



**STATE AND REGIONAL GUIDE**  
AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS  
AND ADMISSIONS OFFICERS (AACRAO)  
[WWW.AACRAO.ORG](http://WWW.AACRAO.ORG) | FEBRUARY 2020

# PREFACE



This “How to” Guide had its origins in fall 2017 when then-AACRAO Vice President for Records and Academic Services Lara Medley sent me, then-AACRAO Vice President for Leadership and Management, a draft table of contents she had developed when this project had occurred to her. It seemed to be a great start!

Martha Henebry, AACRAO Director of Operations, Membership & Publications, found a 20-year-old State and Regional Association Officers Handbook at the AACRAO Office. However, it was clearly time to rethink and update the content. Therefore, the Board of Directors took the steps to engage its experienced membership to reach out to affiliates as part of the Board’s larger strategic initiative to lend increased support to our State and Regional Organizations.

I was so pleased that Steve Smith of Adelphi University and Patricia (Patti) Mathay of University of Pittsburgh were willing to co-lead the initiative. When I rolled off the Board, the leadership shifted to the capable hands of Jerry Montag, current AACRAO Vice President of Leadership and Management Development who has now led this initiative to completion. Both Jerry and I are sure you will find value in this comprehensive guide, designed especially for State and Regional Organizations.

AACRAO thanks all the authors and others who helped make this idea a reality. A special thanks and praise to Steve and Patti in moving this initiative forward, as well as for their efforts spent on gathering a dynamic team of authors who put their time and effort into this publication.

Please feel free to suggest any additional chapters to be written that would benefit our state and regional leaders, as the guide will be updated regularly. Perhaps you can write the next chapter.

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Meredith Braz  
February 2020

# STATE & REGIONAL CONNECTION

AACRAO and the state and regional associations (ACRAOs) share the same basic goals of enhancing not only the profession but also the professional development of the individual members. One of the fundamental strengths of our profession is the vitality of strong, active state and regional associations. These associations provide members with many professional development activities and opportunities and generally are instrumental in forging the informal networks that exist throughout the country.

AACRAO's Vice President of Leadership and Management Development and AACRAO's State and Regional Relations Committee formulate and share responsibility for AACRAO's relationship with state and regional associations.



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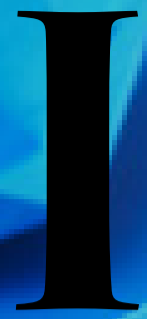
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# ORGANIZATIONAL STRUCTURE



**by Steven Smith, University Registrar, Adelphi University, and  
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## MISSION, VISION, AND VALUES

A mission statement articulates what a company or organization does. It expresses the values that are important to the association. A mission statement should describe what the association does, how the association accomplishes those things and why. A good mission statement doesn't have to be long and complicated; it just needs to express the role and values of the organization. In fact, a short and concise mission statement can be more memorable.

Surprisingly very few state and regional associations have publicly reflected mission statements. Of those associations that do, the most common themes expressed are the promotion of higher education, the offering of professional development opportunities, networking and the exchange of ideas, and the exchange of information. Most associations have a purpose statement as part of their constitution. Many of the above ideals are reflected in these purpose statements. Other functions stated in these purpose statements include supporting research opportunities, providing mentoring, and recognizing the contributions of professionals in the areas of admissions and records.

## COMMITTEES

Committees play a vital role to the association. Besides an executive committee, associations have a diverse make-up of committee structures.

Conference planning is work typically done by a committee. Most associations have some

form of a local arrangements committee which does the planning of the conference. In some cases this local arrangement committee plans the entire conference event. In other cases the local arrangements committee will make arrangements for the facility and meeting space while another committee will plan the conference content, usually named a program committee. In selecting a site for the conference, many organizations have a site selection committee (or individual) while other associations leave it up to the local arrangements committee.

Conference programs in many cases are planned by a program committee. The program committee could be a group of individuals tasked with developing sessions and workshops or the program committee could consist of further sub-committees with special content areas. Examples of these committees are: admissions and enrollment management, records and registration, diversity and equity, and government or external relations.

An association that offers workshops in addition to an annual conference may have a committee to plan these events.

Corporate sponsorship is key to a conference or workshops success financially. A committee or individual to work with vendor sponsorships can be crucial to strong corporate relationships.

A budget or audit committee is commonly found. The charge of this committee is to

# Mission

Very few state and regional associations have publicly reflected mission statements.

# Committees

Conference planning is work typically done by a committee

# Sponsorship

Corporate sponsorship is key to a conference or workshops success financially.



ensure the association is fiscally responsible to its members.

Many associations have an archive or history committee. The role of this committee is to preserve the associations' activities for historical and record purposes.

One of the core purposes of the state and regional associations is the skill and knowledge development of its members. Most organizations have a professional development or mentor committee, or both. This group of people are responsible for programming related to professional development. This committee may also be responsible for establishing mentor relationships or other services for new members or those new to the profession. Finally a membership committee may be responsible for maintaining the membership roster of the association.

Technology plays a big role in the work of registrars and admissions officers and also in association work. Technology committees can be focused on sharing information on technology with association membership via conference sessions or workshops. Technology information could include anything from student information system best practices to new technology in the field. It also could include social media platforms and tools. Technology committees can also be responsible for technology of the association, including tools used for membership maintenance, conference registration, and association record keeping. Committees could also be responsible for Web sites and social media posts.

Many associations have a communications



arm. This committee is responsible for communications to the membership which could include journals, newsletters, or email blasts. A communications committee may also be responsible for social media content.

As admissions professionals, relationships with high schools are valuable. So is sharing information with high school counselors who aid their students in the post-secondary application process. Many state and regional associations have a committee dedicated to relationships with high schools and high school counselors. This committee may also be tasked with planning workshops for high school students and counselors as well as college fairs.

State and regional ACRAOs are volunteered and run. Honoring members' service to the organization is important. Most associations have some type of honors and

award committees charged with the task of recognizing service to the organization.

The board or executive committee of most associations is elected by the membership. A nominations and elections committee is tasked with putting forth the slate of nominees. This committee could be chosen solely for the nomination process or the committee may be made up of leaders or past leaders of the organization.

The above describes the most common committees within a state and regional association. Some associations have committees that address state specific issues such as residency or articulations. Other committees may be formed around specialized institutions like graduate and professional schools, or around special circumstances like scholarships.

In the end the committee structure should address the needs of the association in fulfilling its mission, purpose and obligations to its members.

## SPONSORSHIPS

Support for state and regional associations, in large part, comes from the dues the member organizations and individual members pay. The associations also rely heavily on sponsorships by vendors providing services to admission and records work. This support can come in one of two ways: vendor sponsorship of the organization or vendor sponsorship



of the conference or annual meeting. Most state and regional organizations employ one or both models.

For those organizations that employ a sponsorship of the organization model, it is usually done in a tiered fashion with levels and names such as bronze, silver, gold, platinum, diamond, etc. The range of sponsorship fees collected is from \$50 to \$1,000 or more, depending on the tier level. Benefits received by vendors supporting the state and regional organization include Web page recognition, non-voting membership in the organization, registration and exhibit fees for the conference and opportunities for advertisement in conference materials. The benefits are typically determined by the tier level of the support.

Organizations using a conference sponsorship model employ a similar tiered sponsorship level structure, with similar naming conventions. Other benefit level names used include “Title Sponsor” or “Capstone” sponsor. Benefits to sponsoring the conference can include an exhibit booth, the ability to present a vendor session, sponsorship of a specific event, meal, or reception, or the display of vendor banners/logos at the conference venue. Vendors are typically given at least one conference registration for their sponsorship. State and regional organizations understand the value of vendor sponsorship to the livelihood of the conference and organization and take several opportunities at the conference to give verbal thank yous to the vendors for their support.

## HONORS AND AWARDS

State and regional associations recognize members with a varying number and type of awards. One award most associations bestow is that of honorary membership. This award is granted to those members who have provided significant service to the association, most likely serving in numerous leadership roles. In most cases, the honorary membership is given to someone retiring or leaving the profession or state/region. Typically a special committee, or the executive committee, is tasked with putting names forth for the award. The benefits of honorary membership are usually token in nature, but may include the ability to return to conferences or annual meetings as desired. Similarly, some associations have a lifetime membership granted to members who are active upon their retirement.

Associations often recognize the outstanding contributions of members with a Distinguished Service, Exemplary Service, or Service award. These awards could be awarded for a multitude of reasons from excellent work on a project or leadership role, regardless of members length of time in their careers.

Exemplary New Member or Young Professional award is given by many associations. This award recognizes a new member or someone new to the admission or records profession who has made significant contributions in their short time in the field.

Finally, many organizations have awards that are named in honor of someone. These awards may recognize members meeting the criteria for awards mentioned previously or they may have very specific criteria related to their namesake.

## CONSTITUTION AND BYLAWS

The constitution and the bylaws are the documents which govern an association. A constitution should provide the basic outline of the existence of the association by defining the association itself and determining its scope and structure; bylaws should provide the details of how to carry out the vision established by the constitution. A vote of an association’s membership should be required to amend either of these, but because the bylaws provide what is needed for the day-to-day operation of the association, they should be easier to amend. Amending the constitution should have a stricter requirement for amendment, because amending the constitution is essentially amending the vision of the association. The documents of twenty-nine state and regional associations were studied to determine the following list of suggested best-practices for constitutions and bylaws.

First and foremost, the constitution should identify the organization. The first article of most associations is similar to the following example from the Nebraska constitution: “The name of this organization shall be the Nebraska Association of Collegiate Registrars and Admissions Officers (NACRAO).” This simple, single sentence identifies both the name of the association and its acronym. Conversely, one of the final articles in many constitutions describes what to be done in the case of the dissolution of the association. For example, Article VI of the Oklahoma

constitution states: “In the event of the dissolution of the corporation, after expenses incurred in connection with dissolution and all debts of the corporation have been paid, any remaining assets will be donated to charitable organizations for the advancement of higher education as determined by the Executive Committee.”

For most associations, the second article of the constitution defines the purpose of the organization. It is most usually a concise statement, such as Mississippi’s: “The purpose of this association shall be to provide, by means of annual conferences and otherwise, for dissemination of information and interchange of ideas on matters of common interest, to enhance the professional development of members, and to contribute to the advancement of higher education in the State of Mississippi.” Another succinct statement is Chesapeake and Potomac’s: “The Association shall be a non-profit professional educational association whose mission is to develop and perpetuate a vibrant network of resources and learning opportunities benefiting enrollment personnel within the Maryland and District of Columbia areas.” Both of these statements identify not only the mission of the organization (enhancing professional development, perpetuating a network, etc.) but also the area where they operate (State of Mississippi, Maryland and District of Columbia areas).

The constitution must also outline the organization’s membership. For most associations, this identifies who is eligible (registrars, admissions officers, etc.) and defines of the categories of membership (institutional, honorary, associate, affiliate, student, educational agency, corporate, etc.), including whether those members are voting or non-voting. Some, however, are more succinct in their membership articles. For example, Chesapeake and Potomac states simply “Membership in the Association shall consist of individuals and organizations associated with higher education. Qualifications for categories of membership shall be determined by the Executive Board in accordance with the Bylaws.” In the former manner, associations must have constitutional amendments in order to modify their membership structure, while in the latter example, there is more flexibility because it is easier for the membership to modify the bylaws, and some minor modifications can

be made by the Board.

Membership should also be addressed in more detail within an association’s bylaws. If it is not addressed in the constitution, the bylaws should determine and define categories of membership. It should be clear who is eligible for each category, and whether members in each category are eligible to vote, hold office, or serve on committees. Some associations designate the amount of annual dues and the payment deadline in their bylaws, while others leave that to the board.

Officers of the association should be identified in the constitution. At the minimum, the constitution should identify the offices, determine who is eligible to hold an office, and define the election cycle for each office. Some associations define the duties for each office in their constitution and others put it in their bylaws. Succession of officers should be identified: normal succession (such as President-Elect to President to Past-President) is usually identified in the constitution and succession due to unexpected vacancies is usually addressed in the bylaws.

Committees are most usually addressed in the association bylaws. The bylaws should identify any standing committees that should always exist as well as a process for creating ad hoc committees as they are needed. The standing committees should be defined, identifying their purpose, how the members are to be appointed, and the term of service.

Bylaws quite often address meetings of the association. Some define the time of year when an annual meeting is to be held, while others only indicate that an annual meeting is in fact to be held. Some identify how often the association’s board is to meet, how many board members must be present for a quorum, and how they can vote (in person, by proxy, by telephone, etc.).

Less often, but no less important, are some legal, fiscal, and procedural items that are occasionally seen in constitutions or bylaws. These include the identifying the dates of the fiscal year, establishing of parliamentary authority, identifying an auditing process, designating a location for official archives, naming of a registered agent, and establishing a procedure for granting honors and awards. All constitutions and bylaws must describe the process by which they can be amended. Most common is amendment by a vote of the membership at the association’s annual meeting, usually with a necessary two-thirds majority to amend the constitution and simple majority for the bylaws. It is common to require that the membership be notified of any proposed amendments thirty days prior to a vote.

