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# Executive Committee Manual

Virginia Association of Collegiate Registrars and Admissions Officers



This manual is the operational guide for the Executive Committee of the Virginia Association of Collegiate Registrars and Admissions Officers (VACRAO), and includes brief descriptions of responsibilities and suggested calendars of activities to fulfill these responsibilities.

The manual is revised annually as needed, and revised text is disseminated to Executive Committee members electronically. The Executive Committee and members of VACRAO may make suggestions for revisions to the Immediate Past President, who serves as editor of the manual. Copies of the manual are distributed to new Executive Committee members at the annual meeting.

The manual was first developed in December 2002 by Barbara Thrasher. A master copy is on file with the VACRAO archivist.

## Revisions:

- Barbara S. Thrasher, 2002
- Jenifer L. Blair, 2003
- Robert D. LeHeup, 2005
- Melissa W. Yakabouski, 2008
- Barbara Rowe, 2009

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# Introduction

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## Mission Statement

The mission of the Virginia Association of Collegiate Registrars and Admissions Officers (VACRAO) is the promotion of the professional preparation, effectiveness, and association of higher education professionals in the fields of admissions, registration and records, enrollment management, institutional research, financial aid, instructional management, information technology, and student services.

The Association:

- Facilitates communication between educational institutions through an exchange of ideas, information, and experiences.
- Promotes such systematic studies, cooperative experiments, conferences, and other related activities as may be desirable or necessary to fulfill stated purposes.
- Serves as a regional organization affiliated with AACRAO and SACRAO.

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## History and Purpose

Founded in 1928, the Virginia Association of Collegiate Registrars and Admissions Officers is the professional association for registrars and admissions officers in the state of Virginia. Since its founding, VACRAO has been dedicated to the promotion of the professional preparation, effectiveness, and association of higher education professionals in the fields of admissions, registration and records, enrollment management, institutional research, instructional management, information technology, and student services.

VACRAO offers numerous professional opportunities and access to current and pertinent information on a wide range of topics.

- Annual meeting each December
- Newsletter produced three times a year
- Email list—an electronic network for information exchange
- Home page with resources, contacts, and program announcement
- Domicile, New Counselor, Support Staff, and Special workshops
- The Virginia Tour, a coordinated series of college fairs throughout the state
- *Roadrunner Gazette*
- Online *Directory of Members*
- Opportunities to share experience, develop mentoring relationships, and serve in leadership roles
- Professionals—both colleagues and Corporate Members—who can provide advice and assistance

The corporation is a non-profit, professional association whose purposes, as prescribed by the Articles of Incorporation and Bylaws, are to promote the professional preparation, effectiveness, and association of registrars, admissions and record administrators in colleges, universities and other educational institutions of higher education; facilitate communication between educational institutions through an exchange of ideas, information and experience; promote such systematic studies, cooperative experiments, conferences and other related activities as may be desirable or necessary to fulfill the above-stated purposes; and to serve as a regional organization affiliated with the American Association of Collegiate Registrars and Admissions Officers.

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# Committees

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The various committees are the means by which the organization functions. The level and quality of activity of committee members directly affects the success of the Association. VACRAO has a strong tradition of active, able participation on its committees by the membership.

## Executive Committee

This committee, established in the Articles of Incorporation, is composed of nine elected officers who are voting members of the Executive Committee: President, President-Elect, Immediate Past President, Vice President for Admissions and Enrollment Management, Vice President for Professional Development, Vice President for Registration and Records, Vice President for Membership and Communication, Secretary, and Treasurer. Ex-officio, non-voting members of the committee are the Newsletter Editor and the Corporate Membership Coordinator. The committee serves as the governing board of VACRAO acting for the membership and carrying out the wishes of the membership as expressed formally and informally. The committee usually meets four times a year: at the VACRAO annual meeting in December, at a general meeting in February, at the summer planning meeting in June, and in September at the site of the upcoming meeting.

## Annual Meeting Program Committee

This committee is composed of the President-Elect as Chair; the Vice Presidents for Admissions and Enrollment Management, Professional Development, Records and Registration, and Membership and Communication; and other members of VACRAO organized in a series of program committees. It is responsible for planning and presenting the program sessions at the annual meeting. The committee identifies topics and participants for program sessions and schedules them for the annual meeting program.

## Awards and Resolutions Committee

This committee, appointed by the President and chaired by the Immediate Past President, is responsible for approving certificates of appreciation and the new professional award to any current or previous Association members who demonstrate an

exceptional commitment to the Association or the profession or both. The Committee also recommends to the Executive Committee the awarding of distinguished service awards and honorary membership. The committee solicits nominations from the membership and screens candidates according to established criteria. Awards are presented at the annual business meeting. The committee is also responsible for providing to the President at the annual meeting appropriate recognition (i.e., plaques) for those individuals completing service on the Executive Committee.

This committee, appointed by the President, is responsible for preparing resolutions on issues and concerns and presents them to the membership at the annual business meeting.

## Finance Committee

This committee, established in the Bylaws and comprised of the President, President-Elect, and Treasurer, with the outgoing Treasurer as ex-officio, oversees the financial activities of the Association. Development of the annual budget for approval by the Executive Committee, proposals for changes in the budget, and recommendations to the Executive Committee related to approved items of expenditures, investments, and dues are among the committee's responsibilities.

## Nominations and Auditing Committee

This committee, established in the Bylaws, is elected by the membership, the chair being the candidate receiving the largest number of votes in the previous year's election and having served as chair-elect for the preceding year. The five committee members canvass the membership for nominees for officer, select a slate of well-qualified individuals as representative of the diverse membership as possible, and present that slate for the membership's consideration at the annual meeting. The committee also submits candidates, for the Nominations and Auditing Committee ballot to be mailed to the membership.

This committee is responsible for developing the procedures and guidelines to be followed by the Treasurer in carrying out the financial affairs of VACRAO. The Committee conducts an annual review of VACRAO's financial records and submits its findings to the membership at the annual meeting. (See Appendix E for Auditing Guidelines.)

### **Annual Site Selection Committee**

The Annual Site Selection Committee consists of three members. The committee researches and recommends sites for the Association's annual meeting two years in advance of the meeting. See Appendix F for Annual Meeting Bid Specifications.

### **Corporate Membership Coordinator**

A committee of one, the Corporate Membership Coordinator serves as a liaison with corporate members; solicits membership from potential corporate members; coordinates space and local arrangements for exhibitors at the annual meeting site; collects fees from annual meeting exhibitors and transfers them to the Treasurer; and performs other duties as may be required by the Association. The Corporate Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

### **Domicile Workshop Committee**

The Domicile Workshop Committee consists of at least three and no more than five members. The committee sponsors the Association's annual Domicile Workshop. The committee sponsors at least one program session at the Association's annual meeting.

### **Legislative and Inter-Association Issues**

The Legislative and Inter-Association Issues Committee consists of at least three and no more than five members. The Committee monitors, analyzes, and represents VACRAO's interests in legislative, regulatory, and legal issues affecting and of interest to the membership; serves as an intermediary with other professional associations for the exchange of materials, information, and resources; and provides information to the membership. The Committee sponsors at least two program sessions at the Association's annual meeting.

### **Membership Coordinator**

A committee of one, the Membership Coordinator maintains information on all members in Association

databases; works with the Treasurer, the chair of the School and College Relations Committee, and the Corporate Membership Coordinator to insure the accuracy and completeness of this information; solicits membership from non-member Virginia institutions; annually publishes the Association's *Directory of Members*; supplies mailing labels to other committees and members; and performs other duties as may be required by the Association. The Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

### **New Counselor Workshop Committee**

The New Counselor Workshop Committee consists of at least three and not more than five members. The committee sponsors the Association's annual New Counselor Workshop. The Committee sponsors at least one program session at the Association's annual meeting.

### **Newsletter Editor**

A committee of one, the Newsletter Editor edits and publishes an Association newsletter three times a year. The Newsletter Editor is appointed for an initial two-year term and may be re-appointed for additional one-year terms for an indefinite period with the approval of the Executive Committee. The Newsletter Editor also serves on the Annual Meeting Program Committee.

### **School and College Relations Committee**

The School and College Relations Committee consists of eleven members: the chair, nine committee members representing sectional divisions of the Commonwealth as designated by the committee and approved by the Executive Committee, and the elected president of the Roadrunners. The Roadrunners is an informal group of traveling admissions representatives from member institutions.

The committee establishes and annually publishes the Virginia Tour schedule for the fall and spring tours, and maintains authority over such functions. A single invitation and schedules for the fall and spring tours are sent to all VACRAO members in a timely manner. The committee compiles RSVPs and notifies local coordinators in a timely manner. The Committee annually publishes the *Roadrunner's Gazette*. In addition, the committee sponsors at least two program sessions at the Association's annual meeting.

### **Special Workshop Committee**

The Special Workshops Committee consists of at least three and not more than five members. The committee sponsors at least one special workshop for Association members each year. In addition, the committee sponsors at least one program session at the Association's annual meeting.

### **Support Staff Workshop Committee**

The Support Staff Workshop Committee consists of at least three and not more than five members. The committee sponsors the Association's annual Support Staff Workshop. The committee sponsors at least one program session at the Association's annual meeting.

### **Professional Access and Equity Committee**

The Professional Access and Equity Committee will consist of at least three and no more than five members. The Committee is responsible to the membership through the Vice President for Professional Development for the following association activities:

- encouraging and providing opportunities to enhance the professional involvement of

individuals from all backgrounds represented within VACRAO;

- identifying ways in which VACRAO can promote and sustain inclusiveness within the association and on each campus; and
- sensitizing VACRAO leaders and members to issues of importance to all people from all backgrounds by making recommendations for improving professional development and involvement in the association.

The Committee will sponsor at least two program sessions at each of the Association's annual meetings and will propose additional opportunities for involvement and professional development through workshops or other Association activities.

### **Web Services Coordinator**

A committee of one, the Web Services Coordinator maintains the Association's electronic resources, specifically the VACRAO homepage and the VACRAO email list; monitors existing and developing policies and practices in electronic resource management; monitors and analyzes developments in technology and content of electric resources of interest to the membership; and provides information to the membership.

# Officers and Committee Chairs

## President

The President serves a one-year term that begins at the close of the annual meeting. The term as President follows a one-year term as President-Elect. The primary duties of the President include:

- Assembles agendas and chairs the Executive Committee;
- Supervises all activities of VACRAO;
- Assembles agendas and presides at all general meetings;
- Implements all provisions of the Articles of Incorporation and Bylaws;
- Represents VACRAO at the annual meetings of AACRAO and SACRAO;
- Maintains and disseminates list of Executive Committee members and list of committee chairs;
- Sends sympathy cards to families of deceased members and submits memorial information for inclusion in the Newsletter.

A recognized degree of leadership, experience and expertise are required for this position. Institutional support is required for the term as President, followed by a term as Immediate Past President.

Responsibilities include required attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, at the summer workshops, at the fall executive committee meeting, the annual AACRAO meeting in April (if possible), and the SACRAO annual meeting in February (if possible).

## Calendar

### December

Tenure begins with chairing of post-annual meeting Executive Committee meeting  
 Check that all expenses for the annual meeting are paid in full  
 Update usage/registration count information on Annual Meeting Bid Specifications  
 Encourage VPs to look for committee chairs/members at annual meeting  
 Update the website with the new Executive Committee member information  
 Write thank you notes from annual meeting

### January

Remind that committee assignments need to be finalized  
 Communicate with the President-Elect about annual meeting notes/changes  
 Remind that conference evaluations, session evaluations, and I'm Available information is distribute from last meeting; it is important that everyone involved, including presenters, gets feedback  
 Remind that annual meeting minutes are created, reviewed, and ready for distribution at next annual meeting

### February

Coordinate and attend Executive Committee meeting  
 Present finalized conference budget to Executive Committee  
 Attend SACRAO annual meeting  
 Remind that not-paid member institutions should be contacted  
 Check that transfer of materials for any position changes completed  
 Attend any Special Workshop held  
 Get list of committee chairs/members to update web and database

### March

Remind N&A to audit books and update website  
 Check that *Directory of Members* prepared and distributed

### April

Attend AACRAO annual meeting

### May

Check that N&A has audit completed and report written to include in June newsletter

### June

Coordinate and attend summer planning meeting  
 Newsletter - do article and see that it includes Audit results  
 Attend Support Staff Workshop  
 Receive bids for the annual meeting one-year hence and coordinate approval of contract with hotel

### **July**

First deadline for session proposals – assist as needed  
Check that nominations requested for officers and N&A Committee

### **August**

Attend New Counselors Workshop  
Remind N&A Committee of need for nominations for the Executive Committee and N&A Committee  
Submit nominations for VACRAO honorary membership and for recognitions and awards  
Submit nominations for leadership for following year

### **September**

Coordinate and attend Executive Committee meeting  
Do letter for newsletter

### **October**

Check that N&A ballot distributed  
Check that renewal notices distributed  
Check that nominees for awards requested  
Budget needs for following year need to be submitted by VPs

### **November**

Confirm that Treasurer prepares draft budget and distributes for comments  
Invite new executive committee members to pre- and post-annual meeting Executive Committee meetings

### **December**

Coordinate and attend pre- and post-annual meeting Executive Committee meetings  
Hold Business Meeting – copies of last year's minutes, treasurer's report, and budget report for current year/budget proposal for next year  
Write thank you notes/letters of appreciation to supervisors of Executive Committee members  
Attend AACRAO State and Regional Meeting, if possible

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## **President-Elect**

The President-Elect is a one-year term that begins at the close of the annual meeting. This officer's primary responsibility is planning the next annual meeting. The President-Elect is also the principal assistant to the President and in the absence of that officer performs all the duties of the President. The President-Elect performs other assignments that may be delegated by the President.

The President-Elect's position requires a three-year commitment and institutional support, because this officer succeeds to the presidency of the association followed by one year as Immediate Past President.

Responsibilities include required attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, at the fall executive committee meeting, the annual AACRAO meeting in April, and the SACRAO annual meeting in February. A recognized degree of leadership, experience, expertise, and communication skills is required for this position.

The President-Elect assumes additional duties as follows:

- Chairs all annual meeting program meetings;
- Develops and monitors planning calendar and deadlines;
- Collects and assembles program reports;
- Edits and has printed the annual meeting program booklet;
- Meets with the Finance Committee to review the current budget and projected needs for the year of presidency.

