and 2d
3b
4b
5b
6a
7a, 7b, 7c, and 7d

*Strategic Enrollment Management Conference (SEM)*
*Washington, DC*
The 28th Strategic Enrollment Management Conference will be held in Washington, DC. The dates are Sunday, November 11 – Wednesday, November 14, 2018. This meeting will be held at the historic Marriott Washington Wardman Park Hotel, which is celebrating its 100th anniversary this year.

The call for proposals opened just prior to the Annual Meeting in Orlando. This served as a great opportunity to recruit submissions from the participants of our largest meeting. Emails were sent to the membership and targeted demographics, and the call was posted on social media (Twitter, Facebook, LinkedIn). The priority submission deadline was May 15. There were 114 completed submissions. Notification of accepted session and poster submissions were emailed during the first week of July. Responses are being compiled and reminder emails will be sent the week prior to the presenter confirmation deadline at the end of July. This will allow any available session slots to be filled from a waitlist of sessions that has been created and for presenters to make travel plans to attend the Conference.

The pre-conference workshop slate includes the Sunday full day SEM Institute, as well as Sunday afternoon workshops on Use of Data and Data Analysis, and How to build a SEM Plan. An in-conference Senior SEM Leadership Forum will take place on Tuesday. A two-day Registrar 101 and FERPA workshop will take place on Monday and Tuesday. Additionally, AACRAO International will hold a Two Day Intensive on Foreign Credential Evaluation on Saturday, November 10 and Sunday, November 11.

**Sunday Opening Plenary**
Dr. Tim Rennick, Ph.D.
Senior Vice President for Student Success and Professor, Georgia State University

**Monday Plenary Presentation**
Keronica C. Richardson, Assistant Director of Women & Minority Veterans Outreach, The American Legion
Other panelists TBD
Chris Lucier (Facilitator), Vice President for Enrollment Management, University of Delaware

**Tuesday Plenary Presentation**
Janet Hyde, MBA
President and Principal Consultant, Academic Strategic Directions

**Closing Plenary**
Jimmie McMillian, Senior Corporate Counsel, Hulman & Company
Technology & Transfer Conference Minneapolis 2018

The 2018 AACRAO Technology & Transfer Conference was held in Minneapolis, Minnesota, July 8-10, 2018 at the Hyatt Regency Minneapolis. CollegeSource once again sponsored the Conference. Registration for the Technology & Transfer Conference closed slightly behind last year (484 in 2017 versus 466 in 2018). Hotel reservations finished behind 2017, but we did meet our hotel commitment (75% attrition). We booked 1,080 total room nights (92% of the block) compared to 1,271 room nights (113% of the block) for last year in New Orleans.

The preconference workshop slate included Saturday full day workshops in addition to the Sunday morning workshops. The offerings included The Transfer Toolkit, How to Develop, Write and Implement a SEM Plan (Saturday full day only), and International Transfer Credit. Due to low enrollments, the Registrar 101 & FERPA workshop was cancelled and those registrants were switched to either the offering at SEM or the Online Course.

The following speakers delivered the plenary presentations at the Tech/Transfer Conference:

**Opening Plenary**
Sheetal J. Patel
Associate Director and Content Lead for the Career Management Center, Stanford Graduate School of Business

**Monday Luncheon Plenary**
Shanna E. Smith Jaggars, Ph.D.
Assistant Vice-Provost of Research in Undergraduate Education, The Ohio State University

**Closing Plenary**
John O’Brien [presenting with Mike Reilly]
President & CEO, EDUCAUSE

The following 20 companies exhibited in Minneapolis:

- AACRAO
- BMI Imaging Systems, Inc
- College Scheduler by Civitas Learning
- CollegeSource, Inc.
- CourseLeaf from Leepfrog Technologies
- Course Match (by Cognomos)
- Credentials Solutions
- DIGARC
- Hobsons
- Involvio
- Jenzabar
- Kuali
- Lifetouch Special Events
- National Student Clearinghouse
- Paradigm
- Parchment
- Stellic Inc
- The Common Application
- UniversityTickets
- Xap Corporation
The following companies presented in Minneapolis:

- College Scheduler by Civitas Learning
- CollegeSource, Inc.
- CourseLeaf from Leepfrog Technologies
- DIGARC
- EAB
- Ellucian
- Kuali
- Lifetouch Special Events
- National Student Clearinghouse
- National Student Clearinghouse Research Center
- Paradigm
- Parchment

Technology and Transfer Conference Denver 2021

The 2021 AACRAO Technology & Transfer Conference will be held in Denver, Colorado, July 11-13, 2021 at the Hilton Denver City Center.

Webinars

The following webinars were recently held:

- **Inclusion and Access to Higher Education for Displaced and Vulnerable Persons**
  Tuesday, May 1; 165 registrants
- **Building and Maintaining a Successful Agent Pipeline**
  Tuesday, June 5; 67 registrants
- **Blockchain Untangled**
  Wednesday, June 6; 187 registrants
- **Strategic Enrollment Management Endorsement Program (SEM-EP) Webinar**
  Tuesday, June 19; 53 registrants
- **GDPR: A Month of Due Diligence**
  Thursday, July 12; 436 registrants

There has been interest in scheduling some webinars in the fall. Topics include Blockchain 2.0 and Transfer Best Practices. On September 19, AACRAO, along with NACAC, is sponsoring a webinar on The NEW ACT/SAT Concordance Tables: What You Need to Know. The webinar will be hosted on NACAC’s platform. Our members will be able to register for the webinar through our website.

Corporate Membership

The corporate renewal invoices for the 2018-2019 membership cycle were sent out on May 24th. To date, we have collected $65,782.50 in revenue. We’ve had two new companies to join AACRAO, Global Evaluators, Inc. and Stellic, Inc.

