

**2000  
WACRAO  
Handbook**

## FOREWORD

This is the twelfth printing of the WACRAO Handbook. Not only will it be of special value to officers and committee members with its delineation of responsibilities and suggested timelines, but also it will provide for all WACRAO members a better perspective of their organization and its history.

This document will be maintained by the WACRAO Secretary from minutes of the Executive Committee meetings, the annual Business Meeting, and from information submitted by officers and Committee Chairs at the end of their terms of office. At the conclusion of the Secretary's term, the Executive Committee will determine if a revised edition is needed prior to the Annual Conference to keep the publication current. All substantive changes are reviewed and approved by the Executive Committee.

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## **WACRAO HISTORY IN BRIEF**

A record of the "first annual meeting" of what would eventually become the Wisconsin Association of Collegiate Registrars and Admissions Officers does not exist. However, it is known that the first meeting of registrars in Wisconsin took place during 1927-28 and was called by C.A. Smith, Secretary of the faculty, and Frank O. Holt, Registrar, both from the University of Wisconsin. In this span of nearly 70 years, Wisconsin can claim one president of AACRAO, Frank Holt, who was elected at Cincinnati in 1934 and served during the year 1934-35.

Prior to 1934, the American Association of Collegiate Registrars Bulletin, the predecessor of College and University, did not list the officers of the state associations. In 1934, E.T. Smith of Stevens Point Teachers College was listed as president of the Wisconsin affiliate, and he is generally recognized as the first president of the Association.

The first available documented record of an annual meeting dates from December 12, 1947, when the Association held its meeting at the University of Wisconsin in Madison. Until 1960 the annual meetings were limited to one day. They usually consisted of one or more presentations on subjects of current interest or concern, a business meeting and election of officers, and a luncheon which often featured an official from AACRAO as the speaker. The Association functioned without benefit of a formal constitution until 1958. In that year a committee chaired by L.J. Lins was appointed to draft a charter, and its basic recommendations for a constitution and bylaws were adopted at the Annual Conference in Oshkosh in October 1958.

In January 1961 the Executive Committee established a structure that provided for four standing committees in the areas of foreign credentials, records and machine processes, microfilming, and transcripts. In 1964 this structure was further refined when the membership authorized five committees: School-College Articulation, Records, Admissions, Research and Data Gathering and Inter-Institutional Communications. In 1983 the Association saw its first EEO representative appointed. In November of 1988 EEO activities were further recognized with the appointment of a standing committee. As of 1996, the standing committee structure consists of the following: Admissions Policies and Practices, Equal Educational Opportunity, Inter-Collegiate and Inter-Agency Relations, Records and Registration, and Research and Data Gathering.

The evolution of the committee structure in the 1960s led to two developments: (1) the formation of formal breakout sessions organized along topical lines, and (2) what had been known as the "annual meeting" gave way to a conference format in which the business session is but one component among several elements associated with the conference.

The first two-day conference was held at Eau Claire in October 1960. This set the pattern for about fifteen years. The 1970s saw the expansion of the Annual Conference to include Wednesday afternoon and the inclusion of several more program sessions spaced over the remaining two days. Beginning in 1994, the Annual Conference shifted from a Wednesday-Friday pattern to a Monday-Wednesday format. However, the membership was not entirely satisfied with this arrangement, and a committee was appointed in late 1995 to review the conference dates. After a poll of the membership, the committee recommended that a period from late October extending into early November was the preferred time to hold the conference. Following additional deliberations by the Executive Committee, the first week in November was selected but the day pattern reverted back to a Wednesday-Friday pattern in 1997.

The difficulties experienced in determining a suitable meeting time are not new to the Association. Over the last 30 years at least, various meeting dates from mid-October to early November have been tried in the hope of striking an acceptable balance between the needs of both admissions officers and registrars.

The Association sponsored a MODS Workshop in Milwaukee in 1973. Other workshops dealing with personnel and time management and issues of particular interest to clerical and support personnel have been conducted. In addition, a workshop on athletic eligibility has been held. More recently, annual workshops have been held to keep members updated on policies and procedures related to veterans benefits.

In 1968, Donald D. Jorgenson of WSU-Oshkosh was appointed as the first editor of a newsletter. The first four-page issue made its appearance in March 1969 under the title of WACRAOBATS. When Fred Sperry assumed the editorship in the fall of 1971, the name WACRAO Newsletter was adopted and that title has continued to this day. George A. Lehner, UW-Whitewater, succeeded Fred Sperry in the fall of 1972. He, in turn, was succeeded by Roman S. "Steve" Gawkoski of Marquette University, in the fall of 1975. Steve Gawkoski continued as editor until the fall of 1993. During the 18-year span, the Newsletter underwent many significant changes in both content and appearance. Tom Johnson of UW-Madison succeeded to the editorship in time to publish the Fall '93 issue.

In the fall of 1991 the Association published an Admissions Ethics Statement and distributed it to all high schools and post-secondary educational institutions in Wisconsin. This document was the product of the ad hoc Committee on Ethics Recruitment comprised of WACRAO members.

Three joint conferences with the Illinois Association (IACRAO) have been held, the first in 1963 at the Wagon Wheel in Rockton, Illinois, the second in 1977 in Milwaukee, and a third at Rockford in 1982. Beginning in April 1992 in Dallas and continuing each year since then, WACRAO joined with the Upper Midwest Association (UMACRAO) to host a joint UMACRAO/WACRAO reception at the Annual Conference of AACRAO. In addition, official representatives have been exchanged at the respective annual conferences of UMACRAO and WACRAO each year. Possible joint projects involving the two associations are under consideration.

In March of 1995 the officers and committee chairs and some selected "old hands" held a two-day retreat to reexamine the mission and goals of the Association and revise and update the constitution as needed. The revisions to the Constitution were adopted unanimously at the annual business meeting in November of that year. The retreat was a "first" for WACRAO and was organized under the leadership of then President Richard Schumacher.

In 1997 Statistics Analyst, Roger Fleming, began providing WACRAO Fall Enrollment and Degrees Conferred reports electronically. An ad hoc Professional Development Committee was established. Their first staff development workshops were held in the summer of 1998.

The WACRAO web site was officially established in August 1998 with Glenn Peterson as the first manager.

Alex Kaleta  
Historian

# WACRAO HANDBOOK AND MANUAL FOR CONFERENCE PLANNING

## I. INTRODUCTION

This manual is intended as a comprehensive reference for WACRAO officers and committees in planning and conducting association business, including the Annual Conference.

It provides information on WACRAO administrative structures, committee appointments and responsibilities, conference activities, authorized expenses and required reports. A report form is included for recording and reporting Committee activities.

Suggested annual schedules for officers and committees provide a useful reference for those who are new to their responsibilities.

A WACRAO organization chart, the Constitution and Bylaws are also provided as resource material.

## II. WACRAO COMMITTEE STRUCTURE

### A. General

WACRAO conducts its most important business by means of committees. Knowledge of the committee structure and the responsibilities of all committees is essential for anyone exercising leadership in the association because it will reveal the organizational and administrative structure of the association and assist in overall coordination and planning.

It is of particular importance for Committee Chairs to familiarize themselves with the functions and responsibilities of the Executive Committee, since these are important in structuring the work of all committees.

### B. The Committees

#### 1. Executive Committee:

- a. Consists of the current officers, the immediate Past President and the Newsletter Editor.
- b. Advises the President on all matters of association business.
- c. Is constitutionally charged with these specific activities:
  - 1) To appoint a Newsletter Editor. This should be a first item of business following the annual election of officers.
  - 2) To determine the dates and place of Annual Conferences.
    - (a) This should be done at least two years in advance in order to notify the membership and allow for local arrangements contracts and coordination.
    - (b) Annual conferences are rotated around the state.
  - 3) To approve final arrangements for the Annual Conference, which is usually scheduled to end on the first Friday in November. The program, local arrangements, conference fee, and expenditures of all types in connection with the Annual Conference are reviewed. The dates for the Annual Conference through the year 2004 are as follows:

2000	November 1 - 3
2001	October 31 - November 2
2002	October 30 - November 1
2003	November 5 - 7
2004	November 3 - 5

- 4) To investigate and approve or deny applications for membership in the Association.

- 5) To appoint individuals to fulfill the unexpired terms should a vacancy occur in the offices of President-elect, Secretary or Treasurer. In event the Presidency becomes vacant, the President-elect assumes that office in addition to that of President-elect.
- 6) To monitor voting procedures and voting at Annual Conferences. Although not a constitutional charge, this will increasingly become an Executive Committee function. Only the two institutional representatives from member institutions are authorized to vote at Annual Business Meetings, but ALL members may participate, deliberate, speak on motions or initiatives and nominate persons for office. For this reason the Executive Committee must take necessary action to secure the voting process and to verify, tally and report the institutional votes.
- 7) To advise on and authorize all fiscal commitments prior to any action creating a contractual obligation on the part of the Association.

2. Nominations Committee:

- a. Consists of the last three Past Presidents active in the association, with the Chair being the member with seniority in years since serving as President.
- b. Is responsible to identify and select nominees for the elective offices from the designated institutional representatives (2 from each institution) of the association and submit these to the membership at the annual business meeting:
  - 1) Nominees must have agreed to serve if elected.
  - 2) Each slate should consist of no more than two nominees each for the offices of President-elect and either a Secretary (odd numbered years) or a Treasurer (even numbered years).
  - 3) The slate of nominees should be made known to the President as soon as it is finally determined and prior to the opening of the Annual Conference. Executive Committee approval is not required.
  - 4) Nominations from the floor will be permitted during elections.

3. Honorary Membership and Awards Committee

This committee consists of the last three Past Presidents still active in WACRAO following service on the Nominations Committee and is chaired by the most senior member.

It may be necessary for a Past President to serve concurrently on both the Nominations Committee and The Honorary Membership and Awards Committee if Past Presidents are not in WACRAO for six years after serving as president. The Committee is charged with identifying and recommending former members for honorary membership and current members for certificates of appreciation. Individuals no longer eligible for active membership in WACRAO may be recommended for continued affiliation as honorary members. This honor is reserved for persons who are both retiring and leaving the profession after at least ten years of service, and who have made significant contributions to the profession and to WACRAO. All nominations for honorary membership must be presented to the Executive Committee not later than the summer meeting of the Executive Committee; all nominees for honorary membership are subject to approval by the Executive Committee.

Significant contributions will be defined as, but not limited to:

- a. Service as a WACRAO officer
- b. Service as a Local Arrangements Chair or committee member
- c. Committee service
- d. Program presenter
- e. Program moderator/recorder
- f. Other professional activities, publications, etc.
- g. Regular attendance at Annual Conferences
- h. Participation in AACRAO

The Committee is responsible to reference the list of member participation and each year at the June Executive Committee Meeting identify those members who are to receive the 10-year and 25-year pins.

The chair maintains the supply of 10- and 25-year pins and passes that inventory on to the succeeding chair. The president should be informed when the supply of 10 year pins drops below 12 and the number of 25-year pins drops below 5 to approve reordering.

A compilation of information about participation of members in WACRAO is maintained by the Historian, and it is a good resource document for consideration by the committee. This list of WACRAO involvement should be forwarded to the individuals who will serve as presenters of honorary members at the Annual Conference.

The President sends a letter of invitation to the Annual Conference to the honorees and a spouse/guest (Reference the Local Arrangements section for detailed information about conference attendance).

Recognition may be given to retiring individuals in their last year prior to retirement if they have formally/officially announced retirement. Otherwise, honorary memberships will be conferred in the year following retirement.

A Certificate of Appreciation may be awarded to nominees on the basis of service to WACRAO as approved by the Executive Committee. For example, those individuals leaving the profession but not retiring are eligible for a certificate.

#### 4. Annual Program Committee

- a. Consists of the Chairs of the appointed standing committees (prescribed in Article V, Sec. 4 of the Constitution), and the President-elect who chairs the committee.
- b. Assists the President-elect in all arrangements for the Annual Conference program, final arrangements for which must have Executive Committee approval.
- c. Fulfills other responsibilities of the appointed Committee Chairs as listed under the section on Appointed Committees.

#### 5. Appointed Committees

- a. These appointed committees are mandated by the Constitution:
  - 1) Admissions Policies and Practices
  - 2) Equal Educational Opportunity
  - 3) Intercollegiate and Interagency Relations
  - 4) Records and Registration
  - 5) Research and Data Gathering
- b. Members are appointed by the President-elect who also appoints the Chairs from among members who have had at least a year's service on the committee.
- c. Members are appointed to three-year terms. They must have current membership in WACRAO.
- d. Each committee consists of six members with two new members appointed each year. If a resignation occurs, a replacement is appointed to fill the term.
- e. Service on these committees provides direct participation in the major functions of the Association. Members thus have direct impact on the annual programs over a three-year period.
- f. The Nomination Committee uses annual committee activities reports to identify individuals with significant committee services for association leadership positions.
- g. Appointed committees are each individually charged as follows:
  - 1) To develop specific program initiatives in their functional area for review by the Program Committee.
  - 2) To develop, conduct and report such programs as may be approved by the Program Committee and the Executive Committee for the Annual Conference.
  - 3) To initiate, develop, conduct and report on other appropriate program activities in the functional area as assigned or approved by the Executive Committee including workshops, publications,

position papers and other activities of general interest and benefit to the membership. Executive Committee approval is required before financial commitments are made.