## **Calendar**

### **December**

Official election by the membership at annual business meeting  
Attend pre- and post-annual meeting Executive Committee meetings  
Meet with Vice Presidents to begin planning next year's program  
Look for/meet with any folks to support annual meeting functions  
Attend AACRAO State and Regional Meeting, if possible

### **January**

Review hotel contract and hotel deadlines for room and meal adjustments  
Work with VPs and the President to see that committee chairs are selected  
Get annual meeting dates/location and session proposal form available on the web  
Submit any information to Newsletter Editor

### **February**

Attend Executive Committee meeting and submit report  
Attend SACRAO annual meeting  
Create email distribution files for Conference Committee and VPs/chairs  
Email VPs and chairs info on session proposal form and July 1 deadline

**March**

Look into possible sites for the annual meeting social  
 Conduct site visit to hotel  
 Attend AACRAO annual meeting

**April**

Email VPs/chairs reminder about annual meeting session proposals

**May**

Create a preliminary conference budget to present at June meeting  
 Update web with annual meeting information

**June**

Attend Support Staff Workshop  
 Attend summer planning meeting and submit report - Bring suggestions and get ideas for speakers, social, etc. Get commitments from Program Committee for 1) registration, 2) conference and session evaluations, 3) social, 4) hospitality, 5) program  
 Send out invitations to possible speakers  
 Finalize plans for the social

**July**

First deadline for session proposals - send email reminder  
 Check that corporate member mailing is completed by Corporate Membership Chair  
 Get conference web site updated with times and ideas about sessions  
 Attend New Counselor Workshop  
 Attend Domicile Workshop

**August**

Send out feelers for session proposals from interest survey completed the prior year, particularly to local schools  
 Send another reminder about session proposals  
 Inquire about AACRAO and SACRAO reps attending VACRAO annual meeting. (VACRAO provides free registration and lodging for one night if complimentary rooms are available; reimbursement is provided to SACRAO unless the representative is also a VACRAO member)  
 Submit nominations for VACRAO honorary membership and for recognitions and awards  
 Submit nominations for leadership for following year

**September**

Work with President on approving contract for future year's meetings

Coordinate Executive/Program Committee meeting at site of annual meeting  
 Present updated conference budget  
 Review all details of session information submitted  
 Set overall and per day conference registration fees  
 Confirm that Newsletter Editor has necessary materials for annual meeting mailing

**October**

Registration mailing with newsletter; make sure envelope is identified as being from VACRAO  
 Registration and hotel forms available on the web  
 Finalize sessions and assign time slots; publish program on the web  
 Ask for session moderators and fill in the blanks; make sure volunteers from previous year's I'm Available forms are included  
 Create program and email confirmation of session information to the presenter and coordinator  
 Confirm audiovisual equipment needs

**November**

Submit budget requests to Treasurer  
 Review room/meals numbers to see if adjustment needed prior to deadline  
 Hotel deadline  
 Send reminder to email list and information on events and attractions in the area of the conference  
 Registration deadline  
 Menu information to the hotel  
 Audiovisual needs to the hotel Put sessions with A/V needs in one or two rooms to minimize expense  
 Check that corporate members are registered and that those registered as corporate members are paid for current year  
 Check that Corporate Membership Coordinator is coordinating exhibitor cards/door prizes  
 Produce program booklet and have them printed  
 Confirm who gets complimentary rooms (see Policy 3 - Annual Meeting Room Expenses)

**December**

Finalize all room setups and audiovisual needs  
 Finalize meal numbers and food to be served  
 Attend pre- and post-annual meeting Executive Committee meetings  
 Present updated conference budget  
 Attend AACRAO State and Regional Meeting, if possible

## Immediate Past President

The Immediate Past President serves as an advisor and consultant to the Executive Committee and may chair committees and task groups as assigned.

The Immediate Past President also chairs the Awards and Resolutions Committee that is responsible for selecting individuals for formal recognition (Honorary Membership, Certificate of Appreciation, New Professional Award, and the Distinguished Service Award). This committee, appointed by the President and chaired by the Immediate Past President, is responsible for approving certificates of appreciation and the new professional award to any current or previous Association members who demonstrate an exceptional commitment to the Association or the profession or both. The committee also recommends to the Executive Committee the awarding of distinguished service awards and honorary membership. The committee solicits nominations from the membership and screens candidates according to established criteria. Awards are presented at the annual business meeting. The committee is also responsible for providing to the President at the annual meeting appropriate recognition (i.e., plaques) of those individuals completing service on the Executive Committee.

Responsibilities require attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, at the fall executive committee meeting, and the annual meetings of SACRAO and AACRAO.

Duties include:

- Revise the *Executive Committee Manual* to include policy changes from action taken at each Executive Committee and/or Business Meeting
- Coordinate revisions to the *Executive Committee Manual* and distribute copies to the new Executive Committee, N&A Committee chair, and others as appropriate;
- Complete other duties as assigned by the President.
- Chair the Awards and Resolutions Committee
- Prepare awards, including plaques and certificates, for the annual meeting

The committee which reports to the Immediate Past President is:

**Annual Site Selection Committee:** The Annual Site Selection Committee consists of three members. The Committee researches and recommends sites for the Association's annual meeting two years in advance of the meeting. Using VACRAO's specifications for bids and historical attendance data, the committee makes recommendations to the Executive Committee for future annual meeting sites. The President and President-Elect sign initial contracts at the time of the site selection. (See Appendix F for Annual Meeting Bid Specifications.)

### Calendar

#### December

Tenure begins at the close of the annual meeting, following the year of service as president  
 Send appropriate thank you letters to persons who contributed to the activities at the annual meeting  
 Send congratulation letters to new honorary members and other award recipients, as appropriate  
 Attend pre- and post-annual meeting Executive Committee meetings

#### January

Determine chair/committee members for Annual Site Selection Committee  
 Send newsletter information that should include awards from last meeting

#### February

Attend Executive Committee meeting and submit report  
 Attend SACRAO annual meeting, if possible

#### April

Attend AACRAO annual meeting, if possible  
 Remind Annual Site Selection chair of June report date

#### June

Attend the summer planning meeting and submit report  
 Ask Annual Site Selection Committee chair to present report at summer planning meeting  
 Remind members of the Executive Committee and others of the deadline for receiving changes/additions to the *Executive Committee Manual*  
 Request nominations for Distinguished Service Award via the email list and web site

#### August

Submit nominations for honorary members and for VACRAO recognitions and awards

Submit nominations for VACRAO leadership positions  
Remind membership about Distinguished Service Award submission deadline

### September

Review Distinguished Service Award nominees  
Attend Executive Committee fall meeting and submit report

### October

Remind membership of deadline for certificates, new professional award, and honorary memberships

### November

Review award nominees with Awards and Resolutions Committee  
Order plaques for outgoing Executive Committee members  
Determine how to have obtain certificates with VACRAO logo, etc. Finalize revisions to the *Executive Committee Manual* and print copies for new Executive Committee members/revisions to continuing members

### December

Present awards at the annual business meeting  
Announce site of next year's annual meeting  
Distribute copies of the revised *Executive Committee Manual* to new members of the Executive Committee, the Nominations and Auditing Committee chair, and others as appropriate  
Provide the archivist with a master electronic copy of the *Executive Committee Manual*  
Provide electronic copy of the *Executive Committee Manual* to the incoming Immediate Past President  
Attend pre- and post-annual meeting Executive Committee meetings

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## Vice President for Admissions and Enrollment Management

This vice president serves a two-year term whose office is assumed at the close of the annual meeting. This office is elected in odd-numbered years. This vice president is responsible for coordinating and supervising the affairs of VACRAO in the professional area of admissions, enrollment management, and related areas. This officer serves as a member of the Executive Committee and of the Annual Meeting Program Committee, the latter under

the direction of the President-Elect. This vice president is responsible for coordinating program activities relative to the areas under this position.

Additional responsibilities include required attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting. This vice president is also responsible for three sessions at the annual meeting.

The standing committee which reports to this position is:

**School and College Relations Committee:** The School and College Relations Committee consists of eleven members: the chair, nine committee members representing sectional divisions of the Commonwealth as designated by the committee and approved by the Executive Committee, and the Single Invitation Coordinator.

The committee establishes and annually publishes the Virginia Tour schedule for the fall and spring tours, and maintains authority over such functions. A single invitation and schedules for the fall and spring tours are sent to all VACRAO members in a timely manner. The committee compiles RSVPs and notifies local coordinators in a timely manner. The Committee annually publishes the *Roadrunner's Gazette*. In addition, the committee sponsors at least two program sessions at the Association's annual meeting.

## Calendar

### December

Official election by the membership at annual business meeting  
Attend pre- and post-annual meeting Executive Committee meetings  
Present a report to the membership at the annual business meeting  
Meet with President-Elect to begin planning next year's program  
Look for/meet with committee chairs that report to this position  
Send single invitation for spring programs to VACRAO members

### January

Verify chairs and committee members  
Submit news and information to Newsletter Editor

### **February**

Attend Executive Committee meeting and submit report  
School and College Relations Committee meets  
Attend SACRAO annual meeting, if possible  
Compile spring RSVP's and forward to local coordinators

### **March/April**

School and College Relations Committee works on planning fall Virginia Tour  
Attend AACRAO annual meeting, if possible

### **May**

Work with chair to compile single invitation for fall Virginia Tour programs for VACRAO members

### **June**

Attend summer planning meeting and submit report  
Send any information for newsletter  
Discuss plans for sessions at annual meeting  
Work with chair to compile and print *Roadrunner Gazette* and send to VACRAO members

### **July**

Program sessions for annual meeting need to be submitted  
Compile single invitation RSVPs from VACRAO members and forward to local coordinators

### **August**

Submit nominations for VACRAO honorary membership and for recognitions and awards  
Submit nominations for leadership for following year

### **September**

Submit news and information to Newsletter Editor  
Serve as conduit between program participants, committee chairs, and President-Elect to finalize session commitments  
Attend Executive committee meeting and submit report

### **November**

Submit budget requests to Treasurer  
School and College Relations to finalize spring Virginia Tour

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## **Vice President for Professional Development**

This VACRAO vice president is elected for a two-year term that begins at the close of the annual meeting. This office is elected in even-numbered years. This vice president is responsible for coordinating and supervising the activities of VACRAO in the areas of professional growth and development. This officer serves as a member of the Executive Committee and as a member of the Annual Meeting Program Committee under the direction of the President-Elect and is responsible for coordinating program sessions relative to the professional areas under this position. The Vice President for Professional Development coordinates the work of individuals, standing committees, and ad hoc committees reporting to the office; appoints chairs for those committees; develops program offerings for the annual meeting; administers, along with the chairs of the committees reporting to the office, the Jean Rayburn Memorial Grant; and performs such duties as the President may direct or as may be required by the Association.

Responsibilities include required attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting. The vice president is also responsible for four sessions at the annual meeting.

The standing committees which report to this position include:

**Support Staff Workshop Committee:** The Support Staff Workshop Committee consists of at least three and not more than five members. The committee sponsors the Association's annual Support Staff Workshop. The Committee sponsors at least one program session at the Association's annual meeting.

**New Counselor Workshop Committee:** The New Counselor Workshop Committee consists of at least three and not more than five members. The committee sponsors the Association's annual New Counselor Workshop. The Committee sponsors at least one program session at the Association's annual meeting.

**Domicile Workshop Committee:** The Domicile Workshop Committee consists of at least three members and not more than five members. The committee sponsors the Association's annual Domicile Workshop. The committee sponsors at least

one program session at the Association's annual meeting.

**Professional Access and Equity Committee:** The Professional Access and Equity Committee will consist of at least three and no more than five members. The Committee is responsible to the membership through the Vice President for Professional Development for the following association activities:

- encouraging and providing opportunities to enhance the professional involvement of individuals from all backgrounds represented within VACRAO;
- identifying ways in which VACRAO can promote and sustain inclusiveness within the association and on each campus; and
- sensitizing VACRAO leaders and members to issues of importance to all people from all backgrounds by making recommendations for improving professional ----- development and involvement in the association.

The Committee will sponsor at least two program sessions at each of the Association's annual meetings and will propose additional opportunities for involvement and professional development through workshops or other Association activities.

**Special Workshops Committee:** The Special Workshops Committee consists of at least three and not more than five members. The committee sponsors at least one special workshop for the Associations members each year. In addition, the Committee sponsors at least one program session at the Association's annual meeting.

The Vice President for Professional Development is responsible for disseminating and maintaining the Guidelines for Workshop Committees (see Appendix G).

## Calendar

### December

Official election by the membership at annual business meeting  
Attend pre- and post-annual meeting Executive Committee meetings  
Meet with President-Elect to begin planning next year's program  
Look for/meet with chairs that report to this position

### January

Committee membership is recruited and confirmed by chairs

Final planning for Special Workshop, if held  
Send any information to Newsletter Editor

### February

Attend SACRAO annual meeting, if possible  
In preparation for Executive Committee meeting, ask for committee chair reports  
Attend Executive Committee meeting and submit report  
Committee meetings to plan dates/locations of the New Counselors, Domicile, and Support Staff workshops  
Attend Special Workshop

### March

Special Workshop report summary to Web Services Coordinator and Newsletter Editor  
Domicile Workshop Committee making plans  
Support Staff Workshop Committee making plans  
New Counselor Workshop Committee making plans

### April

Attend AACRAO annual meeting, if possible  
Announcement on website about Support Staff Workshop, Domicile Workshop, and New Counselor Workshop  
Reminder about working on annual meeting session ideas

### May

Report from each committee chair with final budget from Special Workshop Committee and preliminary budgets from the Support Staff Workshop, Domicile Workshop, and New Counselor Workshop committees

### June

In preparation for summer planning meeting, ask for committee chair reports  
Attend summer planning meeting and submit report  
Attend Support Staff Workshop  
Attend Domicile Workshop

### July

Submit committee sessions for the annual meeting  
Attend New Counselor Workshop  
Support Staff and Domicile workshops summary reports to Web Services Coordinator and Newsletter Editor  
Support Staff and Domicile budgets finalized

### August

New Counselor Workshop summary report to Web Services Coordinator and Newsletter Editor  
New Counselor Workshop budget finalized

Submit nominations for VACRAO honorary membership and for recognitions and awards.  
Submit nominations for leadership for following year.

### **September**

Report from each committee chair with final budget from New Counselor Workshop committee  
Plans for Special Workshop Committee announced  
In preparation for Executive Committee meeting, ask for committee chair reports  
Attend Executive Committee meeting and submit report  
All committees final list of annual meeting sessions  
Submit any information to Newsletter Editor

### **November**

Prepare final report on each committee and review each final budget for annual meeting report  
Contact committee chairs to confirm  
Submit budget requests for next year

### **December**

In preparation for Executive Committee meeting, ask for committee chair reports  
Annual meeting - make report to the membership  
Appoint new committee chairs

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## **Vice President for Records and Registration**

This VACRAO vice president is a two-year term that begins at the close of the annual meeting. This office is elected in even-numbered years. This vice president is responsible for coordinating and supervising the affairs of VACRAO in the professional areas of records and registration. This officer serves as a member of the Executive Committee and the Annual Meeting Program Committee, the latter under the direction of the President-Elect. This vice president is responsible for coordinating program activities relative to the professional areas under this position.

Responsibilities include required attendance at the annual VACRAO meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting. The vice president is also responsible for three sessions at the annual meeting.