Association Outreach

AACRAO recently shipped outreach materials to the following State & Regional meeting in the spring:

- FACRAO Florida, June 3-7, Wesley Chapel, FL
- CAPACRAO Chesapeake and Potomac, June 11, Germantown, MD
- UACRAO Utah, June 13-15, Logan, UT
- ALACRAO Alabama, June 18-20, Birmingham, AL
**SEM Endorsement Program**

In June, we hosted our first stand-alone webinar about SEM-EP where we had 55 RSVPs and 34 participants. As of June 2018, we have 39 current learners. Since August 2017, we have had enrollment for 10 consecutive months, a first for SEM-EP since it launched in 2013! For the Fall 2018 SEM conference, we will be piloting a 15% discount on the conference registration fee for current SEM-EP enrollees. We have submitted a proposal to AACRAO to establish a scholarship fund for SEM-EP. As of July 1, 2018, we have 21 graduates of SEM-EP.

**FERPA**

Interest remains steady for the online FERPA Training Program. In addition making ADA-compliant changes to the program in April, there is now a web-only version of the program with printable certificates. The web version allows for easier deployment across a range of systems learning management systems. As of September 7, 2018 the program has generated $42,000 in revenue, of which $21,000 has or will be sent to TeachPrivacy per the memorandum of understanding. Associate Executive Director Barnett and Assistant Director Sisson will meet with TeachPrivacy in September 2018 to discuss changes to the program, including content revisions, potential package revisions, and to confirm that AACRAO will independently develop a separate training program available for individuals to take.

FERPA consulting was contracted to perform in-person training at the Hudson Valley Community College, Johns Hopkins University, and the University of Hawaii from April through August. The Wayne State University School of Medicine is scheduled for a training in September. LeRoy Rooker presented FERPA material for the membership at various sessions at the 2018 Technology and Transfer Conference, the 2018 FACRAO Annual Meeting, and the DC Consortium of Schools at Georgetown University.

**Online Courses**

Registrations for AACRAO online professional development courses are increased over last year. The following table shows the comparison of 2017 to 2018 for the course offerings so far through May.

<table>
<thead>
<tr>
<th>Course</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essentials of SEM</td>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td>Registrar 101</td>
<td>29</td>
<td>33</td>
</tr>
<tr>
<td>Admissions Counselor/Recruiter 101</td>
<td>3</td>
<td>23</td>
</tr>
<tr>
<td>Managing the Admissions Office</td>
<td>Cancelled</td>
<td>14</td>
</tr>
<tr>
<td>Essentials of Project Management</td>
<td>6</td>
<td>14*</td>
</tr>
</tbody>
</table>

*Registrations not yet complete

We attribute the increase in part to an article in Connect that explained our online course program and provided information about how to register. The general skills course, Essentials of Project Management, is gaining in popularity. A second general skills course, Essentials of Change Management, is currently under development and expected to be offered in the Fall of 2018.
**AACRAO on the Road**

Taking into consideration our members’ limited time and budgets to attend AACRAO’s professional development meetings, *AACRAO on the Road* launched last August. It brings key training sessions to various geographic regions around the country. Our upcoming session will take place July 25-26 at Salem State University in Salem, MA. The workshops focus on the following topics: Admissions Leadership; SEM Core Concepts; FERPA; Registrar 101; and International Credential Evaluation.

Below is the registration count for Salem:

- SEM - 4
- AACRAO Int'l Basics - 5
- AACRAO Int'l Around the World - 8
- Admissions Academy - 6
- FERPA – 10
- Reg 101 & FERPA – 23
PUBLICATIONS

General Publications

Imperatives 1 - 7

Four new publications have been released since the start of 2018, and a fifth release is expected in late July. Our newest title, Registrar’s Basic Guide was released on June 20, 2018. In its 10 chapters, the Registrar’s Basic Guide touches on all of the issues facing registrars; from FERPA, to publishing an academic calendar, advising students, managing staff, and staying current on emerging issues. This Guide can also be used as a companion piece to AACRAO’s Professional Development Guidelines for Registrars: A Self-Assessment for deeper understanding. In the week immediately after its release, the Registrar’s Basic Guide sold approximately 70 copies and continues to sell quickly.

On March 13, 2018 Recruiting and Retaining a Diverse Student Body was released. With 19 authors and 12 chapters, this publication covers all of the populations touched upon in the 2008 College Admissions Officers Guide as well as some new topics including: an introduction on holistic admissions, a chapter on reaching parents and key influencers and one on diversity event attendance. As of the end of May, it has sold 159 copies. Two sessions about this publication are planned for upcoming meetings; a panel discussion will take place at SEM in October and again at the 2019 Annual Meeting. We hope these sessions ensure continued interest in this publication.

The other most recent releases are:

- February 2018 – Registrar’s Self-Assessment
- January 2018 – Mentorship in Higher Education
- May 2017 – SEM Core Concepts
- March 2017 – Graduation Ceremonies
- November 2016 – Student Displacement
- July 2016 – International Guide

Works in Progress

Imperatives 1-7

The SPEEDE Committee has finished the process of updating the content of the EDX Primer, last published in 2008. In this update, titled the Basic Guide for Electronic Data Exchange, additional information regarding newer popular methods of electronic records exchange, such as PDF and JSON, have been included along with relevant emerging technology trends in electronic transcript exchange. The draft was submitted by the Committee in June and is currently with the designer to be prepared for printing. The release date will be late July 2018.

The 6th edition of Foreign Educational Credentials Required is in the works. The data from the previous edition has been converted into an electronic format and work has begun on updating the 241 countries. To date about 25% of the updates (60 countries) have been completed and we are actively recruiting more individuals to continue with the update process. This publication serves as a quick reference for credentials from countries outside the United States and a 2018 release date is expected. The previous edition sold over 2,000 copies.

An update to the 2013 Student Records Management guide is in the early stages of planning. Potential authors have been identified and will soon begin reviewing and making updates to the work. A tentative release date before the 2019 Annual Meeting is planned.
Wayne Sigler is preparing a follow-up edition of *Managing for Outcomes: Shifting from Process-Centric to Results-Oriented Operations* and a first draft is due fall 2018. The first edition was published in 2007 and sold over 1,000 copies.

Craig Westman is preparing a primer on Leveraging Financial Aid, based on the Rutgers University “Bridging the Gap” program that increased the First-Year freshmen class by 57% in its first 12 months. This primer will cover data mining, capacity study, working with deans, and financial aid modeling. A first draft is due in Fall 2018.