- 4) To present a summary report of committee activities and accomplishments in writing to the Secretary at the conclusion of the business meeting.

### **III. FINANCIAL POLICIES & PROCEDURES**

- A. The Executive Committee should attempt to keep a financial balance of the equivalent of two years' operating costs for the organization.
- B. The fiscal year will be from the Annual Conference to the Annual Conference with one report made to the organization at the business meeting of the Annual Conference and published in the conference proceedings.
- C. In January, the Conference Local Arrangements Committee will forward to the Executive Committee a full report of income and expenses from the Annual Conference which will be included in the Treasurer's report at the subsequent annual business meeting.
- D. Committee Meetings
  1. Use of teleconference, fax, and email in program planning is encouraged for most committee business, as these are both effective and economical. One in-person meeting per year may be advisable in order to ensure that all pertinent matters for the annual program have been accomplished.
  2. Committee Chairs should make every effort to hold meetings at locations as convenient as possible for the committee members. Committee meetings, if at all possible, should be completed the same day and committee members should attempt to coordinate travel to meetings. Overnight committee meetings must be approved in advance by the President-elect.
  3. Each Committee Chair must obtain from the Executive Committee advance approval for any activities such as publications, projects, workshops and studies which will result in charges against the WACRAO budget. Two hundred dollars will be allocated to each standing committee and to the program committee for travel and conference calls.
- E. Annual Program
  1. Institutions hosting the Annual Conference may have support staff attend for a \$20.00 per person fee which includes program sessions and breaks, but not the meals.
  2. Non-participating spouses and guests attending the conference are expected to pay for meals.
  3. Refunds of registration fees should be authorized only if the request has been received at least 72 hours in advance of the conference.
  4. Affiliate members who sponsor a meal function at the conference should have their registration fee paid by WACRAO.
  5. Minority members attending their first Annual Conference may apply for a waiver of conference registration fees.
- F. Reimbursement Policy
  1. The Executive Committee at the first meeting following the Annual Conference will specify the mileage rate and maximum per diem for committee activities. Mileage will be reimbursed at the highest of the UW

System rates in effect. It will be each Committee Chair's responsibility to oversee the use of these funds and approve the vouchers for payment.

2. WACRAO reimburses committee members, insofar as possible, for reasonable expenses incurred in attending meetings other than those scheduled in conjunction with either the Annual WACRAO or AACRAO Conferences.
3. WACRAO Local Arrangements will cover conference expenses for each honorary member and meals for a guest. Lodging and travel expenses are not included.
4. WACRAO will cover the travel expenses for the individual attending the UMACRAO Annual Conference.
5. Procedures on Reimbursement
  - a. Committee Chairs should use a copy of the enclosed expense form to authorize reimbursement. It may be copied or additional forms may be obtained from the Treasurer. Forms are to be individually submitted by each committee member.
  - b. Receipts for expenditures such as hotel bills and travel costs other than mileage for attending meetings must be attached to the expense form.
  - c. Completed expense forms and receipts are routed in turn to:
    - 1) Committee Chair
    - 2) President
    - 3) Treasurer

G. Federal Internal Revenue Service ID Number is 39-1438097

#### **IV. RESPONSIBILITIES OF ELECTED OFFICERS AND APPOINTED POSITIONS**

##### **A. PAST PRESIDENT**

1. Participate as a member of the Executive Committee.
2. Serve as special counsel to the President.
3. Provide a historical perspective to current issues being addressed by the Executive Committee.
4. Coordinate special projects as requested by the President.
5. Serve as a member of the Nominations Committee.

##### **B. PRESIDENT**

1. Serve as the regional representative to AACRAO. Assist in getting WACRAO members nominated for committee service and, as appropriate, for AACRAO offices. Emphasize the worth of this service and assist in getting the necessary forms filed in a timely manner. Correspondence and forms for this will be received from AACRAO during the year. Copies of these should be sent to the Newsletter Editor for publication.
2. Attend any regional Executive Committee meetings held in this area. Be prepared with agenda items, initiatives and recommendations for AACRAO.
3. Represent WACRAO by attending the AACRAO President's Reception for Regional Presidents, the AACRAO session for Presidents and Presidents-elect, and by assisting at the welcome table for new members.

4. Arrange the WACRAO hospitality hour at the Annual AACRAO Conference. This is normally held in the convention hotel and catered (cash bar), but arrangements must be approved by the Executive Committee. Information will be received from AACRAO on reserving a room well in advance of the conference. The reception has been held jointly with UMACRAO with each paying half. Responsibility for arrangements alternate between the two presidents: WACRAO on even years, UMACRAO on odd years.
5. Get a commitment as soon as possible for a Newsletter Editor. Appointment is made by the Executive Committee at the first Executive Committee meeting of the year.
6. Identify a city with the Executive Committee for the conference at least two years in advance. This action should be taken at the first meeting with a Site Selection Chair appointed shortly thereafter.
7. Review the membership dues.
8. Ensure that the WACRAO Membership Directory is published by the Treasurer and is available at the Annual Conference. It should be updated after all dues are paid and voting members are designated by member institutions. Submit to the Treasurer any revisions to the list of WACRAO committees after the Annual Conference for publication in the new Membership Directory.
9. Ensure that the WACRAO Constitution and Bylaws are current. When necessary, have revised copies distributed to the membership. Normally this is done on a two year cycle. Extra copies should be made available to the Secretary for distribution as requested.
10. Schedule three or four Executive Committee meetings per year in addition to the meeting at the Annual Conference. Choose a location that best accommodates all members. Provide expense reimbursement forms for mileage. Overnight expenses may be reimbursed if the distance traveled warrants. The Treasurer normally will write checks at the close of the meeting for all reimbursements and to the restaurant for lunch.
11. Coordinate the New Member Orientation Session at the Annual Conference. This is usually scheduled for late Wednesday afternoon. The format is optional.
12. Prepare and distribute the agenda for the annual business meeting. Copies should be mailed in advance to all Executive Committee members and persons responsible for reports. Distribute copies to the general membership at the meeting. Obtain a parliamentarian for the meeting to be introduced after the call to order.
13. Ensure that recognition plaques are prepared for presentation at the Annual Conference to the outgoing President and Secretary or Treasurer and to individuals receiving honorary membership when applicable. Ensure that certificates of appreciation are prepared for presentation at the Annual Conference to the Local Arrangements Chair(s) and to individuals receiving recognition for outstanding contribution when applicable. Ensure that longevity pins are prepared for presentation at the Annual Conference to individuals receiving recognition for 10 and 25 years of membership. The Treasurer holds the supply of plaques and certificates and arranges for engraving, printing and framing.
14. Invite those individuals receiving honorary membership awards to the Annual Conference. Inform them and the Local Arrangements Chair that their conference registration fee and that of their guest will be waived, when the award will be presented, and that they are welcome to participate in the entire conference.
15. Appoint a member to fill the positions of Legislative Liaison, ACT Liaison, SAT Liaison, WEF Liaison and Historian for the next year immediately prior to or during the Annual Conference.
16. Appoint a chair of the Annual Conference Site Selection Committee.

17. Appoint members to the Conference Evaluation Committee.
18. Ensure participants at the annual business meeting are notified in advance. Send a Report of Committee Activities form to Chairs to be completed and sent to Secretary.
19. Co-host orientation of new committee chairpersons.
20. Submit to the Secretary any revision to this list of responsibilities before leaving office.

C. PRESIDENT-ELECT

1. Meet as early as possible with the outgoing President-elect for purposes of receiving information, materials, and guidance concerning the duties and responsibilities of the President-elect.
2. Read the WACRAO Committee Handbook and Constitution and Bylaws.
3. Work with ad hoc Professional Development Committee to develop workshops.
4. Review and carry out as closely as possible the following calendar of events leading up to the Annual Conference:

President-Elect Schedule of Events & Time Frame For Completion

1. Send a note of welcome to the new Committee Chairs with a brief outline of the tentative calendar for the year. Set up an orientation for new Chairs. Invite new Chairs, prior Chairs, and Executive Committee.	November
2. Contact the Conference Evaluation and Assessment Committee to confirm status of evaluations from the previous conference and to determine if the members are willing to continue in their role; if not, appoint new members as needed.	December
3. Local Arrangements Chair and President-elect confer on general plans for the conference so items needing an early decision can be addressed i.e. vendor trade show, conference theme, keynote speaker, and conference site strengths/weaknesses. There is no honorarium for the Keynote speaker, unless approved as an exception to policy by Executive Committee. The Federal Internal Revenue Service ID number is 39-1438097.	
4. Report from the Local Arrangements Chair of the previous meeting is received and prepared for the first Executive Committee Meeting.	
5. Standing Committee Chairs and President-elect meet to discuss previous program evaluations, possible topics, committee expenses, the planning schedule and other conference related concerns. Initial session topics should result from this meeting. Distribute blank session proposal forms to Chairs. Suggest three names of AACRAO members in priority sequence who would best complement the planned sessions; identify an area of expertise wanted.	January
6. Standing Committee Chairs contact their committee members concerning their committee's responsibilities for programming - namely to sponsor and support approximately five program sessions.	February
7. Each standing Committee Chair should hold a meeting or telephone conference to decide on the specifics of each session. (In-person meeting should not require overnight accommodations). WACRAO will not pay an honorarium or travel expenses for session presenters without prior approval of the Executive Committee.	February/ March
8. Standing Committee Chairs are to report to the President-elect on the session proposal forms the preliminary details of the program sessions that will be developed and sponsored by the committee, along with the names of participants and preferred time modules. President-elect may assist in assignment of recorders to encourage participation by those who have not previously been involved; use the participation roster from the WACRAO Historian.	Mid-March

9. The preliminary program including all requested honoraria or travel expenses is presented at the March Executive Committee meeting by the President-elect. The AACRAO representative names are finalized for submission to AACRAO prior to its Annual Conference in April.	March
10. If necessary, President-elect meets in person with the standing Committee Chairs to discuss sessions and establish the final program arrangements.	April
11. President-elect meets with Local Arrangements Chair to prepare a presentation of final program session plans for WACRAO Executive Committee. Welcome and invite the AACRAO representative to the Executive Committee Meeting at the Conference once the representative is identified.	May/June
12. President-elect reports back to standing Committee Chairs regarding any additional suggestions and confirms the final program.	
13. Final program information is transmitted by President-elect to Newsletter Editor for inclusion in the WACRAO Newsletter and to the Local Arrangements Chair for preparation of the advance registration materials. Follow up with changes.	Late July
14. Either the President-elect or the Committee Chairs should contact all individuals involved with the program sessions, including the moderator and recorders, with a brief outline of responsibilities of each. All equipment needs for sessions are identified and sent to Local Arrangements. Send a copy of the AACRAO Guidelines for Professional Presentations to all WACRAO presenters.	August/Sept
15. Coordinate an orientation program for members appointed as chairs of standing and ad hoc committees for the following year. The program should include a review of responsibilities, time lines, financial guidelines, and helpful advice for effective committee leadership.	Late summer or early fall
16. President-elect appoints moderators/recorders for the Management Sessions. They are selected from institutions involved in or near to the conference site. They must solicit topics from the membership, publish an agenda and record the session for the Newsletter. The UW-System moderators will work with appropriate individuals from UW-System Administration for this meeting and for the spring and summer meetings.	September
17. Coordinate the new member orientation session with the President and the Local Arrangements Chair. Put this session in the conference program. The President is responsible for this session.	
18. Local Arrangements Chair mails out the Annual Conference advance registration materials.	
19. President-elect submits to the Local Arrangements Chair any program changes, names of committee members and other pertinent information for the printed program as they are available so the final printed program will be as accurate as possible. Local Arrangements Chair sets final cut-off date for printing.	Early Sept. To Mid-October

5. Sometime during the summer and prior to the Annual Conference, determine the new member appointments to next year's committees by using the WACRAO Participation Roster and name a Chair. The Chair is normally one of the two committee members who will be serving their final year of a three-year term. Per the constitution, there should be two persons for each of the three years so continuity is maintained. If a committee member resigns, the replacement should complete the term of service of the original member. Provide the new members and the Chair with a copy of the WACRAO Handbook which includes the Committee's charge.
6. President-elect announces at the business meeting each committee's members and the chair for the past year. Also identifies members leaving, members starting, and the new chair.
7. Hold new Chairperson orientation. President and President Elect invite new committee chairpersons, most recent committee chairpersons and members of the Executive Committee to attend the orientation. President gives an overview of the structure of WACRAO; President Elect provides a list of duties for the chairs and the timeline for conference planning. Outgoing chairs and Executive Committee members provide continuity and guidelines.

