

MACRAO

**Michigan Association of Collegiate Registrars and
Admissions Officers**

Committee & Leadership Manual

2015-2016





MACRAO

Michigan Association of Collegiate Registrars and Admissions Officers

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HISTORY

In 1910, twenty-four college and university registrars and business officers, feeling the need to discuss their common responsibilities, met in Detroit, Michigan. Before adjournment of this conference, the participants organized the American Association of Collegiate Registrars. From this small initial meeting, AACRAO has grown to a membership of more than 2,000 institutions with some 7,500 active members in the areas of admission, registration and records, international education, and institutional research, as well as affiliate member organizations. These members represent many types of institutions of higher education in the United States, Mexico, Canada and other countries.

In 1949, when many institutions began to establish separate offices of admissions and records, AACRAO adopted its present title: American Association of Collegiate Registrars and Admissions Officers (AACRAO). Our Michigan Association of College Registrars hosted its first meeting in 1921 on the campus of Eastern Michigan University in Ypsilanti. Like AACRAO, we adopted the title of MACRAO in the early fifties. The organization continues to be a national leader.

MISSION STATEMENT

The Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO) is nonprofit, charitable and voluntary professional education association of institutions of higher education which provides the exchange of information concerning issues of common interest in order to contribute to the advancement of education in the State of Michigan.

The association, through meetings, other workshops, seminars, and contacts with educational leaders and other professional associations in the state, strives to provide professional development opportunities as well as provide a forum for discussion and the exchange of ideas in order to advance higher education, particularly in the areas of admissions, registration and records at educational institutions.

ARTICLES OF INCORPATION AND BY-LAWS

The Articles of Incorporation and Bylaws of the Michigan Association of Collegiate Registrars and Admissions Officers are reviewed periodically by the Board of Directors and presented to the membership at the annual business meeting for adoption. It is important for all members to be familiar with the MACRAO Articles of Incorporation and Bylaws. They are published on the MACRAO web site at: <http://www.macrao.org/Publications/Publications.asp>.



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BOARD OF DIRECTORS (BOD) PRACTICES

MACRAO follows the following practices as it pertains to its members and the Board of Directors:

1. Financial support of sending the President to the annual AACRAO meeting including, but not limited to, registration fees, travel, lodging and meals as appropriate and approved each year.
2. Financial support of sending two Board of Directors members to the annual AACRAO Leadership Conference, as appropriate and approved each year.
3. Financial support of increasing the number of/amount of Travel Grants offered for the annual conference, workshops and seminars to support MACRAO members.
4. Sending all official MACRAO business and communication through the MACRAO listserv in which members have the opportunity to opt-out.
5. Support of a charitable organization at the annual conference which will be determined by the Conference Committee each year.

*The Board of Directors reserves the right to modify the practices of MACRAO at any time.

**Funding or reimbursement must be approved in advance by a majority vote of the Board of Directors and may require additional documentation before approvals can be made.

2014-2015 BOARD OF DIRECTORS

Please refer to <http://www.macrao.org/Committees/CommitteeList.asp> for a current list of the Board of Directors and their contact information.

2015-2016 COMMITTEE CHAIRS

Please refer to <http://www.macrao.org/Committees/CommitteeList.asp> for a current list of committee chairs and their contact information.

2015-2016 COMMITTEE MEMBERS

Please refer to <http://www.macrao.org/Committees/CommitteeList.asp> for a current list of committee members and their contact information.



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COMMITTEE MEMBERSHIP

APPOINTMENT PROCESS

MACRAO committee membership is voluntary and all MACRAO members are welcome to submit an application. Committee appointments shall be for three-year terms, with the exception of the Conference & Auditing Committees which is a one-year term appointment. In order to serve the full term of the appointment, members are expected to actively contribute to the function and activities of the committee. Members who miss meetings or who do not actively contribute to the work of the committee may be replaced by the Committee Chair upon review and recommendation of the Board of Directors. Exceptions to the three-year limit are approved by the MACRAO Board of Directors, through whom the appointed member reports. For committee appointment, individuals need to be listed as members of MACRAO in the MACRAO Membership Directory (<http://www.macrao.org/Directory/DirSearch.asp>) and are required to submit a Committee Membership Application. Attendance at the annual conference is expected for all committee members, current and incoming.

By the end of September, the President-Elect will request recommendations and nominations of individuals to be considered for the upcoming year. Information on committee appointments is also included periodically in the MACRAO newsletters. The Committee Membership Application is available in the Committee & Leadership Manual and it is also published on the MACRAO web site at: <http://www.macrao.org/Committees/MACRAO%20Committee%20Membership%20Application%20Form.pdf>.