**Publication Sales**
The following were our bestsellers in the last (2016-2017) fiscal year:
- 2017 Guide to Graduation Ceremonies – 413 copies sold
- 2017 SEM Core Concepts – 298 copies sold
- 2016 Academic Record and Transcript Guide – 272 copies sold
- 2013 FERPA Quick Guide – 239 copies sold
- 2014 Student Records Management - 233 copies sold

<table>
<thead>
<tr>
<th>Member Engagement</th>
<th>History of Best Selling Publications 2010 to 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title of Publication</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>FERPA Quick Guide</td>
<td>2,472</td>
</tr>
<tr>
<td>FERPA Guide</td>
<td>2,408</td>
</tr>
<tr>
<td>Student Records Management</td>
<td>2,256</td>
</tr>
<tr>
<td>Academic Record and Transcript Guide</td>
<td>1,973</td>
</tr>
<tr>
<td>Transfer Credit Practices</td>
<td>1,268</td>
</tr>
<tr>
<td>Registrar’s Self-Assessment</td>
<td>794</td>
</tr>
</tbody>
</table>

**Transfer Credit Practices (TCP)**

**Imperatives 1, 2, 4, 5, 7**

*Transfer Credit Practices of Designated Educational Institutions (TCP) 2015* was released in August 2015. AACRAO has established this voluntary medium of information exchange for over 80 years in order to provide crucial information to colleges and universities to determine their own transfer credit practices. *TCP 2015* provides a state-by-state listing of all institutions’ institutional and programmatic accreditations along with transfer credit practice. The online version continues to be available to members at [http://tcp.aacrao.org/](http://tcp.aacrao.org/).

**Amazon**

**Imperative 7**

We currently have 30 publications available on Amazon. So far this fiscal year, Amazon and Kindle sales have resulted in $6,120 in net revenue. Last fiscal year, net revenue for Amazon sale was $9,780.
Registrar’s Online Self-Assessment

Imperatives 1-2, 4, 5, 7

The online Self-Assessment continues to be a popular tool to develop the registrar staff, to improve and update compliance and service delivery for institutions, and to support the implementation of best practices in the Office of the Registrar. This resource will soon be updated to reflect the most recent version of the Self-Assessment, which was released this year. The online Self-Assessment (www4.aacrao.org/selfassessment) is available free of charge to AACRAO members.

AACRAO Bookstore

Imperatives 1-7

In addition to including the publications brochure as a tote bag stuffer, sample publications and order forms were included in the shipment to the July Tech and Transfer meeting in Minneapolis. The publications will be displayed for the duration of the meeting and attendees will be able to fill out an order form to make a purchase. The upcoming release of the Basic Guide to Electronic Data Exchange will be advertised along with the sample copy of the current version. The onsite program included ads for Jobs Online, AACRAO Awards, Transfer practices publications, and a standalone ad for Staging a Graduation Ceremony.

At the 2018 Annual Meeting, the Bookstore was operated with the Square financial processing system for a 6th year in a row. The full catalog of titles was available for members to browse and purchase. Sales totaled $24,833.

Publications staff were also able to meet with current and potential authors to advance the progress of several upcoming publications, especially the Registrar’s Basic Guide, as well the updates to the EDX Primer and Student Records Management. Using the annual meeting as a chance to coordinate with authors has proven to be a useful effort. Details for both the Basic Guide to Electronic Data Exchange and the Registrar’s Guide were discussed with authors in Orlando, which helped solidify final details and allowed for the release of both publications within four months of the meeting.
**Marketing and Advertising**

**Imperative 7**

The website homepage tile currently features the *Registrar’s Basic Guide*. The tile always features the newest publication for the full month of its release and features other services, like the Online Self-Assessment, in months without book releases.

Since February, email blasts were sent to members on the following topics:

- Release of *Registrar’s Basic Guide*
- Shopping the bookstore clearance section
- Maximizing professional development with Leadership and Mentorship books
- Preparing for commencement with AACRAO books
- Release of *Mentorship in Higher Education*
- Release of *Recruiting and Retaining a Diverse Student Body*

The publications catalog was updated to include our most recent releases and was mailed to all members in February 2018. It will also be distributed at State & Regional meetings and is a tote bag insert at all AACRAO meetings.

Five publications advertisements were featured in the most recent edition of *College and University* (93:2). Standalone ads for publications featured: *The International Guide, Managing Academic Space, Guide to Graduation Ceremonies, Helping Veterans Succeed, and SEM Core Concepts*. Ads were

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### Annual Meeting Bookstore Sales

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<tr>
<th>Location</th>
<th>Day 1</th>
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Day 1: $0, Day 2: $5,000, Day 3: $10,000, Day 4 (1/2 day): $15,000, Total: $30,000.
also included for The Complete SEM Solution which highlights all of AACRAO's SEM publications, Navigating Transfer Credits with AACRAO books, and Jobs Online.

The @AACRAOPubs Twitter feed is being updated regularly as a content marketing outlet for our publications and a forum for conversation with members and followers. We currently have 269 followers.

**Permission Granted**

Keiser University in Florida has adopted SEM Core Concepts for use in EDU560, an Enrollment Management Theory and Practice class. EDU560 is a graduate level course.

Permission was granted to Tami Hall from Lyon College in Arkansas to use one section from Chapter 5 for the FERPA Guide (the FERPA Basics for Staff brochure) at a staff orientation event at the College this summer.
GOVERNMENT RELATIONS

Government Relations
Congressional Outreach

**Imperatives 3a-b**
AACRAO staff has been active engaging with Congressional leaders to educate individuals on AACRAO’s legislative agenda, as well as making AACRAO available as a resource to provide feedback on legislation. AACRAO staff and members have completed over 150 Congressional visits in the past year.