8. Arrange with the Treasurer to have a Certificate of Appreciation prepared and framed for recognition of the Local Arrangements Chair at the Annual Conference. When applicable, arrange with the Treasurer to have a Certificate of Appreciation prepared and framed for recognition of a member's outstanding contribution to WACRAO at the Annual Conference. The Treasurer holds the supply of certificates.
9. Arrange with the Treasurer to have a plaque engraved for recognition of the outgoing President at the Annual Conference. On alternating years a plaque will also be needed for the outgoing Secretary or the Treasurer. When applicable, arrange with the Treasurer to have a plaque engraved for recognition of individuals receiving honorary membership at the Annual Conference. When applicable, arrange with the Treasurer to have an appropriate 10 or 25-year pin available for recognition of an individual's years of membership at the Annual Conference. The Treasurer holds the supply of plaques and pins.
10. Coordinate with the Local Arrangements Chair the arrangements to meet the AACRAO representative per the instructions in the local arrangements section and in the AACRAO Handbook for the Regional Association Presidents Council.
11. Prepare with the Local Arrangements Committee and the President the agenda for the opening session, including the introduction and hosting of the keynote speaker. Be certain that the approved honoraria are available for guest presenters.
12. Prepare a folder of pertinent correspondence, information, and materials to pass on to the incoming President-elect at the Annual Conference.
13. Prepare a brief agenda of those items to be discussed, presented, and/or announced at the Annual Business Meeting upon assuming the position of President. Be aware that new business may arise from the floor.
14. Organize an audit of the treasury at the Annual Conference in which a new Treasurer is elected. By Executive Committee action, this auditing team should consist of the new President, the new Treasurer, the Treasurer just completing the term and the previous Treasurer.
15. Submit to the Secretary any suggested updates to this list of President-elect responsibilities before leaving office.

#### D. SECRETARY

1. Maintain a record of the meetings and activities of the WACRAO Executive Committee.
2. Report the activities of the WACRAO Executive Committee to the editor of the WACRAO Newsletter for publication.
3. Record the proceedings of the annual business meeting held during the Annual Conference.
4. Report the proceedings of the annual business meeting to the editor of the WACRAO Newsletter for publication.
5. Maintain records of other activities of the Association as the Executive Committee deems advisable.
6. Maintain a supply of the "WACRAO Constitution and Bylaws" publication for distribution to members upon request.
7. Update the WACRAO Handbook from:
  - a. Actions approved by the Executive Committee
  - b. Actions approved at the Annual Business Meetings
  - c. Revisions to responsibilities of officers and Committee Chairs as updated when their terms expire.

8. Review the updates to the Handbook with the Executive Committee at its summer meeting held during the second year of the Secretary's term. Determine if a revised Handbook needs to be published prior to the Annual Conference.
9. Forward to the Historian copies of the written committee reports as presented at the annual business meeting.

#### E. TREASURER

1. Maintain a record of all fiscal matters as directed by the Executive Committee.
2. Confirm an annual budget with the Executive Committee at the first meeting each year.
3. Provide a fiscal accounting to the Executive Committee at each Executive Committee meeting during the year in a format consistent with established guidelines of the Committee.
4. Mail the membership and dues statement to each institution and Affiliate Member in early June with a due date of August 1.
5. Publish the WACRAO Membership Directory, an up-to-date listing of the paid membership, including name and title changes. Only paid memberships should be published in the directory. The WACRAO Membership Directories are to be distributed at the Annual Conference following the Business Meeting.
6. Provide a master set of members names, titles and addresses to Newsletter editor, Historian, and Local Arrangements Chair by September 1 based on payment of annual dues
7. Pay all bills as authorized by the President.
8. Arrange to have plaques prepared for outgoing Executive Committee officers and for honorary membership recipients. Arrange to have Certificates of Appreciation prepared and framed. The Treasurer is responsible for ordering all plaques, certificates and pins which will be presented at the Annual Conference.
9. Provide a complete year-end fiscal report, including the previous conference, to the membership at the Annual Conference. The fiscal year is from Annual Conference to Annual Conference. The report should include a reference to the Executive Committee's goal of maintaining a budget balance equivalent to two years' operating expenses.
10. Prepare materials for the audit to be conducted by the new President, the new Treasurer and the previous Treasurer at the Annual Conference corresponding to the end of the term of office.
11. Submit to the Secretary any revisions to this list of responsibilities before leaving office.

#### F. NEWSLETTER EDITOR

The basic mission of the editor of the WACRAO Newsletter is to publish four issues of the newsletter yearly. The primary content of the newsletter is news stories about institutions of higher education in Wisconsin, Executive Committee minutes, finance reports, and activities of individual members. On a secondary level - not because it is less important but because it is quite difficult to obtain - is the longer article. Occasionally appearing is information about AACRAO (e.g. nomination forms for national committee membership) and news snippets about other regional ACRAO organizations as space permits.

1. Publish four issues of the WACRAO Newsletter during each calendar year:
  - a) in December or early January to include the proceedings of the Annual Conference
  - b) around mid-to-late March

- c) around mid-to-late June; and
  - d) in early October (include program for upcoming Annual Conference).
2. Work with the Conference Evaluation Committee to ensure a prompt response from Annual Conference session recorders for session summaries.
  3. Solicit news stories and articles from registrars and admissions officers about 6-8 weeks prior to printing deadline. Include an institution's news service or public affairs office as appropriate.
  4. About two weeks prior to printing deadline, make a follow-up call for news stories and articles to all who have not responded.
  5. Obtain the minutes of Executive Committee meetings and the Annual Conference from the Secretary.
  6. Type and lay out the newsletter. Print a sufficient quantity to mail a copy to each of the following:
    - a) Everyone listed in the Membership Directory.
    - b) WACRAO Historian (two copies).
    - c) Exchanges (list of regional Newsletter Editors from AACRAO Office).
    - d) Outside agencies that have requested the report.
  7. Mail the newsletter by bulk rate mail.
  8. Send itemized bill to the President to be signed and forwarded to the Treasurer for payment.
  9. Receive and publish in the Newsletter updates to Membership Directory; maintain Newsletter mailing list; and, provide mailing labels upon request.
  10. Oversee the development and maintenance of the WACRAO web site. The Web Manager reports to this position.

#### G. COMMITTEE CHAIRS

1. Hold an initial meeting at the Annual Conference and call other meetings at such times and places throughout the year as essential. The use of teleconferences and email is encouraged whenever appropriate. The initial meeting will enable Chairs to meet their new committee members, complete the committee roster, obtain telephone numbers and make general plans for future activities. It also permits new members to meet their committee colleagues and gain an orientation to committee responsibilities, expectations and work schedule.
2. Initiate plans and projects for the year after a review of past projects and accomplishments, seeking advice from the committee members. Major emphasis is directed to the Annual Conference to present a variety of topics.
3. Check with the Executive Committee on all matters involving policy and any financial obligation not previously approved, particularly those dealing with individuals or groups outside of WACRAO, before committing the organization to any contractual obligation. The normal method of obtaining approval is through the President-elect.
4. Secure permission of the Executive Committee before obligating the Association to any expenditure of money except for such travel funds as have been established by the Executive Committee. The current state travel reimbursement rate will be used for reimbursement of mileage, if requested and approved.
5. Provide WACRAO Handbooks to committee members who do not have a current copy as soon as they are named and call attention to the Committee's charge.

- The chairs (or their designee) of the Standing Committees will attend the UMACRAO Annual Conference on a rotating basis with expenses covered by WACRAO. The rotation is as follows:

Admissions Policies & Practices (1999)  
 Equal Educational Opportunity (2000)  
 Intercollegiate & Interagency Relations (2001)  
 Research and Data Gathering (2002)  
 Records and Registration (2003)

The individual's name will be indicated in the Membership Directory.

- Work with committee members to develop goal statements and responsibilities on an annual basis. Provide leadership to committee members in monitoring trends and keeping abreast of research in the committee's area of expertise
- Coordinate with the President-elect a timetable for committee responsibilities.

#### Committee Chair Schedule of Events & Time Frame For Completion

1. Participate in orientation session for new chairpersons hosted by the President and President-Elect.	Late summer or early fall
2. Contact committee members to lay groundwork for program ideas.	October
3. Meet at the Annual Conference to formulate 5-6 session topics for the next conference.	November
4. Committee reviews evaluations and suggestions from most recent conference from the Evaluation and Assessment Committee (if available), other sources, and President-Elect.	
5. Meet in committee or have a telephone conference to decide on specific program topics.	January
6. Committee Chairs provide the President-Elect with tentative topics for sessions including presenters.	February
7. Meet with President-elect and other Chairs, if necessary, to coordinate session topics, decide on final program array, and identify alternate sessions.	March
8. Committee members confirm session topics and presenters and submit financial requests to President-Elect.	April
9. Confirm the selection of participants, moderators and recorders for all sessions approved by the Executive Committee	May
10. Committee Chairs meet with President-Elect to discuss WACRAO issues and review conference program. President-Elect presents final program and financial requests to Executive Committee.	June
11. Committee sponsors confirm sessions, room and equipment needs, participant's addresses and titles.	August
12 Coordinate with the President-elect a personal contact to all session moderators, recorders and participants. Assist in last minute details.	September

- Suggest to the President-elect the names of committee members who would be good candidates for Chairs the following year.
- Attend the meeting of the new committee at the Annual Conference to assist the new Chair and to provide a historical perspective of committee activities for the new members.
- Prepare a folder of historical material for the new Chair.
- Submit to the Secretary at the Annual Conference a written copy of the committee's activities for the year. Use the form provided in the Handbook for this report.

13. Suggest to the Secretary objectives that should be added to the list of committee objectives in the Handbook.

## H. HISTORIAN

1. Preserve, catalog and file the various papers and documents that reflect the activities and continuity of WACRAO as follows:
  - a. Copies of the Newsletter which also contain minutes of Executive Committee meetings and of the Annual Conference Business Meeting.
  - b. Copies of annual publications prepared and distributed under the sponsorship of WACRAO.
  - c. Copies of the registration folder and other papers and mementos relating to each of the Annual Conferences.
  - d. Copies of annual reports of each of the substantive committees and committee files which may be made available.
  - e. Files or other papers of officers of WACRAO which are offered for preservation, or which may come to the attention of the Historian.
  - f. Workbooks, study papers, printed agendas or other documents used in administering a workshop or other special activity sponsored by WACRAO.
2. Compile and update annually the list of officers, Committee Chairs and members together with the location of each Annual Conference.
3. Compile and update annually a list of those persons elected to honorary membership.
4. Compile and maintain an activity file on members of WACRAO as a means of recording their WACRAO related assignments and responsibilities. This compilation includes office holding, committee appointments, participation in program offerings and attendance at the Annual Conference. This file is updated after the Annual Conference and may be reproduced upon request either in full or as individual profiles. It is a primary resource for the President Elect, the Nominations Committee, and the Honorary Membership and Awards Committee.
5. Be available for consultation and as a resource of information to the officers and members of WACRAO.
6. Participate in the orientation of new members at the pleasure of the President.

## I. LEGISLATIVE LIAISON

The role of the Legislative Liaison is one of providing information to the membership as a means of fostering knowledge and understanding of public policy issues of interest to WACRAO. Active advocacy is left to individuals as they may wish to exercise their right to petition their legislators and other officials as appropriate.

1. Serve as an ex officio member of the Intercollegiate and Interagency Relations Committee.
2. Become acquainted with state legislative issues that can affect WACRAO concerns and higher education in Wisconsin.
3. Prepare a column for the Newsletter in which issues are discussed and progress of selected items of legislation is traced.
4. Be available for consultation and advice as the need may warrant.
5. Give an oral report at the Annual Business Meeting of issues of particular or continuing concern.

#### J. WISCONSIN ACT COUNCIL LIAISON

The responsibility of the ACT Liaison is to maintain on-going contact with ACT for any new services or changes that may affect the WACRAO membership.

1. Serve as an ex officio member of the Intercollegiate and Interagency Relations Committee.
2. Serve as the official WACRAO representative to ACT.
3. Interact with ACT personnel in the development of programs and services to the membership.
4. Provide consultation and information to membership as requests are received.
5. Report at the Annual WACRAO Conference on any new developments or changes that may be of interest to the membership and submit a written copy to the Newsletter Editor.

#### K. SAT LIAISON

The responsibility of the SAT Liaison is to maintain on-going contact with The College Board for any new services or changes that may affect the WACRAO membership.

1. Serve as an ex officio member of the Intercollegiate and Interagency Relations Committee.
2. Serve as the official WACRAO representative to The College Board.
3. Interact with SAT personnel in the development of programs and services to the membership.
4. Provide consultation and information to membership as requests are received.
5. Report at the Annual WACRAO Conference on any new developments or changes that may be of interest to the membership and submit a written copy to the Newsletter Editor.

#### L. WEB SITE MANAGER

Coordinate maintenance of WACRAO web site.

1. Maintain up-to-date information on the web site, including, but not limited to:
  - a) Membership information
  - b) Officer and committee lists
  - c) WACRAO by-laws and handbook
  - d) WACRAO's annual enrollment and degrees awarded statistical reports
  - e) Conference and workshop information
  - f) Quarterly Newsletter
  - g) Useful links to other sites
2. Serve as liaison in contracting with an Internet Service Provider.
3. Communicate with the Executive Committee through the Newsletter Editor.
4. Provide a brief annual report to the Executive Committee at the annual November meeting.

**M. WISCONSIN EDUCATION FAIRS LIAISON**

The responsibility of the WEF Liaison is to maintain on-going contact with Wisconsin Education Fairs, Inc. of any new services or changes that may affect the WACRAO membership.

1. Serve as an ex officio member of the Intercollegiate and Interagency Relations Committee.
2. Serve as the official WACRAO representative to Wisconsin Education Fairs, Inc. with membership on its Steering Committee.
3. Interact with WEF personnel in the development of programs and services to the membership.
4. Provide consultation and information to membership as requests are received.
5. Assure that appropriate information is available to the WACRAO Newsletter Editor to be included in the Spring issue.
6. Report at the Annual WACRAO Conference on any new developments or changes that may be of interest to the membership.

