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INTRODUCTION

Welcome to the leadership of the Tennessee Association of Collegiate Registrars and Admissions Officers! Your position on the Board of Directors is an important one. Your colleagues have entrusted you with the responsibility of helping to direct the growth and activities of the association during the next year or two or even three; and with that trust comes the assumption that you will take this responsibility as seriously as did the many professionals who have served in the past.

You may very well be somewhat apprehensive about the task ahead of you. This is a common reaction after accepting such a leadership position. Not only are you unsure about what you have to do, but you already are responsible for duties on your own campus and somehow you must fit something else, TACRAO, into your already busy schedule. Is it worth it? What is in it for you? The following comments from past officers will give you an idea of how important this leadership position can be:

“I developed many lasting professional relationships because of the service period. I was also able to grow personally because of the task at hand, and the confidence that TACRAO showed toward my actions. The experience was positive from day 1!!!!”

“It forced me to be involved – at some points kicking & screaming! It made me aware that there are both vast differences and amazing similarities within types of schools...and of the difficulty in assimilating all this for meeting planning purposes.”

“It’s wonderful to have someone to call when you have a question. It’s important to strive for professionalism within our profession. Being an officer helps to nurture that professionalism that is so vital to our industry. It’s great to help others develop and hone their skills.”

“Serving in this position allowed me to form friendships with some of the members I did not know well. It also gave me improved insight into the purpose and scope of the organization.

“I became aware of the talent and ability within the organization. It is important to develop that talent in the newcomers if the organization is to maintain its stability and grow. Serving as a TACRAO officer is an honor but it is also hard work. Any office should not be taken lightly. Admissions and records officers share a common bond unlike many organizations. It is that bond, that understanding of our frustrations, that helps to overcome the ‘times that try our souls’”.

This Leadership Handbook is a guide to the many duties and responsibilities of the members of the Board of Directors of TACRAO. It is not a definitive statement nor is it all-inclusive since the roles of the association and its officers change from year to year as the profession and higher education itself change. It is hoped, however, that this handbook will help you to better understand two things: how the Board of Directors works and how it responds to the needs and desires of the association, and what role you will play as a member of the Board of Directors in the continuing growth and professionalization of the Association.

Glenn W. Munson, TACRAO President, 1987-88
First edition: November, 1991
Thirteenth edition: November, 2003

PRESIDENT

The President is elected for a one-year term after having served as President-elect. The President takes office following the official elections held during the Business Meeting session of the Annual Meeting.

The duties of the President follow. The section on duties for the Annual Meeting is of particular significance since the annual meeting is traditionally held in the section of the state where the president resides and is the culmination of the year's work for the Association.

Responsibilities regarding the Board of Directors

- ◆ Oversee the management of TACRAO and make periodic reports to the membership
- ◆ Establish goals for the organization and provide direction for TACRAO projects
- ◆ Chair all Board of Directors meetings
- ◆ Work with each officer to insure responsibilities are carried out including the delegation of and follow up on assignments to Vice Presidents
- ◆ Serve as formal liaison with SACRAO and AACRAO
- ◆ Attend SACRAO and AACRAO as TACRAO representative
- ◆ Work with Newsletter Editor to complete each edition
- ◆ Work with treasurer to pay bills and issue annual membership renewal notices
- ◆ Assign committee chairs and members with assistance of Board of Directors

Responsibilities for the TACRAO Annual Meeting

- ◆ Serve as ex-officio member of Local Arrangements Committee for fall annual meeting
- ◆ Make all arrangements with the conference hotel:
 - Contract, credit, billing, payment (with treasurer)
 - Conference meals including menus, coffee breaks
- ◆ Preregistration including setting registration fee (with Secretary/Treasurer and Vice President for Information Technology and Publications if registration form is to be in the newsletter)
- ◆ Contact with and arrangements for AACRAO and SACRAO representative
- ◆ Preparation of certificates of membership, appreciation, and other awards
- ◆ Selection and purchase of conference memento for members
- ◆ Selection of keynote speaker with President-elect
- ◆ Coordination with Secretary/Treasurer for on-site registration
- ◆ Arrangements for Past-Presidents Dinner, including the Board of Directors and the SACRAO and AACRAO representatives
- ◆ Conduct annual business meeting, including reproduction of any necessary handouts
- ◆ Solicit door prizes for annual meeting from membership via newsletter and conference registration form

