

**MACRAO Executive Committee Retreat  
March 6-7, 2008  
Boyne Mountain Resort**

Thanks to Jim Dwyer for suggesting the idea of a retreat. We started with a review of the agenda and recommendation that we look at the MACRAO survey results to get a sense of the direction the membership would like us to follow. Tomorrow's discussion about goals will be a critical discussion regarding the future of our organization. One important topic will be how do we foster professional development as an organization for the future?

The MACRAO membership survey results were overviewed by Scott. We had a total of 187 members fill out the survey or 26%. Importance ratings were first given to networking with colleagues and second for professional development and training. Satisfaction ratings were 49% completely satisfied and 48% somewhat satisfied and 3% not at all satisfied. As a whole, Registrars are more satisfied than the Admissions staff. All institution types believed that they get more as take aways than they give. Suggested improvements included communication from MACRAO Leadership including EC minutes, Committee Chair quarterly reports, and conference evaluations to all membership. Other suggestions included electronic dissemination of information including summary of technologies at schools on web site, webinars, and increased communication. Debbie will ask the Data and Technology Committee to gather data on the technologies used at each school. This would include the types of software the schools are using. The Data and Technology Committee will be asked to present on their decision at the April meeting with the EC. Other suggestions included annual conference locations, scheduling, more advanced sessions and new sessions with less repetition. Other ideas included minimizing the impact of institutional budgets by offering webinars, reinvesting profits in leadership, discounts to institutions with lower resources, CD/N reevaluating the calendar and process, additional sessions and information regarding transfer articulation, stronger outreach from EC, leadership is clique-ish, barriers to entry, buddy system and open elections for EC positions.

**Present:** Melinda Booth, Karen Hutslar, Debbie Harju, Scott Owczarek, Dorene Root, Kristin Schuette, Howard Shanken, Stacey Stover, Duff Zube

**Absent:** James Dwyer

**Call to Order:** The official meeting was called to order at 2:28 pm by Howard.

Minutes from the February meeting were unanimously approved with Debbie and Dorene's recent changes.

**Treasurer's Report:**

Beginning Balance = \$56,604.47

Expenditures = \$1,071.14

Ending Balance = \$55,612.13

Schools that have not sent their membership dues include Mid Michigan and Finlandia University. Karen will follow up with Mid Michigan and Scott will follow up with Finlandia. It was recommended that the bylaws should be changed to include a late charge for schools that do not pay in a timely manner. We need clarification for EC duties including an annual calendar of what is due when. We also need to have a transition process for EC members to train with their replacement. Karen will draft a document we can review. In the future we will present this to the new EC in November at the annual conference.

**President's Report:** Howard has been working on a legal conference and through discussions they have agreed to join with MACRAO to hold a day or day and a half conference (possibly in late July). Howard asked for feedback on this idea. This idea would be extended to Ohio, Illinois, Indiana and Wisconsin. There would be a fee to participate. Howard has discussed with the Registrar's Committee and they are interested. This may also be of interest to the Legislative Update, Data and Technology and Professional Development Committees. It was suggested that we also consider a webinar as part of the conference. This shows our collaboration with other organizations in the state. It was suggested that we consider an Admissions track too.

**President-Elect Report:** The Local Arrangements Committee meeting was last Friday and we had all of our chairs involved. They have developed tentative sessions. They are recommending that MI needs our own mini LAC. Karen will follow up with schools in the area to get participants. Karen provided tentative costs for the Michigan portion of the Great Lakes Conference with a total of \$3,473. Karen will also do an email regarding the LAC. She distributed the MACRAO Committee Membership and MACRAO EC documents. We will review and revisit along with the individual committees at the April meeting.

**Vice President's Report:** The EC continued their discussion regarding the need for a MACRAO event sponsored refund policy. It was recommended that a refund policy be developed and posted on the MACRAO web site soon due to the number of events being planned. The policy needs to be written general enough to apply to all sponsored MACRAO events. Debbie will develop a draft for the EC to review and the draft will then be discussed with the Committee Chairs/Co-Chairs during the April meeting.