**N. CONFERENCE SITE SELECTION CHAIR**

**Schedule of Events & Time Frame For Completion**

1. Form committee of representatives from area member institutions and report membership to President.	March
2. Contact the local convention bureau to determine the assistance they provide in making convention arrangements.	April
3. Arrange for site visits by the committee to local hotels and conference centers.	May
4. Provide a preliminary written report to the Executive Committee.	June
5. Select a site based upon the following specifications: a. Number of conference attendees: 200 - 225. b. Number guest rooms needed: 100-120 depending upon the location and the number of commuters (more rooms needed in northern locations). Most hotels offer a complimentary guest room for every 50 rooms booked. One complimentary room each is needed for the AACRAO representative and the WACRAO President, with the AACRAO representative given preference. c. Banquet Seating: 200+ for the banquet Thursday evening. d. Theatre seating: 170+ for an opening general session. This also serves as a 5th meeting room for larger sessions during the conference. e. Conference Rooms: four breakout rooms to hold simultaneous sessions of approximately 50 persons per session. f. Space for registration activities. g. Area for trade show if local arrangements may want to incorporate into the conference. h. Space for congregating during breaks between sessions (near trade show area, if held). i. Possible overflow hotels in the vicinity. (This is considered an enhancement, not a requirement.)	
6. Inform the President of the facility selected.	October
7. Sign the contracts for hotel accommodations, restaurant and entertainment.	
8. Appoint a Local Arrangements Chair.	
9. Provide an updated copy of this schedule of events to the WACRAO Secretary.	

O. CONFERENCE LOCAL ARRANGEMENTS CHAIR

Local Arrangements Chair Schedule of Events & Time Frame For Completion

1. Form committee of representatives from all host institutions prior to preceding WACRAO meeting. A suggested set of committees and responsibilities may include: a. Business/Registration b. Food and Facilities c. Vendors and Entertainment	October (13 months before event)
2. Schedule regular meetings with the conference hotel staff.	November
3. Begin consultation with the new President-elect.	
4. Hold first meeting of Local Arrangements Committee immediately after the WACRAO Conference.	
5. Begin mailing for Trade Show.	January
6. Organize areas of concern a. Banking b. Printing c. Entertainment d. Hotel rooms (meals, meeting, guest, audiovisual facilities) e. Trade Show f. Keynote Speaker g. Meals - with gratuities and tips included in the price h. Registration	
7. Set a tentative budget to include a \$2,000 profit for WACRAO [Not including the conference advance], part of which will be used to offset conference honoraria for presenters - see expenses of prior year.	
8. Confirm keynote speaker. Although there is typically not an honorarium, authorization for an exception must be approved at the June Executive Committee Meeting.	February
9. Arrange meeting with Local Convention Bureau to determine items in which Bureau may help, e.g. nametags, personnel, etc.	
10. Determine conference theme.	
11. Meet with Executive Committee. Clarify any questions about financial reporting responsibilities.	March
12. Receive \$750 advance from Executive Committee. Establish a WACRAO account for deposits and payments.	
13. Complete tentative fall conference program, return to President-elect for slotting of professional sessions.	
14. Develop membership file or list (sources: Newsletter Editor, www.WACRAO.org, prior year's LAC file) Needed later on for registration mailing, name tags, tracking registration payments, etc.	May
15. Send second mailing to vendors for trade show if one is to be held.	
16. Submit conference fee recommendation to Executive Committee, via the President-elect, including a one-day fee (\$20.00 recommended) for support staff of host institutions. This fee includes program sessions and breaks, not the meals.	June
17. Receive fall conference program with sessions from President-elect. Coordinate with the President-elect the selection of moderators/recorders for the first day meetings of admissions directors and registrars for the WTC, independent and UW-System institutions. The UW-System appointees are to coordinate the agenda with a UW-System representative not only for the Annual Conference but also for the spring and summer meetings to provide continuity and appropriate input.	July
18. Update the registration form. Coordinate special registration form for first-time minority attendees with the EEO Committee, if a registration waiver is authorized by the Executive Committee.	
19. Develop a registration packet for honorary members (all conference fees are waived).	
20. Print first mailing materials and signage. Registration materials are mailed end of	August

August or early September.	
21. Meet with hotel representatives - finalize meals, meeting rooms, and audio visual support. (see contracts).	
22. Receive honorarium totals from President-elect.	
23. Finalize fall conference program.	
24. Reserve rooms for the AACRAO and UMACRAO representatives and other rooms needed.	
25. Check with printer for time frame for the completion of the August final program.	
26. Contact the President to learn the names of the new honorary membership recipients. They are to receive a registration packet and a waiver of registration fees for the conference to include meals for a guest, but not travel or lodging. See President responsibility #14. The honorees will be notified by the President. Coordinate the information in the letter with the President.	
27. Mail materials to WACRAO membership, AACRAO and UMACRAO representative(s) (note fee waiver), and area regional/state ACRAO associations using first class mail. a. Registration form (including first time minority check off) b. Hotel reservation form or information c. Tentative schedule including program session titles and descriptions d. Local materials e. Guest registration form. The associations include Illinois, Upper Midwest, Michigan, Ohio and Indiana. The names of the Presidents can be obtained from the AACRAO Regional listing at <a href="http://www.aacrao.com/">http://www.aacrao.com/</a>	September
28. Print program. Include both the sponsoring committee and the organizer for each session.	October
29. Use complimentary rooms for AACRAO representative, UMACRAO representative and WACRAO President with the AACRAO representative given priority if only one is available	
30. Prepare folders for registration, including name tags. Finalize personnel to work the desk.	
31. Host the Conference.	November
32. Prepare financial statement for the Treasurer, President-elect and President. Use the format approved by the Executive Committee. Send the check for the conference profit to the Treasurer.	December
33. Provide registration data to Historian (lists or copies of registration forms)	
34. Transfer conference materials to new Local Arrangements Chair with an updated copy of this Schedule of Events.	January
35. Submit an updated copy of this list of responsibilities to the Secretary at the Annual WACRAO Conference just completed.	

## V. DUTIES OF SESSION ORGANIZERS, MODERATORS, AND RECORDERS

### A. SESSION ORGANIZERS

1. Work with the Committee Chairperson to identify the session title, session description, and preferred session length.
2. Identify the presenter(s) for the session. No financial commitment can be made unless prior approval has been received from the President-elect. Solicit a moderator and a recorder for the session, preferably individuals who are somewhat knowledgeable of the topic, and who are not already involved in other sessions of the conference. The intent is to involve as many WACRAO members as possible to give them visibility within the organization and to enhance their professional skills.
3. Determine the most appropriate format for the session after conferring with the presenter(s).

4. Identify a date, time, and length preference by the presenter(s), especially if the individual(s) is/are not members of WACRAO.
5. Identify any special presentation aids that may be needed by the presenter(s).
6. Confirm the participation by all of the individuals involved with the session, shortly before the conference date.
7. Send a note of thanks to all session participants after the conference.
8. Participate in the orientation session for new chairpersons that will be held by the President and President-Elect.

#### B. SESSION MODERATOR

1. Understand and become familiar with the session topic.
2. Review the name(s) of the presenter(s) and request biographical information as needed and appropriate. Become familiar with requests for special equipment.
3. At the WACRAO Conference, attend the morning meeting for moderators and recorders.
4. In advance of the session, check the room to be certain that it has any requested equipment or presentation aids, e.g. overhead projector, whiteboard. Consult with a member of Local Arrangements Committee if special needs have not been met.
5. At the opening of the session, introduce the recorder and ask members of the audience to complete the evaluation forms and submit them to the recorder at the end of the session.
6. At the close of the session, assist the recorder in collecting the completed evaluation forms as necessary.

#### C. SESSION RECORDER

1. Understand and become familiar with the session topic.
2. At the WACRAO Conference, attend the morning meeting for moderators and recorders. Obtain a supply of evaluation forms and instructions for recording the substance of the session.
3. Assist the moderator in making a check of the room in which the session will be held to ensure that the requested equipment and presentation aids are in place.
4. Be on hand in advance of the opening of the session to distribute evaluation questionnaires as the audience arrives.
5. Check with the presenter(s) to determine if an outline or text of the presentation is available to assist in recording the meeting.
6. Using written notes, tape recorder or other acceptable means, keep a record of the presentation, presenters and other pertinent data.
7. Make an approximate count of the size of the audience and write that number in the upper right-hand corner of the envelope containing the evaluation forms.

8. Collect the completed evaluation forms and put them back into the envelope provided. Deliver the envelope to a member of the Evaluation Committee as soon after the close of the session as possible.
9. Prepare a written account of the session according to the directions furnished by the editor of the WACRAO Newsletter. Send the account to the Newsletter Editor within two weeks of the close of the Conference.

## **VI. COMMITTEE OBJECTIVES**

### **A. ADMISSIONS POLICIES AND PRACTICES**

1. Develop and maintain goal statements and responsibilities on an annual basis.
2. Share information and findings with other organizations which are committed to similar goals.
3. Develop program topics related to admissions for presentation at the Annual Conference. Topics should be varied and which will be of interest to both two-year and four-year institutions, public and independent.
4. Encourage and promote affirmative action efforts to increase enrollment of educationally disadvantaged youth and to report these findings to the EEO Committee and the membership.
5. Encourage professional development of members through a variety of activities, reports, publications and workshops.
6. Identify the problems faced by students in the admissions process and recommend reasonable solutions.
7. Review the WACRAO Ethics in Student Recruitment statement (contained in this Handbook) and recommend updates to the Executive Committee. Print, publish and distribute the document as necessary.
8. Appoint members to the Recruitment Ethics Compliance Committee. Refer to the Compliance Procedures section of the Admissions Ethics Statement.
9. Monitor local, state, and national trends and legislation in higher education admissions policies and procedures. Recommend to the Executive Committee initiatives that should be taken by the association regarding these trends and legislation.

### **B. INTERCOLLEGIATE AND INTERAGENCY RELATIONS**

1. Develop and maintain goal statements and responsibilities on an annual basis.
2. Promote closer ties and involvement of member institutions with educational organizations and agencies at both the state and the national level.
3. Serve as a liaison and resource committee on matters related to professional development activities.
4. Plan and conduct program sessions at the Annual Conference.
5. Serve as a resource to association members regarding compliance with requirements and requests for information from external agencies such as (but not limited to) the Veterans Administration, athletic conferences and associations, and higher education loan guarantee associations.

6. Monitor legislation and legal decisions affecting agencies related to higher education institutions. Recommend to the Executive Committee initiatives that should be taken by the Association regarding this legislation.
7. ACT, SAT, WEF, and Legislative Liaisons will serve as ex officio members of this committee.

#### C. RECORDS AND REGISTRATION

1. Develop and maintain goal statements and responsibilities on an annual basis.
2. Acquaint the membership with existing hardware and software systems.
3. Assist membership in all levels of data management, both manual and automated.
4. Provide sessions at the Annual Conference in registration techniques and records management.
5. Identify new and improved registration techniques and communicate this information to the membership through the Newsletter and bulletins.
6. Develop and maintain a list of contact persons and/or systems that can be used as a resource for the membership seeking to start or upgrade systems.
7. Contribute to the understanding of issues concerning assessment, transcribing and records maintenance.
8. Keep abreast of local, state, and national legislation and trends regarding records and registration. Recommend to the Executive Committee initiatives which should be taken by the Association regarding these trends and legislation.

#### D. RESEARCH AND DATA GATHERING

1. Develop and maintain goal statements and responsibilities on an annual basis.
2. Assist the membership in identifying current problems and appropriate solutions in research and data management.
3. Prepare program sessions concerning issues of institutional research for the Annual Conference.
4. Assist as required in producing publications and/or reports on topics related to enrollment, degrees awarded, and other professional research as directed by the Executive Committee. Specific responsibility for assembly, presentation, and distribution of the association's annual statistical Report of Opening Fall Enrollments of Member Institutions and the Degrees Granted Report is assigned to this committee by action of the Executive Committee.
5. Act as a resource for studies being conducted by other regular or ad hoc committees.
6. Encourage research and publication among association members.
7. Keep abreast of research at the local, state, and national levels as related to issues in higher education affecting Registrars and Admissions Officers. Recommend to the Executive Committee initiatives which should be taken by the Association regarding these issues.

## E. EQUAL EDUCATIONAL OPPORTUNITY

The purpose of this committee is to assure the commitment of the Association's entire membership to the fundamental goal of the advancement of and accessibility to equal educational opportunity for all, including the educationally disadvantaged, ethnic minorities, international students, the learning or physically disabled, and women.

The committee will attempt to:

1. Encourage institutional efforts which will result in an increased enrollment, retention and graduation of educationally disadvantaged students.
2. Promote affirmative action efforts at institutions to increase the number of ethnic minority and women faculty and staff.
3. Encourage supervisors and directors to support professional development activities for their ethnic minority and women staff members.
4. Be familiar with the purpose and goals of the AACRAO EEO Committee and support the implementation of these goals at the state level.
5. Suggest to the WACRAO Executive Committee initiatives that should be taken by the organization to promote EEO objectives.
6. Encourage the participation by ethnic minorities and women in both WACRAO and AACRAO by attending meetings and becoming involved in committees. Coordinate the publicity, recruitment, and registration of first-time minority attendees for the WACRAO conference with the Local Arrangements Committee if a fee waiver is authorized by the Executive Committee.
7. Recommend and prepare session programs for the Annual Conference and encourage other standing committees to incorporate EEO issues into their programs.
8. Facilitate workshops and other activities outside of the Annual Conference to raise the consciousness of the membership on EEO issues.
9. Identify model programs in the state and encourage the sharing of strategies which made each program successful.
10. Serve as a resource to association members seeking ideas and referrals on EEO issues.
11. Encourage the institutional support for campus accessibility to all students with disabilities in physical, social and academic areas.
12. Keep abreast of local, state and federal legislation which pertains to equal opportunities issues and recommend to the Executive Committee initiatives which should be taken by the Association.