**BOARD OF DIRECTORS – COMPOSITION**  
A board of directors (sometimes referred to as the executive board or executive committee) is a collective group of members selected to oversee the activities of the association. The board members and their responsibilities should be determined by the membership

# Awards

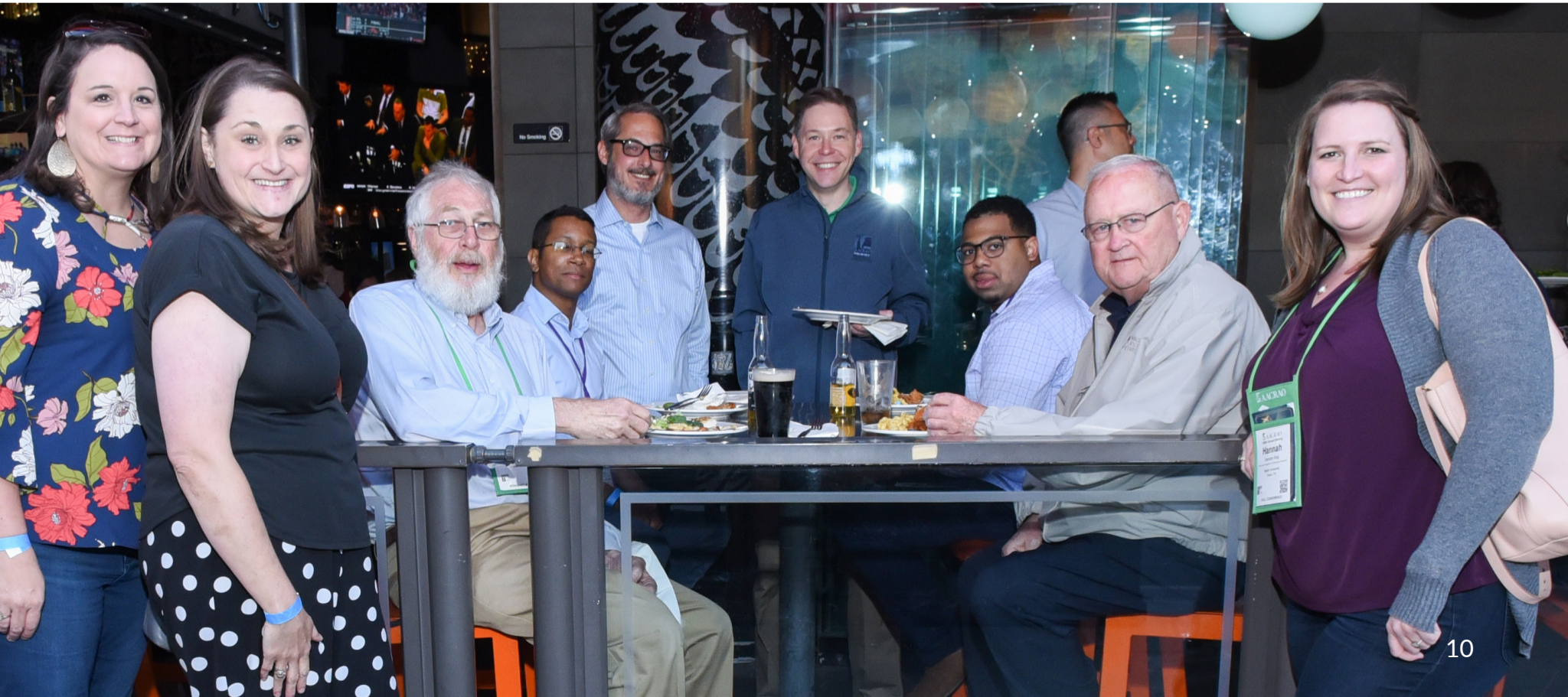
One award most associations bestow is that of honorary membership.

# Bylaws

should provide the details of how to carry out the vision established by the constitution.

# Amendments

It is common to require that the membership be notified of any proposed amendments thirty days prior to a vote.



and outlined in the association's constitution and bylaws.

For this guide, the boards of twenty-nine state and regional associations were studied. The average board size is 9.1 members, ranging from fourteen (Rocky Mountain, Illinois, and Washington) to only four (Delaware Valley).

There are five positions that are included on the boards of almost all associations: President, President-Elect, Past-President, Secretary, and Treasurer. Interestingly, however, the only position on the board of all twenty-nine associations is President. Four do not include a President-Elect, although two of them include a single Vice-President, presumably to ascend to the presidency at the end of their term.

After those five most common positions, other board members vary widely from one association to another. While some associations identify these other positions as vice-presidents and others do not (for example: Vice-President of Technology vs. Technology Officer), it seems that they all can be grouped into two categories: representative or functional.

Representative members represent distinct populations within the membership of the association, either by job duty or by location. It seems quite common to have one board member represent registrars (such as Alabama's Vice President for Records and Registration) and one represent admissions officers (Middle States' Vice President for Admissions and Enrollment Services). Instead of two, Arkansas has four representative vice presidents, dividing each area separately: Records, Registration, Admissions



Administration, and School Relations.

Another type of representative board member is one which represents a specific geographic area. The Mississippi state association has a regional vice president for both the northern and southern regions, while the Rocky Mountain regional association has a vice president representing each state.

The most common functional board members work in the areas of membership (such as Oklahoma's Vice President for Membership and Mentoring), professional development (Oregon's Vice President for Professional Development & Training), technology (Montana's Technology Officer), communications (Oklahoma's Communications Coordinator). Another common member is one that serves to enhance relationships with business partners (Florida's Corporate Sponsor Liaison). The

manager of the website is sometimes elevated to a board position (NJNY's Web Manager), although it is sometimes joined with another functional area (Washington's Web & Communications Coordinator) and it is sometimes non-voting (Wisconsin's Website Manager). Many boards include a member who coordinates the association's annual meeting (Utah's General Conference Chair) or a portion of it (Washington's Sessions Coordinator). A few boards include a historian (Rocky Mountain) or archivist (Illinois). Some other less-common but interesting functional board positions include Legislation and Policy (Chesapeake & Potomac), Diversity Development (Pacific), College Admissions and High School Relations (Northeast), and the Newsletter Editor (Michigan).

Based on the study of the twenty-nine regional and state associations, a sample board of director composition might resemble the following: President, President-Elect, Past President, Secretary, Treasurer, Vice President for Admissions & Enrollment, Vice President for Records & Registration, Vice President for Professional Development, Vice President for Membership, and Web & Communications Coordinator.

## BOARD OF DIRECTORS – TERMS AND DUTIES

For most, being the president of a state or regional association is a three-year commitment. The first year as President-Elect, the second as President, and the third



as Past-President.

The President provides leadership and general direction of the association for the year. It seems most common that the duties of the President include presiding over all meetings of the association and board, appointing committees, and overseeing the general activities of the association. Many expect (and some pay for) the President to represent the association at AACRAO's Annual Meeting.

The President-Elect assists the President in the execution of the duties of leadership of the association and ascends to the presidency at the term's conclusion. It is quite common for the President-Elect to coordinate the program of the association's annual meeting. Some associations, such as Georgia, require a candidate for President-Elect to have previously served on the Board of Directors.

At the conclusion of the term, the President most usually remains on the board as Past-President. The most common duty for the Past-President is to chair the Nominations & Elections Committee. The Past-President sometimes also serves as the liaison to the association's business partners.

It is common to see the term of service for Secretary and Treasurer to be two or three years. Some associations, (such as Chesapeake and Potomac) alternate the election of these two officers so that one of the two will be experienced in any given year. Three boards (Alabama, Mississippi, and Montana) have a combined position of Secretary/Treasurer. Because of the importance of the position of Treasurer and the need for continuity in transition, three boards (Rocky Mountain, Northeast, and Florida) have added a position of Treasurer-Elect.

It seems most common that the term of service for other board members is two years and that half of the members are elected each year. The duties of these other board members quite often involve performing certain functions (Missouri's Vice President for Membership and Communications coordinates the annual membership drive, maintains the membership list, and publishes all board communications to the membership) or overseeing the committees that perform them (Middle States' Vice President for Information Technology oversees the work of the Webmaster, Technology

Center Coordinator, Data Coordinator, and Registration Committee). Quite often, these board members are responsible for finding program content from their represented area for the association's annual meeting.

## **BOARD OF DIRECTORS – MEETINGS**

It seems most common that the Board of Directors meet between three and five times per year. The Chesapeake and Potomac association specifies in their bylaws not only the number of times the Board must meet, but also how many of these meetings must be in person (as opposed to via conference call), and how many board members must be present in order to have a quorum, whether a member can call in to an in-person meeting (only one member calling in can be included in the minimum needed for quorum). They also address critical situations that may arise between scheduled board meetings, allowing for electronic voting on these matters if a majority vote in favor with their replies going to all board members, with the action being noted in the official minutes of the next scheduled meeting of the board.

## **NOMINATIONS AND ELECTIONS**

Most associations have a Nominations and Elections Committee that seeks and determines the nominees for the available board positions and oversee the elections of the association (usually conducted at the association's annual meeting).

Quite often the Past-President serves as the chair of the Nominations and Elections Committee and the current President appoints the other members. Some associations (such as Indiana, Georgia, Michigan, and New Jersey New York) require that at least three members must be past presidents. Rocky Mountain requires that there must be one member from each of the regional association's states.

However, the membership of some associations elects the members of the committee directly. In Carolina, Oklahoma, and Southern, the person receiving the highest number of votes serves two years on the committee, becoming the chair in their second year.

Middle States and Northeast both combine the two methods, with the Immediate Past President being the committee's chair while the membership directly elects the remainder of the members.

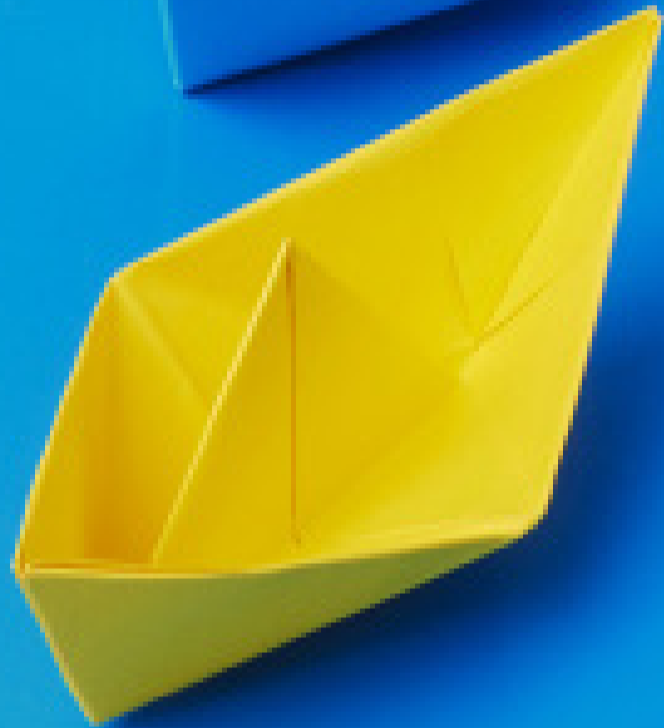
Some of the associations with appointed

members (such as Florida, Oregon, and Chesapeake and Potomac) specifically outline in their bylaws that consideration should be taken to ensure both cultural and institutional diversity in the composition of the committee.

The manner in which elections are to take place should be outlined in the association's bylaws. Items that should be addressed should include whether elections are to be held during or prior to the annual meeting, specifics regarding both unopposed and competitive elections, whether (and how) nominations are to be accepted from the floor during an annual meeting, what percentages are needed to pass amendments, and whether amendments can be proposed at annual meetings or if they must be previously announced to the membership.

## ASSOCIATION ACTIVITIES

# II



**by Chris Huang, Registrar, Wheaton College**

The state and regional chapters (S&R) of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) offer a number of activities to help their members grow professionally. These activities include workshops, college fairs, webinars, and mentoring. While not all state and regionals offer the same activities, the highlighted examples demonstrate the depth and breadth of S&R activities.

## WORKSHOPS

Workshops are usually a one or two-day event that focus on a specific topic or audience. The audiences range from support staff, to new and seasoned members in admissions and registrar offices.

The Illinois Association of Collegiate Registrars and Admissions Officers (IACRAO) offers free, one-day district workshops held in the spring. The target audience for the workshops are administrative support staff who have direct day-to-day contact with students. While these staff often have the most interactions with students, they do not have the same professional development opportunities compared to other professional staff. The workshop content features topics on customer service, 'hot topics' and 'birds of a feather' roundtables. Popular presentations from the fall annual conference may also be offered at the spring workshop.

The District Chair-Elects plan the spring workshop. IACRAO has five districts: East Central, Northeast, Northwest, Southern and West Central. Each district has a \$500

budget for the workshop, except Southern, which has a \$1,000 budget because the Northeast and Northwest districts, and the East and West Central districts hold their workshops together and combine resources. The money provided to the districts come from IACRAO's annual operational budget. Workshops usually take place on the campus of a member institution to save costs. Careful money-saving strategies are taken into consideration to curtail expenses so that IACRAO can continue to offer these workshops for free.