Debbie has notified the following committee chairs that their budget proposals were approved by the Executive Committee: Professional Development, Secondary Schools/College Relations, Registrars Practices. Debbie notified the Articulation Committee that their budget proposal for the Summer Summit V was approved and requested more information about the printing expenses and the purchasing of two trophies for the fall conference. The following committees indicated they do not anticipate any expenses this year: Admissions Practices / Enrollment Management and Data & Technology. The following committees indicated that they will incur costs if their fall conference sessions are accepted: Equal Educational Opportunity and Legislative Update Ad Hoc. The LAC will work with these committees regarding their expenses. Debbie will follow up with College Day/Night regarding their budget proposal.

Via email prior to this meeting, Debbie made a recommendation that the LAC review/track and approve the associated expenses for all conferences and pre-conference workshops. These fees are incurred because of the conference and should be reflected in the conferences income/expense balance sheet. Debbie also suggested that session proposals fees be captured in a spreadsheet so the Treasurer would have a quick and easy way of tracking anticipated/approved conference costs for the year. If the session proposals are approved so are the associated costs/expenses but ONLY if they are listed on the session proposal form and the amount requested is accepted and approved by the LAC. The EC voted on this via email and it was approved. This detail will be shared with the Committee Chairs/Co-Chairs at the April meeting.

**Past-President's Report:** No report.

**Historian's Report:** Dorene submitted research on honorary memberships. This conversation will be continued at the May meeting. Sedgwick Harris and Mark Ulseth were moved for honorary membership by Duff and seconded by Karen. This was approved unanimously. Dorene suggested that someone who knows them may want to write information on them for the conference. Paul Schmidt was suggested for Mark Ulseth and Kay Keck for Sedgwick Harris. This information would be for the 2008 conference.

**Web Editor's Report:** MACRAO has a SQL server and 2 web servers and we could consider new ways to use this technology. We discussed committees being given the opportunity to develop web pages. Kris will demo this during the April meeting. We will have a disclaimer at the top of the page from MACRAO and Kris will set it up to send immediate updates to the EC to review.

**Newsletter Editor's Report:** Kudos to Melinda on the first issue of the electronic newsletter. She received lots of positive feedback from the membership. Ferris State University was unable to open it because of their software but they were able to access it via the link. It was recommended that the next issue focus on selling the web site, a picture of MACRAO receiving the

Ockerman Award for MTN, explaining the nominations process, a retreat update, explaining that schools can have more than one institutional editor and they can update at any point, sharing that EC minutes are posted to the web, committee member highlights, a explanation of the format for the open EC meetings, calendar updates and membership survey results with goals and updates from Howard (the first month will be on communication). It was suggested that future newsletters will go out the week following out EC meetings but this month will be after the AACRAO conference. Melinda emailed the committee chairs to explain the new process and deadlines. She also asked for feedback regarding sending copies of our electronic newsletter to other states as a courtesy. This was approved. Melinda spoke with the OU Graphic Designer about getting a brand identity package. The Designer offered to do this in a complimentary basis. Melinda will share samples as they become available.

**Directory Editor's Report:** Johnson and Wales have been listed as a member institution in the past. Karen moved that they are moved to affiliate status as of 2009 and this was unanimously approved. Scott will try to clean up the email addresses and nicknames in the membership directory and MACRAO Listserv. Scott recommended that we have one mechanism for communicating to the membership in the future. He said that we could do a listserv through MSU for a minimal cost. He will talk with OU to determine if they are willing to allow the listserv to move to MSU. All MACRAO members would be added to the listserv and an option will be available to unsubscribe, if a member chooses to do so. We had a discussion about the MACRAO list serve and the possibility of developing listservs by user type (i.e. Admissions, Registrar's, etc.). We decided to focus on strengthening the existing listserv. The directory is updated daily and schools can add as many members as they would like because it is an institutional membership. He would like event participant lists from various conferences to match against our directory. Scott suggested that we recognize our new schools participating at the Registrar's Drive In.