## F. CONFERENCE EVALUATION

The purpose of this committee is to measure the effectiveness of each individual program session offered at the Annual Conference, to provide feedback to presenters and WACRAO committees, and to publish the results of that evaluation.

1. Review and update the questionnaire used to make the evaluation.

2. Set forth the procedures to be used and distribute sufficient copies of the evaluation instrument to the recorders of each session at a meeting of moderators and recorders prior to the first session.
3. Collect the results from the recorders at the conclusion of each session.
4. Arrange to have the results tabulated and organized for reporting purposes.
5. Submit copies of the report for the Annual Conference to the incoming President, the President-elect and to the editor of the Newsletter for guidance in planning the next Conference and for the information of the membership.
6. Assist the Newsletter Editor in obtaining the session summaries from the recorders in a timely manner.
7. Give to the Executive Committee a summary of impressions and observations about the Annual Conference.

## **VII. ADMISSIONS ETHICS STATEMENT**

### **A. INTRODUCTION**

The professional admissions person is primarily responsible for: (1) providing accurate information on a timely basis to assist prospective students, parents and guidance counselors with the college selection process, and (2) establishing and maintaining reasonable and appropriate requirements and appropriate requirements and regulations to meet the needs of the institution and the students it enrolls.

The admission counselor serves many constituencies; however, service to students should always remain the top priority. This statement is easy to make, but more difficult to accomplish and maintain over time. It is often quite difficult to balance institutional goals, administrative convenience, competitive marketing techniques, etc., with what should be our number one priority. In the final analysis, as admissions professionals, we all strive to serve students. We should always strive to assist students in achieving a proper "college fit," and perhaps most importantly, to promote higher education for all who have the capacity to benefit from it.

While this statement may stand by itself and may vary to some degree from the National Association of College Admissions Counselors "Statement of Principles of Good Practices" and the American Council on Education "Guidelines for Colleges and Universities," the principles and guidelines embodied in both of those documents are fully endorsed and may be considered a part of this statement.

In Wisconsin, we offer this "Ethics Statement" as a tool to assist us in maintaining our professionalism and our proper priorities. Where there are national guidelines and statements on ethics and good practice which many of us attempt to follow, this document is somewhat selective and more specific to concerns in Wisconsin. It can be modified and updated quickly as needed, and it contains compliance procedures which will enhance its effectiveness.

It is intended that each post secondary institution in Wisconsin share this document with all personnel who are involved in the admissions/recruitment process.

### **B. ETHICAL GUIDELINES**

The Personal Interview (High School Visits, College Nights, College Fairs, etc.)

Provide accurate information in a direct manner to assist the prospective students with admissions procedures, requirements and college choice.

Present current information about your institution or system that you feel will help the prospective students.

Avoid comparisons, especially negative comparisons, of post secondary institutions or programs.

Encourage prospective students to obtain information about programs directly and make their own comparisons.

### Candidate Reply Date

Colleges and universities admitting students for the traditional fall term will adhere to the May 1 National Candidate Reply Date in all matters requiring a nonrefundable deposit including, but not limited to enrollment and housing. Any financial aid or scholarship opportunities offered may be considered by the applicant until the Candidate Reply Date without placing the offer of such aid in jeopardy.

### Admission Procedures and Requirements

State applicable admissions requirements in a clear, accurate and timely manner.

Obtain and use academic and personal information in a professional and confidential manner.

Allow sufficient lead time for changes in procedures or requirements in order for proper notification of students, parents and counselors. A minimum of one year is recommended. Immediate notification to all affected parties should be provided when the admissions office does not have authority to control the change.

Strictly adhere to the National Candidate Reply Date. Students should not be required to choose between colleges nor forfeit deposits (or portions of deposits) of any kind prior to May first for traditional fall admission.

Clearly explain waiting lists. This explanation should include the past history which includes the size of previous lists and the number previously offered admission from these lists.

### On-Campus Preview Days

The Admissions Office should ensure that all persons involved with events that will familiarize prospective students with programs, facilities and services available at their institutions (faculty, students, alumni, staff and administrators) are aware of these ethical standards and guidelines.

### Use of Financial Aid/Scholarships in Recruiting Process

Colleges should permit candidates to choose, without penalty, among offers of financial aid until they have heard from all the colleges and universities to which they have applied, or until the May 1 National Candidates Reply Date, whichever is earlier. Both need-based and merit-based awards are covered by this principle.

Institutions should clearly outline policies on renewal of financial aid. Scholarships to first time freshmen which are only given for one year must be clearly explained to both students and parents. Scholarships which are funded beyond the initial year of attendance are preferred.

Publications should clearly state to candidates for admission the total yearly cost of attending the institution. This cost should include tuition, fees, books, transportation costs, and miscellaneous expenses for all students, and also include room, board, and living expenses for resident students.

Students seeking financial aid can be provided an estimate, after documentation, of the amount of aid which may be available to them. The estimate should be clearly identified as such.

Adequate financial aid counseling should be provided, both before and after matriculation.

Colleges should refrain from changing institutional funds to match those of a student's other college choices.

Institutions should attempt to notify applicants with complete financial aid files of financial aid eligibility before the date when tuition deposits become non-refundable.

#### Placement and Retention Information

Job placement rate methodology varies from school to school. Until such time as a uniform procedure is developed to calculate the placement rate, any school that advertises or lists placement rates shall include complete information on how the placement rate was calculated, who is included in the survey, and any other data necessary to substantiate the truthfulness of the placement statistics.

The purpose of providing placement rate information to the student, family or public is to provide current and accurate consumer information. Outdated, misleading or incomplete data are unacceptable.

Retention formulas vary from institution to institution and a standard formula has to be agreed on. Schools that provide quality student consumer-oriented retention information should explain the formula and procedure used to develop the retention data for all students entering the program/major/school.

#### Publications, Advertising and Promotional Materials

All representations should be accurate, current and easily understandable. Misleading and/or outdated information or representations should be avoided.

Whenever statistical information, achievements, honors, awards, etc., are used they should be accompanied by descriptive dates.

Because "viewbooks" are a primary source of promotional literature for institutions, the contents should be carefully constructed and the admission office should have final responsibility for those contents. This statement is intended to cover the use of photographs as well as written text.

In general, promotional materials should strive to be informational and factual in nature and should embody the ethical guidelines set forth in this document.

#### College Lists/Ratings

Rankings of colleges and universities (or programs therein) used in promotional literature should be presented with documentation which includes the source of the ranking and the date the ranking was done. Comparative rankings which suggest an inferior position of other schools should not be used.

It is also highly recommended that the criteria used to establish the ranking be presented with each use of a "list" or "ranking."

#### Transfer Credit/Advanced Standing

A representative of one institution should exercise caution in stating how credits from their institution will be accepted somewhere else. In general, students should be referred to the receiving institutions for specific information on credit transfer.

Institutions should design placement, credit, and exemption policies to augment educational opportunities, not to recruit students.

The policies and procedures for granting credit should be published in the institution's pre-admission information. These policies and procedures should remain consistent from student to student, and changes over time should be well documented.

Prospective students should be given fair and accurate credit for prior learning. Students should not be subjected to excessive delays or hardships in the evaluation process.

#### Use of Standardized Tests

Provide accurate information to students in regard to why test scores are required and how they will be used in the admissions process. Test scores should never be used as the sole criterion for admissions decisions. All persons using and interpreting test scores should be trained to be aware of what the test does and does not measure.

Test results should be treated in a confidential manner to ensure the rights of those tested.

Institutions should not misuse standardized test scores in profile information. Any use of test score averages to provide a profile of an institution's enrolled students should include scores from all enrolled students.

#### Training of Staff (includes student employees)

Training procedures should include thorough coverage of existing ethical guideline documents and the Family Educational Rights and Privacy Act (FERPA).

#### Guidance Counselor Relationships

Creating a professional and cooperative atmosphere with high school guidance counselors should be a top priority.

To the best of their ability, Admissions representatives should keep all high school personnel up to date in regard to admission, financial aid, costs, and housing information. Counselors should be informed, with adequate lead time, of any changes in the preceding areas so as to not adversely affect prospective students.

Remuneration of any type awarded to secondary school counselors in return for placement of their students is prohibited.

Admissions representatives should work with secondary school personnel to ensure that all students records are confidentially and accurately maintained.

#### Admission and Recruitment of Athletes

Because of the competitive nature of athletic recruitment, and because coaches often operate independently from the admission office, special effort is required to ensure that ethical recruitment procedures are followed.

All individuals who are involved in athletic recruiting should be made aware of and understand the various existing ethics statements.

Applications for admission should be received by the admission offices. Processing of applications should be the sole responsibility of the admissions office.

#### Use of Students in Recruitment

It is especially important to provide extensive training which includes a thorough review of ethics considerations for students who will be involved in the high school relations/recruitment process. Student

representatives should always identify themselves as such. Institutions should never casually condone misleading information merely because a student happens to be the source.

## Compliance Procedures

As admissions professionals in the state of Wisconsin, we must strive to ensure that our primary focus is service to students, and that we are models of professionalism and integrity. This statement is an attempt to assist us in this endeavor.

The issue of compliance is the cornerstone of this document. We must first understand and use the principles outlined here. We must also "take care of our own" to make sure there is consistency in practice in Wisconsin.

The Admissions Policies and Practices committee will establish a Recruitment Ethics Compliance Committee to review reported infractions. The subcommittee will include representations from the UW System, the independent colleges and the W.T.C. System.

The following procedures shall govern all reported infractions:

1. A formal letter of complaint signed by a responsible secondary or post-secondary official and providing specific information regarding the perceived infraction will be completed and forwarded to the President of WACRAO for distribution to the Recruitment Ethics Compliance Committee. Documentation samples, etc. should be provided.
2. The Recruitment Ethics Compliance Committee will review each letter of complaint and request a statement from the institution which is accused of an ethics violation.
3. After careful deliberation, the compliance committee will exercise one of the following options and inform both parties of its decision:
  - a. Find that a violation did not occur
  - b. Send a letter of concern, i.e., which indicates that while no direct violation has occurred, the institution may wish to consider improvements in procedures or operations
  - c. Send a violation letter indicating that the institution is out of compliance with the ethics statements and suggesting that immediate steps be taken to improve procedures or operations.

Throughout this process, the identity of the complainant will be kept confidential.

If, in the opinion of the Recruitment Ethics Compliance Committee, an institution continues to violate the ethics statement after formal notification, a letter of sanction will be sent to the chief executive officer of the institution which is in violation. This letter will include a copy of the ethics statement as well as documentation regarding the specific violation in question.

Continued disregard and/or failure to correct the ethics violation could result in utilization of one or all of the actions listed below as determined by the Recruitment Ethics Compliance Committee:

1. Notification of the violation to the head of the particular system.
2. Publication of the school and violation in the WACRAO Newsletter.
3. Prohibition from participating in the Wisconsin Education Fairs.
4. Termination of institutional WACRAO membership.

Due process is available, and if a letter of sanction is received, an appeal to the Executive Committee will be available. This appeal must be mailed within 30 days of the date of notification.

## VIII. GUIDELINES FOR PROFESSIONAL PRESENTATIONS

The guidelines that follow are adapted from those developed by CUMREC (College and University Machine Records Conference) and are used with their approval. These guidelines have been condensed and reproduced and are intended for guidance, not strict limitations. The WACRAO Executive Committee encourages the use of these guidelines by WACRAO members who present at the Annual Conference.

### A. ORGANIZING YOUR PAPER

#### 1. The Introduction

Your introduction should tell your audience exactly what you have to offer, provide a road map of what you are going to cover, and state the purpose of the paper clearly. As a rule of thumb, the introductions should not exceed one-tenth the length of your presentation.

#### 2. The Body

The body of your paper contains the factual support of your purpose. It should develop logically and include all the major elements of its development. Avoid superficial or obscure treatment of the information you are trying to convey. Make sure your development follows a logical pattern, the main points are emphasized, and that auxiliary or background information is kept in proper perspective. Visual aids should be directly related to the topic and clearly presented.

#### 3. The Summary

Studies have shown that an audience pays closest attention at two points in a presentation: during the introduction and the summation. A good summary is a brief reiteration of the purpose of your presentation and a vivid restatement of your main points. It should include only the critical points that you want the audience to remember.

### B. VISUAL AIDS

#### 1. As a Tool

Visual aids are very effective communication tools and are in virtually every presentation. Experience and research has shown that 87.9% of what we learn is learned visually. Therefore, a speaker will greatly increase the probability of audience retention if visual aids are used wisely.

There are several types of equipment available for visual presentations, such as slide projectors, overhead projectors, and flip charts.