The Ohio Association of Collegiate Registrars and Admissions Officers (OACRAO) offers a similar one-day workshop called, "OACRAO Staff Development Workshop." According to OACRAO President Dorsten (2019), "This workshop is offered for those (registrar and enrollment management staff) who cannot attend the OACRAO Annual Conference." The workshop is held in the summer and hosted by The Ohio State University which, "offers a central location that is within driving distance for attendees throughout the state." (Dorsten, 2019). There is a \$10 fee to cover lunch for attendees. In 2019, the topics covered were: interpersonal skills in the workplace; preparing for the next step in your career; international student experiences and interactions; and information security in your office ([www.ohioaacrao.org/workshops](http://www.ohioaacrao.org/workshops)).

The Wisconsin Association of Collegiate Registrars and Admissions Officers (WACRAO) offers a two-day workshop, held in the summer, providing "[t]raining on federal

# Workshops

Workshops are usually a one or two-day event that focus on a specific topic or audience.



and state veteran affairs (VA) education benefits as well as networking opportunities” ([wacrao.org/Veterans\\_Conference](http://wacrao.org/Veterans_Conference)). The workshop is for WACRAO members and non-members (who pay a different rate), and offers two tracks: one for student services personnel, and the other track for school certifying officials who work with VA benefits. The sessions offer attendees best practices and common errors to avoid. The workshop offers practical training for staff who work with veterans by professionals working in higher education and local government.

For new admissions counselors, the Carolina Association of Collegiate Registrars and Admissions Officers (CACRAO) offers a workshop that is held in the summer. CACRAO’s website states, “The program provides training in critical skills for success and discussion of pertinent issues and situations encountered in the admission profession.

Presentation topics include:

- How to get involved in CACRAO
- Admissions 101
- Building relationships with school counselors
- Travel planning
- Customer Service and Presentation Skills
- Diversity
- Social Media and Technology
- Event planning
- Advice from seasoned admissions professionals

Participants will attend presentations, work within small-group settings, and will have plenty of networking opportunities with leaders and other newcomers in admissions.



This is a great training opportunity for any of your new hires.” (CACRAO 2019 [www.cacrao.org/events/newcomers-conference](http://www.cacrao.org/events/newcomers-conference))

For new registrars, Ohio (OACRAO) offers a workshop. OACRAO’s workshop is the Summer Institute (OSI) and is held every other year, usually at a state park. OACRAO’s President Dorsten (2019) shares that, “we hold it at state parks to help with costs, but also to provide a retreat where attendees can focus on the topics presented at the sessions.” The OSI is a two-and-a-half-day workshop that introduces new registrars to the profession, and covers a range of topics such as FERPA, leadership and technology. The 2018 OSI agenda is available at [www.ohioaacrao.org/assets/docs/osi\\_2018\\_schedule.pdf](http://www.ohioaacrao.org/assets/docs/osi_2018_schedule.pdf).

## COLLEGE FAIRS

A second type of association activity

that S&R’s engage in is the planning and coordination of state college fairs. A few states involved with college fair planning are Kansas and Virginia. Within these S&R, there is a committee that oversees the college fairs.

For Kansas (KACRAO), college fairs are part of a 5-week College Planning Conference (CPC) Circuit, that goes throughout the state. Fairs are hosted at colleges or high schools, Monday through Thursday, with one to three fairs each day. Member colleges are expected to only attend KACRAO sanctioned college fairs. “This is to keep the playing field level, due to the size of institutions, staffing levels and budgets” (Ponce 2019). Guidelines for CPC’s are available in the appendix.

## WEBINARS

Webinars are a convenient way for those who cannot travel to attend a workshop in-person. Additionally, webinars can be recorded and archived so that people can access them later. The Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO) has held webinars for several years. Jana Jaraysi (2019), PACRAO’s Vice President of Professional Development, states that, “the goal is to have a webinar quarterly; three to four times a year. A call for topics is sent to people who presented at the previous year’s conference to see if any are interested in presenting via webinar.” PACRAO uses GoToWebinar as the software for webinars.



Jaraysi shared PACRAO's process in producing the webinar. "Once a topic is selected, the next step is to identify the date to hold the webinar. PACRAO holds webinars mid-week, at the noon hour. There is a 30-minute practice the week before the webinar to ensure the Power Point and other details are working. On the day of the webinar, 11:30 a.m. – 1 p.m. is blocked out on Jaraysi's calendar. The recording of the webinar starts at noon and Jaraysi provides a brief introduction of the topic and speaker. About five to ten minutes before 1 p.m. is when the question and answer period occurs. When the webinar is finished, the recording ends and PACRAO's Vice President of Technology saves the webinar and posts it to the website" (Jaraysi 2019). A listing of PACRAO's webinars is available at [www.pacrao.org/webinars.php](http://www.pacrao.org/webinars.php).

## MENTORING

Mentoring is the process by which a newer professional is paired with a more seasoned professional to share knowledge and information. Carolina ACRAO (CACRAO) has a mentoring program committee that matches new members with more seasoned members who have had at least 5 years of experience in the field ([cacrao.org/about/committees/mentoring](http://cacrao.org/about/committees/mentoring)). New members complete a short application form and are matched up with more experienced members. CACRAO has developed a mentor-mentee manual that has explains expectations for the mentor and mentee. While mentoring is done at the career level, it can also be applied at the S&R organization to prepare new leaders for roles in the association.

In conclusion, the State and Regional chapters offer a range of professional activities that complement the activities of AACRAO. These activities include workshops, college fairs, webinars, and mentoring. The State and Regional activities are a way to provide professional development opportunities for professional and administrative staff who cannot attend AACRAO's Annual Meeting, or the S&R Annual Conference. Activities are available to both new and seasoned professionals in higher education. The activities mentioned highlight the good work that state and regionals are doing across the Association.

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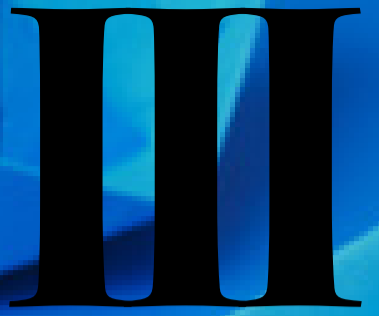
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# LEADERSHIP DEVELOPMENT



**by Carrie Jeffers Registrar/Director of Enrollment Services, Macomb  
Community College and Mary Kincannon, University Registrar, Texas  
Christian University**

Leadership development within state and regional associations is key to the success of each association. Identifying and electing individuals who are willing to commit to the challenge of leading such associations not only allows individuals to grow on a personal development level but also allows the opportunity to lead in a way in which their professional job may not lend itself. Leadership development within state and regional associations is also key to the cohesive development of our profession. Ideas discussed and collaborative decisions made, strengthen all of our efforts in higher education. Through conversations with various state and regional AACRAO associations, exploration of websites and association materials, the following information will assist with improving leadership development.

#### PROFESSIONAL DEVELOPMENT AND AACRAO LEADERSHIP MEETING

The majority of the state and regional associations utilize the structure of a “leadership track” as well as standing committees (who also do much of the work of the association) to lend to the professional development of their membership. Most of the associations have a variety of structures and positions that comprise their Executive leadership. Standing committees that range in scope also allow the association’s membership to have choices of how involved they would like to be, continue to learn about the workings of the association, and add to the depth of their professional development as a higher education professional. Every

state and regional association provides an annual conference that allows for professional development for its membership, and an opportunity to conduct the business of the organization. Many of the associations send representatives of its leadership track, whether on the Board of Directors, Executive Board/Committee or Committee chairs, to the annual AACRAO Leadership Meeting to interact with other association leaders to share ideas, structure, and resources, and to build relationships.

#### GETTING AND KEEPING PEOPLE INVOLVED

As with any volunteer organization, getting and keeping people involved is challenging, but also essential to the future growth, sustainability and success of the organization. Many different techniques were shared by various state and regional associations as ways that they use to get individual members, as well as higher education institutions, to be more involved within the association.

Many of the associations attribute the sharing of the vision, mission, and overall benefits of being involved in the association as one way to have people understand the important role that the state and regional association may play as they develop their professional careers. Tactics used by many of the associations include monthly/quarterly newsletters, sharing information over specific list serves, whether they be job specific or to the entire membership, building relationships with individuals who show leadership potential, and educating them on

## Leadership

Leadership is key to the success of each association.

## Involvement

Keeping people involved is challenging, but also essential to the future growth.



the various ways in which they can become involved in the association. Hosting not only an annual meeting where all members come together but also smaller “mini-conferences” or workshops that pertain to specific topics, groups of people or key issues facing higher education today, all provide a means to share knowledge on policies and processes, and increase networking opportunities. Provision of a strategic plan that is clear, transparent and shows the importance of association involvement over a period of years is also relevant to getting and keeping people involved. For many members, what they learn is important, but what keeps members engaged are people, the “experts” that can be contacted throughout the year, to continue sharing wisdom and guidance in the profession, and the friendships that develop.

The Illinois Association for Collegiate Registrars and Admissions Officers (IACRAO) believes that the development of strong mentorships between seasoned and new professionals lends itself as a way to discuss the importance of participation within their association. Their current President, Chris Huang (2018), states “through the willingness to serve as more of a mentor when taking on a leadership role within the organization, such as the transition from President-elect to President, allows for conversation to take place in a way that assists with open communication about pitfalls, experiences and challenges to assist with the navigation of succession of roles.”

Several of the associations have adopted the use of first timer’s luncheons, receptions, workshops or even introductory meet-and-greets at the annual meetings as way for



new members to learn not only about the association, but to be informed about ways to get involved, the importance of being an active member for professional growth and development, and ways in which they can give back to the association by being an active participant. By using this tactic as an introduction to the association, it does allow for individuals to get involved right at the beginning of their tenure with the association.

The Texas Association of Collegiate Registrars and Admissions Officers (TACRAO) offers an introductory meet-and-greet, but great care is given to pair new members with seasoned professionals with the same responsibilities. Often these relationships exist for years, and it is not uncommon for a current officer to point back to his or her mentor as a reason for their own continued involvement in the association. While many of the ACRAO

associations have difficulties attracting and keeping Admissions professionals active and involved, the Texas ACRAO association has a robust Admissions track of program sessions, and participation. A TACRAO committee coordinates a statewide schedule of college recruitment programs in high schools and community colleges at twelve designated districts throughout the state of Texas. Members holding institution/active and affiliate membership are eligible to access the schedules automatically. ([www.tacrao.org](http://www.tacrao.org))

Another method of getting and keeping members involved is through the increased use of social media. As a younger generation begins to infiltrate higher education institutions to start their careers, many associations have taken to Twitter, Facebook, Snapchat and other social media outlets to create a following of what is taking place within the association or to highlight events, workshops or their annual conference. As a marketing technique, associations create their own hashtags or handles to allow for members to not only follow the happenings of the association, but also to post their own experiences with the association to create an even greater following for the state and regional associations.

## OFFICER HANDBOOK

Many of the state and regional associations have developed and maintain officer handbooks that are issued/made available to every officer and some committee chairs.



The passing down of job descriptions, responsibilities, important timelines, issues, best practices and advice are essential to maintain the consistency when leaders transition from year to year. Accessibility of the handbooks is key in making sure that when vacancies occur, new or current leaders can maintain and/or change the information in a timely manner in preparation for training or learning the new leadership position. Most associations consider the use of Google Docs, an electronic cloud share and/or jump drive as ways to access handbooks when leadership changes occur. Ensuring that information is updated yearly, prior to leadership transitions is key to maintain the consistency, content, personal issues, challenges and successes that the former leader may have dealt with in the previous leadership role. For instance, in SACRAO, updating the Executive Committee Procedure Manual, and distributing it to all incoming officers, and committee chairs as appropriate, is one of the responsibilities of the Immediate Past President. (SACRAO EC Procedure Manual.) Taking the time to openly share information in order to have a historical perspective should also be a key element within the officer handbook. Going beyond the listing of job responsibilities and timelines, lending practical and useful information of the experience within the leadership position is also a best practice that should be considered within the handbook.

## BOARD TRAINING

For all associations, leadership changes occur almost every year. It can be a challenge each year to quickly assimilate the new officers to have a cohesive board or executive committee. Board training is an important means for state and regional associations to assist in the development of the newly elected leaders as well as the current leadership to bring the association leadership together. Each state and regional association handles the training and transitions in different ways. Some of the best approaches include not only the leadership of the state and regional association, but also a broader approach in the development of all members to create future leaders within the association. Some of the best practices amongst select associations include the following methods.

Several years ago, the Southern Association of Collegiate Registrars and Admissions Officers (SACRAO) added a specific time to their annual meeting schedule, when incoming and

outgoing officers actually meet to transfer challenges, policies, and procedures to ease the path for new officers. Since association leadership is not our “day job” this transfer of knowledge is critical to the success of the new officers, and the continued success of the association.

The Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO) developed a Leadership Summit Workshop that takes place every December after the annual conference when new leaders begin their terms of office. Not only are the Board of Directors (BOD) present for the training, but this workshop also includes all of the chairs and co-chairs of the various standing committees. This all-day workshop includes a collaborative approach amongst each of the BOD members, who present essential information for each of their leadership roles to the new leaders. Key information shared throughout the day includes, historical overview of MACRAO, job descriptions for each position on the BOD, reviewing the constitution and by-laws of the organization, committee expectations and charges, the use of Cvent, the organization’s event planning system, website overview, submission of newsletter articles as well as reviewing the Leadership Manual, master calendar of events and annual conference. Time is spent planning and creating the annual budget, which includes the process for budget requests and reimbursements, travel grants, and honorarium guidelines. Another portion of the summit is spent establishing the annual goals and committee objectives for the year which is incorporated as part of the overall strategic plan. Meals, games and interacting with each person present is also part of the workshop.

The Georgia Association of Collegiate Registrars and Admissions Officers (GACRAO) takes professional development a step further. In the late 1980’s, enrollment management became a recognized and critical field for colleges and universities. Many job responsibilities expanded to include crossover functions including Admissions, Recruitment, Records/Registrar, Financial Aid, other areas of student services. GACRAO developed the Georgia Institute of Strategic Enrollment Management (GISEM) which is designed for middle management and senior professionals to promote industry expertise in the field of collegiate enrollment management strategies.

By attending two annual conference institutes and completing prescribed field experience, GISEM participants attain the distinction of Registered Enrollment Professional. ([www.gacrao.org/gisem.html](http://www.gacrao.org/gisem.html))

The Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO) includes states located in the western portion of the United States – Montana, Idaho, Washington, Oregon, Nevada, Utah, Arizona, Alaska, California and Hawaii. Due to PACRAO being a Regional association that includes several states instead of just one, they have taken the approach of training leadership through a Leadership Development Institution (LDI) to ensure they are able to reach the majority of members who aspire to advanced leadership roles within their institutions. This institute is not solely focused on PACRAO leadership. PACRAO believes that their role not only includes leadership development for the association, but also “to serve our members cutting edge professional development and networking opportunities. PACRAO also exists to further the cause of higher education and student success within the PACRAO region, across the United States, and globally” ([www.pacrao.org](http://www.pacrao.org)). By taking a holistic approach to leadership development, PACRAO believes that by providing an opportunity to develop membership at different levels, they are able to accomplish a greater overall leadership pool for the future through “thought leadership, professional development opportunities, and the creation of intentional streams of development that actively encourage a broader spectrum of professionals to engage and grow in the profession” ([www.pacrao.org](http://www.pacrao.org)). The co-horts are kept small in the selection each year, targeting those who are newer in their careers and who wish to grow within their own institution, but also as a potential future leader for PACRAO. The commitment to the LDI is an annual commitment starting with the annual meeting and ending with the following year’s annual conference, followed up with a future commitment to be a part of PACRAO’s leadership. Below are the specifics involved with PACRAO’s LDI.

A carefully constructed curriculum that will expose Cohort members to literature, group conversation, guest speakers and more. The LDI experience will expose Cohort participants to the possibility of a transformative experience that will both

provide critical knowledge that higher education leaders must possess in order to be effective in their roles. Coequally, the LDI should create inspiration in each participant to be difference makers and change agents in every community they belong to.

- The cohort will be asked to commit to being involved in the LDI for one year. The year begins at the Annual Meeting and concludes at the Annual Meeting the following year. All participants will be required to attend the Annual Meeting at the start of the cohort year.
- Attendance at the Annual Meeting the following year will be encouraged but not required. Some scholarship assistance may be available for Cohort Members whose institutions are not able to support their attendance at the Annual Meeting. We hope that all interested folks will apply.
- The Cohort will be engaged in readings and virtual conversations about those readings. All readings will be provided at no charge to participants by PACRAO.
- Excluding the Annual Meeting gatherings, all Cohort meetings will be conducted via webinar.

PACRAO expects one commitment in return for its investment in the LDI from Cohort members (besides their engagement throughout the Cohort year): “[W]e expect that every Cohort member will agree to stand for some sort of leadership or other formal involvement opportunity with PACRAO once their cohort year has concluded.” ([www.pacrao.org](http://www.pacrao.org))

While leadership development, keeping members active and involved, officer handbooks/procedure manuals, and Executive Board/Committee training are not high-profile aspects of association work, they are all essential functions, and in this day and time can require some creative thought. Many of our members have a growing number of responsibilities at their institutions, and are often expected to be available 24/7. Travel dollars are tight at many schools, so it is important that organizations begin developing ways to interact with their membership who cannot attend the annual meeting. Be it webinars, posting session PowerPoint presentations online, or using new technologies in other ways, the need make content available to folks who cannot travel allows more of the membership to benefit from the wisdom of the association, and feel engaged with the association. Scheduling conference calls in place of on-site committee meetings enable those not in attendance to still contribute and participate. An association is only as strong as the members make it, and employing methods not used before may be necessary.

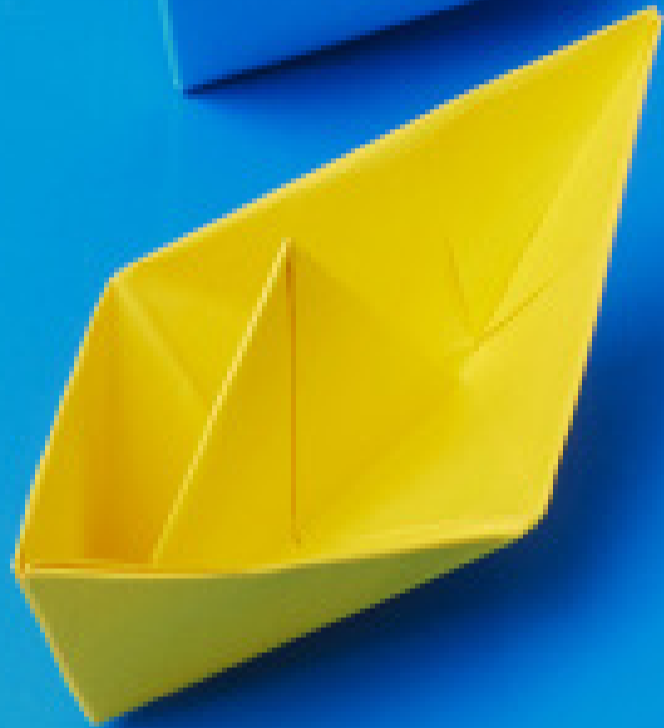
## Be Creative

Develop ways to interact with members who cannot attend the annual meeting.



# ADMINISTRATIVE PRACTICES

# IV



**by Kelley Christman, Registrar, Aims Community College,  
and Julie Fell, Executive Associate Registrar, University of Iowa**

## HISTORIAN

Policy related to archiving information, the scope of responsibility for historical tasks, and the assignment of those tasks vary between associations. The President may appoint an Archives Committee that is responsible for maintaining association history (Florida) or a single Archivist with similar responsibilities (Middle States). The President of the Rocky Mountain Association appoints a member as Historian who is responsible for archiving and determining a repository for the association's archives. The Texas Association has a Historical Standing Committee with three members with one rotating off each year. In the Kansas Association, the Historian/Constitution Coordinator is appointed by the President-Elect for a two-year term and is responsible for the retention of historical records and the Association Constitution. Detailed expectations include overseeing the distribution of the Constitution to all members to facilitate soliciting their suggestions for revisions, and then submitting them to the Executive Council for review.

Some associations combine or embed these responsibilities in other positions. The Arkansas Historian Chair is responsible for tracking and recording institution membership, archiving and taking photos at events, and also serves on the Publicity and Publication Committee. The Southern Association Secretary takes minutes at all meetings and also manages the Association archives. In the New England Association, the Secretary is the custodian of records, but there is also a combined Archivist/Parliamentarian

who is responsible for archiving all minutes and annual reports and any other information designated by the President or Executive Board. Responsibilities, when detailed, may also include an annual report to the membership.

## PHOTOS

Some associations display photos on their public websites. Examples include annual meeting destinations or member institutions (Idaho, Pacific, and Rocky Mountain). Others include photos of their executive board members (Alabama, Illinois, and Montana). A Pictures link on the Rocky Mountain Association website redirects to their Facebook page. It is common to find Facebook, Instagram, LinkedIn, Twitter or a combination of social media platforms listed on association websites. Social media activity is most prevalent leading up to and during conferences.

## KNOWLEDGE RETENTION AND BUSINESS CONTINUITY

Associations thrive with strong leaders and members. Detailed governance documents that address purpose and expectations for governing boards, succession of officers, committee structure, and meetings provide a foundation for managing day to day operation as well as establishing guidelines for knowledge transfer. The Arkansas Immediate Past-President is designated in the Constitution to maintain a procedures manual that outlines policies and procedures established by the Executive Committee. Kansas and Wisconsin publish handbooks

# Transparency

It is essential that time commitment, expectations, and responsibilities are transparent and reviewed regularly to avoid misinterpretation.

# Archives

A record retention policy should identify the records to be maintained, the length of time they should be maintained, how they will be protected, and where they will be housed.



on their websites that outline terms of office, minimum expectations (i.e. read the constitution, attend all required meetings), timelines and corresponding responsibilities for all positions. As organizations that rely on members for successful operation, it is essential that time commitment, expectations, and responsibilities are transparent and reviewed regularly to avoid misinterpretation.

## ARCHIVES/RECORD RETENTION

The Chesapeake and Potomac Association publishes a records retention policy that ensures records are maintained, available and preserved. A list of documents and the corresponding repository (website or executive board member who holds the document) is also included. The Executive Board also performs an annual review of what is included on the Association website. The Southern Association website provides a comprehensive library of newsletters, journal articles, events, forms, and documents. Annual meeting documents in the events archives include agendas, programs, presentations, and notable attendees. It is not uncommon for websites to include both public content and password protected content that is available only to members (Missouri, Montana, and Pacific).

A record retention policy should identify the records to be maintained, the length of time they should be maintained, how they will be protected, and where they will be housed.

## ASSOCIATION HISTORY

A review of state and regional AACRAO organizations found that many provide informative historical accounts on their websites including but not limited to the date



the association was founded; a description of governance formation; and the year, location and attendance of the first formal meeting. State and regional initiatives promoting institutional cooperation or noteworthy accomplishments might also be noted: “1993 PACRAO was the first regional organization to create a Diversity Development Committee.” (Pacific Association of Collegiate Registrars and Admission Officers, n.d.). The Indiana Association met for the first time in 1940 and has met annually since then. “Among the questions submitted for discussion back in 1940-41 were such topics as evaluating credit from non-accredited institutions, dealing with name changes on permanent records, procedures for dealing with the older student, a standard for certifications to the federal government, and, of course, Selective Service. College credit for war training and service was a major topic of the next few years. Concern moved on in

1945 to population trends and enrollment expectations. In 1947, IBM made a presentation on how machines could help the registrar’s function.” (Indiana Association of Collegiate Registrars and Admission Officers, n.d.)

The Texas Association (TACRAO) maintains a historical summary of their organization’s annual activities (president and conference site) beginning with its formation in 1916 and its first formal meeting in Houston in 1921. Notable highlights include the conference moving from a speech format to a workshop format in 1952, a workshop in 1957 on punch card machines sponsored by AACRAO and IBM, vendors invited to exhibit in 1973, and the 2016 theme, “100 Years of Making a Difference in the Lives of Our Students.” (History of TACRAO, n.d.).

The Wisconsin Association’s website includes a very informative reference that lists the date of the first documented meeting and the date the constitution and bylaws were adopted. With the implementation of a committee structure came breakout sessions and an annual meeting. It was also noted that when planning an annual meeting it was important to set meeting dates that met the needs of both Admissions and Registrar staff. Joint conference collaborations with the Illinois Association and the Upper Midwest Association (UMACRAO) are also noted. The joint conference held with UMACRAO in 2006 was awarded AACRAO’s 2008 Elbert W. Ockerman State and Regional Professional Activity Award. (WACRAO History in Brief,



2013).

These accounts are entertaining and informative but they also mark trends, the impact of technology, and notable events in our profession, our states and regions, our institutions, and our students.

## MEMBERSHIP DATABASE

Membership data is a vital component of a volunteer organization. Members are the foundation upon which a successful organization is built and are crucial to its continued success. In order to be able to interact with the membership, it is vital that an organization maintain a membership database. Each organization's membership database may contain a wide variety of data including contact information, membership status, event attendance, leadership roles, and committee membership.

For this guide, information was collected from twenty-nine state and regional associations. In looking at the method of storage for an organization's membership database there were a variety of systems that are being used. Some organizations have had a custom database designed for them (Southern), some are using MemberClicks (Kansas), some are storing the information within Google (Rocky Mountain). However, the large majority of respondents are storing the information in Microsoft Excel, including Mississippi and New England). When evaluating a membership database vendor, items to consider are price, subscription levels, search functions, ability to customize data fields, ease of information update for members, and reporting options. In gathering information for this publication there was common feedback that state and regional organizations have a strong interest in working with AACRAO to consider options for a common, robust membership database.