Timeline of Responsibilities and Duties

January

- ◆ First Board of Directors meeting
 - Compile data and make final evaluation of annual meeting-appoint committee chairs and assign chairs to appoint their respective committees using preference data collected at annual meeting
 - Assign special projects
 - Clarify assignments such as support staff workshops, summer workshops
 - Confirm time line for newsletters
 - Begin discussion of next year's program format and theme with president-elect
 - Respond to various requests for information from SACRAO and AACRAO
 - Find out which Board members will be attending SACRAO and AACRAO and make any necessary assignments for representation of TACRAO at those meetings
 - Set date for next Board of Directors meeting

February

- ◆ Distribute constitution and annual meeting final report to all committee chairs and event planners
- ◆ Make sure negotiations are underway for the conference hotel for the following year
- ◆ Attend SACRAO annual meeting if at all possible

March

- ◆ Distribute results of "I Will Volunteer" forms to all committee chairs and event planners
- ◆ Second Board of Directors meeting
 - Review "I Will Volunteer" form data
 - Begin planning for next program in earnest (program and events)
 - Committee reports
 - Workshop reports (dates for all should be set by this date)
 - Newsletter report
 - Schedule next meeting
- ◆ Newsletter edition should go out
- ◆ Confirm plans for all summer activities with appropriate chairs

April

- ◆ Attend AACRAO annual meeting if at all possible
- ◆ Attend any scheduled workshops for state officers if possible

May

- ◆ Third Board of Directors meeting
 - Report of state-wide coordinating committee on calendar progress
 - Other committee reports as needed
 - Relay final plans/dates for all spring & summer workshops
 - Continue with program planning
 - Schedule next meeting
- ◆ Send letters to membership as needed for workshop announcements/support
- ◆ Attend scheduled workshops as possible

June

- ◆ Attend workshops as possible and send thank-you notes to chairs of each one
- ◆ Contracts for meeting events should be finalized and signed

July

- ◆ Fourth Board of Directors Meeting
 - Finalize the content of the registration packets (including who will write the letter for enclosure)
 - Set time-line for registration packs to go out to membership
 - Decide deadlines for early registration
 - Set registration fee if not already been done
 - Assign responsibility for registration table and on-site registration
 - Schedule another Board meeting before the annual meeting at conference site
- ◆ Newsletter edition should go out
- ◆ Attend TACRAO Summer Admissions Workshop. Host Friday breakfast, give brief TACRAO history and make introductions as necessary
- ◆ Send thank you notes to all summer activity chairs

August

- ◆ Decide on menus for annual meeting, sign catering contracts
- ◆ Go over meeting room and audio-visual needs with the hotel
- ◆ If possible, meet the hotel people responsible for each segment of the meeting

September

- ◆ Fifth Board of Directors meeting at site of annual meeting
 - Finalize all program plans
 - Review committee lists
 - Visit site of Big Event
 - On-site inspection of all facilities in conference hotel
 - Finalize slate of officers to be recommended for approval at the annual meeting
- ◆ Newsletter goes out; be sure to include call for door prizes from each institution
- ◆ Registration packets go out to membership

October

- ◆ Send email to Deans and Directors encouraging them to come to the meeting and to allow staff members to attend
- ◆ Prepare Certificates of Appreciation for Board members and committee chairs
- ◆ Officer Timelines due to “Leadership Handbook” editor

November

- ◆ Sign contracts with hotel selected for next year’s meeting (be sure that contract calls for the flexibility to add to meeting space and room reservations if needed)
- ◆ Adjust number of hotel rooms being held according to registrations
- ◆ Give catering the final numbers for meals. This should include some in addition to those who have pre-registered for the meeting. (Give it your best guess.) Ask catering manager about last date for guarantee and excess meals to be prepared.