#### 2. Content of Visual Aids

- a. A visual aid should clarify, reinforce or highlight an idea; it should be relevant to the subject of your presentation. Be sure it can be read easily.
- b. Keep the content simple. Avoid complex graphs or tables.
- c. Keep the content brief. Four or five lines with no more than six words per line are average for a good visual aid and eight lines should be considered a maximum. Your audience should be able to absorb the content within two minutes, and 15 to 20 seconds of that time will be spent in just focusing attention.

- d. Visual aids should present only highlights. A good visual aid is meant to supplement, reinforce, and aid spoken material, not to take its place, detract from it or overwhelm it.
- e. Do not overemphasize color. Use it to highlight particular points or to group related points.
- f. Make sure that the visual aids are convenient. If you plan to use non-projected visual aids, ensure that they are sturdy and portable.

## C. PRESENTING YOUR PAPER

### 1. Preliminary Arrangements

Be sure to make an advance check of the room facility and set up. Make sure that your non-projector aids can be set up. If using electrical equipment, be sure that it is in working order.

### 2. Presentation Techniques

State the subject of your talk and proceed with your introduction, i.e., tell the audience what you are going to cover and why it is important to them. Although a formal paper will be presented, these suggestions may assist in your oral presentation.

**Use of Notes.** Some people read their presentations, others try to memorize them, but the majority use notes. Reading is a VERY poor method for presenting your material. Consequently, you will get little feedback from your audience and the majority will lose interest. Reciting from memory also has potential drawbacks. It is very easy to omit or forget points you are trying to make. A memory lapse may result in panic or loss of composure, both of which increase the possibility of forgetting even larger parts of your presentation.

It is advisable to use notes printed on 3" x 5" cards or widely spaced on standard-size paper. The cards offer the advantage of being relatively inconspicuous and easy to hold. Standard-size paper is also suitable if you have a podium on which to rest your notes.

**Use of the Podium.** Usually, some type of podium or lectern will be provided for your presentation. Moving away will establish a friendlier, closer relationship with your audience. If you incorporate movement into your presentation, request a lavalier microphone so that your remarks will not be lost.

**Length of Delivery.** Your Session Chair will tell you how long you have for the presentation - AACRAO morning sessions are one and one-half hours long and afternoon sessions are one hour in length. The Session Chair may want to allow for 15-30 minutes for questions and/or discussion. Most conferences are run on a very tight schedule for events, rooms and equipment. It is important that you do not exceed your allotted time. Be sure that your watch or some timepiece is placed in a position where you can see it easily during your presentation. Practicing will help you estimate your time and refine it, if necessary.

Ending a presentation in less than the allotted time is almost always more desirable than exceeding the time limit.

**Speed of Delivery.** A good average speed is about 125 words per minute. To help regulate your speed, divide your talk into three or four equal time segments. Before beginning your presentation, place your watch on the podium where the audience cannot see it. In this way, you will be able to measure your speed at convenient times throughout your talk and you will neither be stalling for time nor trying to force too much material into the final few minutes.

**Eye Contact.** Good eye contact is essential to holding your audience's attention. Vary your glance to include all segments of the audience. This can best be achieved by looking directly at individuals. Do not linger too long

on any one person. Let your attention drift back and forth across your audience, and you will be able to measure just how well the audience is receiving what you have to say.

Voice. The primary link between you and your audience is your voice. Generally, a good speaking voice has these characteristics:

- a. It is natural, reflecting the speaker's personality and sincerity.
- b. It has vitality, giving the impression of force and strength, even when it is not especially loud.
- c. It portrays various shades of meaning, never sounding monotonous and emotionless.
- d. It is easily heard, due to both proper volume and articulation.

### 3. Handouts

Handouts will help the audience understand and remember the fine points of your presentation. But unless you refer to the handouts during the talk, delay handing them out until you are finished. Bring enough handouts for the maximum audience size. Your Session Chair can help you with this estimate.

### 4. Question and Answer Periods

A question and answer period will usually follow your formal presentation. Please repeat the question to make certain the audience has heard and understands it. This is especially important since most information exchanges and professional presentations are taped.

If a multi-part question is asked, concentrate on the part that you can best answer and then touch lightly on the other parts.

If a member of the audience is antagonistic and tries to put you on the spot with a loaded question, avoid a confrontation. Compliment the questioner and note the interesting thought or questions and say that time prevents detailed discussion at the moment. Suggest that the two of you discuss the subject after the meeting.

## IX. WACRAO CONSTITUTION

### PREAMBLE

Whereas the Wisconsin Association of Collegiate Registrars and Admissions Officers from its inception has had no Constitution and whereas the need is apparent for a more formal statement of the Association's organization and purposes, the members of the Association on this twenty-fourth day of October in the year of our Lord the nineteen hundred fifty-eighth, by a unanimous vote of the institutional representatives present and voting do hereby declare the adoption of the following constitution.

### ARTICLE I

#### Name

The name of the Association shall be the Wisconsin Association of Collegiate Registrars and Admissions Officers (a regional Association of the American Association of Collegiate Registrars and Admissions Officers).

### ARTICLE II

#### Purpose

The purpose of the Association shall be:

1. To provide for the dissemination of information and the interchange of ideas of mutual interest to the individual participants of the member institutions.
2. To foster a better understanding and facilitation of the activities of member institutions and through this organization develop a spirit of cooperativeness, helpfulness, and unity in the solution of mutual problems.
3. To advance and professionalize the activities of the office or offices of Admissions, Registration, Records, and related services through encouraging increased effectiveness and efficiency of the functions of these offices.
4. To contribute to the advancement of education in Wisconsin.

These purposes shall be realized through scheduled meetings, committee reports, and other means.

### ARTICLE III

#### Section 1

#### MEMBERSHIP

The Executive Committee is empowered to investigate and approve or deny each application for membership in the Association. There shall be five types of memberships as follows:

- a) Institutional
- b) Associate
- c) Individual
- d) Honorary
- e) Affiliate

- a. Institutional membership shall be open to institutions of higher learning in the State of Wisconsin that are:
  - 1) Accredited (or a recognized candidate for accreditation) by the North Central Association of Colleges and Schools; or
  - 2) Listed in Transfer Credit Practices of Designated Educational Institutions as having programmatic accreditation in one or more areas.

Branch campuses of institutions which are eligible for membership shall be qualified for such membership if admissions, records, and registration activities for the branch are handled by separate offices maintained independently of the main campus office.

- b. Associate membership shall be open to:
  - 1) Professional schools in the State of Wisconsin offering work beyond the Bachelor's level.
  - 2) Post secondary, proprietary institutions if admission records and registration activities for the institution are handled by separate offices.

The Executive Committee may also recommend associate membership for other institutions of post-high school level in the State of Wisconsin. Such membership shall be limited to a period of five years after which it shall be reviewed by the Executive Committee to determine whether continued membership is warranted.

- c. Individual membership shall be open to faculty and staff members of member institutions who are charged with any or all of the responsibilities of Admissions, Registration, Records and other related services, and they shall be able to participate in the affairs of the Association in accordance with the Bylaws and by approval of the Executive Committee.
- d. Individuals who have retired or entered another sphere of activity may be considered for honorary membership. Nominations for this privilege may be made by any member for consideration and approval by the Honorary Membership and Awards Committee prior to final action by the Executive Committee. Nominees should have been active members who made a valuable contribution to WACRAO activities. Honorary members shall be entitled to all privileges of membership without payment of any dues.
- e. Affiliate membership shall be open to those individuals representing organizations which, while non-collegiate, are found to have purposes parallel with those of WACRAO, which do not enroll students and desire to participate in its non-voting activities and are approved for this status by the Executive Committee. The fee of an affiliate member will be the lowest institutional fee indicated in the WACRAO dues structure.

## Section 2 VOTING & PARTICIPATION AT MEETINGS

Voting in the affairs of the Association shall be done only by representatives of institutional members. Each member institution which has paid its dues for the preceding year is entitled to two voting members, one representing the functions of the Registrar's Office insofar as possible, and the second representing the functions of the Admissions Office insofar as possible. Each institution shall select its own method of determining the institutional votes. Eligibility to participate in the meetings of the Association will be open to representatives of institutional and associate members, to individual members, to honorary members and to invited guests.

## Section 3 HOLDERS OF OFFICE

Offices of the Association may be held by the voting representatives of the institutional members only.

## ARTICLE IV

### OFFICERS

The officers of the Association shall be a President, a President-Elect, a Past-President, a Secretary, and a Treasurer.

#### Section 1

##### ELECTION OF OFFICERS

1. **PRESIDENT:**

A President shall be elected for a one-year term at the Annual Meeting.

2. **PRESIDENT-ELECT:**

The President-Elect shall be elected at the Annual Meeting and shall become President immediately following the next Annual Meeting.

3. **SECRETARY:**

The Secretary shall be elected at the Annual Meeting in odd-numbered years.

4. **TREASURER:**

The Treasurer shall be elected at the Annual Meeting in even-numbered years.

#### Section 2

##### DUTIES OF OFFICERS

1. **PRESIDENT:**

The President shall assume full responsibility for the general activities of the Association and shall conduct necessary correspondence with the members regarding meetings of the Association. The President shall also serve as Regional Representative to AACRAO.

2. **PRESIDENT-ELECT:**

The President-Elect shall arrange the program for the Annual Conference with the assistance of the Annual Program Committee and the Local Arrangements Committee. The President-Elect shall be the Chair of the Annual Program Committee, shall appoint members to the standing committees to fill terms that will be expiring at the Annual Conference and shall designate the Chair of the committee. If for any reason the office of President shall become vacant, the President-Elect shall serve the unexpired term of the President as well as the office for which elected.

3. **SECRETARY:**

The Secretary shall report the programs and proceedings of all meetings of this association to the Editor of the official publication of the American Association of Collegiate Registrars and Admissions Officers. The Secretary shall maintain such records of the activities of this Association as the Executive Committee shall deem advisable.

4. **TREASURER:**

The Treasurer shall account for the Association's funds, shall keep and publish the official membership list, shall collect dues, and shall report to the Executive Committee any institution not having dues paid.

5. **PAST-PRESIDENT:**

The immediate Past-President shall work with the President in coordinating the work of the committees.

## ARTICLE V

### COMMITTEES

#### Section 1

##### WACRAO COMMITTEE STRUCTURE

- A. Executive
- B. Inter-Collegiate & Inter-Agency Relations
- C. Records & Registration
- D. Admissions Policies & Practices
- E. Research & Data Gathering
- F. Equal Educational Opportunity
- G. Annual Program
- H. Nominations
- I. Honorary Membership and Awards
- J. Evaluation and Assessment Committee

#### Section 2

##### THE EXECUTIVE COMMITTEE

1. Shall consist of the officers named in Article IV and the Editor of the Newsletter.
2. Shall appoint an Editor who shall be responsible for editing and publishing a newsletter and shall serve as a non-voting member of the Executive Committee.
3. Shall appoint an individual to fill the unexpired term should a vacancy occur in the office of the President-elect, Secretary, or Treasurer.
4. Shall determine the date and place of the Annual Conference.

#### Section 3

##### NOMINATIONS COMMITTEE

The Nominations Committee shall be composed of the last three Past Presidents who are still active in the Association. The Chair shall be the senior Past-President based on year of presidency. It shall be the duty of the Committee to present nominees to the Association at its Annual Meeting. Opportunity shall be given for additional nominations from the floor of the meeting.

#### Section 4

##### ANNUAL PROGRAM COMMITTEE

1. Shall consist of the Chairs of the following committees:
  - a) Records & Registration
  - b) Admissions Policies & Practices
  - c) Research & Data Gathering
  - d) Inter-Collegiate & Inter-Agency Relations
  - e) Equal Educational Opportunity
  - f) Local Arrangements Committee Representative
2. The President-elect shall be the Chair of this committee.

Section 5  
HONORARY MEMBERSHIP AND AWARDS COMMITTEE

The Honorary Membership and Awards Committee shall be composed of the last three active Past Presidents of WACRAO following service on the Nominations Committee. The Chair shall be the senior based on the year served as President. The committee is charged with identifying and recommending for honorary membership former members of WACRAO who are no longer associated with Admissions, Registrar, or related student service activities. The committee reports nominees to the Executive Committee for approval.

Section 6  
OTHER COMMITTEES

1. The President-elect of WACRAO appoints the members of all committees except the Nomination and Annual Program Committee. Appointments are to be made prior to the association's Annual Meeting.
2. In order to provide continuity, membership on committees shall normally be a three-year assignment unless completing the assignment of someone who resigned. Each committee is to have six members with one-third of the committee to be replaced or reappointed every year.
3. The President shall appoint such other committees and their Chairs as the Association or the Executive Committee authorizes.

ARTICLE VI

Section 1  
MEETINGS

The Association shall hold an Annual Conference in the fall of the year.

Section 2

The President, with the approval of the Executive Committee, is authorized to call special meetings of the Association. The institutional members shall be notified by mail of the date and purpose of such meetings at least 30 days in advance of the meeting. Business shall be limited to that described in the agenda.

ARTICLE VII

AMENDMENTS

This Constitution may be amended at any Annual Conference by a two-thirds affirmative vote of the voting members present and voting, provided that notice of the proposed amendment has been published and distributed to the membership at least 30 days in advance of the meeting. An amendment not thus proposed in advance may be adopted by a four-fifths affirmative vote of the voting members present and voting.