The standing committee which reports to this position is:

**Legislative and Inter-Association Issues:** The Legislative and Inter-Association Issues Committee consists of at least three and no more than five members. The committee monitors, analyzes, and represents VACRAO's interests in legislative, regulatory, and legal issues affecting and of interest to the membership; serves as an intermediary with other professional associations for the exchange of materials, information, and resources; and provides information to the membership. The committee sponsors at least two program sessions at the Association's annual meeting.

### **Calendar**

#### **December**

Official election by the membership at annual business meeting  
Attend pre- and post-annual meeting Executive Committee meetings  
Meet with President-Elect to begin planning next year's program  
Meet with chairs that report to this position

#### **January**

Committee membership is recruited and confirmed by chairs  
Send any information to Newsletter Editor

#### **February**

Attend Executive Committee meeting and submit report  
Attend SACRAO annual meeting, if possible

#### **April**

Attend AACRAO annual meeting, if possible

#### **June**

Plan for sessions at annual meeting  
Attend summer planning meeting and submit report  
Submit any information to Newsletter Editor

#### **July**

Submit sessions for annual meeting

#### **August**

Submit nominations for honorary membership and for recognitions and awards  
Submit nominations for VACRAO leadership positions

#### **September**

Attend fall Executive Committee meeting and submit report  
Submit any information to Newsletter Editor

**November**

Submit budget requests for following year

**December**

Attend annual meeting and report to the membership

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## Vice President for Membership and Communication

This VACRAO vice president serves a two-year term which is assumed at the close of the annual meeting. This office is elected in odd-numbered years. This vice president is responsible for increasing the number of the various memberships in VACRAO. This vice president is responsible for maintaining the membership database, for preparing the *Directory of Members*, and for coordinating efforts to build the membership of VACRAO. This vice president is also responsible for planning and coordinating the first time attendees' session at the annual meeting. This officer serves as a member of the Executive Committee.

Responsibilities include required attendance at the annual VACRAO meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting.

The standing committees which report to this position include:

**Membership Coordinator:** A committee of one, the Membership Coordinator maintains information on all members in Association databases; works with the Treasurer, the chair of the School and College Relations Committee; and the Corporate Membership Coordinator to insure the accuracy and completeness of this information; solicits membership from non-member Virginia institutions; annually prepares the *Directory of Members*; supplies mailing labels to other committees and members; and performs other duties as may be required by the Association. The Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

**Corporate Membership Coordinator:** A committee of one, the Corporate Membership Coordinator serves as a liaison with corporate members; solicits membership from potential corporate members; coordinates space and local arrangements for

exhibitors at the annual meeting site; collects fees from annual meeting exhibitors and transfers them to the Treasurer; and performs other duties as may be required by the Association. The Corporate Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

**Newsletter Editor:** A committee of one, the Newsletter Editor edits and publishes an Association newsletter three times a year. The Newsletter Editor is appointed for an initial two-year term and may be re-appointed for additional one-year terms for an indefinite period with the approval of the Executive Committee. The Newsletter Editor also serves on the Annual Meeting Program Committee.

**Web Services Coordinator:** A committee of one, the Web Services Coordinator maintains the Association's electronic resources, specifically the VACRAO homepage and the VACRAO email list; monitors existing and developing policies and practices in electronic resource management; monitors and analyzes developments in technology and content of electric resources of interest to the membership; and provides information to the membership.

## Calendar

**December**

Official election by the membership at annual business meeting  
Attend pre- and post- annual meeting Executive Committee meetings  
Meet with President-Elect to begin planning next year's program  
Look for/meet with chairs that report to this position  
See that web site is current with new officers, etc.  
Post officers and award winners to VACRAO database

**January**

Committee membership is recruited and confirmed by chairs  
Send any information to Newsletter Editor  
Dues are coming in during the month and the database updated

**February**

Attend Executive Committee meeting and submit report  
Attend SACRAO annual meeting, if possible  
Send second notice to institutions with unpaid dues  
Remind that newsletter is completed and mailed  
Check on currency of website

**March**

Contact institutions that have not paid dues  
Update membership information brochure and application

**April**

Send membership contact list to chair of School and College Relations Committee for single invitation mailing  
Attend AACRAO annual meeting, if possible.  
Observe any special sessions or services provided for first-time attendees

**May**

Provide new member updates to chair of School and College Relations Committee throughout summer

**June**

Prepare and submit *Directory of Members* to the Web Services Coordinator, update directory pages and notify membership  
Attend summer planning meeting and submit report on status of membership (number of each type of institutions and total individuals)  
Mail letters and membership application forms to potential members  
Submit any information to Newsletter Editor

**July**

Remind that newsletter is completed and mailed  
Check with corporate membership chair on status of mailing for annual meeting  
Check on currency of website  
Work with President-elect to begin planning for first-time attendee session at the annual meeting

**August**

Submit nominations for honorary membership and for recognitions and awards  
Submit nominations for leadership positions

**September**

Attend executive committee meeting and submit report  
Submit information to Newsletter Editor

**October**

Remind that newsletter is completed and mailed  
Check on currency of website

**November**

Submit budget requests for following year

**December**

Attend annual meeting and report to the membership  
Coordinate session for first-timers  
Collect database updates from attendees

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## Secretary

The Secretary serves for an elected term of two years and assumes office at the close of the annual meeting. The Secretary is elected in odd-numbered years. Responsibilities include required attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting.

Specific duties of the Secretary are as follows:

- Records and distributes to Executive Committee the minutes of the annual meeting (including Executive Committee meetings, opening session, town meeting, and annual business meeting), and posts approved minutes on the Association's web page;
- Distributes to Executive Committee and Nominations and Auditing Committee chair the revised copy of Articles of Incorporation and Bylaws if changes are made at the annual meeting;
- Distributes to Executive Committee revised list of honorary members and award recipients;
- Records and distributes the minutes of the February Executive Committee meeting, the summer planning meeting, and the fall, and the December executive committee meetings;
- Files forms with the State Corporation Commission;
- Maintains an indexed notebook of minutes of previous meetings to be passed on to the next Secretary; and
- Performs other duties as requested by the Executive Committee such as preparing and distributing communications, reports and files.

Special requirements for the person holding this office include having an ability to take copious notes and transcribe an accurate report of committee deliberations in a timely manner.

## Calendar

### December

Ask Executive Committee members to submit electronic reports prior to the Executive Committee meeting

Attend pre- and post-annual meeting Executive Committee meetings

Attend annual meeting; have copies of annual business meeting minutes available at business meeting

Serve as recorder/secretary for the opening session, town meeting, and annual business meeting. Incoming secretary assumes responsibility for all meetings that follow the annual business meeting.

### **January**

Submit draft minutes of the December Executive Committee meeting and the annual business meeting to current and past executive committee members for review and edits.

### **February**

Ask Executive Committee members to submit electronic reports prior to the Executive Committee meeting

Attend Executive Committee meeting

Distribute minutes of the December Executive Committee meetings and annual business meeting

Distribute to Executive Committee revised list of honorary members and award recipients

Submit summaries of December Executive Committee meeting minutes to the Web Services Coordinator for posting

Submit summary of December annual business meeting minutes to the Web Services Coordinator for posting and to the Newsletter Editor for inclusion in the next newsletter

Attend SACRAO annual meeting, if possible

### **April**

Attend AACRAO annual meeting, if possible

### **June**

Ask Executive Committee members to submit electronic reports prior to the summer planning meeting

Distribute revisions to minutes for the February Executive Committee meeting prior to the summer planning meeting

Attend summer planning meeting and serve as secretary/recorder

**By July 15**

Prepare and distribute Executive Committee minutes from summer planning meeting; give deadline for receipt of revisions.

Submit February Executive Committee meeting minutes to the Web Services Coordinator for posting

Prepare annual documents for archives, including:

- a) Executive Committee agendas and minutes
- b) Minutes of other committees or groups
- c) Annual meeting program
- d) Revised Articles of Incorporation and Bylaws
- e) Committee reports and rosters
- f) Copies of the previous year's editions of the Newsletter
- g) *Directory of Members*
- h) Other publications or documents of historical significance

### **August**

Submit nominations for honorary membership and recognitions and awards

Submit nominations for leadership positions

Distribute revisions to minutes of the summer planning meeting

### **September**

Ask Executive Committee members to submit electronic reports prior to the Executive Committee meeting

Attend fall executive committee meeting and serve as secretary/recorder

Submit summer planning meeting minutes to Web Services Coordinator for posting

### **October**

Distribute minutes of September Executive Committee Meeting by October 15; give date for receipt of revisions.

Submit detailed summary of minutes from last annual business meeting to Newsletter

### **November**

File forms with State Corporation Commission

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## **Treasurer**

The Treasurer is elected for a two-year term and assumes office at the close of the annual meeting. The Treasurer is elected in even-numbered years. Responsibilities include required attendance at the annual VACRAO meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting.

Specific duties of the Treasurer include the following:

- Receive the annual dues from Membership Coordinator
- Pay the expenses of VACRAO according to VACRAO guidelines (See Policies and Guidelines and Appendices C and E);
- Keep ledger and bank statements up-to-date
- Prepare quarterly financial statements and reports, to coincide with Executive Committee meetings, for the Auditing Committee and the Finance Committee;
- Prepare at the end of the fiscal year a complete financial report which will be audited along with Quicken reports and paper files by the Auditing Committee

Special requirements for this office holder include: 1) knowledge of computer and banking services in order to print and maintain bookkeeping software, financial statements, and reports; 2) institutional computer support to maintain and process financial records; and 3) time for the Treasurer to perform these services. The Treasurer must work closely with the President, President-Elect, Immediate Past President, and Vice President for Membership and Communication.

VACRAO has a notebook computer and Quicken accounting package to maintain a checkbook, general ledger, and other financial records.

## Calendar

### December

Attend pre- and post-annual meeting Executive Committee meetings

Meet with the Auditing Committee for audit of general ledger, authorizations for expenditures, bank statements, and checkbook

Present a financial report, proposed budget, and any proposed changes to dues structure to membership at annual business meeting

Prepare financial statements for the year as of December 31

### January

If needed, contact a local bank to open checking and savings accounts for VACRAO; obtain all the signature cards required

### February

Remind of deadline for receipt of prior year expenses  
Start the transfer of funds from outgoing Treasurer to new account

Open books as of February 1

Post dues payment and deposit checks

Finalize financial statements for previous year and submit to the Audit and Finance Committees  
Submit any information to Newsletter Editor  
Attend SACRAO annual meeting, if possible  
Attend Executive Committee meeting and submit report

### March

Arrange with the Auditing Committee for the final audit of the preceding year's books  
Remind that need receipts/expenses for any Special Workshop, if held

### April

Attend AACRAO annual meeting, if possible

### April 15

Quarterly financial statement due to Auditing Committee and Finance Committee

### May 15

Federal income tax filing deadline (check with accountant)

### June

Attend summer planning meeting and prepare/submit financial statements and report

### July 15

Quarterly financial statement due to Auditing Committee and Finance Committee

Remind if Domicile and Support Staff Workshop funds and expenses have not been submitted

### August

Submit nominations for leadership positions  
Submit nominations for honorary membership and for recognitions and awards

### September

Attend fall executive committee meeting and present report

Remind if New Counselor Workshop expenses and funds have not been submitted

### October 15

Quarterly financial statement due to Auditing Committee and Finance Committee

### November

Prepare budget recommendations for next year and participate in conference call with Finance Committee to finalize budget  
 Contact VPs and committee chairs for budget adjustment proposals  
 Watch for State Corporation Commission and attorney invoices

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## Newsletter Editor

The Newsletter Editor is appointed by the Vice President for Membership and Communication for a one-year term. The Newsletter Editor is an ex-officio, non-voting member of the Executive Committee. In addition to coordinating the receipt of information from the Executive Committee, standing committee chairs, the Newsletter Editor is responsible for preparing and distributing the newsletter to the membership three times a year in the following order:

- A winter publication (February), posted to the web and disseminated by email, to include the proceedings from the annual meeting and announcements for the upcoming summer workshops;
- A summer publication (July), posted to the web and disseminated by email, to include Audit Report to membership
- A fall publication (October), posted to the web and disseminated by postal mail, that highlights the June planning of the Program and Executive Committees, a registration and program agenda for the annual meeting, a nomination information for honorary memberships and awards; nominations for officer positions and candidates for the Nominations and Auditing Committee ballot, and proposed changes to the Bylaws.
- Assembles archival materials and annually places them on file
- Responsible for VACRAO camera and taking pictures at as many VACRAO functions as possible

Other responsibilities of the Newsletter Editor include required attendance at the annual meeting, at a general executive committee meeting in February, at the summer planning meeting in June, and at the fall executive committee meeting. Budget changes must be requested of the Finance Committee by November 1. The Newsletter Editor is a position that makes a significant impact upon the profession. The Newsletter Editor must be a dedicated and talented professional who can create and produce the Newsletter in a timely fashion.

## Calendar

### December

Attend pre- and post-annual meeting Executive Committee meetings  
 Attend annual meeting

### January

Send announcement of deadline date for February Newsletter

### February

Attend Executive Committee meeting  
 Attend SACRAO annual meeting, if possible  
 Request membership mailing data  
 Prepare and post spring newsletter

### April

Attend AACRAO annual meeting, if possible

### June

Attend Executive Committee summer planning meeting.  
 Notify Executive Committee of deadline for July newsletter

### July

Prepare and post summer newsletter

### August

Submit nominations for leadership positions  
 Submit nominations for honorary membership and recognitions and awards

### September

Attend fall executive committee meeting

### October

Assemble and mail fall newsletter along with conference registration information

### November

Submit any budget needs for following year

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## Corporate Membership Coordinator

A committee of one, the Corporate Membership Coordinator serves as a liaison with corporate members; solicits membership from potential corporate members; coordinates space and local arrangements for exhibitors at the annual meeting

site; collects fees from annual meeting exhibitors and transfers them to the Treasurer; and performs other duties as may be required by the Association. The Corporate Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

## Calendar

### February

Attend Executive committee meeting (if possible)

### June

Attend summer planning meeting (if possible) and coordinate on contents of corporate mailing for the year including the registration fee for the annual meeting

### July

Send membership and conference mailing to all current and potential corporate members

### September

Follow-up with any corporate members normally attending who have not responded  
Coordinate with President-Elect on any corporate members wanting to present at the annual meeting

### November

Coordinate with President-Elect on number of tables needed at annual meeting for corporate members, and for artwork for the program  
Arrange for door prizes at annual meeting  
Make sure corporate members are registered for the conference

### December

Attend pre- and post-annual meeting Executive Committee meetings  
Attend annual meeting and coordinate setup and other events for corporate members

membership for nominees for officers, select a slate of well-qualified individuals as representative of the diverse membership as possible, and present that slate for the membership's consideration at the annual meeting. The committee also submits candidates, including biographical sketches, for the Nominations and Auditing Committee ballot to be distributed to the membership in October.

## Calendar

### March

Complete audit of previous year's books  
Submit report for summer newsletter

### June

Put in summer newsletter and on website a call for leadership nominations  
Set up database for nominations as they are received.