Additionally, AACRAO members have utilized the association’s new online Advocacy Center, with individuals reaching out to their U.S. Senators and Representatives on the following issues:
- Protect Dreamers and Deferred Action for Childhood Arrivals (DACA) recipients
- Continued support for Puerto Rico recovery efforts
- Relief for Temporary Protective Status (TPS) holders
- House GOP Higher Education Act (HEA) reauthorization bill

**Congressional Hill Day**
Ahead of the AACRAO leadership meeting last month, the Government Relations staff organized a Congressional Hill Day on Thursday, June 21, 2018. Forty-two ACRAO State & Regional leaders, AACRAO Board of Director members, and AACRAO staff members met with over 80 Congressional offices to share their practitioner perspective on how policy impacts the work of our members. During the morning, participants heard about the pressing higher education issues facing Congress and the Trump Administration from Andrew Kreighbaum, Federal Policy and Higher Education Reporter, Inside Higher Education. In addition, they heard the latest information on the reauthorization of the Higher Education Act (HEA), as well insights on how to maximize meetings with Congressional offices from representatives from the American Council of Education (ACE), the American Association of Community Colleges (AACC) and the Hispanics Association of Colleges and Universities (HACU).

While visiting Senate offices, AACRAO advocates discussed the association’s priorities for HEA Reauthorization, FERPA updates, and supported the recently introduced, bi-partisan Reverse Transfer Efficiency Act, S. 3066. Championed by AACRAO, this bill is a companion to the measure introduced in the House last fall, H.R. 3774. On the House side, AACRAO was the first higher education association to gather en masse on the Hill after the Promoting Real Opportunity, Success, and Prosperity through Education Reform (PROSPER) Act, H.R. 4508 (115), was announced for a floor vote, then pulled back to committee. Advocates used this opportunity to push back on the bill that AACRAO believes to be problematic for students, families, and institutions.

**Public Policy Advisory Group (PPAG)**

**Imperatives 3a-b**
The Public Policy Advisory Group (PPAG) is scheduled to hold a conference call on June 23, 2018 to discuss AACRAO’s official stance on a federal unit-record data system. Although the House GOP’s PROSPER Act would maintain the federal ban on such a system, other bills to expand federal data collection are garnering attention.
Legislative Developments

**Imperatives 3a-b and 4a-b**

**Reverse Transfer Legislation**

Last month, U.S. Senators Mark Warner (D-VA), Orrin Hatch (R-UT), Elizabeth Warren (D-MA), and Johnny Isakson (R-GA) introduced bipartisan legislation to assist institutions in identifying students who have earned enough credits to be awarded an associate’s degree through reverse transfer.

The Reverse Transfer Efficiency Act (S. 3066) would establish a new exemption under FERPA to permit the disclosure of students’ postsecondary coursework and credit information to an institution the student was previously enrolled at for the purpose of applying such coursework and credits toward completion of a recognized postsecondary credential.

S. 3066 is an identical companion bill to the House Reverse Transfer Efficiency Act of 2017 (H.R. 3774). The measure, introduced last fall by Reps. Luke Messer (R-IN), Jared Polis (D-CO), Drew Ferguson (R-GA), Ed Perlmutter (D-CO), and Thomas Garrett, Jr. (R-VA), was included as an amendment to the House GOP’s version of the Higher Education Act reauthorization bill.

Meanwhile, earlier in June, a trio of Democratic senators introduced the Correctly Recognizing Educational Achievements to Empower (CREATE) Graduates Act (S. 2986), led by Sens. Bob Casey (D-PA), Cory Booker (D-NJ), and Tim Kaine (D-VA), which would competitively award grants to states to create incentives for institutions of higher education to establish reverse transfer programs.

As mentioned previously, this legislation was one of the few amendments that was included in the PROSPER Act during mark-up. The Democratic alternative, which is expected to be released this July, will also include the language.

In short, reverse transfer legislation will be included in 5 separate legislative measures. While none will go anywhere this Congress, all of these measures serve as “markers” for the next Congress, regardless of which party is in control.

AACRAO worked closely with Congressional offices to ensure the legislative language included in all proposed reverse transfer bills that increases the flexibility to complete an assessment of student records while still adhering to Family Educational Rights and Privacy Act (FERPA) standards.

**HEA Reauthorization**

After a rapid-fire start earlier this year, the U.S. Senate education committee’s work on the HEA reauthorization has stalled.

AACRAO submitted comments to Sen. Lamar Alexander (R-TN), chairman of the Health, Education, Labor, and Pensions (HELP) Committee, on his request for input on higher education accountability measures, and shared comments and recommendations in response to the HELP committee’s request for input on its HEA reauthorization process, in general.

However, last month Sen Alexander said that his chamber would not produce promised higher education legislation this year, and blamed Democrats for the delay.

**Promoting Real Opportunity, Success, and Prosperity through Education Reform (PROSPER) Act**
Meanwhile, House Republicans are forged ahead with efforts to advance their own HEA overhaul. The PROSPER Act was approved by the House education committee last year, but the panel’s chairwoman, Rep. Virginia Foxx (R-NC), has not gotten a vote on the floor. There has been significant pushback from the higher education community, including numerous veterans and military servicemember organizations, on the proposed measure.

House GOP’s efforts heated up again later in June, with Majority Whip Steve Scalise (R-LA.) hosting a meeting for Republicans to discuss the measure. While not “official”, it’s estimated that the bill garnered less than 100 full “YES” votes after the Whip count. Since then, leaders have been quiet on next steps for PROSPER, suggesting little chance of a floor vote soon. The PROSPER Act, even if approved by the full House, is considered doomed in the Senate, where it would have to garner some Democratic support for floor passage.

AACRAO/State & Regional Outreach
AACRAO joined a broad coalition of higher education groups, as well as a group of military and veteran service organizations, in letters to House leaders expressing our general concerns regarding the PROSPER Act.

In addition, in February the association submitted separate, more specific comments and recommendations to all 435 members of the House of Representatives leading up to the full chamber’s consideration of the legislation. We resent the letter to all offices again in June ahead of the Whip count on bringing the bill to the floor for action. A link to the letter is included on AACRAO’s Advocacy Webpage under “Statements and Letters” and “HEA Reauthorization”.