COMMITTEE NOMINATIONS AND RE-APPOINTMENTS

Current committee members whose terms have not expired and who have contributed to the professional work of the committee will be continued if recommended by the Chair. A Committee Membership Application is not required for these persons. Ideally, the number of new committee member applications should exceed the number of vacancies so that alternates are available for consideration during the nomination, application and appointment process.

Inclusiveness in committee membership should be kept in mind during the nomination process as follows:

- geographic area (north, south, east, west regions)
- type of institution (2-year, 4-year, public, private, professional)
- years of service in the profession
- gender and ethnic group
- representation from admissions and registrar-related personnel as appropriate
- current members who should be considered as candidates for Chair or Co-Chair for the upcoming year



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The current Chair should assure that the following information is available and accurate for each committee nominee/applicant. If the information is not listed in the MACRAO Membership Directory or is not correct, the nominee/applicant should contact his/her Directory Editor to take the appropriate action. Membership Directory Editors are published on the MACRAO web site at: <http://www.macrao.org/Directory/EditorList.asp>. All changes should also be reported to the President-Elect by the Committee Chair on a timely basis.

By the end of September all continuing recommendations and Committee Membership Applications for new membership should be submitted to the President-Elect for consideration, along with nominations provided by other MACRAO sources. MACRAO members may also submit the Committee Membership Application themselves. At the same time, the Committee Chair should recommend to the President-Elect:

- individuals recommended for Chair and Co-Chair for the upcoming year
- recommendations for replacement of any inactive members
- nominations for any alternate members, if available

The President-Elect reviews all recommended committee appointments and discusses duplications, replacements and recommendations with the BOD as necessary. At the October BOD meeting, appointments will be discussed.

Invitations to accept appointments to committees will be extended by the President-Elect to each new applicant with an appropriate reply date. The President-Elect notifies the Committee Chair and the BOD if any member declines an appointment, and decisions are made to invite alternates to serve. Individual board members may approach members to join a committee after discussion with the BOD and the current Committee Chair. Committee membership should be as complete as possible by the annual conference. All incoming Committee Chairs and Co-Chairs will receive a copy of the MACRAO Committee & Leadership Manual at the Leadership Summit.

TASK FORCES/AD HOC COMMITTEES

From time to time, a topic of some urgency or specialized concern, but not necessarily of an ongoing nature is brought to the attention of the Association. In such instances it is usual for the BOD to explore the matter and determine if it can be dealt with by an existing standing committee or if it would be desirable to establish a task force or an ad hoc committee.

Such groups are normally established by BOD action and appointed by the President in consultation with the BOD. They may be made up of persons selected from existing standing committees, an area of specialization within the Association, former Presidents, or some other selection of persons based on the nature of the task to be accomplished. Normally, the group will be given a deadline by which it is to complete its work and report back to the BOD. Funding for these activities must be considered when its establishment is proposed and it would be made available from Association funds.



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COMMITTEE MEMBER RESPONSIBILITIES

The MACRAO committee structure is MACRAO at work. It is the means by which the majority of our activities are carried out. Accordingly, it is necessary that all the committee members are familiar with the expectations of them and the procedure by which these expectations are accomplished. Committee members are expected to:

- be present at the annual conference each year
- support committee commitments at the annual conference
- attend and participate in committee meetings
- assist with projects and planned activities/events
- attend and participate in committee events

CHAIR/CO-CHAIR

In addition to the responsibilities associated with committee membership, the Chairs and Co-Chairs have accepted the additional responsibilities of leadership and coordination. The Chairs and Co-Chairs are expected to communicate frequently with the President-Elect, as well as the Conference Committee Chair regarding preparation for the annual conference.

Committee Chairs and Co-Chairs will meet periodically with the BOD to:

- recommend and discuss topics for the annual conference (sessions/workshops)
- present and discuss committee activity and project plans
- assist the Chairs/Co-Chairs in strategic planning, budgeting, and preparing the Committee Annual Report
- communicate information to the membership when necessary – please make sure that your email signature includes your position with MACRAO so that members understand why the email/communication came from you
- be familiar with the responsibilities of committee leadership/membership

***Important:** MACRAO does not waive event registration fees for committee members, chairs and co-chairs. Committee members, chairs and co-chairs must register and pay for all MACRAO-sponsored events, including any events hosted by *their* committee.