### August

Send reminder to email lists about need for leadership nominations

### September

Contact VACRAO President if lacking nominees for Nominations and Auditing ballot and/or leadership positions

### October

Prepare and conduct online Nominations and Auditing ballot  
Seek balanced slate of officers (type of institution, gender, race)  
Notify the President, President-Elect, and Immediate Past President of nominees for Executive Committee

### December

Conduct initial audit of current year's books  
Present report at the annual business meeting  
Send Nominations and Auditing Committee manuals and other information to the new chair

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## Nominations and Auditing Committee Chair

This committee, established in the Bylaws, is elected by the membership and chaired by the candidate receiving the largest number of votes in the previous year's election who served as chair-elect for that year. The five committee members canvass the

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## School and College Relations Chair

The committee establishes and annually publishes the Virginia Tour schedule for the fall and spring tours, and maintains authority over such functions. A single invitation and schedules for the fall and spring tours are sent to all VACRAO members in a timely manner. The committee compiles RSVPs and notifies local coordinators in a timely manner. The

Committee annually publishes the *Roadrunner Gazette*.

## **Calendar**

### **December**

Hold committee meeting to recap previous tour  
Moderate the Roadrunner session during the Annual Meeting  
Announce spring fair dates at Annual Meeting  
Send single invitation to membership for spring fairs

### **January**

Announce the mailing of the invitation and/or send reminder regarding response date via listserv and VACRAO website  
Collect spring fair RSVPs with assistance of single invitation coordinator

### **February**

Hold committee planning meeting for the Fall Tour

### **April**

Receive membership contact list from VP for Membership  
Collect fair information from committee members.  
Compile single invitation  
Solicit institutional write-ups for *Roadrunner Gazette*

### **May**

Mail single invitation to VACRAO member institutions  
Mail *Roadrunner Gazette*

Announce the mailing of the invitation via listserv and VACRAO website

### **June and July**

Send reminders via listserv of filing date for single invitation RSVPs  
Work with VP for Membership to ensure communication of single invitation and filing date to late joining members  
Support single invitation coordinator as needed in compilation of fall tour responses

### **August**

Provide local coordinators with list of attending VACRAO member institutions

### **September**

Send Fall Tour updates via listserv as needed

### **October and November**

Collect weekly evaluations for December recap and February planning, encourage committee members to do the same  
Begin spring fair planning with local coordinators

### **December**

See above

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# Policies and Guidelines

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Consult the VACRAO President for additional information on the policies and guidelines.

## 1. Annual Meeting Registration Fees

- The invited AACRAO and SACRAO representatives at the VACRAO annual meeting will receive a complimentary registration fee. VACRAO provides free registration and lodging for one night if complimentary rooms are available; reimbursement is provided to SACRAO unless the representative is also a VACRAO member.
- VACRAO members, including officers and honorary members, and conference attendees from member institutions are expected to pay the registration fee for the annual meeting and are not eligible for a waiver of this fee.
- The Annual Meeting Program Committee may approve a waiver of the registration fee for special guests and outside speakers. Such waivers, however, must be accounted for in the annual meeting budget.
- One-day drive-in registration fees may be approved on an annual basis by the Annual Meeting Program Committee.
- Presenters who are not VACRAO members may have their registration fees waived but may be required to pay for meals and social events.

## 2. Expenditures for non-VACRAO Presenters at the Annual Meeting

Use of VACRAO members on the program is encouraged, and their respective institutions are expected to cover all of their travel expenses to the annual meeting. If non-VACRAO members are recruited as presenters, VACRAO does not normally cover their expenses. All exceptions must be approved in advance of any commitment by the Finance Committee.

## 3. Annual Meeting Room Expenses

When complimentary hotel rooms are given to VACRAO as part of the hotel contract for the annual meeting, the rooms shall be used to house AACRAO and SACRAO representatives, special guests or outside speakers, or Executive Committee members, as allocated by the Annual Meeting Program Committee. When a monetary credit is issued by the hotel in lieu of lodging, the credit must be applied to the Association's master bill to offset expenses.

## 4. Death of a VACRAO Member

In the case of a death of a VACRAO member, the President and Vice President for Membership and Communication should be notified. The President will send a sympathy card to the family of the deceased and submit memorial information for inclusion in the Newsletter. The Vice President for Membership and Communication shall note the member's deceased status.

In the case of a death of current VACRAO Executive Committee member or Immediate Past President, the President will survey Executive Committee members to determine appropriate action. Flowers and/or a memorial contribution to the charity of the deceased member's or family's choice (not to exceed \$100) may be paid from the Executive Committee budget.

## 5. Federal Tax Status

VACRAO is approved as a 501(c)(6) corporation and with a 501(a) non-profit, tax-exempt status. The IRS status determination letter is in the archives, and a copy is in Appendix L. The Association's Federal Identification Number is 54-1363652.

## 6. Incorporation

VACRAO is incorporated in the Commonwealth of Virginia. Martin and Raynor Attorneys, as our registered agent, process an annual verification report and renewal fee to the State Corporation Commission of the Commonwealth of Virginia. A copy of our filed Articles of Incorporation and a copy of our incorporation certificate are maintained in the VACRAO archives, and included in Appendices A and B.

## 7. Reimbursement Policy

The Association will reimburse members for legitimate expenses, including travel, incurred in carrying out Association business. The Association has an accountable reimbursement policy. Members should use the Commonwealth of Virginia Reimbursement guidelines for amounts for hotel, meals and incidentals. An expense voucher/reimbursement form (Appendix C) must be submitted to document all expenses that the Association is being asked to reimburse. Failure to document these expenses (receipts, copies of tickets, etc.) will disallow the Association from reimbursing the member. The Finance Committee must authorize all reimbursements beyond the State guidelines. The Executive Committee will review reimbursements to members of the Finance Committee. Mileage reimbursements follow State guidelines.

## 8. Workshop Payment Policy

The VACRAO executive committee has approved the following a payment policy for workshops, to address the problem of participants who do not pay in advance or at the door, resulting in the workshop committee chair or member in charge of the registrations having to spend time trying to track down the payment.

This policy should be printed on registration materials and in registration confirmations:

*In lieu of having a late registration fee, all registration fees must be paid prior to attending the workshop. If a fee is not received in advance, the participant will have to make a personal payment (by personal check or cash) when checking into the workshop and then request reimbursement from their institution.*

## 9. Finance Deadlines

- The fiscal year is January 1 to December 31.
- All accounts for the fiscal year must be submitted to the Treasurer no later than forty-five days following the conclusion of the fiscal year.
- Deposits and accounts payable for VACRAO-sponsored events (e.g., the annual meeting and workshops) must be submitted to the Treasurer no later than sixty days following the conclusion of the event.
- Requests for reimbursement received after the above deadlines will be considered contributions to the Association and will not be honored unless approved by the Finance Committee.

## 10. Inclement Weather Refund Policy

The VACRAO executive committee has approved the following a payment policy for workshops.

This policy should be printed on registration materials and in registration confirmations:

*No refunds will be made after (date) unless the workshop is cancelled due to inclement weather. If the workshop is held and a registrant is not able to attend, no refund will be made. In case of inclement weather, the Hotline number is (number).*

## 11. Corporate Membership

Companies who market their products and services to VACRAO are expected to join the Association as a corporate member and are invited to attend the annual meeting. Exceptions to this policy must be approved by the Executive Committee. Vendors are not allowed to exhibit or to present a session at the annual meeting unless they are a corporate member.

AACRAO is welcomed at the annual meeting and provided with a display table at no charge.

## 12. Logo

The official VACRAO logo is an oval medallion consisting of an outline of the Commonwealth of Virginia, a profile of a cardinal, and the lettering “VACRAO 1928”. The logo is usually printed in black, except for the cardinal, which is usually printed in red. Master copies of the logo are kept in electronic form in the archives.

## 13. Web Page

The VACRAO web page is located at [www.vacrao.org](http://www.vacrao.org). The site was designed by Debra Weiss, at drw Design, who continues to advise on its development. The site is hosted by Gippy's Internet Solutions.

Contact information:

Debra Weiss  
drw Design LLC  
401 Hedge St  
Charlottesville, VA 22902  
434-293-2468  
[info@drwdesign.com](mailto:info@drwdesign.com)

The vacrao.org domain name is registered through Network Solutions (www.networksolutions.com) through March 27, 2016. The user I.D. for account login in **VACRAOroadrunner**.

## 14. Membership Renewal Procedures

The Vice President for Membership and Communication ensures that renewal notices are sent to current membership, and is responsible for contacting institutions which do not renew membership to inform them of the procedure for renewal.

- Vice President for Membership and Communication writes article for Newsletter.
- Renewal notice sent to current membership.
- Follow-up letter to non-renewals.
- Cancellation of membership notice sent with offer of future renewal.
- Institutions which owe two or more years of dues are dropped from the membership as of December 1. Prior to this action, the Vice President for Membership and Communication will notify the institutional representative of this policy. Institutions rejoining within one year must clear past due account. For institutions out more than one year, the past due account is forgiven.
- Institutions and individual members joining after the annual meeting have the yearly dues waived.

## 15. Give Back Project

Re-established in 2000, the Give Back Project enables VACRAO and its members to support an educational endeavor in the community hosting that year's annual meeting. Conference attendees are invited to provide individual support, and the organization adds an additional contribution.

Past recipients include:

- 2008: Youth Life Foundation, Richmond
- 2007: Beans and Rice, Inc., Radford
- 2006: Operation Read, Staunton
- 2005: Reading Enriches All Children (REACH), Virginia Beach
- 2004: Book Nook at the Art Museum of Western Virginia, Roanoke
- 2003: Book Buddies, Charlottesville
- 2001: Tidewater Scholarship Foundation, Norfolk
- 2000: Theatre IV, Richmond

## 16. Capital Purchase Reserve

To budget for periodic update of computer hardware and software, VACRAO sets aside \$1600 per year into a capital purchase reserve fund.

## 17. Archives

The secretary and Newsletter Editor are responsible for annually depositing in the official archives records of the year's events, including meeting minutes, newsletters, workshop materials, and annual meeting materials.

The VACRAO archives are stored at the University of Virginia:  
Office of the University Registrar  
Carruthers Hall  
1001 N. Emmet Street  
P.O. Box 400203  
Charlottesville, VA 22904-4203

## 18. Time Capsule

At its fiftieth anniversary meeting, held at the Homestead in 1979, VACRAO prepared a time capsule, to be opened at the 100<sup>th</sup> anniversary meeting in 2029. The contents of the time capsule include a variety of artifacts appropriate to that time in history, important statistics, information about post secondary education in the state, comments from the various participants at the 50<sup>th</sup> annual meeting, and a number of photographs.

In 1982, the capsule was deposited at Virginia Commonwealth University, catalogued as "Virginia Association of College [*sic*] Registrars and Admissions Officers Time Capsule 2029":  
Special Collections and University Archives  
James Branch Cabell Library  
Virginia Commonwealth University  
901 Park Avenue  
P.O. Box 840233  
Richmond, VA 23284-2033

## 19. Portfolios, Pins, and Plaques

The black VACRAO portfolios and red pens are available through:  
Vinegar Hill Advertising Specialties  
Barbara (B. J.) Robinson  
195 Georgetown Road  
Charlottesville, VA 22901  
434-979-5516

The lapel pins are available from:

Plaques/certificates are presented to Executive Committee members when they complete their term of office. The outgoing President receives a plaque with a gavel, while the other EC members receive a certificate listing their offices and terms of service.

Plaques are available through:  
Jefferson Engraving and Awards, Inc.  
Barbara J. Hallahan, President  
1847 Seminole Trail  
Charlottesville, VA 22901  
434-973-3039

Paradigm, Inc. has provided certificates of recognition for executive committee members and other award recipients.

## 20. Liability Insurance

VACRAO has liability insurance, underwriting by Cincinnati Insurance Company, to cover indicants at workshops and meetings that could put the organization at fiscal risk. This insurance covers personal liability in the event of an injury or some other litigious event taking place in conjunction with an organization event, but

does not cover routine financial exposure (such as, for example, annual meeting penalties for failing to meet the room block) for which we maintain a financial reserve. See Appendix J for additional insurance information.

Our agent:

Donald W. Thornhill, Jr.  
Cabell Insurance Associates  
315 Old Ivy Way, Suite 201  
P.O. Box 7606  
Charlottesville, VA 22906  
434.977.5313  
800.541.1491

## **21.Vanguard Account**

The Vanguard Account is VACRAO's financial reserve maintained to protect the organization in situations that could potentially drain the daily bank account. VACRAO adopted this account during a time when AACRAO was not fiscally sound. This account is traditionally left to accrue interest. Withdrawals will occur in the most extreme circumstances with approval from the Finance Committee or Executive Committee.

## **22.Non-Sanctioned College Fair Attendance**

VACRAO organizes the Virginia Tour, a planned and efficient pattern of college fairs, which provides an opportunity for every student within the state to attend a fair in his or her region without requiring college representatives to visit every high school in the state.

VACRAO discourages member institutions from attending non-sanctioned college fairs outside of the fall or spring Virginia Tour schedule.

VACRAO defines a college fair as a renegade if it meets two criteria:

- 1) The program is not part of the Virginia Tour. It does not appear on the single invitation or in the Roadrunner Gazette. Often, non-sanctioned fairs occur during the Tour and conflict with Tour programs.
- 2) It is a traditional college fair set-up (arena style with tables or booths to distribute literature and meet with students).

VACRAO encourages alternate events designed to prepare students for the college search and admissions process. These events possibly include panels or workshops with experienced representatives presenting the broader picture of an assigned topic related to the search and admission process.

The School & College Relations Committee will consider requests for new fairs where students are not being served by the existing schedule.

# Appendices

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## Appendix A: Articles of Incorporation

### Articles of Incorporation of Virginia Association of Collegiate Registrars and Admissions Officers, Inc. (A Virginia Non-stock Corporation)

We hereby associate to form a non-stock corporation under provisions of Chapter 2 of Title 13.1 of the Code of Virginia, and to that end set forth the following:

#### ARTICLE I

The name of this corporation is the Virginia Association of Collegiate Registrars and Admissions Officers, Inc. (herein referred to as “the corporation”).

#### ARTICLE II

The Corporation shall have perpetual duration.

#### ARTICLE III

The Corporation is organized for the following purposes:

- A. Promote the professional preparation, effectiveness, and association of registrars, admissions and record administrators in colleges, universities and other educational institutions of higher education.
- B. Facilitate communication between educational institutions through an exchange of ideas, information and experiences.
- C. Promote such systematic studies, cooperative experiments, conferences and other related activities as may be desirable or necessary to fulfill the above-stated purposes.
- D. The Corporation shall have the power to do any and all lawful acts and things which may be necessary, useful, suitable or proper for the furtherance or accomplishment of the purposes and powers of the Corporation, and shall exercise all powers possessed by Virginia Corporations of similar character, including the power to own, lease, contract for the purchase and sale of, and to mortgage or otherwise encumber real and personal property.
- E. To serve as a regional organization affiliated with the American Association of Collegiate Registrars and Admissions Officers.