- ◆ Request Board members to come to the meeting early to stuff packets (if needed) and take care of any last minute details
- ◆ Get volunteers to help distribute door prizes
- ◆ At the Annual Meeting, upon ascending to the position:
 - Conduct end of business meeting and last session conference recap
 - Collect conference evaluation forms
- ◆ Introduce speaker at Friday breakfast (if appropriate)
- ◆ Conduct Board of Directors meeting after conference
 - Plan for January meeting
 - Ask president-elect to have theme for next year's meeting ready for consideration.
 - Ask those rotating off Board to meet with their new counterparts and transfer information
 - Plan winter edition of newsletter
 - Conference evaluations, write-ups of highlighted sessions, evaluation results, committee assignments (potential topics)
 - Discuss improvements from this meeting that could be implemented next year
 - Ask Board to write "thank you" letters to participants and chairs of the sessions for which they were responsible
 - Discuss officer responsibilities
 - Encourage Board members to capitalize on enthusiasm from this year's meeting to plan and recruit for summer activities and next year's meeting
- ◆ After conference:
 - Summarize session and conference evaluations
 - Distribute full set of evaluations to new and old Board members
 - Send "thank you" notes and session evaluations to all presenters and chairs
 - Make lists of members indicating interest in committees and/or offices and distribute to appropriate officers
 - Appoint committee chairs and special project coordinators (such as New Member Handbook, Officer Handbook) and get input on possible committee members
 - Assemble data for winter newsletter and send to Vice President for Information Technology and Publications

Yearly Activities/Projects

- ◆ Association Newsletter – three to five editions per year
- ◆ Graduate School Forum – one-day forum of graduate and professional school admissions and records professionals in the state usually in conjunction with Registrar's Roundtable
- ◆ Leadership Handbook – given to members of the new Board of Directors each year
- ◆ New Members Guide – given out at the new members breakfast each year
- ◆ Registrar's Roundtable – one-day forum for all registrars in state
- ◆ Statewide Coordinating Calendar – produced and then published each summer for the upcoming recruitment year. It is the culmination of the work of the coordinating committee.
- ◆ Summer Admissions Workshop (usually geared toward new admissions staff) – two to three days, set up in sessions with common themes
- ◆ Support Staff Workshops (one per section of the state: East, Middle, West) – normally one day affairs hosted by a member school
- ◆ Transcript / TENNFAX Guide – member institutions' policies concerning fax and transcripts, published by the Board of Directors and needs to be updated yearly.

- ◆ Travel Guide – updated and published by the statewide coordinating committee
- ◆ Meeting Guide – contains historical data on events of previous years (annual meeting, workshops, etc.)
- ◆ Update TACRAO homepage on WWW in consultation with webmaster

TACRAO Committees

Standing Committees. The following standing committees are required by the Bylaws:

- ◆ Audit. Chair appointed by President
- ◆ Nominating. Chaired by Past President
- ◆ Membership. Chair appointed by President
- ◆ Statewide Coordinating Committee. Chaired by Vice President for Recruitment Services
- ◆ Time and Site. Chair appointed by President

Other Committees. These additional committees support the activities of the Association:

- ◆ Admissions Summer Workshop. Chaired by Vice President for Admissions and Financial Aid
- ◆ Conference Evaluation. Chair appointed by Committee
- ◆ Corporate Sponsors. Chaired by Past President
- ◆ Local Arrangements. Chair appointed by President. Traditionally, the Time and Site Chair continues on in that role
- ◆ Registrar’s Roundtable. Chaired by Vice President for Records and Registration
- ◆ Graduate School Forum. Chair appointed by President
- ◆ Support Staff Workshop. Chaired by Vice President for Data Management and Research
- ◆ New Member Guide. Chaired by Vice President for Data Management and Research
- ◆ TAC-Grow. Chair appointed by President

PRESIDENT-ELECT

The President-Elect is elected for a one-year term following which, barring unforeseen circumstances, the individual assumes the presidency of the association. The President-Elect has primary responsibility for the program of the annual meeting.