**Old Business:** We had a discussion regarding budget excess and the amount needed to try new initiatives but still protect MACRAO in case of fiscal emergency. Funds could possibly be allocated to individual committees for professional development and for the EC retreat. The budget would be monitored and if the funds became too low, then we would revisit dues costs as a result of new initiatives. The dues increases would not result from MTN costs. This discussion was tabled until tomorrow.

Howard said he will ask Paul Schmidt to develop a MTN structure and will present at the April meeting.

**New Business:** Bylaws changes should be addressed prior to the June meeting. These need to be sent to the membership 45 days prior (September 29, 2008) to the annual meeting so that they can be voted on.

We had a conversation about the difference between affiliates and member institutions. The affiliates are not in the directory, not in MTN's and they do not have voting rights at the annual meeting. Scott will add descriptions of the various membership types (affiliate, individual, and institutional). The descriptions would include the cost and the benefits of a membership. Once completed, Kris will post on the web page.

Voting of the EC was discussed. This has come up the past when we have not had quorum. We decided that we had an unusual situation last year and that possibly we did not need to address it now. Howard suggested we have a Sage of the Month and invite Past President's to return to our EC meetings so that we can ask them these types of questions.

New committees will be discussed as we review the bylaws. We discussed what we want the new committees to be working on as well as how can we provide them with support and encouragement to move into a new direction?

Format of the open EC meetings was discussed. There will be time at the beginning of the meeting for individuals to present. We are not obligated to respond as an EC. Individuals can stay for the remainder of the meeting, but cannot comment during that time. There will be an additional time at the end of the meeting when we will again open up for comments. Committee chairs will be asked to speak first so that they do not need to stay for the entire meeting, if they so choose.

We had a discussion regarding communications received by the EC. As the President, Howard will typically respond. The Thursday afternoon session was ended at 5:40 p.m.

**Present:** Melinda Booth, James Dwyer, Karen Hutslar, Debbie Harju, Scott Owczarek, Dorene Root, Kristin Schuette, Howard Shanken, Stacey Stover, Duff Zube

**Absent:** None

**Call to Order:** The Friday morning meeting was called to order at 10:42 a.m. by Howard.

We began with a debriefing of the tour of the conference center. We recommended asking for a complimentary package to use as a give away, discounts on Avalanche Bay, discounts on the spa services, packages/shuttles to the casino, explaining the differences between the rooms in our materials and explaining to the membership that they will need to leave the hotel to get to some of the conference meeting space. It was recommended that instead of a planned dinner, that one evening we might consider the idea of giving a coupon for a restaurant instead.

We next moved into a conversation regarding setting goals. We discussed that our budget typically represents our goals. Duff will draft a tentative budget to share with the EC.

### **Communication**

We discussed that we have already begun to work on communication improvements. Many of the issues addressed by the membership have already begun including the newsletter, membership lists and listservs and committee pages, web improvements, and welcome membership letters. We will pursue the past president "Sage of the Month". It was suggested that Howard contact Ron Hughes for our May meeting to focus on the bylaws as there were many bylaw changes when he was president. We also discussed highlighting a committee member which will begin in the April newsletter.

### **Budget**

We need \$12,000 for MTN for 1 year and \$10,000 for seed money for conferences, \$1,000 for Summer Articulation Agreement so a minimum of \$35,000 was recommended by Duff. Dorene also mentioned that since 1999 we have typically maintained a budget of a minimum of \$35,000. Jim suggested that we may need to begin thinking of creating seed money for the committees to use. This will create new opportunities which will make MACRAO a more viable organization for the future. This might also help to bring veterans back to the organization.

Duff recommended having committee chairs set up with the same cycle as the Presidents with co-chair, chair and past chair. Karen suggested that we need a yearly budget with costs and expenses.

## **Budgets for committees**

The message to committees holding smaller conferences is to break even or make money. The key is to not lose money.