AACRAO staff also reached out to State and Regional membership associations encouraging them to also become engaged in providing comments to their Members of Congress on PROSPER. AACRAO’s call to action to our State & Regional organizations resulted in engagements with 271 Members of Congress, who represent over 27 States and the District of Columbia and have a total of 1,110 schools within their districts. Specifically, the following State and Regionals sent letters to their Representatives:

- The Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO)
- Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO)
- Kentucky Association of Collegiate Registrars and Admissions Officers (KACRAO)
- Illinois Association of Collegiate Registrars and Admissions Officers (IACRAO)
- Carolinas Association of Collegiate Registrars and Admissions Officers (CACRAO)
- Indiana Association of Collegiate Registrars and Admissions Officers (IACRAO)
- Middle States Association of Collegiate Registrars and Admissions Officers (MSACRAO)
- Rocky Mountain Association of Collegiate Registrars and Admissions Officers (RMACRAO)
- Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO)
- Virginia Association of Collegiate Registrars and Admissions Officers (VACRAO)

Collectively, AACRAO, along with State and Regionals, sent over 1,500 messages regarding PROSPER to House Members.

These calls to action, along with outreach from the broader higher education community have been able to successfully point out numerous issues that would significantly impact institutions and
students. All of this action will hopefully result in lawmakers’ rethinking some of the more controversial proposals.

Previous reauthorizations have taken years to finalize. The emerging disagreements on affordability and accountability, among other issues, signal that there is a long way to go before any legislation passes, despite verbal agreement from committee leaders to get a deal done. The association will continue to closely monitor any developments and engage with lawmakers in both parties and chambers as the reauthorization process moves forward.

**FY 2019 Budget**

Last month, the Senate Appropriations Committee voted 30-1 to advance the Labor-HHS-Education funding bill for the 2019 fiscal year. The bipartisan legislation would boost funding to the U.S. Education Department—by $541 million to $71.4 billion—largely spurning the Trump administration’s education agenda in the process. The proposed measure would increase the maximum Pell Grant by $100 to $6,195 and allocate $350 million in new funds to address eligibility issues for borrowers seeking Public Service Loan Forgiveness.

With approval of the bill, the committee has now advanced all 12 government spending measures for full Senate consideration. The panel has not acted this quickly on all its appropriations bills since 1988.

Meanwhile, the House Appropriations Committee last week approved, 30-22, its version of a 2019 spending bill that would boost Education Department funding by $43 million to $71 billion.

The approved measure also largely rejects President Donald Trump's proposals to significantly cut education funding and shrink or eliminate higher education programs. It would provide a $115 million increase for career and technical education, but would keep the maximum Pell Grant flat at $6,095. The bill would increase support for the TRIO and GEAR UP programs by $60 million and $10 million, respectively, but provides nothing for the administration’s plan to merge the Departments of Education and Labor.

With the passage of the Labor-HHS-Education funding bill, the House appropriations committee has now approved 11 of its 12 fiscal 2019 spending measures. The bill markup was postponed twice last month amid backlash over the White House's family separation policy at the border.

It is still uncertain whether House leaders will bring the bill to the floor for a vote. Last year, the version that advanced from committee passed on the House floor when packaged with several other appropriations measures.

Senate appropriators have signaled their intent to combine a Labor-HHS-Education bill with the Defense spending measure. The House already passed its Defense appropriations bill. However, if the Senate passes a combined bill and sends it to the House, the House might skip a floor vote on the Labor-HHS-Education measure and head straight to conference.

**Deferred Action for Childhood Arrivals (DACA)**

The U.S. House of Representatives last month soundly rejected a Republican compromise immigration bill that would have funded President Trump’s border wall, offered young undocumented immigrants a path to citizenship, and partially addressed the family-separation crisis at the southwest border.
The bill failed on a vote of 301 to 121 despite a last-minute tweet of support from President Trump, the backing of GOP leadership, and weeks of negotiations between conservatives and moderate Republicans who sought an elusive intraparty compromise.

The death of the House’s immigration bill represents the fifth occasion on which lawmakers rejected a proposal to protect Dreamers from deportation since President Donald Trump announced the rescission of the Deferred Action for Childhood Arrivals program. Its defeat creates new questions about whether Congress will approve any immigration legislation before the November midterm elections.

**Trump Administration**

*Imperative 3a*

**U.S. Education Department Guidance on Race in Admissions**

The Trump administration in June rescinded Obama-era guidance on race-conscious admissions. The guidelines, issued in 2011 and 2016, gave institutions considerable latitude in determining whether considering applicants’ race was necessary to achieve a diverse campus.

The Supreme Court has steadily narrowed the ways that schools can consider race when trying to diversify their student bodies, but it has not banned the practice.

The Obama administration’s 2011 guidance effectively encouraged colleges and universities to consider applicants’ race as a means of achieving diverse student bodies and offered schools a potential road map to establishing affirmative action policies that could withstand legal scrutiny. The guidance was controversial at the time that it was issued for its far-reaching interpretation of the law.

The Trump administration’s plan would scrap the existing policies and encourage schools not to consider race at all. The new policy would not have the force of law, but it amounts to the official view of the federal government.

The move comes at a pivotal moment in the long-running affirmative action debate. The pending retirement of Supreme Court Justice Anthony Kennedy, who had been a swing vote in key rulings, has thrown the legal framework that allows race-conscious admissions into doubt. In addition, Harvard University’s use of race in admissions has come under scrutiny in a federal lawsuit that alleges the school has discriminated against Asian Americans. The U.S. Justice Department is conducting its own civil rights investigation of Harvard admissions.

**In the Courts**

*Imperative 3a*

**Travel Ban**

In June, the U.S. Supreme Court in a 5-to-4 ruling upheld President Trump’s travel ban preventing nationals of a group of mostly Muslim-majority countries from entering the United States.

In siding with the Trump administration, the court, in a decision written by Chief Justice John G. Roberts, ruled that the order fell within executive authority over immigration and national security, despite the president’s sometimes incendiary and bigoted rhetoric about Muslims and foreigners. Roberts suggested that the president’s rhetoric, however inflammatory, did not undermine his authority to set policy.
Universities and higher education groups have largely opposed the ban, which has gone through a number of iterations, on the grounds that it is discriminatory and blocks them from bringing talented students and scholars from certain parts of the world to the U.S.