GOALS AND OBJECTIVES

Each Committee Chair is responsible for a review of defined committee goals and objectives with the committee members to assure that they are accurate, and that all members have a mutual understanding. Any updated or revised goals or objectives should be submitted to the Board of Directors for review and approval as soon as they are developed.



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TRANSITION OF CHAIRPERSONS

Each Committee Chair and Co-Chair is responsible to the BOD for being knowledgeable of all duties, responsibilities and activities described in the Committee and Leadership Manual. An informed and responsible leadership will enhance the effectiveness and creative view of the committee. Chairs should organize their committee to work effectively and productively at a quality, professional level. When the committee appointment process is finalized, the current Chair is responsible for contacting the incoming Chair about the transition prior to (or at) the annual conference. The new Chair assumes responsibility for the committee at the annual conference.

The outgoing Chair should acknowledge the outgoing committee members' work at the last annual meeting of their term. Certificates of Appreciation are prepared for all active committee members, signed by the President and President-Elect, and presented at the annual conference.

MISCELLANEOUS POLICIES

The Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO) is committed to high standards of ethical, moral and legal business conduct. In line with this commitment, and MACRAO's commitment to open communication the policies outlined below are for the benefit of the MACRAO organization to assist with any questions and/or concerns of the members.

Conflict of Interest Policy: <http://www.macrao.org/Publications/MACRAOConflictofInterest.pdf>

Event Registration & Refund Policy:

<https://www.macrao.org/Publications/Event%20Registration%20and%20Refund%20Policy.pdf>

Record Retention Policy: <http://www.macrao.org/Publications/MACRAORecordsRetentionPolicy.pdf>

Travel Policy: <https://www.macrao.org/Publications/Travel%20Policy.pdf>

Whistle Blower Policy: <http://www.macrao.org/Publications/MACRAOWHISTLEBLOWERPOLICY.pdf>

FUNDING - EXPENSES AND REIMBURSEMENT

MACRAO budgets a specific amount annually to fund approved committee activities under the direction of the President and the BOD. There are several types of committee expenses that are reimbursable by MACRAO contingent upon advanced approval from the President. Each Chair is directly responsible to the President for submitting written requests for the committee and obtaining proper approval prior to committing any MACRAO funds, for example:

- speaker honoraria (non-MACRAO members only)
- mileage for speakers (non-MACRAO members only)
- funding for approved projects and workshops
- awards
- meals
- brochures or other printed materials
- other items which may result in a loss of MACRAO funds – if in doubt, please submit to the BOD for discussion and/or review



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All committee Chairs and Co-Chairs are responsible for the preparation of an annual committee budget. The annual committee budget is to be submitted to the President-Elect at the Leadership Summit for BOD approval. The Budget Worksheet is available in the Committee & Leadership Manual and it is also published on the MACRAO web site at: <http://www.macrao.org/Committees/Committees.asp>.

Expenses associated with the annual conference sessions/workshops are to be detailed and submitted online as part of the session proposal by the sponsoring committee, chair or individual. It should reflect what was placed on the Budget Worksheet at the beginning of the year. Committees that expect to charge registration fees for programs or to generate income from MACRAO sponsored workshops are required to submit an Event Budget Worksheet to the BOD for approval before any commitments are made. The Event Budget Worksheet is available in the Committee & Leadership Manual and is also published on the MACRAO web site at: <http://www.macrao.org/Committees/Committees.asp>.

Non-travel related expenses incurred after approval must be submitted to the President on the Check Request Form for reimbursement or payment. Travel related expenses incurred after approval must be submitted to the President on the Travel Expense Report. The Check Request Form and Travel Expense Report are available in the Committee & Leadership Manual and they are also published on the MACRAO web site at <http://www.macrao.org/Committees/Committees.asp>.

All expenses are to be submitted for reimbursement within 45 days of the occurrence.

Receipts/invoices are required with the Check Request Form. All travel related expenses, including mileage, require a Travel Expense Report with the appropriate documentation attached. Requests should be submitted through the Committee Chair to obtain his/her signature before forwarding to the President for signature and payment. Reimbursement is generally quite prompt if the form is complete and the required receipts and documents are provided. Committee Chairs submitting Check Requests/Travel Expense Summaries for non-MACRAO members should keep in touch until the request has been paid and payment has been received. Routine committee expenses incurred by the Chair or committee members in doing MACRAO business are generally absorbed by the member's home institution. Secretarial and clerical expenses are also excluded unless approved in advance. MACRAO members are requested to have their institutions cover any mileage, meals, or other travel expenses where possible.