We also spent time researching who can access the information within the membership directory. There was wide variance as to the availability across the state and regional organizations. One option for display of the membership directory is to have it publicly available on the organization's website (Utah, Alabama), although this is not common among the twenty-nine state and regional organizations reviewed. The more popular option is to have the directory within a secure area on the website with member login required for access (Montana, Ohio, Michigan, and Indiana). In making the decision about access to the membership directory in an organization, there needs to be a balance between protection of privacy of members and encouraging use of the information.

The final item we considered with regards to membership databases, was the consideration of who within an organization has the responsibility for maintaining the database. There were several different executive board positions that were responsible: Director of Membership (New England), Marketing and Communication Coordinator (Rocky Mountain), Secretary (Mississippi, Tennessee), Vice President for Association Services (Kansas), and Vice President for State/Regional Membership (Southern). There does not appear to be a one-size fits all model with regards to who is responsible for maintenance. However, it is vital to ensure that there is a clear assignment of responsibility for maintenance of the membership database because of the importance of the information in the success of an organization.

## CREDIT CARD SERVICES

Payment of membership dues, conference registrations, and other miscellaneous revenue are vital to the financial health for an organization. To decrease the liability for unpaid items, it is crucial to ensure that payment options are convenient and easy to use for the membership. In addition, payment options should be clearly outlined on the association's website to aid in the purchasing process at each institution. Most organizations offer credit card payment for at least a portion of the monies collected from the membership. For those offering credit card payment options, some offered this service for membership dues and conference registration (Upper Midwest, Pacific, California, Southern, Tennessee, Rocky Mountain and Kansas), some offered this service for conference registration only (New Jersey/New York, Delaware valley, Washington, Idaho). There are still some organizations that require that payment must be in the form of a check (Mississippi, Puerto Rico).

Organizations have numerous vendors to choose from when deciding to offer credit card services. The information was collected from twenty-nine state and regional associations indicated that there were two main services being utilized, PayPal (California, New England, Southern, Tennessee, Rocky Mountain) and Moolah (Kansas). When selecting a vendor for credit card services, it is important to consider a number of factors including fees and costs, setup time, customer support, processing time for funds, Payment Card Industry Data Security Standard (PCI DSS) compliance, and fraud protection services. If the organization makes the decision to accept credit cards as a form of payment, it is important to account for credit card servicing fees in the budgeting process.

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The background of the page is a solid blue color. Scattered across the upper and middle portions of the page are several paper boats. Most are light blue, but one in the lower-left quadrant is bright yellow. The boats are simple, rectangular in cross-section, and have a small triangular sail. They are arranged in a way that suggests they are floating on the blue surface.

## CONFERENCE PLANNING

# V



**by Patti Mathay, University Registrar, University of Pittsburgh;  
Karen Beckett, University Registrar, University of Miami; and  
Hope Reynolds, Senior Director for Enrollment Management and  
Associate Registrar, Virginia Tech Carilion School of Medicine**

## LOCAL ARRANGEMENTS COMMITTEE

The purpose and responsibilities of local arrangements committee chairs are outlined in each association's Constitution and Bylaws. Typically the duties of the Local Arrangements Chair(s) include:

- Being responsible for coordinating all non-program related activities, such as lodging, meals, session room assignments, audio visuals, etc., of the upcoming annual meeting.
- Being the primary representative of the association in negotiating with the management of the annual meeting site facility.

The documentation and websites of state and regional associations were reviewed in order to determine how the local arrangement committee is selected. Various configurations were discovered in state and regional bylaws outlining whether or not local arrangements is a separate committee appointed to serve as an ex-officio member on the executive committee or rather the responsibilities of local arrangements related to planning the annual meeting were assigned to the president-elect. While local arrangements are unique to each individual organization dependent on the total membership and the size of the annual meeting, the demands of local arrangements requires a significant amount of time and the individuals serving in these roles should have institutional support for the time away from the office, as well as the demands that may be placed on the clerical staff.

Typically, regional associations who plan larger annual meetings appoint local arrangement committee chairs from the state organization in which the annual meeting will be held. That "LAC" will then appoint individual chairs to assist and coordinate separate components of the annual meeting. For example, chair roles may include working with corporate sponsors, hospitality, physical arrangements, registration and publicity promoting the surrounding amenities of the host location.

Some of the most useful documentation included finding comprehensive manuals that outlined the duties and responsibilities of a local arrangement chair related to the intricacies of planning the annual meeting/conference. While some organizations had an overarching description of the role, others had step-by-step timelines as to what actions needed to take place on monthly basis.

A re-occurring theme mentioned in the documentation and websites for successful meeting planning was the fact that the LAC role is a tedious role that requires having dependable colleagues in supporting roles, as well as, an understanding supervisor and potential accommodating administrative staff at their home institution.

Finally, it is important to remember that calling on volunteers to assist with the intricacies of running the event/conference is essential. Having a team of reliable colleagues assigned to handle "behind the scene" tasks allows the chair to delegate responsibilities while

keeping a pulse on the functionality of the conference.

At the conclusion of the conference, it is beneficial for the LAC chair to provide a final report to the organization's executive committee including site planning tips, budgets and attendee feedback. Having this documentation available for the incoming chair allows them to see issues their predecessors' dealt with.

## MEETING REGISTRATION SYSTEMS

After reviewing the websites of state and regional associations it appears as though there are four main meeting registration systems that are being utilized:

1. Homegrown registration systems
2. Cvent

Cvent has developed an integrated conference management solution that can help organize and implement annual meeting registrations. Cvent advertises an extensive support structure that markets a comprehensive eight-step process for implementing technology at even your largest events. One benefit is having a professional services team that will partner with you every step of the way, from understanding your conference goals, to identifying areas of opportunity after the event. One of the main specialties of Cvent is their registration system that helps increase response rates without the headaches associated with spreadsheets and paper forms. Organizations can manage invitees, registrants, and even multiple events. The registration system can



also be tailored to specific event needs. Cvent highlights the following system features:

- Custom and branded event websites.
- Modern registration page templates.
- Simple event cloning.
- Configurable restrictions and permissions.
- Self-serve registration. Attendees can modify, cancel, and get refunds.
- Built-in content library for policies, brochures, maps, floor plans and more.

### 3. Eventbrite

Eventbrite is another online registration tool which powers ticketing and online registration for millions of events each year. Eventbrite seems to be a more cost-effective option that promotes the following features:

- Delight your guests with a simple purchase flow and gorgeous event pages that look great on any device.
- Start selling tickets in minutes with a simple set-up process.
- Track sales in real time from any device with 24/7 access to more than 15 different reports and chart views to help your organization keep track of the metrics that matter.
- Create a 100% mobile-optimized event page and start selling tickets in minutes.
- Built-in event promotion and social sharing tools.

### 4. MemberClicks

MemberClicks is the event management system that AACRAO utilizes and that some state and regional groups are now beginning to transition towards. From accepting online event registrations to managing events from a central location, MemberClicks offers an easy solution that integrates with their powerful membership database, website



and member engagement community. Again, MemberClicks is a solution that promotes the following specialisms:

- Create unlimited forms with customized fields.
- Users have the ability to register, make online payments and receive automated, customized confirmation notices.
- Enable registration for break-out sessions all on one form.
- Enable members to register guests and optionally store those profiles as prospects.
- Allow group registrations from a single registrant.
- Store all of your data in a secure, searchable online database of receipts and user profiles.
- Email all registrants with a few clicks.
- View attendance information and registration data in real time.
- Access and manage receipts and

registration for payment information, as well as have the ability to review transaction information in our database.

- Let users apply discount codes for special pricing.
- Enable early bird and other date-based pricing tiers that automatically apply when the date passes.

### MEETING APPLICATIONS

Again, the documentation and websites of state and regional associations were reviewed in order to determine what meeting applications were being utilized and the consensus was that organizations were either using a homegrown application, publicizing their meeting on Facebook or Instagram, while a few organizations were using Guidebook as their official meeting application. Yet again, this may be an area of transition for organizations as they modify their homegrown meeting registration modules to more of a market product; however, while mobile event applications seem to be competitively emerging (ex. Crowd Compass, Whova, Meeting Application), Guidebook does seem to be the most well-known vendor among state and regional organizations for this type of product and can efficiently categorize a meeting agenda, especially for mobile usage.

Regardless of the application, meeting attendees are growing more accustomed to having access to annual meeting agendas on a mobile application. Attendees like to review sessions, build a personalized agenda,



set reminders, plus network with fellow attendees prior to attending their conference. In addition, organizations can track attendees per session, add web links and supporting documentation such as floor plans and speaker biographies, link photo albums and launch session evaluations in order to capture more real time data rather than collecting responses via a paper process.

## **VOLUNTEERS**

Many organizations have a notice on their website asking colleagues to notify a member of the executive committee if they have an interest to serve, while others have a Google form that could be completed on-line, and interests can be noted as to what areas of participation are most attractive to that volunteer. However, this seems to be a matter that could be improved across all organizations, creating a more visible way of how members can get involved. Many individuals who have been involved with organizations over the years know that once involved, committee and leadership roles do allow a tremendous opportunity for professional development, as well as, comradery amongst peers; therefore, they maintain their participation for several years. However, fostering a mentorship among the younger generation of professionals can sometimes be challenging, so it is important to find a way to acquire contributions at an early stage, allowing for new growth within the organizations.

## **ANNUAL BUSINESS MEETINGS**

Guidelines for business meetings are defined in either the Constitution or Bylaws and can be found publicly on each association's website. While each association has a unique statement in their governance documents, the majority of them include a statement similar to the Southern Association of Collegiate Registrars and Admissions Officers (SACRAO) bylaws which state, "The Annual Meeting of the Association shall be held at a time and place to be fixed by the Executive Committee". Others associations, such as the Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO), state a more specific time frame, "The Association shall hold an annual conference in October or November of each year." In most cases the organizations allow for the Executive Committee to postpone or cancel the meeting should an emergency occur.

Association business conducted at annual meetings include but is not limited to:

- Reports from officers and committee chairs.
- Election of officers.
- Recognition of officers or chairs stepping down from their positions.
- Voting on changes to the association's constitution or bylaws.

When voting on changes to the Constitution and Bylaws are planned for the annual meeting it is important to notify the membership of the proposed changes prior to the meeting. The Kansas Association of Collegiate Registrars and Admissions Officers (KACRAO) clearly defines the criteria for adoption of amendments to their constitution. They state "The adoption of any proposed amendments to the Constitution shall require a two-thirds majority vote if notice was circulated to the membership thirty (30) days in advance of the annual business meetings. If distributed less than thirty (30) days in advance, a vote shall be taken by ballots mailed by the Constitution Coordinator to each institutional member representative within thirty (30) days of the annual business meeting, and a two-thirds majority of all ballots returned is required for approval."

Meetings are generally conducted in accordance with the Robert's Rules of Order. When operating under these rules a Parliamentarian is appointed by the President of the association.

For voting purposes the governance document should define what constitutes a quorum for conducting official business. For example, the bylaws of Florida Association of Collegiate Registrars and Admissions Officers (FACRAO) states "At least 40% of the member institutions must be represented in order to conduct official business at the business session of a meeting." Carolinas Association of Collegiate Registrars & Admissions Officers (CACRAO) bylaws state "The members present shall constitute a quorum for any business sessions conducted with the annual meeting or any other meeting announced to the entire membership thirty (30) days in advance." The Idaho Association of Collegiate Registrars and Admissions Officers (IACRAO) constitution states "A quorum shall be deemed constituted when fifty percent or more of the eligible member institutions are represented at a duly called meeting. A quorum shall be necessary to convene a meeting for the purpose of ratifying or amending the constitution or bylaws of the association." While the specific definition of what constitutes a quorum differs by association, a best practice is to have a definition included in the governance documents.

## **FIRST TIME ATTENDEES**

Attending a conference for the first time can be intimidating to attendees who are new to the field or new to the association. To help new members and first time conference attendees meet, many of the associations hold a first time attendee event prior to the start of sessions or schedule a special first time attendee session at the start of the conference.

Middle States Association of Collegiate Registrars and Officers of Admissions (MSACROA) and Rocky Mountain Association of Collegiate Registrars and Admissions Officers (RMACRAO) invite all first time attendees to a lunch at the start of the conference. Members of the Executive Committee welcome the new attendees/members, explain how the association functions, and provide tips on how they can

get involved. The session is informal, allowing the attendees to meet both seasoned attendees as well as other first time attendees.

Other associations, such as the Alabama Association of Collegiate Registrars and Admissions Officers (ALACRAO) and the Ohio Association of Collegiate Registrars and Admissions Officers (OACRAO) schedule a special session early in the conference for the first time attendees. These sessions cover topics such as: an overview of the organization; preview of the conference; opportunities for involvement; tips on maximizing engagement at the conference; and an opportunity to meet Board members.

Some organizations will provide a first time attendee ribbon for the name badge or a different color name badge. This allows the more seasoned attendees to recognize the first time attendee and ensure that they are engaged throughout the conference.