The current restrictions, which vary by country, affect nationals of seven countries, five of which are majority Muslim: Iran, Libya, North Korea, Somalia, Syria, Venezuela and Yemen—an eighth affected country, Chad, was dropped from the travel ban list in April. The September 2017 presidential proclamation outlining the travel restrictions also recommended increased scrutiny of visa applicants from Iraq.

We are certainly seeing disruption to current students and scholars from affected countries. There are also lingering concerns for how it will impact new international enrollments and American higher education's continued ability to attract top talent from abroad.

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**Regulatory Developments**

**Imperatives 3a-b and 4b**

**U.S. Education Department Spring Regulatory Agenda**

With movement on HEA currently stalled, U.S. Education Secretary DeVos has made it clear that she is not waiting for Congress. The department recently announced a sweeping regulatory agenda that includes a slew of new rulemaking.

The agency is moving forward on efforts to rewrite the Obama-era gainful employment and borrower defense rules, which seek to curb abuses by for-profit and other career colleges. The department reportedly recently sent its proposed borrower defense rule governing loan
forgiveness for defrauded students to the Office of Management and Budget for review. Earlier this year, a negotiated rulemaking panel failed to reach a consensus on a rewrite of the rule, leading the department to write its own.

Meanwhile, the department announced in June that it will postpone certain gainful-employment disclosure requirements, which had been scheduled to go into effect July 1, until July 2019. It is the second yearlong postponement for those requirements under DeVos, who also in January weakened the disclosures by dropping one on graduate earnings.

In addition to lingering regulatory rewrites, the Trump administration also plans to propose new Title IX regulations governing campus sexual assault, tackle regulations governing college accreditors, and overhaul state authorization rules that govern state oversight of colleges, including online programs.

In May, the Education Department signaled its intent to announce a two-year delay for the implementation of its controversial state authorization regulations governing distance education programs. The rule may have accidentally gone into effect on July 1, though, due to an apparent error by the agency.

The notice to formally delay the rule was not officially published until July 3, suggesting that the rule may have actually gone into effect. If so, the department would likely not take any steps to enforce it, though the situation could create additional confusion for institutions. Further, the department will likely have a difficult time rescinding the regulations if indeed they have already taken effect.

**Federal Student Loan Bankruptcy Regulations**
The Trump administration last month signaled interest in reevaluating rules that determine whether student loan debt can be discharged in bankruptcy. The U.S. Education Department published a request for information in the Federal Register seeking input on the factors the agency uses to determine whether borrowers have met the high “undue hardship” standard.

Prior to 1998, federal law allowed student loan borrowers to have their federal loans discharged if they declared bankruptcy after the seventh year of repayment. Legislation enacted that year removed that provision, barring most borrowers from the forgiveness option unless they could demonstrate that they would suffer “undue hardship” from being forced to pay the loans. Neither Congress nor the U.S. Education Department has defined “undue hardship.” Instead, courts have set legal standards for what qualifies, resulting in uneven interpretations.

The issue could potentially emerge as an area of rare bipartisan agreement between Education Secretary Betsy DeVos and congressional Democrats, who have long sought to loosen bankruptcy law for student borrowers. However, it is unclear what steps the department might take in revising guidance for its approach to bankruptcy cases.

AACRAO submitted comments on behalf of the association.

**U.S. State Department Policy Guidance on Visas**
U.S. Citizenship and Immigration Services (USCIS) issued a policy memorandum earlier this year that tightens enforcement of visa overstays for foreign students and exchange visitors.
The proposed policy guidance, which applies to F, J, and M visas, will change the way USCIS calculates "unlawful presence," or time spend in the country after legal status ends. Currently, the agency counts unlawful presence from the date it formally processed a visa overstay or following a deportation order. Under the new policy, which is set to take effect August 9, accrual would begin from the date the student’s visa expires.

The proposed policy change could have serious implications for international students' ability to re-enter the U.S. in the future. Individuals who accrue more than 180 days of unlawful presence in a single stay before departing the U.S. can be barred from returning for a period of three to 10 years.

AACRAO also submitted comments to the State Department regarding the proposed visa policy changes.
COMMUNICATIONS
Imperatives 1a-b, d and 3a-b

SEM Quarterly
Volume 6, Issue 2 of SEMQ was released in July 2018, and is the second issue self-published by AACRAO after the association ended its five-year contract with Wiley in January 2018. SEMQ's design was updated and released in conjunction with AACRAO's new website in May 2018. Archived content as well as a citation generator will be added to the new site in the coming months. The move to self-publishing enables AACRAO to deliver content more efficiently to members and reduces production costs. SEMQ 6:3 will be released in October 2018.

SEMQ 6:2 includes the following articles: “Leading and Managing High-Performance Teams in a SEM Environment: The Overlooked Competitive Advantage,” by Monique Perry (the second article in our Women’s Leadership series); “Applicant and Faculty Characteristics in the Doctoral Admission Process: An Experimental Vignette Study,” by Annmarie Cano, Lee H. Wurm, Jennifer Nava, Farron McIntee, and Ambika Mathur; “Partnering with Students to Address Academic Issues That Impact Retention,” by Daniel McDevitt and Kimberly Allen-Stuck; and “Conceptualization of College Student Retention,” by Xi Shi.

College & University
AACRAO’s College & University Journal released Vol. 93, No. 2 in May 2018. The issue includes the following feature articles: “When Less is Not More: Recovery After a Decline In the Size of the Freshman Class at Private Small Liberal Arts Colleges,” by Robert J. Gitter, Faith MacDonald and Daniel Greenleaf; and “Reverse and Horizontal Transfer-Out Behavior at Four-Year Institutions” by Terry Ishitani and Lee Flood. Also included in this issue are articles on topics including: mentorship, education in Afghanistan, financial aid and low-income students; college funding specialists; and digital credential strategies. Volume 93, No. 3 will be release in summer 2018.