Responsibilities regarding the Board of Directors

- ◆ Attend the Board of Directors meetings throughout the year
- ◆ Assume presidency of association should president not be able to serve
- ◆ Participate in and/or attend the support staff workshop in region and the Admissions summer workshop.
- ◆ Serve on Time and Site Committee (ex-officio) for following year in order to get to know hotel people
- ◆ Other duties as assigned by the President

Responsibilities for the TACRAO Annual Meeting

- ◆ Selection of theme and/or title (if desired)
- ◆ Solicit program session ideas with assistance from Board and membership
- ◆ Selection of program sessions and delegation of responsibility for session preparation to vice-presidents (chairs, presenters, and records if desired)
- ◆ Selection of and arrangements for keynote speaker and topic of session; travel and hotel arrangements as well if necessary
- ◆ Printing of preliminary program in newsletter issued prior to meeting with assistance of Vice-President for Information Technology and Publications
- ◆ Make all meeting room assignments and arrange for all session physical arrangement and audio-visual requirements
- ◆ Print final conference program
- ◆ Obtain appreciation plaque for outgoing President
- ◆ Conduct last session conference recap (as President)
- ◆ Distribution of meeting and session evaluation forms

Timeline of Responsibilities and Duties

December

- ◆ Review Constitution and Board responsibilities and timelines
- ◆ Review evaluations from annual meeting
- ◆ Begin consideration of next year's annual meeting theme, session topics, speaker
- ◆ Prepare Preliminary Session Outline work sheets

January

- ◆ Review timetable of activities for setting annual meeting program
- ◆ Present theme for next annual meeting to Board
- ◆ Distribute session topic ideas culled from evaluations from this year
- ◆ Ask Board members to bring three specific sessions with presenters to next meeting
- ◆ Request suggestions for keynote speaker
- ◆ Distribute Preliminary Session Outline work sheets to be returned by mid-March

- ◆ Submit article for spring newsletter soliciting topics for annual meeting

February

- ◆ Send reminder letter to Board regarding topics for sessions due at next meeting
- ◆ Attend SACRAO annual meeting if at all possible
- ◆ Pursue leads for keynote speaker

March

- ◆ Lead Board meeting on program construction
- ◆ Summarize program topics and presenters as presented at March meeting and distribute to Board prior to May meeting
- ◆ Contact keynote speaker and follow up with confirmation letter

April

- ◆ Attend AACRAO annual meeting if at all possible, especially leadership sessions
- ◆ Engage possible workshop presenters and/or develop session or workshop topics from AACRAO presentations

May

- ◆ Prepare and distribute tentative outline of annual program to Board members
- ◆ Review contract with hotel with LAC chair for presentation to Board
- ◆ Identify and develop “Big Event” with LAC chair or Time and Site Committee
- ◆ Prepare first draft of annual meeting program for Board
- ◆ Request “Equipment Needs” list by July meeting

June

- ◆ Formulate annual program and begin to place sessions in tentative time slots
- ◆ Obtain names of Session Chair/Records
- ◆ Submit summer newsletter article
- ◆ Attend Registrar’s Roundtable and regional Support Staff workshop if possible
- ◆ Confirm attendance with session presenters
- ◆ Send confirmation letter to keynote speaker with meeting specifics

July

- ◆ Finalize program content, events, keynote speaker, and schedule
- ◆ Finalize physical arrangements for the annual meeting: all sessions locations, session set-ups, and equipment needs should be submitted to the hotel
- ◆ Ask Board members for specific aspects of their sessions that still need finalizing and/or confirmation; have them confirm Chair/Records
- ◆ Finalize committee entries for program
- ◆ Review New Member Guide for changes and updates
- ◆ Attend Summer Admissions Workshop

August

- ◆ Circulate among Board members annual program draft with gaps highlighted
- ◆ Give deadline for completion (about September 15)
- ◆ Request list of corporate sponsors from Past President

- ◆ Make travel arrangements for keynote speaker and any workshop presenters
- ◆ Confirm AACRAO representative with President
- ◆ Email membership hotel reservation information and deadlines
- ◆ Submit outline of program to Vice-President for Information Technology and Publications
- ◆ Write letter encouraging attendance at annual meeting for fall newsletter