## ROUNDTABLE SESSIONS

Roundtable sessions provide an interactive environment for discussion of current higher education topics. The sessions can focus on specific topics of interest, new state or federal regulations, specific software vendors, or they can serve as a format attendees for specific types of schools to meet with colleagues from similar institutions. Roundtable sessions held at recent State and Regional conferences include the following:

- Grades and End of Session Processing
- National Student Clearinghouse
- Registrar – Strange Situations and Best Practices
- Classroom Scheduling
- Veteran Affairs – Changes, Challenges and Opportunities
- State Updates
- Transfers – State Initiatives
- Registration – Sharing Innovations, Best Practices, and Implementations
- Banner
- PeopleSoft
- Degree Works
- FERPA
- Admissions and Recruitment
- Medium and Large Schools
- Small Public Schools
- Private Schools
- Two Year Admissions and Registration
- EU GDPR

When scheduling these session be sure to provide enough alternatives for attendees to choose from. The Roundtable sessions do not always have formal presentation slides, presenters/moderators should have a list of discussion items associated with the topic to start the session. Be sure to allow time for participants to ask questions of their peers during the allotted time period.

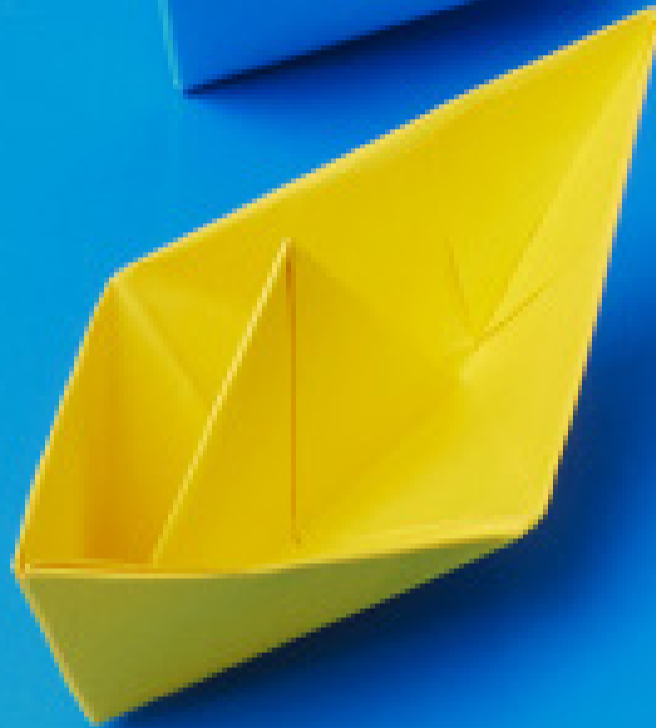
## ADA ACCOMMODATIONS

As associations are planning their annual meetings and conferences they need to keep in mind the need to provide reasonable ADA accommodations. Below is a checklist that can be used as you are planning and executing your event.

1. Confirm that your venue is ADA compliant.
  - a. Are sleeping rooms ADA accessible?
  - b. Are elevators or ramps available throughout the venue?
  - c. Do meeting rooms provide adequate wheelchair accessibility?
  - d. Are off-site special event venues accessible?
2. Is handicapped accessible parking available?
3. Is the information on your website or printed materials ADA compliant?
4. Are the following items included on your registration form?
  - a. Dietary restrictions
  - b. Need for accessible seating
  - c. Need for accessible parking
  - d. Other special needs
5. Have you provided a deadline by which all special needs are to be provided and to whom they should be provided?
6. If planning offsite events will accessible transportation be provided?
7. Have you confirmed that you can provide all the accommodations requested by your attendees? If accommodations cannot be provided have you communicated back to the attendee?

# LEGAL & FINANCIAL

# VI



**by Carol Harrison, Executive Director of Student Success/Registrar,  
College of Southern Maryland**

## TAX EXEMPT STATUS

A Regional or State AACRAO organization should consider applying for tax-exempt status under section 501(c)(3) of the Internal Revenue Code - Corporations, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes. The status will allow the organization to be free from tax at the federal, state, or local level, saving the organization thousands of dollars. An organization first must be organized as a trust, a corporation, or an association. The next step for the IRS to recognize an organization exemption, there must be an exempt purpose of the organization. The IRS defines tax-exempt under section 501(c)(3) of the Internal Revenue Code, as:

Organization must be organized and operated exclusively for exempt purposes set forth in section 501(c)(3), and none of its earnings may inure to any private shareholder or individual. In addition, it may not be an action organization, i.e., it may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates.

Organizations described in section 501(c)(3) are commonly referred to as charitable organizations. Organizations described in section 501(c)(3), other than testing for public safety organizations, are eligible to receive tax-deductible contributions in accordance with Code section 170.

The organization must not be organized or operated for the benefit of private

interests, and no part of a section 501(c)(3) organizations net earnings may inure to the benefit of any private shareholder or individual. If the organization engages in an excess benefit transaction with a person having substantial influence over the organization, an excise tax may be imposed on the person and any organization managers agreeing to the transaction.

Section 501(c)(3) organizations are restricted in how much political and legislative (lobbying) activities they may conduct.

The IRS has developed a document called Publication 557 – Tax-Exempt Status for Your Organization that provides detailed information regarding the rules and procedures for organizations that seek recognition of exemption from federal income tax under section 501(a) of the Internal Revenue Code (<https://www.irs.gov/pub/irs-pdf/p557.pdf>).

If your organization is seeking recognition of exemption from federal income tax, file Form 1023. The IRS provides an interactive Form 1023 presentation and an applying for Section 501(c)(3) status course to assist with filing Form 1023, which they highly recommend taking before an organization begins this filing process.

Other required items for filing your application submission are:

1. Employer Identification Number
2. Articles of Incorporation
3. Trust Agreement

## 501(c)(3)

Tax-exempt status under section 501(c)(3) of the Internal Revenue Code - Corporations, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes.

Section 501(c)(3) organizations are restricted in how much political and legislative (lobbying) activities they may conduct.



- Articles of Association, Constitution, Bylaws, or other similar organizing documents
- Purpose and Dissolution Clause Verification
- Authorized Representative Verification – if you plan to authorize an individual to represent your organization or obtain copies of documents on your behalf. A Form 2848 will then need to be completed.
- Authorization for document copies and inspection – if you plan to authorize an individual, firm or corporation or partnership to inspect or obtain copies of documents on your behalf. A Form 8821 will then need to be completed.

A checklist for Form 1023 can be found at <https://www.stayexempt.irs.gov/se/files/downloads/i1023-checklist.pdf> to assist in an organization filing for tax-exempt status. This checklist is also required when submitting Form 1023 and is used as the cover sheet for your application submission package. There is a fee for filing Form 1023 of \$600. If your organization does not want to use the interactive Form 1023, a pdf of the form is located at <https://www.stayexempt.irs.gov/se/files/downloads/i1023-checklist.pdf>.

Once an organization is granted tax-exempt status under section 501(c)(3) of the Internal Revenue Code, it must file annual returns. This next section will provide an explanation of which tax form to use in filing the appropriate form.

### REQUIRED TAX FILINGS

Most non-profit organization are required to file tax returns. When an organization

Status	Form to File	Instructions
Gross receipts normally $\leq$ \$50,000 <b>Note:</b> Organizations <u>eligible to file the e-Postcard</u> <u>may choose to file a full return</u>	<u>990-N</u>	n/a
Gross receipts $<$ \$200,000, and Total assets $<$ \$500,000	<u>990-EZ</u> or <u>990</u>	<u>Instructions</u>
Gross receipts $\geq$ \$200,000, or Total assets $\geq$ \$500,000	<u>990</u>	<u>Instructions</u>

Figure 1

does not file tax returns or is late filing, the Internal Revenue Service (IRS) may assess penalties. The IRS can charge a late penalty of \$20 a day, up to the lesser of \$10,000 or five percent of the organization’s gross receipts for the year. The worst case scenario for an organization would be if for three consecutive years tax returns are not filed, then the tax-exempt status is lost for that organization. Which form an organization needs to file depends on its financial activity. Figure 1. provided by the IRS (2019) indicates which form to file.

Just about all regional or state AACRAO organization will either file form 990-N, 990-EZ or 990. The IRS provides lots of information on filing any of these returns on its website <https://www.irs.gov/charities-non-profits/form-990-series-which-forms-do-exempt-organizations-file-filing-phase-in>. The form 990-N must be filed electronically. There are no paper forms for the 990-N. All organizations filing a 990-N must register at IRS.gov prior to their filing form 990-N. This is a one-time registration. A guide for this registration is at <https://www.irs.gov/pub/irs-pdf/p5248.pdf>. Those organizations filling a 900ez form will find directions for filing the form at this website <https://www.irs.gov/pub/irs-pdf/i990ez.pdf> which provides one step

by step directions on filing an organization’s 990ez return. A pdf form is also available for the 990ez with question-mark icons to display help windows <https://www.irs.gov/pub/irs-pdf/f990ez.pdf>. Information for organizations filing form 990 is located at <https://www.irs.gov/pub/irs-pdf/i990.pdf>.

Organizations need to know the due dates to file this required IRS forms. The IRS determines the filing year using the beginning date of the organization’s fiscal period. Organizations’ filing 900-N cannot file tax forms until the end of the organizations tax year. For example, if your organization uses a calendar year (Jan. through Dec.) as its tax year, it must wait until the following January 1 (after the tax year is complete) to file. Each of the possible required IRS forms have slightly different instructions for filing dates, and most are due to the IRS by May 15.

An exempt organization must make its Form 990-series return available for public inspection upon request. The IRS also provides copies of Form 990-series returns upon request. Organizations should be careful their returns do not include personal information such as Social Security or bank account numbers. Organizations should make sure forms and schedules are clear enough to photocopy legibly. The IRS recommends organizations keep records that support income, deduction or credits for at least three years from the date the return is due or filed, whichever is later. The organization should also keep copies of any filed returns. These forms are helpful when preparing future returns and making computations for amended returns.

### INSURANCE

There are many different issues to consider when you become a leader/volunteer in a



non-profit organization. We live in a different time than when professional organizations were first founded. Did the first organizers of AACRAO concern themselves with general liability insurance or Directors and Officers insurance or private event insurance? Probably not. One can be reminded of the need for insurance these days when you rent a venue for a private party. Most venue owners will require the responsible party to take out a one-day policy called private event insurance.

When evaluating an organization's insurance, it would be prudent to expect the unexpected and consider purchasing insurance to cover any issue that results in possible losses (Pakroo, n.d.). Considering certain types of insurance will ensure the organization and its officers are protected should any legal liability arise. Most insurance companies would first recommend a non-profit consider general liability insurance, also called commercial general liability. This type of policy covers bodily injury and property damage that occurs on your property or happen as a result of the operations, services, or products you offer (EK Insurance, 2018). Should an individual slip and fall on your property and take legal action, this type of policy will cover the cost, including attorney fees and any compensation that may be awarded. The policy will cover someone else's property that is damaged on the site of your non-profit, or if the organization offers products and they malfunction and cause injury or damage. An organization should compare different companies that offer this type of insurance.

Typically the price will be somewhere between \$350 to \$400 per year for a non-profit. This type of insurance coverage is as follows:

- Each Occurrence Limit – \$1,000,000 – meaning the most the insurance company will pay for is all damages due to bodily injury and property damage, and medical expenses that arise out of any one occurrence. Defense costs are incurred by the insurance company in the defense of a lawsuit filed against the non-profit, and this limit will not be reduced.
- General aggregate limit – \$2,000,000 – meaning the most the insurance company will pay for all damages and medical expenses for the entire policy. Defense costs the insurance company incurs in the defense of a lawsuit filed against the non-profit, will not reduce this limit.
- Damage to premises rented to you – \$100,000 any one premises – meaning the most the insurance company will pay for damages, for which the non-profit is liable, to any one premises that are rented to you. This may include office space, conference rooms or training facilities, but does not include the non-profits primary residence if the non-profit is a home-based business.
- Medical expenses – \$5,000 any one person – meaning the most the insurance company will pay for all medical expenses sustained by any one person.
- Personal and advertising injury limit – \$1,000,000 any one person or organization – meaning the most the insurance company will pay for

## 990-series

An exempt organization must make its Form 990-series return available for public inspection upon request.

## Insurance

Expect the unexpected and consider purchasing insurance to cover any issue that results in possible losses



personal and advertising injury (e.g. libel, slander) sustained by any one person or organization.

- Deductible – No deductible – meaning no deductible applies to the non-profits' policy so they are not required to make any payments in the event of such claims.

Examples of an insurance quote and a guide to a general liability policy can be found in the appendices.

The next type of insurance to consider is Directors and officers liability. This insurance covers the directors and officers of your organization in the event a lawsuit is filed against one of these members. Directors or officers can be sued for things like fraud, misconduct, and the mismanagement of finances. For instance, if one of your board members partakes in lewd behavior with a client and that client takes legal action, a directors and officers' policy will cover the cost of legal defense and any damages (EK insurance, 2018). Another example of a covered instance is if a board member invests the nonprofit's assets unwisely and loses everything, a creditor might sue the nonprofit as well as its directors and officers. In such a case, you would want directors and officers (D&O) insurance to cover the cost of defending the directors and officers and pay any resulting money damages. As with any insurance coverage, it's important to understand what kind of claims are and aren't covered by a D&O policy. Typical exclusions include damages arising from criminal or fraudulent behavior (Pakroo, n.d.).