C&U now includes color and more visually appealing text and graphics. In addition, it is offered as a flipbook with live reference links (as well as in a PDF format) on the AACRAO website. Beginning with the summer 2018 issue, individual articles will also be available as pages on the website. Only members who “opt in” receive the print format via mail. Very few members/subscribers have opted to keep receiving the print publication, resulting in a significant decrease in the print run and mailing costs. The goal is to provide content to members in a format that is useful and accessible to them.

Transcript
The AACRAO Transcript will continue to focus on delivering weekly news of interest to the membership. Items in the Transcript will be communicated to members each week via email blast containing ads for AACRAO services. In addition, ads for recent publications will appear alongside related articles.

Transcript maintains the strongest traffic on www.aacrao.org. Beyond its value as the main vehicle for news delivery to the membership, the system also serves as the main archive of the Association’s public policy activities and its policy priorities.
AACRAO CONSULTING

Consulting

**Imperatives 1c-d, 2c-d, 7a-b**

AACRAO Consulting (AC) currently is working with 63 active or potential consulting projects. Year to date revenue through June 2018 is at $1,040,555.77. Booked invoices through June show AC on track to be ahead of last year, at the same time.

AC continues to send monthly marketing campaigns highlighting core services through postcard mailings, emails campaigns and associated blog posts and tweets, featuring a different core service each month. The average open rate for the emails is 24% with a click-through rate of 6%. AC is in the process of drafting copy and design to continue highlighting another six services beginning in September 2018. Additionally, AC has implemented a post-consultation client survey in Pardot, which links to Salesforce, and will track client feedback.

Current projects of note include a SEM planning project with Montgomery College and one with Iowa State. AC was awarded a contract for an RFP with Utah Valley University for financial aid scholarship optimization work.

Additional signed contracts with returning clients include:

- Virginia Tech for a Slate implementation and project management work
- University of Missouri-Columbia for continued SEM plan implementation work
- North Idaho College for admissions and registrar business process re-engineering
- Fielding Graduate University for transfer student and technology work
- University of Texas at Austin for an Office of the Registrar review

The AC website is moving from its current server and platform to the same cloud-based platform as the AACRAO website. Once completed later this summer, this will merge the previously separate sites into one location and platform.

**2017-2019 Lumina Foundation Grant Award PC-6791**

Lumina Grant work continues. The Data Integration Workgroup met in May 2018 in Baltimore to discuss the drafted green paper and steps to finalize a white paper, which was presented at the AACRAO Transfer and Technology Conference in Minneapolis.

An introductory C-BEN “Collaboratory” task team meeting was held in the AACRAO offices in July to discuss the standard elements of a competency-based transcript. A C-BEN draft was reviewed and this will be updated from the discussions over the summer. After this, C-BEN members and a group of AACRAO members will be asked to review the draft and propose it as a guiding document for competency-based program records. A follow-up meeting will take place in September in Orlando, FL.

The first of three workshops was held in June in Nashville, TN, for the Tennessee Board of Regents (TN BOR) and the University of Tennessee Knoxville. This workshop outlined the areas for development and data collection for a system-wide CLR.

An initial meeting of Indiana public higher education institutions was held in Indianapolis in May 2018. The first workshop for all Indiana higher education institutions is being planned and a date for that is to be determined (waiting on IN Commission for Higher Education).
RESEARCH

Imperative 1c

The following represents a summary of the research deliverables and current projects which have been accomplished or are in progress since the last report.

- Four report has been completed
  - GDPR practices survey and report in partnership with the AACRAO communication team
  - Transcript cost, type and volume – May 60-Second survey report
  - 2017 Grades and grading practice report
  - Alternative Credentials – Beyond the Transcript; July 60-Second survey

- The Eye on Research blog has been completed monthly.
- An undergraduate registrar and admissions policy collection survey was completed and the policies are ready for the repository.
- The excess credits at graduation project data analysis is complete and the narrative is being written.
- A new research project in partnership with marketing faculty from Texas and Cornell is in its early stages.
- We welcomed a new research advisory board member, Mike Flanigan, who is replacing Veronica Garcia.
- Dr. Kilgore presented the AACRAO College Completion research at the annual NISOD meeting in May
- Data from the grades and grading practices survey was cited by Jeffrey Selingo in his article on grade inflation in The Atlantic.

A look forward –

- Completing the excess credits at graduation project and presenting the results at SEM
- Completing the marketing to high school seniors research project
- September 60-Second survey an update to the 2015 admissions practices 60-Second survey
AACRAO INTERNATIONAL

Institutes/Workshops
Imperative 2c-d, 6a, 7d

On the Road: AACRAO International will hold its third On the Road training at Salem State University on July 25-26, 2018 in Salem, Massachusetts.

AACRAO International hosted a pre-conference workshop (2-Day Intensive: International Transfer Credit Workshop) at the AACRAO Tech and Transfer Conference on July 7 & 8, 2018. In total, there were 23 participants.

AACRAO International hosted the Summer Institute for International Admissions on July 16-20, 2018 in Arlington, Virginia. Wangyun Chao from the University of Colorado - Colorado Springs will join for the first time as Institute Faculty.

AACRAO International continues to hold an open call for Institute Faculty.

On-Site Trainings
Imperative 2c-d, 6a

AACRAO International continues to deliver on-site trainings to member institutions. This quarter our team has conducted trainings for California Lutheran University and Central Michigan University. We continually receive RFPs on a weekly basis for our on-site trainings.

Research, Collaboration, & Outreach
Imperative 6a-c

TAICEP
Imperative 6a-c

LesLee Clauson Eicher continues in her role as TAICEP President. AACRAO International staff members Clauson Eicher, Koenig, Funaki, and Stroud all proposed conference sessions, which were accepted, for the 2018 TAICEP annual conference in Philadelphia. AACRAO International contributes to and benefits from its collaboration with TAICEP. Further collaboration is expected with positive results anticipated.

IIE PEER/ AACRAO Workshop
Imperative 1b, 2a-d, 4b, 6a-c

Planning has begun for the fall joint workshop from IIE PEER and AACRAO that will be hosted on October 25-26, 2018 at their New York headquarters. This workshop will present best practices in admitting displaced/vulnerable students on U.S. campuses. IIE PEER (Fieldman) and AACRAO (Stroud) are leads for this project.