#### ARTICLE IV

Membership in the Corporation shall consist of persons employed by institutions of higher education approved to award degrees by the State Council of Higher Education for Virginia, and who are concerned with the administrative functions or registrations, admissions and records of said educational institutions. Qualifications for membership shall be determined by the Board of Directors in accordance with the By-Laws. Each active member in good standing shall be entitled to one vote in all matters coming before membership meetings at which he or she is present. Each active member in good standing shall have full voting rights.

#### **ARTICLE V**

The Corporation shall not be operated for profit (except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payment and distributions in furtherance or its purposes as hereinabove stated), and no part of the net earnings of the Corporation shall inure to the benefit of any private individual. The Corporation is organized under Section 501(c)(6) of the Internal Revenue Code.

Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt for federal income tax under Section 501(c)(6) of the Internal Revenue Code, or cognate sections thereof.

#### **ARTICLE VI**

The affairs of the Corporation shall be managed by a Board of Directors.

- A. The initial number of directors of the Corporation shall be ten (10). The number of directors may be increased or decreased from time to time by amendment to the By-Laws.
- B. The Board of Directors shall be comprised of the President, Vice Presidents, Secretary, Treasurer, President-Elect, Immediate Past President, all of whom (except the Immediate Past President, Secretary, Treasurer) shall be elected for a term of one (1) year by and from the voting membership at the annual membership meeting, and by the chairman of each standing committee.

[original articles contain the names and addresses of the initial ten board members]

#### **ARTICLE VII**

Private property of the directors, officers, and members of this Corporation shall be forever exempted from all corporate debts and liabilities according to the provisions set forth herein.

- A. The Corporation shall indemnify any person who was or is a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (including any action or suit by or in the right of the Corporation to procure a judgment in its favor) by reason of the fact that he or she is or was a director or officer of the Corporation, against judgments, fines, amounts paid in settlement, and expenses (including attorney's fees) actually and reasonably incurred by him or her in connection with such action, suit or proceeding except only in relation to any claim issue or matter as to which such person shall have been finally adjudged to be liable for his or her gross negligence or willful misconduct. Each such indemnity shall inure to the benefit of the heirs, executors and administrators of such person.
- B. Any indemnity under subsection (a) shall (unless authorized by a court) be made by the Corporation only as authorized in the specified case upon a determination that the director or officer was not guilty of gross negligence or willful misconduct in the performance of his or her duty, and in the case of settlement, that such settlement was, or if still to be made, is consistent with such indemnity and the best interest of the Corporation. Such determination shall be made (i) by the Board of Directors by a majority vote of a quorum consisting of directors; who were not parties to such action, suit or proceeding, or (ii) if such quorum is not obtainable, or, even if obtainable, a quorum of disinterested directors so directs, by independent legal counselor in a written opinion.

If the determination is to be made by the Board of Directors, it may rely, as to all questions of law, on the advice of independent counsel.

- C. Expenses incurred in defending an action, suit, or proceeding, whether civil, administrative or investigative, may be paid for by the Corporation in advance of the final disposition of such action, suit or proceeding as authorized by vote of the persons provided in subsection (f) of this section, upon receipt of any undertaking by or on behalf of the director or officer to repay such amount unless it shall ultimately be determined that he or she is entitled to be indemnified by the Corporation as authorized by this section.

- D. The right of indemnification provided by this section shall not be exclusive of any other rights to which any director or officer may be entitled, including any right under the policies of insurance that may be purchased and maintained by the Corporation or others, even as to claims, issues or matters in relations to which the Corporation would not have the power to indemnify such director or officer under the provision of this section.
- E. The Corporation may purchase and maintain at its sole expense insurance against all liabilities or losses it may sustain in consequences of the indemnification provided for in this section, in such amounts and on such terms and conditions as the Board of Directors may deem reasonable.

**ARTICLE VIII**

The initial registered office of the Corporation is to be located at 104 Wadsworth Street, Radford, Virginia 24141, and mailing address at Post Office Box 826, Radford, Virginia 24141. The name of the City in which the initial registered office is located in Radford, Virginia. The name of the registered agent is John D. Buck, a member of the Virginia State Bar, whose business office is the same as the registered office of the Corporation, and he is a resident of the State of Virginia.

**ARTICLE IX**

The names and addresses of the incorporators are:

Charles S. Smith	Dr. Archie G. Phlegar
Admission Office	Director of Admissions
James Madison University	Virginia Tech
Harrisonburg, VA 22807	Blacksburg, VA 24061

**ARTICLE X**

On dissolution or final liquidation of the Corporation, the Board of Directors shall, after paying or making provisions for the payment of all lawful debts and liabilities of the Corporation, distribute all of the assets of the Corporation to non-profit organization which may have been created to succeed the Corporation for a non-profit organization or organizations having similar aims and objectives as the Corporation and which may be selected as an appropriate recipient of such assets, as long as such organization shall act as an exempt organization pursuant to the Internal Revenue Code. In the event that for any reason upon the dissolution of the Corporation, the Board of Directors of the Corporation shall fail to act in the manner herein provided within a reasonable period of time, the Judge of the Circuit Court of the City where the Corporation has its principle office shall make such distribution as herein provided upon the petition of one or more persons.

In witness whereof, the undersigned executes these Articles of Incorporation this 30<sup>th</sup> day of April, 1985.

Charles S. Smith, Incorporator  
Archie G. Phlegar, Incorporator

*Updated December 2, 2002*

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## Appendix B: Bylaws

### By-Laws of the Virginia Association of Collegiate Registrars and Admissions Officers, Inc.

#### ARTICLE I – Name

The name of this association is the Virginia Association of Collegiate Registrars and Admissions Officers, Inc.

#### ARTICLE II – Principal Office

The principal office of the Association, a non-profit corporation incorporated under the laws of the Commonwealth of Virginia, shall be at 104 Wadsworth Street, City of Radford, Virginia, which is also the business address of the registered agent.

#### ARTICLE III – Purpose

- A. Promote the professional preparation, effectiveness, and association of higher education professionals in the fields of admissions, registration and records, enrollment management, institutional research, financial aid, instructional management, information technology, and student services.
- B. Facilitate communication between educational institutions through an exchange of ideas, information, and experiences.
- C. Promote such systematic studies, cooperative experiments, conferences and other related activities as may be desirable or necessary to fulfill the above-stated purposes.
- D. Serve as a regional organization affiliated with the American Association of Collegiate Registrars and Admissions Officers and the Southern Association of Collegiate Registrars and Admissions Officers.

#### ARTICLE IV – Membership and Voting

Membership in the Association shall consist of higher education professionals in the fields of admissions, registration and records, enrollment management, institutional research, financial aid, instructional management, information technology, and student services who meet the criteria for membership described hereafter. Members are those approved by the Executive Committee who have paid the annual dues in accordance with the amount and regulations of dues payment as established by the Executive Committee.

- A. **Voting Members** – Institutions of higher education may be considered for regular institutional membership if their central offices are located within the Commonwealth of Virginia and they are approved to award degrees by the State Council of Higher Education for Virginia.

Voting members shall be those individuals designated by each regular institutional member to conduct Association affairs through voting and holding elective office. Each institution may designate up to eight voting members and may designate additional voting members for an additional annual per-member fee in an amount approved by the Executive Committee. Each voting member in good standing and present at the annual meeting shall be entitled to one vote in all matters coming before the membership. Voting membership is contingent upon institutional affiliation and is not transferable.

- B. **Associate Members** – Institutions that are not eligible for voting membership but that have purposes parallel with or related to those of the Association and desire to participate in its activities, including those institutions of higher education whose central offices are located outside the Commonwealth of Virginia, those institutions that are not approved to award degrees by the State Council of Higher Education for Virginia, and others approved by the Executive Committee may be considered for associate institutional membership. Each associate institutional member may designate two individual members. This membership is non-voting.

- C. **Honorary Members** – Individuals, no longer eligible to be voting or associate members, but with records of significant service in the Association, who are so recommended by the Executive Committee may be granted honorary membership. There are no dues for honorary members. This membership is non-voting.
- D. **Individual Members** – Individuals not eligible for voting or associate membership but who would benefit by participating in Association activities and receiving Association literature may be recommended for individual membership by a voting member. This membership is non-voting.
- E. **Corporate Members** – Corporate members shall be those organizations that provide products and services that assist and benefit Association members in carrying out their duties and responsibilities at their institutions who desire to participate in Association activities. The Executive Committee will approve corporations seeking corporate membership and the extent and type of participation. Each corporate member may designate two individual members. This membership is non-voting.

**ARTICLE V – Finance**

The fiscal year of the Association shall be from January 1 to December 31. Income shall be derived from membership dues and other sources approved by the Executive Committee. Dues shall be assessed and collected in amounts and in such manner as may be prescribed by the Executive Committee. Accounts payable will be handled in an efficient and timely manner following a payment schedule developed by the Finance Committee. The fiscal records of the Association shall be audited in a manner prescribed by the Executive Committee.

**ARTICLE VI – Officers**

The elected officers of the Association, their selection, and their terms of office shall be as follows:

- A. The President shall assume office after serving as President-Elect and serve one and only one term of one year;
- B. The President-Elect shall be elected each year by a majority vote of the voting membership present at the annual meeting and serve one and only one term of one year;
- C. The Immediate Past President shall assume office after serving as President and shall serve one and only one term of one year;
- D. The Vice President for Admissions and Enrollment Management shall be elected in odd-numbered years by a majority vote of the voting membership present at the annual meeting and serve one and only one term of two years;
- E. The Vice President for Registration and Records shall be elected even-numbered years by a majority vote of the voting membership present at the annual meeting and serve one and only one term of two years;
- F. The Vice President for Professional Development shall be elected in even-numbered years by a majority vote of the voting membership present at the annual meeting and serve one and only one term of two years;
- G. The Vice President for Membership and Communication shall be elected in odd-numbered years by a majority vote of the voting membership present at the annual meeting and serve one and only one term of two years;
- H. The Treasurer shall be elected in even-numbered years by a majority vote of the voting membership present at the annual meeting and serve a term of two years. The Treasurer may serve no more than two consecutive terms, if re-elected by the majority of the voting membership at the annual meeting;
- I. The Secretary shall be elected in odd-numbered years by a majority vote of the voting membership present at the annual meeting and serve a term of two years. The Secretary may serve no more than two consecutive terms, if re-elected by the majority of the voting membership at the annual meeting.

Candidates for office must be voting members of the Association. Once elected, an officer may serve for the duration of the term of office so long as the requirements for voting membership continue to be met.

In the event of a vacancy in the office of the President, the President-Elect shall assume the duties of the president without prejudice to the ensuing term of office.

In the event of a vacancy in the office of the President-Elect, one of the Vice Presidents, Secretary, or Treasurer, the President with the approval of the Executive shall appoint a person to fill said vacancy until filled by the method of original selection.

**ARTICLE VII – Duties of Officers**

- A. **President** – The President shall preside at all meetings of the Association; serve as chair of the Executive Committee; serve as the appointed chair of the Finance Committee; appoint members of the Awards and Resolutions Committee with the approval of the Executive Committee; be a non-voting member *ex-officio* of all committees; and submit a written annual report of the Association to the Executive Committee at the end of the term of office.
- B. **President-Elect** – The President-Elect shall perform all the duties of the President in the President’s absence or at the President’s request; serve as the appointed chair of the Annual Meeting Program Committee; and perform such other duties as may be required by the Association.
- C. **Vice President for Admissions and Enrollment Management** – The Vice President for Admissions and Enrollment Management shall serve as an appointed member of the Annual Meeting Program Committee; coordinate the work of individuals, standing committee (*School and College Relations*), and ad hoc committees reporting to the office; appoint chairs for those committees; develop program offerings for the annual meeting (*EEO/Transfer issues*); and perform such duties as the President may direct or as may be required by the Association.
- D. **Vice President for Registration and Records** – The Vice President for Registration and Records shall serve as an appointed member of the Annual Meeting Program Committee; coordinate the work of individuals, standing committee (*Legislative & Inter-Association Issues*), and ad hoc committees reporting to the office; appoint chairs for those committees; develop program offerings for the annual meeting (*Academic Policies and Practices, Administrative and Curriculum Technology*); and perform such duties as the President may direct or as may be required by the Association.
- E. **Vice President for Professional Development** – The Vice President for Professional Development shall serve as an appointment member of the Annual Meeting Program Committee; coordinate the work of individuals, standing committees, and ad hoc committees reporting to the office; appoint chairs for those committees; develop program offerings for the annual meeting; administer, along with the chairs of the committees reporting to the office, the Jean Rayburn Memorial Grant; and perform such duties as the President may direct or as may be required by the Association.
- F. **Vice President for Membership and Communication** – The Vice President for Membership and Communication shall serve as an appointed member of the Annual Meeting Program Committee; coordinate the work of individuals, standing committees, and ad hoc committees reporting to the office; appoint chairs for those committees; develop program offerings for the annual meeting; and perform such duties as the President may direct or as may be required by the Association.
- G. **Treasurer** – The Treasurer shall collect all Association fees; secure the approval of the Finance Committee for the payment of bills; prepare an annual financial report which shall be audited before presentation to the annual meeting; and, perform all other duties of this office required by the Association. All records and archives of the Association shall be turned over to the succeeding Treasurer by February 15 in the year the successor’s term begins.

- H. **Secretary** – The Secretary shall keep the minutes of the annual meeting and the Executive Committee meetings; be responsible for all secretarial and historical records; keep the official archives of the Association; and, perform other duties of this office required by the Association. All records and archives of the Association shall be turned over the succeeding Secretary by February 15 in the year the successor’s term begins.
- I. **Immediate Past President** – The Immediate Past President shall serve as a member of the Executive Committee; as Parliamentarian of the Association; as the appointed chair of the Awards and Resolutions Committee; and work with the Site Selection Committee.

### ARTICLE VIII – COMMITTEES

Committees to assist in Association activities, as deemed necessary or desirable, shall be established or discontinued by the Executive Committee. Committee chairs shall be appointed by the appropriate Vice president unless stated otherwise below. Committee chairs shall serve for two-year terms, with reappointment possible for not more than two additional years unless stated otherwise below. The appropriate Committee chairs shall assign members to the committees for two-year terms, with reappointment possible for not more than two additional years unless stated otherwise below. To ensure both reasonable continuity and stimulating rotation, a significant proportion of the members of each committee should be reappointments from the preceding year. Each appointive committee reports to the Executive Committee through the appropriate Vice president.

The standing committees of the Association are:

A. Committee Elected by the Membership

**Nominations and Auditing Committee** – The Nominations and Auditing Committee is elected by the membership, the chair being the candidate receiving the largest number of votes in the previous year’s election and having served as chair-elect for the preceding year. The five committee members solicit nominees for open positions on the Executive Committee. The committee selects a slate of qualified individuals representative of the membership and presents that slate for the membership’s consideration at the Annual Meeting in December as well as calling for nominations from the floor.