## **Committees**

We discussed completely restructuring the committees. This would need to correspond with the bylaw changes and we would need to have this prepared to present to the membership at the annual conference. Karen suggested that we need to focus on developing the chairs. We discussed how the chairs are the key to the success of MACRAO and we need to put more resources toward developing them.

Howard suggested that we use the April meeting to discuss with the committee chairs and co-chairs the best time for a retreat and how to develop their leadership. We will set up a time frame that limits the conversation and will revisit this after the meeting. It was also suggested that we develop a list of questions and give them to the committees prior to the meeting.

1. What has your feedback been as a new committee chair?
2. What do you need from the EC to be more effective?
3. What are the pitfalls of being a chair and what could we do for you to be more productive?
4. Do you get back what you put into your MACRAO role?

We had a discussion about having leadership development for the chairs in December. If that occurred, then we would not have the committee members participate until a later date. Committees would possibly be given a budget to use at a later date. Jim suggested that by the end of the year, we have a true plan of what we are going to do to develop the chairs and co-chairs. We will also need to have a new calendar to present at this time. We discussed the possibility of moving conference session planning to the spring.

## **Long-Term Quality Conference Initiatives**

Webinars were explained by Kris. We discussed that we have a lot of ideas happening at once and before moving into too many directions, we may want to focus on developing some of our other initiatives, including MTNs.

Enrollment Management as a topic and the quality and substance of sessions was mentioned as areas that we could probably do more to focus on in the future. Jim suggested that this is important because these are topics that can apply to both Admissions and Registrar's staff. Also, higher quality sessions would help attract more people to our conferences. We suggested that we may need to focus on data. We discussed that we may need upper administrators to make recommendations about topics and speakers.

Professional Development of chairs, membership and EC was another topic. This will happen automatically if we increase the quality of the sessions. Leadership Camp is another idea that would target future leadership and would

possibly involve bringing stars from committees and focusing on developing them. One possibility is to ask the past presidents to do a special session at the conference asking people who want to learn more about MACRAO to attend. Another goal is to look to the Professional Development Committee for assistance in the planning of events and sessions that will lead to the development of mid to upper level management.

Nominations process was an issue during the past year. This year, Jim will talk with the nominations committee to discuss the process. Then the committee will overview and explain the nominations process to the membership in the April newsletter. The call for nominations will go out as a separate email immediately following the April newsletter. We suggested the possibility of notifying the membership of a deadline for nominations. The bylaws also state that we need to notify the membership of the candidates. Duff said that we may want to consider the Roberts Rules of Order process during the annual meeting. This would include a call for nominations from the floor three times and this would be lead by the chair of the nominations committee.

Mentoring will be revisited at a future meeting. The vendor-state partnership initiatives discussion focused on the possibility of partnering with some of the large organizations (i.e. ACT). We talked about what this would involve from them and from us? We will consider inviting ACT for a future meeting to brainstorm.

The meeting ended at 12:25 p.m.

Respectfully submitted,

Stacey M. Stover  
MACRAO Secretary

Treasurer's Report to the Executive Committee  
6-Mar-08

BEGINNING BALANCE, Savings, February 15, 2008	\$ 50,102.09
BEGINNING BALANCE, Checking, February 15, 2008	6,502.38
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	\$ 56,604.47

RECEIPTS:

**Fall Conference 2007**

**Membership Dues 2007:**

**Miscellaneous:**

Interest Payment, savings	78.80
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Total Revenues:	78.80
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TOTAL FUNDS AVAILABLE	\$56,683.27
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DISBURSEMENTS:

**Executive Board Costs:**

Meals (02/15/2008 Meeting)	80.14
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<b>MTN-Service Agreement</b>	991.00
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TOTAL DISBURSEMENTS	<hr/>
	\$1,071.14

FUNDS AVAILABLE, March 06, 2008:

Savings, March 06: \$50,180.89
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Checking, March 06:\$5,431.24
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\$55,612.13

Respectfully submitted,

Duff Zube  
Treasurer