POLICY PAPER on Inclusive Admissions Policies for Displaced/Vulnerable Students
Imperative 1b, 2a-d, 4b, 6a-c

AACRAO completed phase one research for this paper by conducting a lit review and an informal data collection of leading evaluation practices from around the globe in December 2017; Phase two launches this summer with a working group to develop a policy paper for the US higher education community that will support both institutional academic integrity and the human rights needs of displaced persons by highlighting successful and appropriate alternative assessment practices to be used as institutional benchmarks in this area. The paper is expected to be released before the 2019 annual meeting.
EU-GDPR

**Imperative 1, 2, 6a-c**

Implementation of the GDPR took place on May 25, 2018, but AACRAO continues to be a leader for higher education in this area and likely beyond. These efforts have been in conjunction with the VP of Information Technology. Over the past three months we have continued to:

- Led the informal interassociational working group on further development and release of a draft of the GDPR Interassociational Guide during the Annual Meeting in April
- Contributed article to Connect on GDPR
- Conducted multiple webinars by request including
  - Washington Higher Education Secretariat
  - New Jersey International Educators
- Delivered the final Interassociational Guide *Implications of the General Data Protection Regulation* on May 15, 2018
- Work toward a final Deliverable Guide
- Offered a fourth webinar on GDPR: A Month of Due Diligence.
- Delivered a session and a roundtable at the AACRAO Technology & Transfer Conference with AACRAO VP for Information Technology
- Preparing and writing article with AACRAO President on GDPR and FERPA for publication in Connect and possible posting on the International Association of Privacy Professionals resources page

CUBA

**Imperative 6a-c**

The Cuba team continues to review their research in preparation for upcoming conference presentations and begin work on the publication. The Fall Symposium this year will focus on research questions on Cuba and will include an information session for legislators on Capitol Hill. The event is planned for September 26-27.

FRANCE

**Imperative 6a-c**

AACRAO, via EDGE, was invited to be an observer to the Bologna Ministerial meeting in Paris; AACRAO and IIE formed the whole of the American delegation. While in Paris, the AACRAO team visited the Ministry and the University of Rouen to gather research for a white paper on teacher education in France, as well as continued to work on the Ministry publication project.

Supporting Refugee Students / Backpack Project

**Imperative 4b, 6a-c**

April 30, 2018: Article 26 Backpack™ Update Webinar: U.C. Davis (Finucane) and AACRAO (Stroud) delivered an invitation-only webinar to provide the most recent update on the A26BP™. This webinar showcased the milestones that have been met up through 2018, field updates and future goals. Gottlieb moderated.

May 1, 2018: Inclusion and Access to Higher Education for Displaced and Vulnerable Persons Webinar: AACRAO (Stroud) and IIE (Miller) delivered an open webinar highlighting current domestic and global initiatives supporting inclusion and access to higher education. The webinar identified issues in higher education faced by displaced persons through real student experiences. Gottlieb moderated.

June 2018: The A26BP™ was formally implemented in Lebanon. The Team, including AACRAO (Stroud), enrolled over 200 individuals who met the criteria (over 18, demonstrated motivation to access further education, displaced or socially disadvantaged, etc) over a three week period of time. Enrollment activities were done at 3 sites in the Biqqa’ Valley and hosted by local refugee support agencies (Sonbola, Jusoor, and MAPS), in the city of Tripoli (hosted by the NGO LASeR) and in Beirut, at the American University of Beirut.

July 23, 2018: AACRAO (Stroud) will moderate Panel 1: Opening Legal Pathways for Entry and Overcoming Barriers to Higher Education Access at the formal launch of the University Alliance for Refugees & At-Risk Migrants (UARRM) held at Rutgers University. Stroud serves as ex-officio on the UARRM steering committee on behalf of AACRAO.

July 24, 2018: AACRAO Connect article on the implementation in Lebanon to be published.

AACRAO is officially a sub-grantee of the Ford Foundation grant to the University of California Davis project in support of the development of the Article 26 Backpack (A26BP)™.

**EDGE**

**Imperative 6a-c, 7a, d**

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The EDGE subscriber base has increased slightly from last quarter, across multiple subscription types. A facelift for the product was introduced weeks ago, garnering positive feedback so far. Plans to work towards an RFP for a major EDGE overhaul are still on schedule for 2019.

Standardization of the EDGE database resources and achieving greater uniformity throughout continues to be a priority for staff creating a more useful tool for subscribers. This work has accelerated rapidly due to increased staff contribution. Content acquired from collaboration with...
various ministries and other professional colleagues is being regularly incorporated into the database as a part of these efforts.

**LSAC**

**Imperative 7a-b**

LSAC is ahead for the quarter from where it was last year at this time. The annual review meeting with LSAC is scheduled for July 31. Funaki, Gottlieb, Koenig, and Eicher our putting together the agenda and will address the year in review as well as updates for the 2018-19 year.

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**BADEN-WÜRTTEMBERG SEMINAR**

**Imperatives 6a-c**

AACRAO International (AI) continues to partner with the Baden-Württemberg (BW) Ministry of Science, Research, and the Arts (MWK) and NAFSA: Association of International Educators on the BW Seminar. LesLee Clauson Eicher has been the lead on this partnership since it was formed in 2001. AI’s role is to publicize the seminar, create a web application form, collect applications, organize a selection committee, facilitate the selection committee meeting, and announce the results of the application process to applicants. LesLee communicates with and provides direction to colleagues at NAFSA, who helps to publicize the seminar. Additionally, LesLee keeps in touch with colleagues from the MWK and from the hosting BW university about logistics for the program, assistance to participants as they plan for the trip, and applicant statistics. On alternate years, AACRAO can send an observer on the BW Seminar. Twenty-eighteen is AACRAO’s year to send an observer. That individual will be chosen at a later date.

The deadline for applications was on June 15. Forty-eight applications were collected. Of those 48, 16 (33%) self-identified as AACRAO members. The selection committee meeting, headed by LesLee, will meet in early August.