It's important for non-profit organizations to keep the people they serve and themselves

safe from possible litigation. These two types of insurance policies will ensure that all parties associated with a non-profit are adequately protected in the event that any legal liability issues arise.

## INTELLECTUAL PROPERTY

Some of us may get a perplexed look on their face when attempting to understand Intellectual Property. Reviewing a recent lawsuit filed by the Girl Scouts of America (GSUSA) against the Boy Scouts of America can assist one in understanding this topic. The Girl Scouts filed a lawsuit accusing the Boy Scouts of infringing on their trademark. The suit seeks to prohibit the Boy Scouts from dropping the name Boy from its name. The Girl Scouts claim the program "does not have a right under either federal or New York law to use terms like scouts or scouting by themselves in connection with services offered to girls, or to rebrand itself as 'the Scouts.'" "Such misconduct will not only cause confusion among the public, damage the goodwill of GSUSA's Girl Scouts trademarks, and erode its core brand identity, but it will also marginalize the Girl Scouts Movement by causing the public to believe that GSUSA's extraordinarily successful services are not true or official 'Scouting' programs, but niche services with limited utility and appeal," the complaint said (CBS News, 2018). The Girl Scouts explain their actions were "in keeping with standard practice in any field, and we did what any brand, company, corporation, or organization would do." (CBS News, 2018).

Intellectual property can be described by dividing into four different areas of the law: Trademark, Patent, Trade Secrets, and Copyright (The Catholic University of America, 2019; United States Patent and

Trademark Office, 2019). This intangible property is the result of creativity or as a product of intellect that has commercial value. Intellectual property describes a wide variety of property created by all types of inventors (artistic, musical, authors etc.). Intellectual Property Law typically encompasses the areas of copyright, patents, and trademark law. It provides certain property rights to inventors. These rights protect inventors from infringement, and the unauthorized use or misuse of their creations. Federal copyright protection is extended to "literary works; musical works; dramatic works; pantomimes and choreographic works; pictorial, graphic and sculptural works; motion pictures and other audiovisual works; and sound recordings" (Strom, 2002, p. 2). The bulk of intellectual property law is contained in federal statutes. Copyrights are protected by the Copyright Act (17 U.S.C.A. §§ 101 et seq. [1994]); patents are covered in the Patent Act (35 U.S.C.A. §§ 101 et seq. [1994]), and trademark protection is provided by the Lanham Act (also known as the Trademark Act) (15 U.S.C.A. §§ 1501 et seq. [1994]). Intellectual property is protected by U.S. law under one of the following four classifications.

## PATENTS

A patent is defined by the U.S. Patent and Trademark Office (PTO) as "the grant of a property right to the inventor." A patent grant confers upon the owner "the right to exclude others from making, using, offering for sale, selling, or importing the invention." The U.S. PTO grants a patent for an invention that has been sufficiently documented by the applicant, and that has been verified as original by the PTO. A patent is generally valid for 20 years from the date of application and is effective only within the U.S., including territories and possessions. The owner of the patent may then grant a license to others for use of the invention or its design, often for a fee.

## TRADEMARK

A trademark, as defined by the U.S. PTO, is "any word, name, symbol, or device, or any combination, used, or intended to be used, in commerce to identify and distinguish the goods of one manufacturer or seller from goods manufactured or sold by others."

## COPYRIGHT

A copyright is a form of protection granted



to the authors of “original works of authorship,” both published and unpublished. A copyright protects a tangible form of expression rather than the idea or subject matter itself. Under the original Copyright Act of 1909, publication was generally the key to obtaining a federal copyright. However, the Copyright Act of 1976 changed this requirement, and copyright protection now applies to any original work of authorship immediately from the time that it’s created in a tangible form. Object code and documentation are examples of computer-related objects that may be protected by copyrights.

Copyrights can be registered with the Copyright Office, but a work doesn’t need to be registered to be protected by copyright. Copyright protection generally lasts for the lifetime of the author plus 70 years. Complete copyright information is located on the U.S. Copyright Office Web site ([www.loc.gov/copyright](http://www.loc.gov/copyright)). Applications and guidelines for acquiring a copyright for literary works, visual arts, performing arts, sound recordings, serials, and periodicals also are available on the site (Storm, 2002).

## TRADE SECRET

A trade secret is a proprietary or business-related information that a company or individual uses and has exclusive rights to. To be considered a trade secret, the information must meet the following requirements:

- Must be genuine and not obvious.
- Must provide the owner with a competitive or economic advantage and, therefore, have value to the owner.
- Must be reasonably protected from disclosure.

Trademarks, copyrights, and patents protect different types of intellectual property. A trademark typically protects brand names and logos used on goods and services. A copyright protects an original artistic or literary work. A patent protects an invention. For example, if you invent a new kind of vacuum cleaner, you would apply for a patent to protect the invention itself. You would apply to register a trademark to protect the brand name of the vacuum cleaner. And you might register a copyright for the TV commercial that you use to market the product.

Information on how to apply for patents and trademarks can be found at the U.S. Patent and Trademark Office Web site ([www.uspto.gov](http://www.uspto.gov)). The site has information about what can be patented, who may apply for a patent, and defines trademarks and service marks (Storm, 2002). Filing a trademark application at the USPTO begins a process that is complex and will require you to comply with all requirements of the trademark statute and rules. Most applicants hire an attorney who specializes in trademarks. Once you hire an attorney, the USPTO will only communicate with your attorney about your application. An attorney may save you from future costly legal problems by conducting a comprehensive search of federal registrations, state registrations, and “common law” unregistered trademarks—all done before you file your application. Comprehensive searches are essential because other trademark owners may have stronger protected legal rights in trademarks similar to yours even though they are not federally registered. In addition, trademark lawyers can help you navigate the application process to protect your trademark rights. Further, a private attorney can help you understand the scope of your trademarks rights and advise you on the best way to police and enforce those rights, including what to do if other trademark owners allege that you are infringing their mark.

Advocates of Intellectual Property recommend an author to enter into an agreement with the publisher of their work. Many higher education institutions create policies that state that works of scholarly activity created primarily on a faculty or staff member's own time are the unrestricted property of the faculty member and are the employee's property. Examples of forms for one to consider in using for an agreement with a publisher can be found in the Appendices.

One last piece of advice for regional/state organizations regarding intellectual property is to make sure the author of written work, presenter of a professional session or webinar, has permission to use any copyrighted protected works such as publications or illustrations. The organization, author, or presenter could be fined if found in violation of a copyrighted protected work. Companies that have the authority of copyrighted articles or illustration can and will search websites for violations.

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APPENDICES

APPENDIX A

Liability Quote

It was a pleasure speaking with you. Based upon the information we've received, your estimated annual premium is \$350.00 for your coverage.

- The breakdown is as follows for the commercial general liability:
- Each occurrence Limit: \$1,000,000
  - Damage to Premises Rented to You, any One premises(fire legal liability \$ 100,000
  - Medical expense, any one person \$ 5,000
  - Personal and advertising injury, any one Person or organization \$1,000,000
  - General Aggregate limit \$2,000,000
  - Products/Completed operations aggregate \$2,000,000 limits

APPENDIX B

**A Guide To Your General Liability Policy**

The following is a guide to your General Liability policy. We have identified several key coverage items along with the limits and deductibles you have selected. To make it easier, we have also added a brief explanation of those items.

Your business details	
Name:	
Business Name:	
Address:	
City:	
State:	
Zip code:	
Occupation:	
Telephone number:	
Email address:	

Your General Liability Policy	
Policy number:	
Policy effective dates:	From: July 01, 2015 To: July 01, 2016
This determines the time period during which your coverage applies.	
Form of business:	Corporation or other Organization (other than the above)
This identifies the legal structure of your business and determines who is insured under your policy.	
Optional terrorism coverage:	Included
Total cost of policy:	\$ 350.00

### Your coverage and limits

<b>Each occurrence limit</b> The most we will pay for all damages due to bodily injury and property damage, and medical expenses that arise out of any one occurrence. Defense costs we incur, in the defense of a lawsuit filed against you, will not reduce this limit.	\$ 1,000,000
<b>General aggregate limit</b> The most we will pay for all damages and medical expenses for the entire policy. Defense costs we incur, in the defense of a lawsuit filed against you, will not reduce this limit.	\$ 2,000,000
<b>Damage to premises rented to you</b> The most we will pay for damages, for which you are liable, to any one premises that is rented to you. This may include office space, conference rooms or training facilities, but does not include your primary residence if you are a home-based business.	\$ 100,000 any one premises
<b>Medical expenses</b> The most we will pay for all medical expenses sustained by any one person.	\$ 5,000 any one person
<b>Personal and advertising injury limit</b> The most we will pay for all personal and advertising injury (e.g., libel, slander) sustained by any one person or organization.	\$ 1,000,000 any one person or organization
<b>Deductible</b> No deductible applies to your policy so you are not required to make any payments in the event of such claims.	No deductible

### Other policy information

**14 day full refund**  
Be confident that you have made the right choice. We give you 14 days to review your policy. If you are not satisfied and have not had any claims or losses, you can cancel your policy back to its start date and receive a full refund.

#### Notice of claim

If you have a claim, please call us at 888-202-3007. You may also e-mail us at [reportclaim@hiscox.com](mailto:reportclaim@hiscox.com)

#### What does my General Liability Policy cover?

For a summary showing examples of what you are and are not covered for, please read the Coverage Summary document.

This guide does not modify the terms and conditions of your policy, which are contained in your policy documents, nor does it imply any claim is covered or not covered. We recommend that you read your policy documents to learn the details of your coverage.

## General Liability Coverage Summary

We want you to understand the [REDACTED] General Liability coverage. This summary explains the main areas of coverage and exclusions.

If you have any questions about your coverage, please contact one of our advisors at [REDACTED] (Mon-Fri, 8am-10pm EST) or via email at [REDACTED].

### ☒ This policy does cover

#### Bodily injury or property damage

To the extent you are legally liable, we cover damages or claims expenses if you injure a third party or damage someone else's property (including damage due to a fire at a premise you rent, unless you work from home).

#### Medical payments

We will make medical payments as a result of bodily injury that occurs in the course of your business operations, regardless of fault.

#### Defense costs

If you're sued, even if you're not at fault, we will appoint an attorney to defend you, even if the lawsuit is groundless. We will pay these defense costs on your behalf.

#### Personal and advertising injury

We cover claims of libel and slander that are not part of your professional services. We also protect you if your advertisement unintentionally uses a third party's advertising idea or infringes upon another's copyright. We do not provide this coverage to marketing or PR professionals, research consultants, graphic designers, lawyers, real estate agents/brokers or property managers.

#### Electronic data liability

Specifically added for consultants and technology service providers, [REDACTED] covers your liability for damage to someone's electronic data resulting from the physical damage of property. We provide up to \$25,000 of coverage.

#### Worldwide insurance coverage

We cover damage that occurs in the United States, its territories and Canada. We also offer some coverage for instances outside these areas while you're away on short periods of travel.

#### Employees or temporary staff

[REDACTED] will cover claims arising from your employees' or temporary staff's actions if they were performed on behalf of your business.

#### Supplemental payments

Your [REDACTED] policy covers the following expenses, should they be incurred, without reducing your limit of liability:

- All expenses we incur, including the defense of lawsuits
- Up to \$250 a day for reasonable expenses (including loss of earnings) you incur as a result of assisting us in the defense of a claim or lawsuit
- Interest on damage awards

**❑ This policy does not cover**

**Intent to injure**

We won't cover you for any act that occurs with the intent to injure. This includes personal and advertising injuries if you knew your actions were false or violated the rights of others.

**Outside the policy period**

We won't cover claims for bodily injury, property damage, or personal and advertising injury that do not occur during the policy period.

**Known claims and circumstances**

We won't cover your business for any claim or circumstance that could result in a claim you knew about prior to the start of your first policy.

**Personally identifiable information**

We won't cover your failure to protect any personally identifiable information that is in your care.

**Professional services**

We won't cover any professional services performed by you. These types of risks may be covered as part of our Professional Liability Policy.

**Vehicles and boats**

We won't cover any claims arising out of the ownership or use of an automobile or a watercraft.

**Workers' compensation**

We won't cover any obligation you may have under a workers' compensation claim or similar law.

**Your property**

We won't cover claims for damage to property you own or have in your care. However, protection for your own business equipment can be purchased as part of our Business Owners Policy.

**Personal and advertising injury**

We don't provide this coverage to marketing or PR professionals, research consultants, graphic designers, lawyers, real estate agents/brokers or property managers. However, this coverage is available as part of our Professional Liability Policy.

**Common claims examples**

**Bodily injury** — A client falls over your bag and you are legally liable for the injury. We will cover the subsequent claim and related medical expenses up to your limits of liability.

**Property damage and data loss** — You spill coffee on a client's server causing damage and loss of data. We will cover the subsequent claim up to your limits of liability.