***Important:** Only the *President* may sign contracts or commit MACRAO to a financial obligation. Expenses submitted for payment or reimbursement *without* prior approval will not be granted.

EVENT PLANNING, TRAVEL GRANTS & COMP ROOM ASSIGNMENTS

Committees planning to host a workshop need to post the program onto the MACRAO event planning software (Cvent). Postings and updates need to be coordinated with the MACRAO Membership Coordinator. Appropriate lead time and planning is necessary for all postings.

Committee Chairs and Co-Chairs may budget for two travel grants for their events. Guidelines for issuing these travel grants should be clearly written and be *approved by the BOD in advance*.



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Should an overnight event be held and hotel comp rooms are received, these rooms should be given out to individuals in the following order: 1) guest speaker (speaker from a non-MACRAO member institution or AACRAO speaker), 2) travel grant recipients, 3) BOD members, 4) hosting committee Chair and Co-Chair, and 5) hosting committee members. A list of all comp rooms and respective assignments must be submitted to the BOD for review and approval prior to giving the comp room.

CALENDAR OF COMMITTEE EVENTS, ACTIVITIES AND DEADLINES (Tentative)

November

- Annual Conference/Annual Business Meeting
- Committee meeting at or shortly after the annual conference
- Outgoing and incoming Chairs meet to discuss transition

December

- Leadership Summit for Chairs and Co-Chairs
 - Strategic Planning
 - Begin discussions for committee workshops/activities dates and locations
 - Budgeting
- Finalize committee membership and roles for upcoming year
- Update necessary manuals/forms for upcoming year

January-February

- Obtain necessary contract approvals once workshops dates/locations are confirmed
- Begin discussions for annual conference sessions and workshops
- Solicit membership for annual conference sessions/workshop proposals

March-August

- Plan and/or conduct workshops, activities per committee goals and objectives
- Begin to work on session/workshop proposals online for Conference Committee approval
- Plan for annual conference session presentations
- Submit Check Requests to President for payment/reimbursement

September

- Submit names for nomination of committee membership and incoming Chair/Co-Chair to the President-Elect for review by the BOD
- Continue workshops and activities per committee goals and objectives
- Finalize preparations for annual conference sessions with President-Elect and Conference Committee Chair
- Committee Year-End Reports due to the President-Elect for distribution at the annual business meeting

October

- Submit all outstanding Check Requests, except for those associated with the annual conference to the President for payment or reimbursement



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ANNUAL CONFERENCE

The annual conference is MACRAO's top priority activity, as it provides the main opportunity for the exchange of ideas and the professional growth of individual members. The business of the Association is also conducted here at the annual business luncheon meeting.

The three groups who play major roles in assembling the annual conference are the Conference Committee, MACRAO committees, and the Board of Directors. Reporting to the President-Elect, the Conference Committee Chair is the primary event planner. The Conference Committee Chair may recommend names of members for the BOD to appoint to the Conference Committee to assist with conference planning and oversight. The President-Elect works very closely with this committee to ensure the conference's ultimate success.

The Conference Committee Chair, in collaboration with his/her committee, develops the theme for the meeting, the program, manages the registration process, is the liaison with the hotel/conference facility and is responsible for the fiscal accounting for registrants, exhibitors, and sponsors. He/she is responsible for final confirmation, in writing, of all program participants and for monitoring any contractual requirements. Committee Chairs and members provide leadership and coordination for the program sessions and workshops. They contact and confirm speakers and ensure their preparation for their sessions, submit required budget/check request forms, identify moderators (who introduce speakers and collect evaluations, if applicable) for each committee-sponsored session, and ensure that session materials are provided for the attendees. Every effort must be made to avoid canceling a session once it is included in the program. If replacements for speakers, panel members or moderators are required, it is the committee's responsibility to identify them and contact the Conference Committee Chair immediately to make the necessary change(s). The BOD or other committees may assist in identifying replacements, if necessary.

The Board of Directors, through the President-Elect, maintains oversight of the annual conference at its regular meetings. It assures that the needs of the membership are met in program applicability and interest; approves the budget, registration fees, publication costs, and honoraria; approves the meeting program and format submitted by the Conference Committee Chair; and assures fiscal responsibility in accounting and reporting of income and expenses.



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GUIDELINES FOR HONORARIA

Committee members are encouraged to seek presenters, in addition to MACRAO members, who will participate in the meeting as a professional commitment, such as professionals from the State Government, Michigan Department of Education, individual schools or colleges, or testing agencies and absorb their own expenses. Any honorarium that is paid must be preapproved via the appropriate form (refer to “Funding-Expenses and Reimbursement” section).