ARTICLE VIII

DISSOLUTION OF THE ORGANIZATION

Upon Dissolution of this Association, assets shall be distributed to the member educational institutions who are full or associate members for exempt purposes within the meaning of Sections 501 (c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

## **X. WACRAO BYLAWS**

### Section 1 DUES

The Executive Committee is to set the dues structure for the next year in light of budgetary considerations and professional obligations and communicate the dues structure for the coming year to the membership in the Newsletter, Issue #2.

The dues, as defined in Article III, shall be established for the following categories:

Institutional Membership - Institutional membership includes two official voting representatives. The annual fee paid by each institution is based on the enrollment reported for the preceding year in the WACRAO Opening Fall Enrollment report in the following categories:

- Reporting 1,999 or fewer students
- Reporting 2,000 to 3,999 students
- Reporting 4,000 to 7,999 students
- Reporting 8,000 or more students

Individual membership - within an institution

Affiliate Membership - per individual

Associate Membership - per individual

Section 2  
Failure to pay dues for one year shall result in loss of membership.

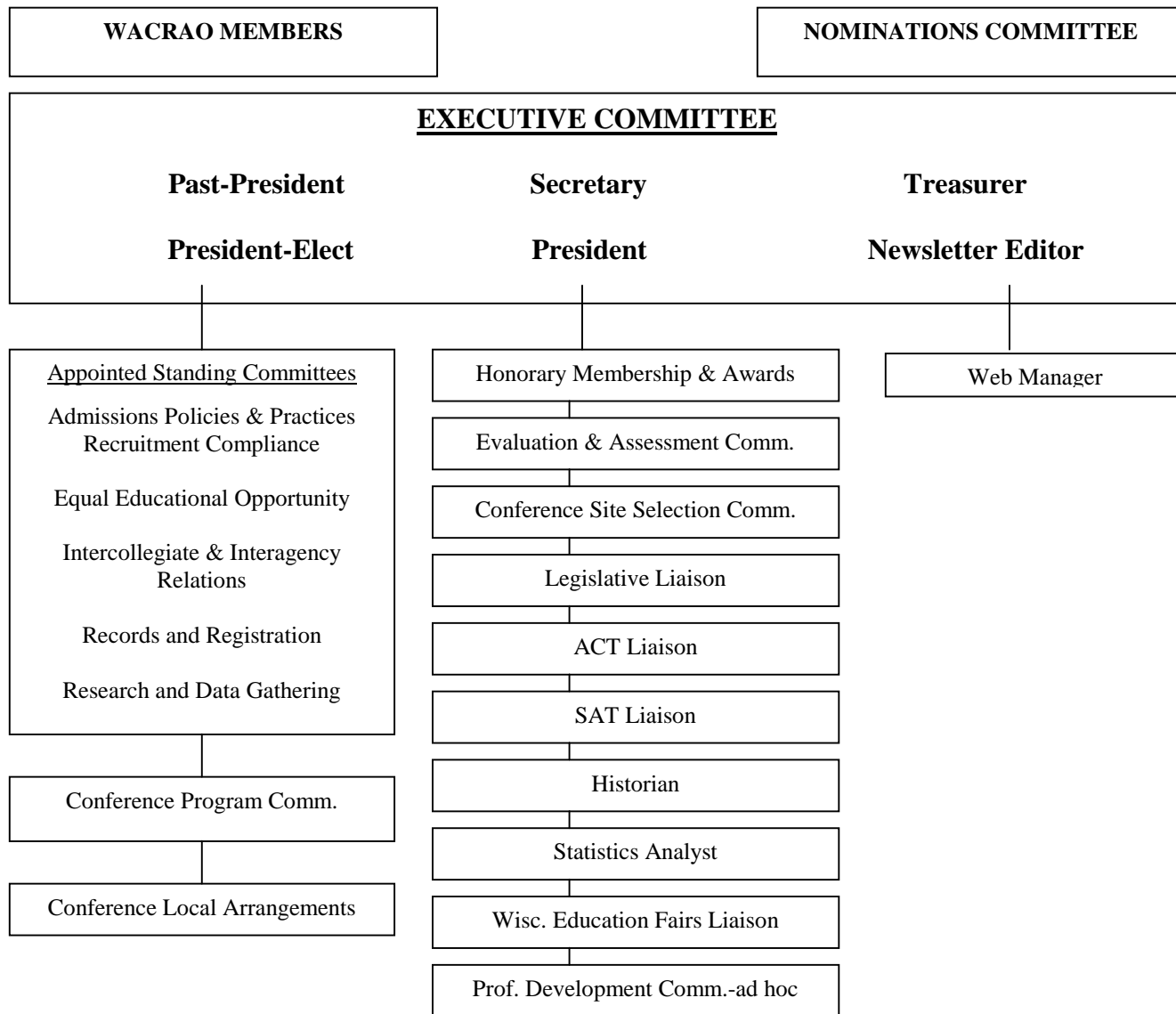
Section 3  
Institutional members in arrears may be reinstated, with the approval of the Executive Committee, upon payment of dues for the current year.

Section 4  
**ELECTION OF OFFICERS**  
The officers shall be elected at the Annual Meeting by a majority of the voting members present and voting. The method of voting shall be determined by the voting members present and voting.

Section 5  
**PARLIAMENTARY AUTHORITY**  
The rules contained in the most current Robert's Rules of Order shall govern the proceedings of this Association.

Section 6  
**AMENDMENTS**  
These Bylaws may be amended at any Annual Meeting by a majority affirmative vote of the voting members present and voting, provided that notice of the proposed amendment has been sent to the institutional (membership) at least 30 days in advance of the meeting. An amendment not thus proposed in advance may be adopted by a two-thirds affirmative vote of the voting members present and voting.

**XII. ORGANIZATIONAL CHART**



PUBLICATIONS	RESPONSIBLE POSITION
Constitution & Bylaws	President
Degrees Granted	Statistics Analyst
Fall Enrollment	Statistics Analyst
Handbook	Secretary
Membership Roster/Directory	Treasurer
Members & Activities	Historian
Newsletter	Newsletter Editor
Web Site	Web Manager

Revised: August 1999

## **XII. FORMS**

The following forms are available on next 3 pages:

1. Session Proposal Form: WACRAO Annual Conference
2. WACRAO Report of Committee Activities
3. WACRAO Expense Form

Session Proposal Form: WACRAO Annual Conference

WACRAO committee:

Committee Member Sponsor:  
(Name, Title, Institution, Phone, Email)

Session title:

Description: (75 words or less)

Participants/Presenters:

Moderator:

Recorder:

Format: (Examples include: Classroom with tables in front for presenters; Workshop-attendees also need tables; Circle seating; other room arrangement)

Anticipated Expenses/Equipment or other needs:

Date/Time Preference:  
(If no preference, say None)

WACRAO Report of Committee Activities

TO: Secretary

FROM: Committee Chair:

Phone:

RE: Annual Report For \_\_\_\_\_ (Year)

DATE:

COMMITTEE MEMBERS (asterisk those in final year)

Name

Institution

NEW MEMBERS

Name

Institution

MEETING DATES, TOPICS AND DISPOSITION

SESSIONS SPONSORED AT ANNUAL CONFERENCE

ON-GOING ISSUES

OTHER ITEMS

CC:Committee file

WACRAO Expense Form

Name \_\_\_\_\_ Office \_\_\_\_\_

College/University \_\_\_\_\_

City \_\_\_\_\_, WI Zip \_\_\_\_\_

WACRAO Committee/Activity \_\_\_\_\_

Meeting City \_\_\_\_\_ Location \_\_\_\_\_

From \_\_\_\_\_ To \_\_\_\_\_  
Time Date Time Date

EXPENDITURES (Attach receipts for lodging & transportation) AMOUNT

Travel (current UW System rate)

Auto mileage \_\_\_\_\_ \$ \_\_\_\_\_

Other \_\_\_\_\_ \$ \_\_\_\_\_

Total Travel \$ \_\_\_\_\_

Lodging (# of nights) \_\_\_\_\_ \$ \_\_\_\_\_

Meals - include travel days(#meals) \_\_\_\_\_ \$ \_\_\_\_\_

Other (itemize) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_ \$ \_\_\_\_\_

Total Expenses \$ \_\_\_\_\_

The expenses listed above were incurred in the fulfillment of my responsibilities as a member of a WACRAO committee or activity.

Signature \_\_\_\_\_ Date \_\_\_\_\_

-----Below to be completed by Chair, President, and Treasurer-----

Committee/Activity to be charged \_\_\_\_\_

Committee Chair \_\_\_\_\_ Date \_\_\_\_\_

Chair forwards to:

President \_\_\_\_\_ Date \_\_\_\_\_

President forward to:

Treasurer \_\_\_\_\_ Date \_\_\_\_\_

Paid \$ \_\_\_\_\_ Check No. \_\_\_\_\_ Date \_\_\_\_\_

Revised: 10/99

### XIII. WACRAO PRESIDENTS

1999-2000	Bonnie Klicka	Northeast Wisconsin Technical College
1998-99	Ellen Fehring	Edgwood College
1997-98	Connie Russell	UW-Eau Claire
1996-97	Larry Sipiorski	UW-Stevens Point
1995-96	Mary Jane Reilly	Mount Mary College
1994-95	Richard Schumacher	UW-Platteville
1993-94	Peter Van Bramer	Madison Area Technical College
1992-93	Joan Hughes	UW-Stout
1991-92	Thomas L. W. Johnson	UW-Madison
1990-91	Donald Rosenthal	Lawrence University
1989-90	Rev. Roger Fleming	Wisconsin Lutheran College
1988-89	John Bodensteiner	UW-Whitewater
1987-88	John Oakwood	Marquette University
1986-87	James Pozza	Waukesha County Technical College
1985-86	David Vinson	UW-Madison
1984-85	Sr. Marian Blong	Mount Mary College
1983-84	Gale Grimslid	UW-La Crosse
1982-83	Dorothy Stepien	Moraine Park Technical College
1981-82	David Eckholm	UW-Stevens Point
1980-81	Thomas Hoover	UW-Madison
1979-80	Sr. Dolores Grasse	Edgewood College
1978-79	Ronald Dhuey	UW-Green Bay
1977-78	Clifford Andreoli	Madison Area Technical College
1976-77	Frederick Sperry	UW-Milwaukee
1975-76	Anthony Tortorella	Marquette University
1974-75	Melvin Germanson	UW-River Falls
1973-74	Lee Wilcox	UW-Madison
1972-73	Sr. Dolorita Heiting	Viterbo College
1971-72	Gladys Meier	UW-Center
1970-71	John Larsen	UW-Stevens Point
1969-70	Robert O. LeRoy	WSU-La Crosse
1968-69	Roman S. Gawkoski	Marquette University
1967-68	John T. Prentice	WSU-Whitewater
1966-67	James H. Dean	WSU-Eau Claire
1965-66	Wayne Kuckkahn	UW-Madison
1964-65	Norbert Tlachac	Marquette University
1963-64	Calvin O. Evans	Milwaukee Technical Institute
1962-63	J. J. McLaughlin	WSU-River Falls
1961-62	Gilbert Faust	WSU-Stevens Point
1960-61	Dorothy H. Draheim	Lawrence College
1959-60	Ralph E. Weber	Marquette University
1958-59	L. J. Lins	University of Wisconsin
1957-58	L. O. Tetzlaff	Oshkosh State College
1956-57	Cord O. Wells	Whitewater State College
1955-56	Rev. G. G. Claridge	St. Norbert College
1954-55	Paul L. Trump	University of Wisconsin
1953-54	Lora Greene	La Crosse State College
1952-53	Quincy Doudna	Central State College
1951-52	Leonard Haas	Eau Claire Teachers College
1950-51	Kenneth Little	University of Wisconsin
1949-50	Milton Longhorn	Platteville Teachers College
1948-49	Oscar T. Babcock	Milton College
1947-48	George E. Vander Beke	Marquette University
1946-47	Arthur S. Lyness	Stevens Point Teachers College
1945-46	E. H. Schreiber	Superior Teachers College
1942-45	War Years - no meetings	
1941-42	R. J. McMahon	Oshkosh Teachers College
1940-41	Curtis Merriman	University of Wisconsin
1939-40	Rev. F. F. DuPont	St. Norbert College
1938-39	John Kendrigan	Northland College
1937-38	Thorpe M. Langley	Superior Teachers College
1936-37	Bessie Weirick	Beloit College
1935-36	Mary L. Melzer	Marquette University
1934-35	E. T. Smith	Stevens Point Teachers College

#### XIV. OFFICERS AND CHAIRS

OFFICE/COMMITTEE	2000-01	1999-2000	1998-99	1997-98	1996-97
President		Bonnie Klicka	Ellen Fehring	Connie Russell	Larry Sipiorski
President-Elect			Bonnie Klika	Ellen Fehring	Connie Russell
Secretary			Maureen Menendez	Maureen Menendez	Helene Graf
Treasurer		Kathy Kiefer	Kathy Kiefer	Kathy Kiefer	Kathy Kiefer
Past President		Ellen Fehring	Connie Russell	Larry Sipiorski	MaryJane Reilly
Newsletter Editor		Thomas Johnson	Thomas Johnson	Thomas Johnson	Thomas Johnson
Admissions Policies & Practices			Charles Murphy	Claudia Greisbach	Kris Anding
Equal Educational Opportunity			Linda Olbinski	M Theresa Ruzicka	Randy Black
Intercollegiate & Interagency Relations			Richard Markos	Patricia Hartmann	Sue Shelton
Records & Registration			Christine Glynn	Diane Schumacher	Melissa Whatley
Research & Data Gathering			Mark Meydan	Jan Von Rudden	Tori McGuire
Nominations			Larry Sipiorski	Richard Schumacher	Thomas Johnson
Honorary Membership & Awards			Richard Schumacher	Thomas Johnson	Roger Fleming
Local Arrangements			Connie Russell	Glennon/ Sipiorski	Barbara Morgan
Wisconsin ACT Council Liaison		Tori McGuire	Tori McGuire	Tori McGuire	Tori McGuire
Historian		Alexander Koleta	Alexander Koleta	Alexander Koleta	Alexander Koleta
Annual Conference Evaluation			Jeff Kirschling	Kirschling/Lockwood	Larry Lockwood
Legislative Liaison			Larry Lockwood	Larry Lockwood	Larry Lockwood
Web Site Manager		Glenn Petersen	Glenn Petersen		