The committee also submits six candidates, including biographical sketches, for the Nominations and Auditing Committee ballot to be mailed to the membership in October. Four candidates are elected to serve with the highest number of votes electing the chair-elect for a two-year term and all other members to a one-year term.

The committee shall audit the fiscal records of the Association no later than July 1 following the end of the fiscal year. A status report is made to the Executive Committee and to the membership.

B. Committee Appointed by the President

**Awards and Resolutions Committee** – The Awards and Resolutions Committee is chaired by the Immediate Past President of the Association and is comprised of at least two other members, which include previous presidents or other long-term Association members, named by the President.

This committee will be responsible for approving certificates of appreciation and new professional awards to any current or previous Association members who demonstrate an exceptional commitment to the Association or the profession or both. The Committee also recommends to the Executive Committee the awarding of distinguished service awards and honorary membership. The Committee is also responsible for providing to the President at the annual meeting appropriate recognition (i.e., plaques) of those individuals completing service on the Executive Committee.

C. Committees Reporting to the Vice President for Admissions and Enrollment Management

**School and College Relations Committee** – The School and College Relations Committee will consist of eleven members: the chair, nine committee members representing sectional divisions of the Commonwealth as designated by the committee and approved by the Executive Committee, and the elected President of the Roadrunners. The Roadrunners is an informal group of traveling admissions representatives from member institutions.

The committee will establish and annually publish the College Day/College Night schedule for each upcoming fall and spring tour, and will maintain authority over such functions. A single invitation and schedules for the fall and spring tours will be sent to all VACRAO members in a timely manner. The committee will compile RSVP's and notify local coordinators in a timely manner. The Committee will annually publish the VACRAO *Roadrunner's Gazette*. In addition, the Committee will sponsor at least two program sessions at the Association's annual meeting.

D. Committees Reporting to the Vice President for Registration and Records

**Legislative and Inter-Association Issues** – The Legislative and Inter-Association Issues Committee will consist of at least three and no more than five members. The Committee monitors, analyzes, and represents VACRAO's interests in legislative, regulatory, and legal issues affecting and of interest to the membership; serves as an intermediary with other professional associations for the exchange of materials, information, and resources; and provides information to the membership. The Committee sponsors at least two program sessions at the Association's annual meeting.

E. Committees Reporting to the Vice President for Professional Development

**Support Staff Workshop Committee** – The Support Staff Workshop Committee will consist of at least three and not more than five members. The committee sponsors the Association's annual Support Staff Workshop. The Committee sponsors at least one program session at the Association's Annual meeting.

**New Counselor Workshop Committee** – The New Counselor Workshop Committee will consist of at least three and not more than five members. The committee sponsors the Association's annual New Counselor Workshop. The Committee sponsors at least one program session at the Association's Annual meeting.

**Domicile Workshop Committee** – The Domicile Workshop Committee will consist of at least three and no more than five members. The committee sponsors the Association's annual Domicile Workshop. The committee sponsors at least one program session at the Association's annual meeting.

**Special Workshop Committee** – The Special Workshops Committee will consist of at least three and not more than five members. The Committee sponsors at least one special workshop for Association members each year. In addition, the Committee sponsors at least one program session at the Association's annual meeting.

**Professional Access and Equity Committee** – The Professional Access and Equity Committee will consist of at least three and no more than five members. The Committee is responsible to the membership through the Vice President for Professional Development for the following association activities:

- encouraging and providing opportunities to enhance the professional involvement of individuals from all backgrounds represented within VACRAO;
- identifying ways in which VACRAO can promote and sustain inclusiveness within the association and on each campus; and
- sensitizing VACRAO leaders and members to issues of importance to all people from all backgrounds by making recommendations for improving professional development and involvement in the association.

The Committee will sponsor at least two program sessions at each of the Association's annual meetings and

will propose additional opportunities for involvement and professional development through workshops or other Association activities.

F. Committees Reporting to the Vice President for Membership and Communication

**Membership Coordinator** – A committee of one, the Membership Coordinator maintains information on all members in Association databases; works with the Treasurer, the chair of the School and College Relations Committee; and the Corporate Membership Coordinator to insure the accuracy and completeness of this information; solicits membership from non-member Virginia institutions; annually publishes the Association’s *Directory of Members*; supplies mailing labels to other committees and members; and performs other duties as may be required by the Association. The Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

**Corporate Membership Coordinator** – A committee of one, the Corporate Membership Coordinator serves as a liaison with corporate members; solicits membership from potential corporate members; coordinates space and local arrangements for exhibitors at the annual meeting site; collects fees from annual meeting exhibitors and transfers them to the Treasurer; and performs other duties as may be required by the Association. The Corporate Membership Coordinator is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee.

**Newsletter Editor** – A committee of one, the Newsletter Editor will edit and publish an Association newsletter three times a year. The Newsletter Editor is appointed for an initial two-year term and may be reappointed for additional one-year terms for an indefinite period with the approval of the Executive Committee. The Newsletter Editor also serves on the Annual Meeting Program Committee.

**Web Services Coordinator** – A committee of one, the Web Services Coordinator maintains the Association’s electronic resources, specifically the VACRAO homepage and the VACRAO list-serve; monitors existing and developing policies and practices in electronic resource management; monitors and analyzes developments in technology and content of electric resources of interest to the membership; and provides information to the membership.

G. Committees Reporting to the Immediate Past President

**Annual Site Selection Committee** – The Annual Site Selection Committee will consist of three members. The Committee researches and recommends sites for the Association’s annual meeting two years in advance of the meeting.

**ARTICLE IX – MEETINGS**

An annual meeting of the entire Association shall be called in the month of December, the precise date and the location to be approved by the Executive Committee with due regard to geographical rotation. The Executive Committee shall approve the registration fee for the annual meeting, to be paid by each member and affiliate in attendance at the meeting. Association business shall be conducted at the annual meeting by the voting members present. All annual meetings should be announced in writing to all members at least thirty days in advance.

**ARTICLE X – ELECTIONS AND VOTING**

Elected officers of the Association must be voting members as defined in Article IV. Elections must be conducted at the annual meeting of the current fiscal year preceding the beginning of the term office.

A vote of the voting membership present at the annual meeting is required for all elected officers, amendments to the By-Laws of the Association, and as otherwise deemed appropriate by the Executive Committee. Unless otherwise specified, a majority vote is required to approve action of any vote of the Association.

**ARTICLE XI – EXECUTIVE COMMITTEE**

The administrative responsibility of the Association shall be vested in an Executive Committee. The Executive Committee shall function as an Executive Board of the Association and shall consist of the President, President-Elect, Immediate Past President, Vice President for Admissions and Enrollment Management, Vice President for Registration and Records, Vice President for Professional Development, Vice President for Membership and Communication, Secretary, and Treasurer. The Executive Committee, in the management of business, property and assets of the Association, shall be vested with all powers possessed by the Association itself, including the power to appoint and remunerate agents and employees, in so far as such delegation of authority is not inconsistent with or repugnant to the laws of the Commonwealth of Virginia or any other laws, the Articles of the Incorporation of the Association, or these Bylaws. The required quorum of the Executive Committee meeting shall be fifty-one percent of the current membership of the Executive Committee.

The Finance Committee shall be a standing subcommittee of the Executive Committee and shall consist of the President, President-Elect, and Treasurer. The President shall serve as chair. The committee will develop the annual operating budget for the Association and advise the Treasurer on matters pertaining to the financial management of the Association.

**ARTICLE XII – CONTRACTS, CHECKS, DEPOSITS, AND FUNDS**

The Executive Committee may authorize any officer or officers of the Association to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Association and such authority may be general or confined to specific instances.

All checks, drafts or orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Association shall be signed by an officer or officers and in the manner determined by the resolution of the Executive Committee. In the absence of such determination, such instruments should be signed by the Treasurer or by the President.

All funds of the Association shall be deposited to the credit of the Association in banks, trust companies, or other depositories selected by the Executive Committee.

The Executive Committee may accept on behalf of the Association any contribution, gift, bequest, or devise for the general purposes or for any special purposes of the Association.

**ARTICLE XIII – DISSOLUTION OR FINAL LIQUIDATION**

Dissolution or final liquidation of the Association shall take place upon vote of the membership as described in Article X. An official audit of the Association financial records is required within thirty days of this action. Upon acceptance of the audit by the Executive Committee, all outstanding liabilities will be paid and any remaining assets will be distributed to one or more of the categories of recipients listed in Article X of the Association’s Articles of Incorporation.

**ARTICLE XIV – LIMITATION OF ACTIVITIES**

The Association shall not be operated for profit (except that the Association should be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its purpose as set forth Article III hereof). The Association should not directly or indirectly participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any provisions in these By-Laws or in the Association’s Articles of Incorporation, the Association shall not carry on any activities not permitted to be carried on by an organization exempt from federal income taxation under Section 501(a) of the Internal Revenue Code of 1954 as an organization described in Code Section 501(a), (or corresponding provisions of any future United States Internal Revenue Laws). No substantial part of activities of the Association shall be the carrying on of the propaganda or otherwise attempting to influence legislation, except that the Association may elect to have provisions of Section 501(h) of the Internal Revenue Code of 1954 (or corresponding provision of any future United States Internal Revenue Laws) apply with respect to such activities.

**ARTICLE XV – PARLIAMENTARY AUTHORITY**

The rules contained in the most recent edition of Robert’s Rules of Order shall govern the Association in all cases in

which they are applicable and in which time they are not inconsistent with the Article of Incorporation, these By-Laws, and special rules of order the Association may adopt.

**ARTICLE XVI – AMENDMENTS OF BY-LAWS**

These By-Laws may be amended or revised by a majority vote at any business meeting. Voting members must be notified in writing of proposed amendments thirty days in advance of voting at any business meeting. An amendment not thus proposed in advance may be adopted by a two-thirds vote of the voting members present at the annual business meeting.

*Updated December 3, 2002, revised by vote of membership 12/9/2008*

# Expense Voucher/Reimbursement Form

**Reimbursement Policy:** The Association will reimburse members for legitimate expenses, including travel, incurred in carrying out Association business. The Association has an accountable reimbursement policy. Members should use the Commonwealth of Virginia reimbursement guidelines for amounts for hotel, meals, and incidentals ([www.procurement.virginia.edu/main/departments/LodgingAndMealLimits.html](http://www.procurement.virginia.edu/main/departments/LodgingAndMealLimits.html)). An expense voucher/reimbursement form must be submitted to document all expenses that the Association is being asked to reimburse. Failure to document these expenses (receipts, copies of tickets, etc.) will disallow the Association from reimbursing the member. The Finance Committee must authorize all reimbursements. The Executive Committee will review reimbursements to members of the Finance Committee. **VACRAO federal tax I.D.: 54-1363652.**

<b>Name</b>	
<b>Check Payable to (if different)</b>	
<b>Mail check to the following address</b>	
<b>City/State/Zip</b>	

<b>Purpose of Expenditure</b>	
-------------------------------	--

<b>Date(s) of Expenditure</b>	
-------------------------------	--

**Expenses for Material Goods/Services (Printing, Duplicating, Postage, etc.)**

Description	Date	Amount
		\$
		\$
		\$
A. Total Expenses for Material Goods and Services		\$
B. Plus Travel Expenses (from reverse side)		\$
C. Less VACRAO Advance	Check Number	\$
D. Less Institutional Advance or Reimbursement		\$
<b>E. Balance Due</b>		<b>\$</b>

<b>Member's Signature</b>	
Date:	Signature:

<b>Approval for Finance Committee</b>	
Date:	Signature:

<b>Secretary/Treasurer Notes</b>		
Date:	Check Number:	Signature:
Budget Number:		Invoice Number:



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## Appendix D: Awards Criteria

The Awards and Resolutions Committee uses the following criteria for awards:

### Honorary Membership

When approved by the Executive Committee, Honorary Membership is reserved for individuals who have been long-term and valued members of VACRAO and who are no longer eligible for voting or associate membership in the association. They should have a significant record of contributions to the admissions and records profession or must have taken a leadership role in VACRAO (i.e., regularly attended and participated in annual meetings and on committees). Honorary Membership may be accorded individuals in their last year of service prior to retirement if they have announced retirement formally or officially. Otherwise, Honorary Memberships is conferred following retirement. One benefit to VACRAO is keeping certain individuals close to the association. A benefit to the individual is the receipt of newsletters and other association information.

### Certificate of Appreciation

This recognition is for a major direct or indirect contribution to VACRAO by an individual showing initiative and dedication in working with a specific VACRAO project(s). Their commitment and efforts exceed expectations or official responsibilities and have a positive impact on the organization.

### New Professional Award

This recognition is reserved for individuals with one to five years of experience in the profession. Nominees must have exhibited professionalism and expertise in their field at their institution(s). Their interest in and significant contributions to VACRAO are key considerations, along with their potential for leadership in VACRAO and other related professional associations. Typically, only one or two of these awards will be made each year.

### Distinguished Service Award

This highly selective, "lifetime achievement" award is reserved for individuals whose service to VACRAO has been so extraordinary as to warrant special recognition while still active or for individuals retiring from or leaving the profession whose contributions warrant special respect. Recognition will be based on a variety of factors, including the nominee's participation in VACRAO for at least ten years; leadership of VACRAO activities as evidenced by holding office, fulfilling committee responsibilities, and attending and regularly participating in the annual meeting; and service or scholarship beyond official responsibilities. In order to keep this award highly selective, its criteria for nominee eligibility have been quantified. Though not to be used to determine recognition, the Awards and Resolutions Committee is guided by the following point system during its screening of nominees.

- One year of service as President..... 20 points
- Each year of service as President-Elect and Immediate Past President ..... 15 points
- Each year of service as Vice President, Secretary, Treasurer, or Newsletter Editor..... 10 points
- Each year of service as chair of a standing or duly-appointed ad hoc committee..... 5 points
- Other annual meeting activities, committee work, or other service..... 1 to 5 points each
- Exceptional contributions to VACRAO and/or the admissions and records profession, as determined by the Awards and Resolutions Committee ..... maximum of 50 points

Generally, individuals considered for this award should earn a minimum of 100 to 125 points of documented service to be eligible for nomination. This award may be bestowed only once on an individual. Members of the Executive Committee and of the Awards and Resolutions Committee are not eligible for consideration until at least two years have passed after expiration of their terms.