September

- ◆ Review equipment needs list with Board and LAC chair
- ◆ Ask Board to write or email all presenters and chairs confirming participation and duties
- ◆ Declare last call for changes to program
- ◆ Contact printer and make arrangements for program to be printed
- ◆ Review registration materials with Secretary/Treasurer
- ◆ Review local arrangements, special event, and meals with president
- ◆ Visit meeting site and confirm meeting room assignments and audio-visual needs with hotel representative
- ◆ Send program session information to keynote speaker
- ◆ Prepare and print “I Will Volunteer” for committee assignments and interests
- ◆ Arrange time at annual meeting site to stuff packets
- ◆ Order plaque for outgoing president and other honorees, retirees
- ◆ Order name badge ribbons

October

- ◆ Obtain meeting room assignments from hotel or LAC chair to be included in printed program
- ◆ Have program printed near end of month or early November (as late as possible to allow for last-minute changes).
- ◆ Update, have printed, and coordinate stuffing of envelopes with Evaluation chair:
 - “Session Evaluation Forms”
 - “Conference Evaluation Forms”
- ◆ Buy or prepare packet materials with assistance of LAC:
 - Folders, pads and pencils
 - Meetings program, conference evaluation form (one in each packet)
 - Session evaluation forms (for session chairs only)
 - Chair/recorder guidelines
 - Brochures of local attractions or special event
 - Update Leadership Handbook timeline and forward to editor, president

November – During Annual Meeting:

- ◆ Arrive at meeting site one day before meeting; have packet materials ready to stuff
- ◆ Designate someone(s) to collect session evaluations after each session
- ◆ Prepare to moderate First Time Attendees Breakfast
- ◆ Prepare Session signs for outside meeting rooms (if needed)
- ◆ At the Annual Meeting, upon ascending to the position of President:
 - Present former president with plaque and close business meeting with appropriate comments
 - Conduct end of business meeting and last session conference recap
 - Solicit input on direction, goals for TACRAO during upcoming year
 - Solicit committee volunteers and officer nominees

- See Timeline/Responsibilities of President (above)
- College conference evaluation forms
- Introduce speaker at Friday breakfast (if appropriate)
- Conduct Board of Directors meeting after conference
 - Set time and site of January meeting
 - Ask president-elect to have theme for next year's meeting ready for consideration
 - Ask those rotating off Board to meet with their new counterparts and transfer information
 - Plan winter edition of newsletter
 - Conference evaluations, write-ups of highlighted sessions, evaluation results, committee assignments (potential topics)
 - Discuss improvements that could be implemented next year
 - Ask Board to write "thank you" letters to participants and chairs of the session for which they were responsible
 - Discuss officer responsibilities
 - Encourage Board to capitalize on enthusiasm from this year's meeting to plan and recruit for summer activities and next year's meeting
- ◆ After conference:
 - Summarize session and conference evaluations
 - Distribute full set of evaluations to new and old Board of Directors
 - Send "thank you" notes and session evaluations to all presenters and chairs
 - Make lists of members indicating interest in committees and/or offices and distribute to appropriate officers
 - Appoint committee chairs and special project coordinators (such as New Member Handbook, Officer Handbook) and get input on possible committee members
 - Assemble data for winter newsletter and send to Vice-President for Information Technology and Publications

PAST-PRESIDENT

The position of Past-President is the third and final step in the three-year progression of the presidency. The president becomes past-president during the annual business meeting at the time when all new officers assume their new positions.