OFFICE/COMMITTEE	1995-96	1994-95	1993-94	1992-93	1991-92
President	Mary Jane Reilly	Richaard Schumacher	Peter Van Bramer	Joan Hughes	Thomas Johnson
President-Elect	Larry Sipiorski	Mary Jane Reilly	Richard Schumacher	Peter Van Bramer	Joan Hughes
Secretary	Helene Graf	Ellen Fehring	Ellen Fehring	Mary Jane Reilly	Mary Jane Reilly
Treasurer	Bonnie Klika	Bonnie Kilka	Carol Lulewicz	Sass/Lulewicz	Carol Lulewicz
Past President	Richard Schumacher	Peter Van Bramer	Joan Hughes	Thomas Johnson	Donald Rosenthal
Newsletter Editor	Thomas Johnson	Thomas Johnson	Thomas Johnson	Roman Gawkoski	Roman Gawkoski
Admissions Policies & Practices	Katherine MacLeod	Richard Lowery	Ebel/Gaschk	Rick Hillman	Connie Russell
Equal Educational Opportunity	Daniel Kellogg	Connie Russell	Catherine Glennon	Cleveland James	Cleveland James
Intercollegiate & Interagency Relations	Kathy Kiefer	Susan Felber	Charles Kell	Michele Wittler	Larry Lockwood
Records & Registration	Jeff Kirschling	Richard Kathan	Kim Dockus	Mary Strupp	Gerald Plitzuweit
Research & Data Gathering	Rich Guild	Patricia McGregor	Mary Boros-Kazai	Ellen Fehring	Sally Mancoske
Nominations	Thomas Johnson	Thomas Johnson	Donald Rosenthal	Rev. Roger Fleming	John Bodensteiner
Honorary Membership & Awards	John Bodensteiner	John Bodensteiner	James Pozza	David Vinson	David Vinson
Local Arrangements	Hillman/Uschan	Dockus/Kirschling	DuBois/Petersen/Reason	Fleming/Jones	Lemke/Ruben
Wisconsin ACT Council Liaison	Tori McGuire	Irv Madsen	Irv Madsen	Irv Madsen	Irv Madsen
Historian	Thomas Johnson	Thomas Johnson	Thomas Johnson	Thomas Johnson	Thomas Johnson
Annual Conference Evaluation	Larry Lockwood	Larry Lockwood	Larry Lockwood	Herb Evert	Herb Evert
Legislative Liaison	Larry Lockwood	Larry Lockwood	James Stewart	James Stewart	James Stewart

## XV ANNUAL CONFERENCE LOCATIONS AND HOST INSTITUTIONS

YEAR	DATES	SITE	HOSTS
2000			
1999	November 3-5	Eau Claire	UW-Eau Claire, UW-River Falls, UW-Stout, Chippewa Valley Technical College
1998	November 4-6	Wausau	Midstate Technical College, Nicolet Technical College, Northcentral Technical College, UW-Marathon County, UW-Stevens Point
1997	November 5-7	Milwaukee	UW-Milwaukee, Cardinal Stritch University Alverno College, Concordia University, Milwaukee Institute of Art & Design
1996	November 4-6	Oshkosh	Fox Valley Technical College, Lawrence University, Ripon College, UW Center Fox Valley, and UW-Oshkosh
1995	October 30 - Nov. 1	LaCrosse	UW-LaCrosse, Western Wisconsin Technical College, Viterbo College
1994	October 31 - Nov. 2	Madison	UW-Madison, Madison Area Technical College, Edgewood College
1993	November 3-5	Milwaukee	Wisconsin Lutheran College, Medical College of Wisconsin, Inc., Carroll College, UWC-Waukesha, Waukesha County Technical College
1992	November 4-6	Green Bay	Bellin College of Nursing, Northeast Wisconsin Technical College, Saint Norbert College, UW-Green Bay
1991	November 6-8	Stevens Point	UW-Stevens Point, Mid-State Technical College, Nicolet Technical College, North Central Technical College
1990	October 31 -Nov. 2	Eau Claire	UW-Eau Claire, Chippewa Valley Technical College, UWC-Barron Co., UW-River Falls, UW-Stout
1989	November 1-3	Fontana	UW-Parkside, Carthage College, UW-Whitewater
1988	November 2-4	Oshkosh	UW-Oshkosh, Moraine Park Technical College, Ripon College, Fox Valley Technical College
1987	November 4-6	La Crosse	UW-La Crosse, Viterbo College, Western Wisconsin Technical College
1986	November 5-7	Madison	Madison Area Technical College
1985	November 6-8	Stevens Point	UW-Stevens Point, Mid-State Technical College
1984	November 7-9	Fontana	Edgewood College, Marquette University
1983	November 2-4	Eau Claire	UW-Eau Claire, District One Technical College
1982	October 27-29	Rockford, IL	Beloit College, Rock Valley College (Joint Meeting with IACRAO) (Illinois)
1981	October 28-30	Milwaukee	Milwaukee Area Technical College
1980	October 22-24	Green Bay	UW-Green Bay, St. Norbert College, Northeast Wisconsin College
1979	October 17-19	Janesville	UW-Whitewater, Beloit College, Blackhawk Technical College, Milton College
1978	October 18-20	La Crosse	UW-La Crosse, Viterbo College, Western Wisconsin Technical College
1977	October 19-21	Milwaukee	Marquette University(Joint Meeting with IACRAO)
1976	October 20-22	Eau Claire	UW-Eau Claire, District One Technical College
1975	October 23-24	Stevens Point	UW-Stevens Point
1974	October 17-18	Madison	Edgewood College, Madison Area Technical College, UW-Center System, UW-Extension, UW-Madison
1973	October 18-19	Waukesha	UW-Parkside, UW-Whitewater
1972	October 12-13	Oshkosh	UW-Oshkosh
1971	October 14-15	Green Bay	St. Norbert College, UW-Green Bay
1970	October 15-16	Milwaukee	UW-Milwaukee
1969	October 23-24	La Crosse	WSU-La Crosse, Viterbo College <
1968	October 17-18	Milwaukee	Marquette University
1967	October 19-20	Stevens Point	WSU-Stevens Point
1966	October 20-21	Madison	Edgewood College
1965	October 28-29	Madison	UW-Madison
1964	October 22-23	Milwaukee	Marquette University
1963	October 23-25	Rockton, IL	Joint meeting with Illinois (IACRAO)
1962	October 25-26	River Falls	WSU-River Falls
1961	October 12-13	La Crosse	WSU-La Crosse
1960	October 20-21	Eau Claire	WSU-Eau Claire
1959	October 23	Milwaukee	Mount Mary College
1958	October 24	Oshkosh	WSU-Oshkosh
1957	October 18	Madison	University of Wisconsin
1956	October 26	Milwaukee	Alverno College
1955	October 21	Stevens Point	WSU-Stevens Point
1954	October 29	Madison	University of Wisconsin
1953	Not Available	Milwaukee	Not Available
1952	October 24	Appleton	Lawrence College
1951	November 30	Madison	University of Wisconsin
1950			Information Not Available
1949	December 2	Madison	University of Wisconsin
1948			Information Not Available
1947	December 12	Madison	University of Wisconsin

## **XVI. INSTITUTIONAL MEMBERSHIPS (AS OF OCTOBER 1999)**

ALVERNO COLLEGE

BELLIN COLLEGE OF NURSING  
BELOIT COLLEGE  
BLACKHAWK TECHNICAL COLLEGE

CARDINAL STRITCH COLLEGE  
CARROLL COLLEGE  
CARTHAGE COLLEGE  
CHIPPEWA VALLEY TECHNICAL COLLEGE  
CONCORDIA COLLEGE

EDGEWOOD COLLEGE

FOX VALLEY TECHNICAL COLLEGE

GATEWAY TECHNICAL COLLEGE

IMMANUEL LUTHERAN COLLEGE AND SEMINARY

LAKELAND COLLEGE  
LAKESHORE TECHNICAL COLLEGE  
LAWRENCE UNIVERSITY

MADISON AREA TECHNICAL COLLEGE  
MARIAN COLLEGE  
MARQUETTE UNIVERSITY  
MEDICAL COLLEGE OF WISCONSIN, INC.  
MID-STATE TECHNICAL COLLEGE  
MILWAUKEE AREA TECHNICAL COLLEGE  
MILWAUKEE INSTITUTE OF ART & DESIGN  
MILWAUKEE SCHOOL OF ENGINEERING  
MORAIN PARK TECHNICAL COLLEGE  
MOUNT MARY COLLEGE  
MOUNT SENARIO COLLEGE

NICOLET AREA TECHNICAL COLLEGE  
NORTHCENTRAL TECHNICAL COLLEGE  
NORTHEAST WISCONSIN TECHNICAL COLLEGE  
NORTHLAND COLLEGE

RIPON COLLEGE

SACRED HEART SCHOOL OF THEOLOGY  
SAINT FRANCIS SEMINARY  
SAINT. NORBERT COLLEGE  
SILVER LAKE COLLEGE  
SOUTHWEST WISCONSIN TECHNICAL COLLEGE

UNIVERSITY OF WISCONSIN CENTER SYSTEM:  
BARABOO  
BARRON

FOND DU LAC  
FOX VALLEY  
MANITOWOC  
MARATHON  
MARINETTE  
MARSHFIELD  
RICHLAND  
ROCK COUNTY  
SHEBOYGAN  
WASHINGTON  
WAUKESHA  
UNIVERSITY OF WISCONSIN ADMINISTRATION  
UNIVERSITY OF WISCONSIN SYSTEM:  
EAU CLAIRE  
GREEN BAY  
LA CROSSE  
MADISON  
MILWAUKEE  
OSHKOSH  
PARKSIDE  
PLATTEVILLE  
RIVER FALLS  
STEVENS POINT  
STOUT  
SUPERIOR  
WHITEWATER

VITERBO COLLEGE

WAUKESHA COUNTY TECHNICAL COLLEGE  
WESTERN WISCONSIN TECHNICAL COLLEGE  
WISCONSIN LUTHERAN COLLEGE

#### AFFILIATE MEMBERSHIPS

ANN WINSHIP, THE COLLEGE BOARD  
LORINDA GROGG, AMERICAN COLLEGE TESTING PROGRAM  
JAMES FREY, EDUCATIONAL CREDENTIAL EVALUATORS, INC.  
BETSY WEST, UW-SYSTEM ADMINISTRATION  
KRIS MCGREW, UW EXTENSION HELP OFFICE  
WISCONSIN ASSOCIATION OF INDEPENDENT  
COLLEGES AND UNIVERSITIES

## **XVII. AACRAO REGIONAL/STATE ORGANIZATIONS**

### MIDDLE STATES ACRAO

DELAWARE  
DISTRICT OF COLUMBIA  
MARYLAND  
NEW JERSEY  
NEW YORK  
PENNSYLVANIA  
PANAMA CANAL ZONE  
PUERTO RICO

### NEW ENGLAND ACRAO

CONNECTICUT  
MAINE  
MARITIME PROVINCES  
MASSACHUSETTS  
NEW HAMPSHIRE  
QUEBEC  
RHODE ISLAND  
VERMONT

### PACIFIC ACRAO

ALASKA  
ALBERTA  
ARIZONA  
BRITISH COLUMBIA  
CALIFORNIA  
GUAM  
HAWAII  
IDAHO  
MONTANA  
NEVADA  
OREGON  
UTAH  
WASHINGTON

### MOUNTAIN ROCKY ACRAO

COLORADO  
NEW MEXICO  
WYOMING

### SOUTHERN ACRAO

ALABAMA  
ARKANSAS  
FLORIDA  
GEORGIA  
KENTUCKY  
LOUISIANA  
MISSISSIPPI  
NORTH CAROLINA  
OKLAHOMA  
SOUTH CAROLINA  
TENNESSEE

TEXAS  
VIRGINIA

UPPER MIDWEST ACRAO

IOWA  
MINNESOTA  
NORTH DAKOTA  
SOUTH DAKOTA

SINGLE STATE REGIONALS

ALABAMA  
ARKANSAS  
CANADA (ARUCC)  
CAROLINAS  
FLORIDA  
GEORGIA  
ILLINOIS  
INDIANA  
KANSAS  
KENTUCKY  
LOUISIANA  
MICHIGAN  
MISSISSIPPI  
MISSOURI  
NEBRASKA  
OHIO  
OKLAHOMA  
PUERTO RICO  
TENNESSEE  
TEXAS  
UTAH  
VIRGINIA  
WEST VIRGINIA  
WISCONSIN