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## VACRAO Awards Nomination Form

This nomination is for:

- Distinguished Service Award** (deadline September 1)  
 **New Professional Award** (deadline November 1)  
 **Certificate of Appreciation** (deadline November 1)  
 **Honorary Membership** (deadline November 1)

<b>Nominee's Name</b>	
<b>Title</b>	
<b>Institution</b>	
<b>Address</b>	
<b>City/State/Zip</b>	
<b>Email Address</b>	
<b>Years in Profession:</b>	

### VACRAO Activities

<b>Offices Held:</b>	
<b>Committee Experience:</b>	
<b>Annual Meeting Activities:</b>	
<b>Other Professional Activities:</b>	

**Other Professional Activities**

<b>Relevant non-VACRAO activities:</b>	
--	--

**Nominator's Statement**

<b>Why this person should be considered:</b>	
--	--

<b>Your Name</b>	
<b>Title</b>	
<b>Institution</b>	
<b>Address</b>	
<b>City/State/Zip</b>	
<b>Telephone</b>	
<b>Email Address</b>	

Submit nomination forms to:  
 current VACRAO Immediate Past President  
 listed at [www.vacrao.org](http://www.vacrao.org)

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## Appendix E: Auditing Guidelines

The membership of the Association is drawn from a wide variety of institutions that employ an even wider array of guidelines and regulations for the appropriate collection and expenditure of institutional financial resources. The purpose of these principles is to ensure that the audit of the Association's fiscal records is handled in a consistent manner from year to year and that the auditing principles of any one member institution or entity do not become the *de facto* principles of the Virginia Association of Collegiate Registrars and Admissions Officers.

The Nominations and Auditing Committee shall audit the fiscal records of the Association no later than June 1 following the end of the fiscal year. A status report is made to the Executive Committee and to the membership of the Virginia Association of Collegiate Registrars and Admissions Officers.

The purposes of the audit are

- to ensure that the Association's financial resources have been collected and expended in accordance with guidelines below, which have been established by the Association or its Executive Committee;
- to inform the Executive Committee as to the state of compliance with guidelines established by the Association or its Executive Committee; and
- to assure the membership that the financial resources of the Association have not been misappropriated to advise the membership and the Executive Committee of needed improvements in the handling of the Association's financial resources.

The Nominations and Auditing Committee has some latitude in conducting the annual audit. For instance, the committee may choose to audit each financial transaction or may "spot check" random transactions. If the Committee chooses to "spot check", a number of random transactions should be checked. Regardless of which method is employed, all payments to members of the Executive Committee should be audited.

The Association has adopted accountable disbursement/reimbursement policies following the Commonwealth of Virginia per diem rates or by receipts if amounts exceed state per diem rates. Most expenditures should be accompanied by a written receipt for goods or services, unless covered by the state per diem policy. In the case of reimbursing a member institution, an itemized listing of goods and services and their costs should be provided on institutional letterhead.

The Nominations and Auditing Committee and the Treasurer of the Association shall establish a mutually agreeable time and location to conduct the audit prior to June 1 following the end of the fiscal year. The Treasurer shall cooperate with the Nominations and Auditing Committee and shall be prepared for a full audit. After conducting the audit, the Nominations and Auditing Committee should prepare a preliminary written report for the Executive Committee enumerating specific transactions for which the Nominations and Auditing Committee require further explanation or documentation. In addition, advice on general improving the handling of financial resources should be included in this report.

The Executive Committee will issue a detailed written response to the preliminary report of the Nominations and Auditing Committee no later than August 1. The Nominations and Auditing Committee should issue its final report no later than October 1.

**Reimbursement Policy:** The Association will reimburse members for legitimate expenses, including travel, incurred in carrying out Association business. The Association has an accountable reimbursement policy. An expense voucher/reimbursement form must be submitted to document all expenses that the Association is being asked to reimburse. In the rare event that a receipt is not available, an individual may submit a detailed written explanation of an expenditure for reimbursement. Failure to document these expenses with receipts, copies of tickets, etc. will disallow the Association from reimbursing the member. The Finance Committee must authorize all reimbursements. The Executive Committee will review reimbursements to members of the Finance Committee.

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## Appendix F: Annual Meeting Bid Specifications

### Bids must guarantee these minimum requirements:

1. Rates must be competitive and within the Commonwealth of Virginia per diem allowed for the locality.
2. Two hundred lodging room nights (not the room block).
3. Convention rates should be available for early arrival and late departure, up to three days before and after the conference.
4. Complimentary suites or sleeping rooms at the rate of at least 1 comp room per 50 rooms booked.
5. Room requirements include:
  - **Day One:**
    - i) Boardroom for 15 for afternoon executive committee meeting
    - ii) Hospitality suite in evening
  - **Day Two:**
    - iii) Space for registration and exhibits, with space for refreshment break
    - iv) Breakout rooms (at least 4) at each time slot during the day, 8:00 to 5:00
    - v) Lunch space for 75
    - vi) Possible theatre-style assembly room for 200 for opening session (tentative based on program)
    - vii) Area for evening social event—possibly a bar, game room, dance floor, etc.—and banquet space for 150
    - viii) Hospitality suite in evening
  - **Day Three:**
    - ix) Space for registration and exhibits
    - x) Breakout rooms (at least 4) at each time slot during the day, 8:00 to 3:00
    - xi) Room for business meeting/lunch for 125
    - xii) Boardroom for 15 for late afternoon executive committee meeting
6. Space for 10-15 exhibitors (approx. 10' x 10' each) should not conflict with other meetings and must include space for hospitality service. It needs to be located near (preferably adjacent) to the meeting rooms. After-hours security must be possible, and any charges (booth set-up, tables, chairs, electricity, etc.) specified in the contract.
7. Registration/check-out area in a conspicuous location with electrical service.
8. Convenient and secure storage for registration materials and equipment.
9. Contract specification that privately supplied food and beverage will be allowed in the hospitality suite.
10. Ability to bring in our own A/V equipment, names and rates of preferred vendors, and/or full technology conference rooms (internet access, digital projectors, laptops, screens, support, etc) at a cost not to exceed 10% of the total bid.
11. Hotel registration information, include deadlines and policies for room release and late-arrival guarantee, and whether room rate is available on any nights preceding or following conference.
12. Space, policy, and shipping services for receiving and holding exhibitor equipment until setup.
13. Ability to use a master account to bill meal and other charges to VACRAO.
14. Complimentary meeting room with coffee/drinks setup for 10, for 3-4 hours for planning meeting in late September or early October.
15. Complimentary internet or wireless access in hotel rooms and conference meeting space.

### Information to be submitted with bids

- Hotel name, address, phone number, and contact person
- Number of available lodging rooms
- Available meeting rooms with capacity
- Proposed costs for single rooms, double rooms, and suites
- Parking facilities and costs
- Availability and cost of photocopying services
- Complimentary rooms policy or proposal
- Charge for meeting rooms (VACRAO does not normally pay for meeting rooms)
- Exhibits facilities and any associated costs
- List of special features and attractions in the area

## Historical Attendance Information

	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996
<b>Registrants:</b>													
Regular		172	136	144	138	138	105	135	144	133			
Corporate		14	9	16	15	14	12	14	9	11			
Guest		5	2	1	0	0	0	1	1	10			
Presenters		6	10	13	15	3							
Total		197	147	174	168	155	117	150	154	154	160		
<b>Room Nights Contracted:</b>													
Sat/Tues				5									
Sun/Wed		40	26	50	26	10	20	20	25	20	30	20	10
Mon/Thur		75	81	105	80	75	80	80	80	75	90	80	92
Tue/Fri			0	5	0	0	75	75	75	75	90	80	92
<b>Room Nights Used:</b>													
Fri/Mon				1									
Sat/Tues		1		3									
Sun/Wed		66	42	69	56				26	29	27		2
Mon/Thur		86	87	89	81				77	102	93		81
Tues/Fri		2		4					66	99	93		73

2009: Norfolk, Sheraton Norfolk Waterside  
 2008: Richmond, Richmond Omni Hotel  
 2007: Blacksburg, The Inn at VirginiaTech and Skelton Conference Center  
 2006: Staunton, Stonewall Jackson Hotel and Conference Center  
 2005: Virginia Beach, Hilton Virginia Beach Oceanfront  
 2004: Roanoke, Hotel Roanoke and Conference Center  
 2003: Charlottesville, Charlottesville Omni Hotel  
 2002: Crystal City, Crystal Gateway Marriott  
 2001: Portsmouth, Renaissance Portsmouth Hotel  
 2000: Richmond, The Jefferson  
 1999: Hot Springs, The Homestead  
 1998: Charlottesville, Charlottesville Omni Hotel  
 1997: Roanoke, Hotel Roanoke and Conference Center  
 1996: Rosslyn, Key Bridge Marriott

## Appendix G: Guidelines for Workshop Committees

The purpose of this document is to help the VACRAO Special Workshop, New Counselor Workshop, Domicile Workshop, and Support Staff Workshop Committees organize, set-up, budget, and communicate their workshops. These committees report to the Vice President for Professional Development (VPPD).

### Timeline

This is a general timeline to follow when setting up a workshop and the workshop committee:

December	Committee chairs are assigned or reconfirmed by VPPD
January	Committee membership is recruited and confirmed by chairs
6-9 months prior to actual workshop:	Have a committee meeting (via conference call or emails if best), determine next workshop topic/date
3 months prior:	Have a committee meeting/conference call to set up detailed tasks and divide up responsibilities, communicate info to VACRAO, submit preliminary budget to VPPD
1 month prior:	Registration information distributed, confirm speakers, details with site, etc.
week of:	Counts for food, other details
week after program:	Thank presenters, follow-up tasks with committee, finalize budget, communicate summary to VP and newsletter
45 days after:	All budget matters are to be closed and final budget submitted to VPPD and Treasurer

### Planning Checklist

- Speaker and Topic
- Date and time
- Location (move around the state) – room(s), cost, parking, signage, housing?
- Food - breakfast, morning snacks, lunch, afternoon snacks?, costs
- Preliminary budget, finalized budget
- Registration materials – announcement, postage/letterhead, email
- Confirmations – tracking fees paid, map, refund date, inclement weather policy, hotline phone number, facilitators for discussion groups (if applicable)
- Hospitality suite?
- Consideration of past workshop evaluations
- Door prizes?
- Check In – handouts, welcome letter, agenda, list of participants, folders, nametags, workshop evaluation, presenter bio, notepads, pens
- Communication to Newsletter Editor, Web Services Coordinator, and VP – Announcement, final summary report (include # of participants, # of institutions represented, conference location and dates)
- Follow-up thank you letters, finalize expenses/income, turn in final report and budget to VPPD

### Budget

**Preliminary and Final Budget:** Set a working, preliminary budget based on numbers you're planning to have attend and submit it to the VPPD. The only income in the budget is from registration fees. The VACRAO budget has a limited amount of money allotted to the workshops. When determining expenses, be sensitive to making the workshop affordable and to keep the fee at the lowest level possible. The working budget should be maintained throughout the process, and an updated budget submitted after the event to the VPPD. When the books are closed on the workshop, a final budget is to be submitted to the VPPD and the Treasurer. See attached sample budget.

**Expenses/Reimbursements:** All expenses/reimbursements are to be submitted to the Treasurer using the Expense Voucher/Reimbursement Form. Also, if there is an issue of timeliness in reimbursement, please address this to the Treasurer, because checks may not be cut upon receipt. All monies submitted to the Treasurer must have appropriate correspondence that adequately specifies the workshop and registrants that the income represents.

### **Information to VACRAO Newsletter Editor & Web Services Coordinator**

- New Counselor Workshop announcement: June newsletter
- New Counselor Workshop report: October newsletter
  
- Special Workshop announcement: October newsletter (if February workshop)
- Special Workshop report/2nd announcement: February newsletter (if February workshop)
  
- Support Staff Workshop announcement: February newsletter (if June workshop)
- Support Staff Workshop report/2nd announcement: June newsletter (if June workshop)

### **Workshop Payment Policy**

The VACRAO executive committee has approved the following a payment policy for workshops, to address the problem of participants who do not pay in advance or at the door, and the workshop committee chair or member in charge of the registrations must spend time trying to track down the payment.

This policy should be printed on registration materials and in registration confirmations:

*In lieu of having a late registration fee, all registration fees must be paid prior to attending the workshop. If a fee is not received in advance, the participant will have to make a personal payment (by personal check or cash) when checking into the workshop and then request reimbursement from their institution.*

### **Inclement Weather Policy**

The VACRAO executive committee has approved the following a payment policy for our workshops.

This policy should be printed on registration materials and in registration confirmations:

*No refunds will be made after (date) unless the workshop is cancelled due to inclement weather. If the workshop is held and a registrant is not able to attend, no refund will be made. In case of inclement weather, the Hotline number is (number).*

### **Committee Membership**

Each workshop committee must consist of at least three and not more than five members. The committee chair submits the committee membership to the VPPD in January.

### **Annual Meeting Responsibilities**

Each workshop committee is also responsible for sponsoring at least one program session at the VACRAO annual meeting. The session(s) should be planned by July and finalized in early fall.

## Sample Workshop Budget

Start with a preliminary budget and then submit a final budget report

<b>INCOME</b>		
Registration fees	(x number of anticipated registrants)	
e.g. Expected Revenue	\$25 registration fee x 74 registrants	\$1,850
<b>EXPENSE</b>		
<b>Facility Rental</b>		0
<b>Speakers</b>	Speaker fee	0
	Hotel Accommodations	100
	Speaker gifts	60
	Meals	20
<b>Food</b>	Breakfast (\$4.75/person, est. 80)	380
	Luncheon (\$7.75/person, est. 80)	620
	Beverage Station (by consumption, est.)	0
	Hospitality Suite food/beverages	150
	Flowers for tables	0
<b>Registration Packets</b>	Nametags	94
	Pens (donated)	0
	Notepads (donated)	0
	Folders	60
<b>Mailings</b>	Postage	200
<b>Total Expense</b>		\$1,754
<b>INCOME LESS EXPENSE</b>		\$96

## Appendix H: Newsletter Schedule

Item	Contact	February	June	October
Annual Business Meeting Minutes	Secretary	X		
Annual Meeting Announcement	Newsletter Editor	X		
Annual Meeting Preliminary Program	President-Elect			X
Annual Meeting Preview	President-Elect		X	
Annual Meeting Registration Information	Newsletter Editor			X
Annual Meeting Review	President	X		
Audit Report	N&A Chair		X	
Awards & Nominations Solicitation	Immediate Past President		X	X
Awards Recap (December Meeting)	Immediate Past President	X		
Budget Report	Treasurer	X		
Committee Roundup	VPs	X	X	X
Executive Committee Nomination	Newsletter Editor		X	
Executive Committee Announcement	Newsletter Editor	X		
N&A Ballot	Newsletter Editor			X
N&A Ballot Results	N&A chair	X		
N&A Nomination Solicitation	N&A chair		X	
New Committee Chairs	VPs	X		
New Counselor Workshop Announcement	VP Professional Development		X	
New Counselor Workshop Report	VP Professional Development			X
On the Move	Newsletter Editor	X	X	X
President's Message	President	X	X	X
Professional Development Workshop Announcement	Special Workshops Committee chair			X
Professional Development Workshop Report	Special Workshops Committee chair	X		
Support Staff Workshop Announcement	SSW Committee chair	X		
Support Staff Workshop Report	SSW Committee chair		X	
Virginia Tour Announcement	S&CR Committee chair		X	
Virginia Tour Updates	S&CR Committee chair		X	X
VP Reports	VPs	as needed	as needed	as needed

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## Appendix I: Jean Rayburn Memorial Grant

Established in 1985, the Jean Rayburn Memorial Grant program offers financial support to VACRAO members for research projects designed to enhance the admissions and registrar professions. The grant was established in memory of Jean Rayburn, a former VACRAO President and Dean of Admission at the University of Virginia.