Individuals making professional presentations at the annual conference or a MACRAO-sponsored event *may be* eligible to receive an honorarium and/or expenses, subject to the following:

- the individual is NOT a member of MACRAO and is not an employee of a MACRAO member institution
- the individual is NOT an admissions or records professional
- the individual does NOT represent a vendor
- the individual would not otherwise have a reason to attend the meeting or event

BOD approval is required to give an honorarium. If the individual will be attending the entire event or meeting in addition to his/her presentation, registration and registration fees will be required.

MACRAO will cover the associated travel costs for sending its representative to the annual conference with the understanding that MACRAO provide a complimentary hotel room and conference meals.

The Board of Directors reserves the right to make an exception to the honoraria policy due to extraordinary circumstances.

GUIDELINES FOR ADMINISTERING MACRAO WORKSHOPS

Proposals for pre-conference workshops as part of the annual conference must be submitted through the Conference Committee Chair for consideration by the BOD. These proposals should be submitted at the same time as the other session proposals. If approved by the BOD, announcements and financial administration of workshops will be handled by the Conference Committee as part of the annual conference planning. The Conference Committee Chair will work with the sponsoring committee to develop registration material, locations and food requirements for the workshop. Workshops which do not achieve a critical registration number to cover expenses may be subject to cancellation pending the judgment of the BOD.

Proposals for free-standing workshops at times other than the annual conference or an ongoing committee activity should be submitted to the BOD for approval. The same guidelines are followed for these workshops as for pre-conference workshops. Costs must be covered entirely by registration fees charged. Workshops which do not achieve a critical registration number to cover expenses may be subject to cancellation pending the judgment of the BOD.



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GUIDELINES FOR MACRAO PROPOSALS AND RESOLUTIONS

A written proposal or resolution should be concise and clear, stating what is to be accomplished, who will complete the work, the cost, and the length of time required to complete the project. The proposal should be factual, avoiding any generalizations; redirection and/or rewriting may be required.

The following is an outline of required proposal or resolution sections:

1. **Introduction and Objectives:** Summarize why the committee feels the proposal or resolution is required and what the benefits will be to the Association.
2. **Summary:** Make a brief statement of the major features or structure of the proposal, providing an objective judgment of the importance of the project.
3. **Need:** Establish the need for the project or resolution indicating why and how it has not been satisfied by another group or association. Review procedures and survey other associations for activities which might duplicate this project.
4. **Methods:** Indicate the activities to be used to achieve the desired results. Cite milestone dates for completion of portions of the project, if applicable.
5. **Survey Forms:** Attach any survey forms which will be used, if applicable.
6. **Evaluation:** Present a plan to describe a way to measure the degree to which the project has met its stated objectives and the benefits achieved.
7. **Dissemination:** Describe to whom the findings will be sent and how; will it be a written report, special program, meeting session, or some other method.
8. **Budget:** Break down the costs associated with the project by category. Indicate if separate publication funds are needed. Indicate any travel costs, number of individuals involved, support staff costs, supplies, etc.
9. **Time Schedule:** A timeline or table should be included to indicate when meetings or events are scheduled and when the proposal is targeted for completion.

Proposals or resolutions should be submitted to the President for screening and/or advice. The President will submit the proposal or resolution to the Board of Directors at least one month in advance of the next BOD meeting when a discussion will occur.



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COMMITTEE ANNUAL REPORT FORMAT AND SUGGESTED CONTENTS

The Committee Chairs should submit their Committee Annual Report to the President-Elect by the end of September. The President-Elect will compile all reports and will post on the MACRAO web site prior to the annual conference. A small supply of reports will be made available at the annual conference.

Each annual report should contain the following:

- List of Committee Members
- Projects that have been worked on throughout the year
 - list what the projects were
 - list the work that was put into the projects (research, etc.)
 - list the current status is of the projects
- Conference and/or Workshops
 - list the name of the conference or workshop
 - list the theme and location of the conference or workshop
 - list the number of attendees
 - list special sessions and/or keynote speaker
- Any other accomplishments committee or committee members achieved
- Recommendations for the future with respect to committee member involvement, projects and conferences or workshops

Committee Annual Reports are posted on the MACRAO web site at:

<http://www.macrao.org/CommitteeMinutes/CommitteeMinutes.asp#CommitteeReports>