**Personal injury** — One of your employees is at lunch. He talks to the owner of the shop about one of your clients in a false and unflattering way. The client learns of this discussion and sues for slander. We will cover the subsequent claim, up to your limits of liability, and pay for an attorney to defend you if necessary.

Coverage summaries, descriptions, and claims examples are p subject to the applicable policy limits, deductibles, exclusions, products and services are available in all states. recom the full details of coverage.

## Certificate of Commercial General Liability Insurance

**This certificate is issued for informational purposes only.**

It certifies that the policies listed in this document have been issued to the Named Insured. It does not grant any rights to any party nor can it be used, in any way, to modify coverage provided by such policies. Alteration of this certificate does not change the terms, exclusions or conditions of such policies.

Coverage is subject to the provisions of the policies, including any exclusions or conditions, regardless of the provisions of any other contract, such as between the certificate holder and the Named Insured. The limits shown below are the limits provided at the policy inception. Subsequent paid claims may reduce these limits.

Named Insured:

Insurer Name:

Policy Number:

Type of Coverage:

Occurrence

Policy Effective Date:

July 01, 2015

Policy Expiration Date:

July 01, 2016

**Limits of Insurance**

Each Occurrence:

\$ 1,000,000

Damage to Premises Rented to You:

\$ 100,000 Any one premises

Medical Expense:

\$ 5,000 Any one person

Personal & Advertising Injury:

\$ 1,000,000

General Aggregate:

\$ 2,000,000

Products/Completed Operations Aggregate:

Products-completed operations are subject to the General Aggregate Limit

General Aggregate Limit applies per:

Policy

**Description of Endorsements/Special Provisions**

Not applicable

Authorized Representative

June 23, 2015

Date

<b>CERTIFICATE OF LIABILITY INSURANCE</b>						DATE (MM/DD/YYYY) 06/23/2015
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER			CONTACT NAME: _____ PHONE (A/C, No, Ext): _____ E-MAIL: _____ ADDRESS: _____			
INSURED			INSURER A: _____ INSURER B: _____ INSURER C: _____ INSURER D: _____ INSURER E: _____ INSURER F: _____			
COVERAGES      CERTIFICATE NUMBER:      REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSTR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	SUBROGATION	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)      LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER: _____			[REDACTED]	07/01/2015	07/01/2016
						EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPROP AGG \$ S/T Gen. Agg. \$ _____
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/> _____					
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED. \$ _____ RETENTION \$ _____					
	WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				
						PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> E.L. EACH ACCIDENT \$ _____ E.L. DISEASE - EA EMPLOYEE \$ _____ E.L. DISEASE - POLICY LIMIT \$ _____
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						

## APPENDIX D

### Long Form License Between Publisher and Author (Intellectual Property Issues for Higher Education Unions)

Agreement made this \_\_\_\_ day of \_\_\_\_, 2002, between \_\_\_\_\_, hereinafter called the Author, and \_\_\_\_\_, hereinafter called the Publisher.

Whereas the Author has written a work [or a novel] entitled \_\_\_\_\_, and has delivered the manuscript thereof to the Publisher.

It is hereby agreed as follows:

1. Author to Correct Proof Sheets. The Author shall promptly revise and correct all proof sheets submitted to him by the Publisher.
2. Publisher to Print, Publish and Advertise. The Publisher shall as soon as practicable at his own expense proceed to print and publish the said book, in one or more volumes, and in such style, as to paper, type, binding, and embellishments, and at such price, as in his judgment may be advisable, and shall advertise and push the sale of the said book to the best of his ability, and shall at all times keep the market fully supplied therewith.
3. Royalties. The Publisher shall pay to the Author a royalty of \_\_\_\_ per cent of the retail price at which the said book shall be sold on each and every copy sold, excluding copies for review or supplied to the Author, who shall receive \_\_\_\_\_ copies gratis.
4. Accounts. The Publisher shall render to the Author a statement of the number of copies printed, and as often as every six months shall render a statement of the number sold and at the same time pay the said royalties for the same, such accounting to be for the six months ending on the first days of \_\_\_\_\_ and \_\_\_\_\_ in each year.
5. Exclusive Right of Publication. During the continuance of this agreement the Author shall not publish or authorize to be published any copy or abridgment of the said work (but the Author shall be at liberty to dramatize the same and exercise or assign the performing rights therein).
6. Copyright and License. The Publisher shall cause the said book to be duly copyrighted in the name of the Author, in whom the copyright shall remain vested. The Author hereby grants to the Publisher the exclusive license to print, publish, and sell copies of the said work during the continuance of such copyright or any renewals thereof, subject to the terms of this agreement.
7. Author to Defend Copyright and Indemnify Against Libel. The Author shall defend the said copyright against all adverse claims, and indemnify the Publisher against all claims for libel.
8. Publisher Not to Assign. This agreement and the said license shall not be assignable by the Publisher by any assignment either voluntary or involuntary (except in the event of a change in the constitution of his firm to the partners of the new firm).
9. Right of Author to Terminate Agreement. The Author may terminate this agreement and the said license if the Publisher shall be adjudicated bankrupt [or shall become insolvent], or shall make default in the payment of royalties for \_\_\_\_\_ months after the respective dates hereby appointed for the payment of the same, or shall otherwise fail to perform substantially the agreements on his part. Upon any such termination of this agreement all copies of the said book in stock (and the plates of the same) shall at the Author's option be taken over by him at a fair valuation; and, if he shall fail to exercise such option within one month after notice requiring him to do so, the said copies may be sold by the Publisher, provided that the Author shall receive his royalties upon all copies so sold.

[ Signatures]

(Strom, 2002)

## APPENDIX E

### Short Form – Not for Profit Distribution License Between Author and Higher Education Institution (Intellectual Property Issues for Higher Education Unions)

Author, \_\_\_\_\_, hereby grants to \_\_\_\_\_ college or university the right to reproduce in English the work entitled \_\_\_\_\_. The institution may print such work in paper [or electronic form] for a period not to exceed \_\_\_\_\_. The conditions for exercise of this license by the institution are that: 1) the author, source and copyright notice are included in each copy; and 2) copies are distributed at or below cost.

(Strom, 2002)

# VII

BIOGRAPHIES



**K**AREN J. BECKETT is the University Registrar at the University of Miami in Coral Gables, Florida. While Karen started her career as a teacher; she then began working in Residence Life in Texas before moving to Miami for graduate school. While still in school she was hired as an Assistant Registrar at UM. Over the past 16 years she has worked her way to her current role as the University Registrar where she oversees registration, records, veterans affairs, classroom management, course and curriculum and athletic certification. She is also a Past-President of the Florida ACRAO and an active member of SACRAO. She has an M.S.Ed. from the University of Miami and is currently working on her Ed.D. at Northeastern University.

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**K**ELLEY CHRISTMAN is the Registrar at Aims Community College in Greeley, Colorado. Kelley has worked in higher education since 2004, at both 2-year and 4-year institutions. She holds a M.A in Educational Leadership from the University of Northern Colorado. Kelley has served in a variety of capacities in the Rocky Mountain Association of Collegiate Registrars and Admissions Officers including Vice President-Colorado, President, and Historian.

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**J**ULIE FELL is currently Executive Associate Registrar in the Office of the Registrar at the University of Iowa. She has been in the Office of the Registrar for a total of 26 years, starting as a clerk when the office was introducing degree audits to campus. Her primary focus has been degree progress, diploma production, commencement, and the systems and processes that support degree completion. Julie is a member and dedicated supporter of UMACRAO where she has served in several roles – session presenter, vendor liaison, local arrangements, program chair, site selection, and president. She holds a Bachelor of Liberal Studies from the University of Iowa and a Master of Higher Education Administration from Upper Iowa University.

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**A**MY GLEASON is the assistant registrar for compliance and reporting at Duke University. Her experience in higher education dates over 20 years, all of them in the records and registration area. Amy earned a Master of Science in Education degree, in college student personnel, from the University of Wisconsin-La Crosse. Prior to moving to North Carolina, Amy was the registrar at Viterbo University in La Crosse, Wisconsin. It was in Wisconsin where she experienced the magic of involvement in a state and regional association, serving in many roles, including president, for the Wisconsin ACRAO. She feels very strongly about the value of getting involved in one's profession and that the rewards reaped are far greater than the effort put forth.

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**C**AROL HARRISON has been working in an Admissions Office or Registrar's Office for 30 years. For the past 21 years, she has been the Executive Director of Student Success/Registrar at the College of Southern Maryland, and she is currently a Doctoral Student in Community College Leadership at Morgan State University. Carol has served in many different professional organizations including her States Registrar and Admissions Affinity Group, Datatel Users group track team leader, AACRAO Group III Coordinator, and Registration and Academic Support Committee Chair. In 2012, Carol was a founding officer of the Chesapeake and Potomac Association of Collegiate Registrars and Admissions Officers (CAPACRAO) and in 2016 served as its president.

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**C**HRIS HUANG is the Registrar at Wheaton College in Illinois. He has served as a registrar since 2006 at both private and public institutions. Chris' career in higher education began as an admissions counselor at this alma mater, Calvin College in Grand Rapids, Michigan. He holds a Master of Arts in Communication from Purdue Northwest. Since 2013, Chris has been an active member of the Illinois Association of Collegiate Registrars and Admissions Officers holding several leadership positions: District Chair, Professional Activities Officer and President. Since 2017, Chris has been involved with AACRAO's Asian and Pacific-Islander Caucus as vice-chair and chair.

**C**ARRIE D. JEFFERS, Ph.D., is Registrar/Director of Enrollment Services at Macomb Community College (MI). Carrie has 20 years of higher education experience, serving various roles in undergraduate and graduate admissions and advising, registrar's offices, and student services at Alma College, Davenport University and Siena Heights University. Carrie served on the Board of Directors for the Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO) as the Vice President, President-Elect, President and Past President from 2010 to 2015. As Registrar/Director of Enrollment Services at Macomb Community College, she is involved in enrollment management, chairs various committees throughout the organization, leads a team of 45 employees, presents at the annual MACRAO conference on leadership topics and is currently in the Michigan Community College Association's Leadership Academy. Carrie holds a Ph.D. in Leadership for Higher Education from Capella University, an M.A. in Adult Education from Central Michigan University and a B.A. in English/Music Education from Alma College.

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**M**ARY W. KINCANNON is University Registrar at Texas Christian University. Mary has over 35 years of higher education experience. Mary served on the Executive Committee of the Southern Association of Collegiate Registrars and Admissions Officers (SACRAO) for 8 years, as Member-at-Large, Secretary, Vice President for Records and Registration, President-Elect, President, and Immediate Past President, ending in 2014. As University Registrar, Mary is involved in enrollment management, university academic space planning, distance learning, and data governance/data warehouse. She leads a team of 15 employees, has served on multiple committees, and presented multiple sessions at both SACRAO and TxACRAO. Mary holds a Master of Liberal Arts and a Bachelor of Science in Home Economics from Texas Christian University.

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**P**ATTI MATHAY is the University Registrar at the University of Pittsburgh, a role she has held for the past 7 years. She has earned a Bachelor of Science in Elementary Education from Edinboro University of Pennsylvania and a Masters of Business Administration from the University of Pittsburgh. She has worked at the University for 42 years, spending 12 years in a variety of roles in the University's Computer Center before moving to Student Registration and Financial Services to assist with the implementation of the first integrated student information systems. In her 30 year career in the Registrar's Office she has served as a Systems Analyst, the Manager of the information technology team, an Assistant Registrar, and an Associate Registrar. Patti has been an active member of AACRAO and MSACROA for over 20 years. During her time with MSACROA she has served as the Facilities Chair, Treasurer, and President.

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**H**OPE REYNOLDS is the Senior Director for Enrollment Management & Associate Registrar at the Virginia Tech Carilion School of Medicine in Roanoke, Virginia. Hope began her career in higher education as the Assistant Registrar at Roanoke College in Salem, Virginia where she maintained that role for ten years before moving to VTCSOM in 2010. Since working at a brand new medical school Hope has been involved with such projects as creating an institutional academic seal and transcript, assisting admissions by participating in a holistic admissions process, organizing the commencement ceremony for the charter class, and finally serving on various integration committees as VTCSOM formally integrated with Virginia Tech University in 2018. In 2012, Hope served as the president of the Virginia Association of Collegiate Registrars and Admissions Officers (VACRAO), the state association for Virginia. She currently serves as the 2020 Local Arrangements Committee Chair (LAC) for the Southern Association of Collegiate Registrars and Admissions Officers (SACRAO).

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**S**TEVEN SMITH is the University Registrar at Adelphi University on New York's Long Island. Steve began as the evening transcript clerk at the community college in his West Virginia hometown and over the next twenty-six years has served as a registrar at institutions in New Jersey, Maryland, and New York. In addition to the registrar's office, Steve has also overseen admissions, financial aid, academic advising, testing, and student accounts. He holds an M.B.A. from West Virginia University. In 2012, Steve was the founding president of the Chesapeake and Potomac Association of Collegiate Registrars and Admissions Officers (CAPACRAO), the state association for Maryland and the District of Columbia.