### General Guidelines

- Research grants will be awarded to professional members of admissions or records offices of VACRAO member institutions who author, co-author, or sponsor projects to enhance the profession.
- Awards will not exceed \$500.
- Proposals must provide a detailed description of the proposed project.
- Research projects must be completed, documented, and sent to the Vice President of Professional Development within one year of the awarding of the grant. The research must also be submitted by the author for presentation at the next scheduled VACRAO annual meeting and/or submitted for publication in an appropriate professional journal (such as SACRAO Journal or College and University).
- Only those proposals which will add to the body of knowledge of the admissions and/or records profession will be approved. Their use must extend beyond the boundaries of one institution. Single-institution studies are acceptable, but the author must demonstrate how results may be beneficial to other institutions.

Proposals are received by the Vice President for Professional Development and approved by the Executive Committee.

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## Jean Rayburn Memorial Grant Application

<b>Name</b>	
<b>Title</b>	
<b>Institution</b>	
<b>Address</b>	
<b>City/State/Zip</b>	
<b>Email Address</b>	

**Amount Requested:** \_\_\_\_\_

Please attach a detailed description of the proposed research project. Include details on how financial support from VACRAO will be used.

- Research Grants will be awarded to professional members of admissions or records offices of VACRAO member institutions who author, co-author, or sponsor projects to enhance the profession.
- Awards will not exceed \$500.
- Research projects must be completed, documented, and sent to the Vice President of Professional Development within one year of the awarding of the grant. The research must also be submitted by the author for presentation at the next scheduled VACRAO annual meeting and/or submitted for publication in an appropriate professional journal (such as SACRAO Journal or College and University).
- Only those proposals which will add to the body of knowledge of the admissions and/or records profession will be approved. Their use must extend beyond the boundaries of one institution. Single-institution studies are acceptable, but the author must demonstrate how results may be beneficial to other institutions.

### Submit nomination forms to:

current VACRAO Vice President for Professional Development  
listed at [www.vacrao.org](http://www.vacrao.org)

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## Appendix J: Liability Insurance

VACRAO has a liability insurance policy, underwritten by the Cincinnati Insurance Company, to cover incidents at workshops and meetings that could put the organization at fiscal risk. This insurance covers personal liability in the event of an injury or some other litigious event taking place in conjunction with an organization event, but does not cover routine financial exposure (such as, for example, annual meeting penalties for failing to meet our room block) for which we maintain a financial reserve.

The coverage includes:

- \$2,000,000 Aggregate Limit - the total amount of coverage for a 12-month policy period. For example, if two claims were paid out at \$1,000,000 (in a 12-month policy period) the aggregate limit would be exhausted. That would not mean the Association would be left without coverage, as an additional premium could be paid to reinstate the aggregate limit. There are higher aggregate limits available, but \$2,000,000 is the standard aggregate that is carried on probably 90% of the General Liability policies issued.
- \$1,000,000 Per Occurrence - the limit on any one claim.
- \$1,000,000 Personal and Advertising Injury - protects the Association against allegations or charges of libel, slander, advertising injury, etc.
- \$2,000,000 Products and Completed Operations - a standard policy coverage, it protects the Association against products claims. For instance if a pen or some other item with a VACRAO logo caused bodily injury or property damage to another there would be coverage. Completed operations means this policy covers operations that occur while the policy is in force, forever. For example, if someone gets sick at an event and the sickness worsens over time, the Association would be covered even if the claim was not made until years later.
- \$100,000 Fire Legal Liability - a standard policy coverage in Virginia and applies to situations where the Association might rent office space and be held liable for a fire in that space. (This does not apply to current operations, but it is an automatic coverage and there is no premium credit to delete it.)
- \$5,000 Per Person Medical Payments Coverage - a good faith payout for first aid coverage. The coverage will pay this amount, no questions asked, as long as the Association verifies that the injury happened at a sponsored function (whether VACRAO is at fault or liable for the injuries). If the Association is at fault or liable for the injuries, the entire \$1,000,000 per occurrence limit is available for medical payments.

Cabell Insurance Association of Charlottesville is our agent:

c/o Donald W. Thornhill, Jr.  
Cabell Insurance Associates  
315 Old Ivy Way, Suite 201  
P.O. Box 7606  
Charlottesville, VA 22906  
800-541-1491  
434-977-5313  
[www.cabellinsurance.com](http://www.cabellinsurance.com)

## Appendix K: Annual Meetings and Presidents

Year	Location	President	Institution
2009	Norfolk	Jarret Smith	Bridgewater College
2008	Richmond	Barbara Rowe	Washington and Lee University
2007	Blacksburg	Melissa Yakabouski	University of Mary Washington
2006	Staunton	Leah Russell	Roanoke College
		Heidi Terry	Radford University
2005	Virginia Beach	Leah Russell	Roanoke College
2004	Roanoke	Robert LeHeup	University of Virginia
2003	Charlottesville	Mildred Johnson	Virginia Polytechnic Institute & State University
2002	Crystal City	Jenifer Blair	Mary Washington College
2001	Portsmouth	Barbara Thrasher	Randolph-Macon Woman's College
2000	Richmond	D. Scott Dittman	Washington & Lee University
1999	Hot Springs	D. Scott Dittman	Washington & Lee University
		Paul Wiley II	Sweet Briar College
1998	Charlottesville	Alison Gauch	Mary Washington College
1997	Roanoke	Michael Tapscott	George Mason University
1996	Rossllyn	Judy McMillan	Tidewater Community College
1995	Williamsburg	Brenda Blount	Christopher Newport University
1994	Wintergreen	David Bousquet	Virginia Polytechnic Institute & State University
1993	Richmond	Vernon Beitzel	Virginia Military Institute
1992	Wintergreen	Patricia Riordan	George Mason University
1991	Alexandria	Frank Cool	Norfolk State University
1990	Virginia Beach	Bob Bailey	Ferrum College
1989	Richmond	Peggy Chrisley	New River Community College
1988	Roanoke	Michael Malone	Old Dominion University
1987	Williamsburg	Dorothy Bryant	College of William and Mary
1986	Charlottesville	Linda Glover	James Madison University
1985	Fairfax	C. Steve Smith	James Madison University
1984	Lynchburg	Archie Phlegar	Virginia Polytechnic Institute & State University
1983	Hot Springs	Merril Espigh	Hampden-Sydney College
1982	Williamsburg	H. Conrad Warlick	Mary Washington College
1981	Virginia Beach	Jean Rayburn	University of Virginia
1980	Williamsburg	Michael McDermott	George Mason University
1979	Hot Springs	Jerrie Johnson	Virginia Commonwealth University
1978	Warrenton	Edward Smith	Virginia State College
1977	Norfolk	Harold Head	Washington and Lee University
1976	Hot Springs	James Vaillencourt	Old Dominion University
1975	Richmond	C. Edwin Cox	Randolph-Macon College
1974	Roanoke	Edwin Walker	Northern Virginia Community College
1973	Virginia Beach	Anne Acey	Ferrum College
1972	Fredericksburg	Robert Hendrick Jr.	Virginia State College
1971	Roanoke	Robert Hunt	College of William and Mary
1970	Richmond	A. Ray Merchant	Mary Washington College
1969	Williamsburg	Marceline Staples	Old Dominion University
1968	Arlington	William Robertson	Virginia Commonwealth University
1967	Roanoke	Lewis Drew	Hampden-Sydney College
1966	Virginia Beach	Lewis Drew	Hampden-Sydney College
1965	Richmond	Harold McGee	Tidewater Community College
		Shirley Downs	Medical College of Virginia
		Thomas Pollard	University of Virginia
1964	Arlington	Thomas Pollard	University of Virginia
1963	Richmond	Edward Lautenschlager	Roanoke College
1962	Roanoke	Unknown	Unknown
1961	Richmond	Unknown	Unknown
1960	Lynchburg	Unknown	Unknown
1959	Richmond	Unknown	Unknown
1958	Roanoke	Unknown	Unknown
1957	Richmond	Unknown	Unknown
1956	Roanoke	Unknown	Unknown
1955	Natural Bridge	Unknown	Unknown
1954	Elkton	Unknown	Unknown
1953	Williamsburg	Unknown	Unknown
1952	Lynchburg	Unknown	Unknown
1951	Richmond	Unknown	Unknown
1950	Roanoke	Unknown	Unknown
1949	Richmond	Unknown	Unknown

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1948	Roanoke	Unknown	Unknown
1947	Richmond	Unknown	Unknown
1946	Roanoke	Unknown	Unknown
1945	Richmond	Unknown	Unknown
1944	Blacksburg	Unknown	Unknown
1943	No meeting	Unknown	Unknown
1942	No meeting	Unknown	Unknown
1941	Sweet Briar	Unknown	Unknown
1940	Arlington Hall	Unknown	Unknown
1939	Hollins	Unknown	Unknown
1938	Unknown	Unknown	Unknown
1937	Unknown	Unknown	Unknown
1936	Bridgewater	Unknown	Unknown
1935	Roanoke	Unknown	Unknown
1934	East Radford	Unknown	Unknown
1933	Harrisonburg	Unknown	Unknown
1932	Unknown	Unknown	Unknown
1931	Unknown	Unknown	Unknown
1930	Unknown	Unknown	Unknown
1929	Unknown	Unknown	Unknown
1928	Unknown	Unknown	Unknown

## Appendix L: Membership Database

The VACRAO database, available through the Executive Committee Login on the VACRAO web page, contains the complete membership listings, and is used to generate the membership directory files, annual invoices, mailing labels, and e-mail contact lists.

### Generating Invoices

- FTP a copy of the database from the server to a local computer. The file is located at `www\Execcom\dev\vacraonew.dmb`.
- Open the database using MS Access, click on **Reports**, and then open the *rptInvoices* report in design view.
  - Update the due date and contact information as needed.
- Save and close the edited report.
- From the main **Reports** menu, select *Associate*, *Corporate*, or *Voting*, depending on the invoices needed.
- Print the invoices.
- FTP the database back to the server, to save the new invoice information.
- Single invoices can be generated using the *rptSingleInvoice* report.
- With each invoice being mailed, a cover sheet should be included that describes the benefits of membership and how to make changes on the invoice.

### Updating the Database

- Log into the Executive Committee Secure Area of the VACRAO web page.
- Select **Institutions**.
- Select the desired institution, or click on **Add Institution** at the bottom of the page to add a new institution.
  - Each institution should have a status (*A* for active or *I* for inactive), a type (*A* for associate, *V* for voting, or *C* for corporate), and a web address.
- Record payment of dues by clicking on **Dues Paid: Add New**. Enter the membership year, date paid, and amount, then click on **Submit**. Be sure that the institution's status is *A* (for active).
  - To reactive an inactive institution, change the status from *I* to *A*.
- Within the institution, click on the desired individual member or **Add New** to add a new member.
  - Each active or new member should have a **Status** of *Active*.
  - Current members can be disassociated from an institution by changing their status from *Active* to *Inactive*. When deactivating a member who is flagged as being a contact, delete the contact flag before making the member inactive.
  - Each member should have a **Job Type**, chosen from the list on the screen. Corporate members should have a **Job Type** of *CC*.
  - Each individual member should have a mailing address. Be sure to enter mailing addresses using U.S. Postal Service standards.
- Each institution has a number of affiliated contacts.
  - All membership types—*Associate*, *Corporate*, and *Voting*—must have an *Institutional* contact; this is the individual to whom the annual dues invoice is sent. Thus, the institutional contact must have a mailing address.
  - Each *Associate* and *Voting* institution must have at least an *Institutional* contact and a *Virginia Tour* contact.
  - Each *Voting* member (and Virginia-located *Associate* member) may also designate an *Admission* and *Registrar* contact.
  - The same individual may serve as multiple contacts.
  - To add a contact to an individual, click on **Institutional Contact: Add New** at the bottom of the individual's page and enter the appropriate contact letter.
  - To delete a contact flag from an individual, click on **Delete** next to the contact flag at the bottom of the individual's page.
  - *Note:* When deactivating a member who is flagged as being a contact, delete the contact flags before making the member inactive.

## Database Maintenance

- FTP a copy of the database from the server to a local computer.
- Run the *Find duplicates for qryGetContacts* query to identify any institutions that have multiple people designated as the same type of contact and make corrections online.
- Run the *Find duplicates for tblMembers* and *Find duplicates for tblMembers1* queries to determine if more than one person with the same name is affiliated with the same institution. (This can happen if a member is made inactive, and then later entered as a new member for that same institution instead of just being made active again.) Make corrections in Access by deleting one of the entries out of the **tblMembers** table.
- Open the **tblMembers** table in Access and sort by membership type to look for any data entry errors in membership type, and make corrections if needed.
- At the end of each membership cycle, identify the institutions that have not paid dues for the current or previous year and mark them as Inactive. The individual members affiliated with that institution do not need to be deactivated.
- After changes are made in the downloaded copy of the database using Access, the corrected database must be uploaded back to the server.

## Preparing Directory Files

- From the **Reports** menu in Access, select the desired report:
  - *Dir-Memb-Assoc* – Associate members
  - *Dir-Memb-Corp* – Corporate members
  - *Dir-Memb-Voting* – Voting members
  - *Dir-Memb-Members* – All individuals
- Save each report as an MS Word document. Make minor edits to add headers and footers, pagination, and to correct column and page breaks.
- Upload the Word documents to the web server, using the same names and locations as the previous files. Update the date references on the web page.
- The directory files should be

## Preparing Online Files

- E-mail listings, mailing lists, and data for preparing address labels can be generated in Access from the **Queries** menu:
  - *ActiveMembers(Admissions)* – Admissions contacts
  - *Active Members(All)* – All individual members
  - *Active Members(All\_No\_Corporate)* – All individual members, **except** Corporate members
  - *ActiveMembers(Associate)* – Associate members
  - *ActiveMembers(Corporate)* – Corporate members
  - *ActiveMembers(Honorary)* – Honorary members
  - *ActiveMembers(InstContact)* – Institutional contacts
  - *ActiveMembers(Registrar)* – Registrar contacts
  - *ActiveMembers(VATour)* – Virginia Tour contacts
  - *ActiveMembers(Voting)* – Voting members
- Periodically, copies of these files should be saved as Excel files and posted on the main Executive Committee Secure Area web page (in the /Execcomm/files folder) for use by executive committee members.

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## Appendix M: Non-Profit Status Certification

The following pages are copies of documents received from the Internal Revenue Service attesting to VACRAO's 501(a) non-profit status. The original copies are maintained in the VACRAO archives.