Responsibilities:

- ◆ Serve as advisor and consultant to the President and the Board of Directors.
- ◆ Responsible for corporate sponsorship of the annual meeting
- ◆ Chair the Nominations Committee
- ◆ Responsible for special awards at annual meeting
- ◆ Other duties as assigned by the President
- ◆ Responsibilities at Annual Meeting;
 - Serve as contact for exhibitors
 - Relax and enjoy it (compared to previous two years)

Timeline of Responsibilities and Duties

December

- ◆ Send “thank you” letters to all sponsors, exhibitors, and non-member presenters at annual meeting

January – March

- ◆ Attend Board meetings and begin work on program sessions as assigned
- ◆ Ask Board members to start targeting potential exhibitors
- ◆ Solicit Corporate Sponsors from exhibitors at SACRAO
- ◆ Appoint Nominations Committee

April

- ◆ Solicit corporate sponsors from exhibitors at AACRAO
 - Market segments to recruit: (last year’s sponsors, local vendors by section of state, national vendors who can be recruited at AACRAO)
- ◆ Begin initial mailout to solicit corporate sponsors
- ◆ Remind Board members to be alert to members who could be next year’s leaders. Summer activities are good way to assess leadership potential.
- ◆ Solicit nominations from membership via newsletters and workshops
- ◆ Complete program session arrangements
- ◆ Begin nominating committee work
 - Appoint members if not already done
 - Start list of possible nominees for available offices
 - Discuss nominations at July Board meeting
 - Finalize several nominations for each position
 - Circulate ballots to nominations committee
 - Tally votes from nominations committee

May – July

- ◆ Attend Board meetings and discuss nominations

- ◆ Follow-up calls and letters to corporate sponsors
 - Attempt to get those who have committed to donate now
 - Call or do second mailing to those who have not responded
- ◆ Contact definite sponsors as to obligations, registration, mailing materials, etc.
 - Encourage early payment of fee or sponsorship

August

- ◆ Finalize nominations
- ◆ Call candidates to confirm their availability and willingness to serve
- ◆ Send letter to nominees outlining responsibilities (copy of handbook information)

September

- ◆ Attend Board Meeting
- ◆ Publish nominations in Newsletter
- ◆ Confer with local arrangements chair regarding hotel information, set-up time, etc., and communicate as necessary with sponsors
- ◆ Obtain registration packets from Secretary/Treasurer, mark “Complimentary” on fee schedule and send to exhibitors
- ◆ Coordinate any awards or honorary memberships to be awarded, including memento and/or plaque

October

- ◆ Final contact with sponsors to answer questions about displays, electrical outlets and other needs, sponsored events, etc.

November – During Annual Meeting

- ◆ Attend annual meeting
- ◆ Present plaques or certificates to retiring TACRAOns who have made significant contributions to the Association
- ◆ Present other special awards as prescribed by President and Board of Directors
- ◆ Serve as contact for corporate sponsors
 - Assist with display set-up, fee payments and collection
 - Be sure that sponsors are recognized at sponsored events

VICE - PRESIDENTS

There are five Vice-Presidents: Admissions and Financial Aid, Data Management and Research, Information Technology and Publications, Records and Registration, and Recruitment Services. All have similar general responsibilities as outlined below, but there are several duties specific to each office. The Vice-President for Recruitment Services usually is selected from among those members of TACRAO who have served on the Statewide Coordinating Committee. Two vice-presidents are elected each year, giving each vice-president a two-year term. The Vice-Presidents for Records and Registration, for Recruitment Services, and for Information Technology and Publications are elected in even-numbered years; the other two vice-presidents and the secretary/treasurer are elected in odd-numbered years.

Common Responsibilities of all Vice-Presidents:

- ◆ Serve on the Board of Directors
- ◆ Coordinate annual meeting sessions in the appropriate area as assigned by president and president-elect, including suggesting titles, formats and finding participants
- ◆ Assist President in overall planning and operations of organization
- ◆ Other duties as assigned by President

Timeline of Responsibilities and Duties

December

- ◆ Review conference program sessions and evaluation forms for possible topics for next year's annual meeting and the volunteer forms for people interested in helping with individual responsibilities.

January

- ◆ Get assignment from President-Elect about the number of conference sessions to prepare

February

- ◆ Begin to work on ideas for your TACRAO conference sessions (at least three sessions)
- ◆ Call your potential session presenters to ask for their participation on the program

March – April – May – June – July

- ◆ Give progress report on sessions and other responsibilities at the Board meeting
- ◆ Time devoted to organization of individual responsibilities

August

- ◆ Contact session speakers for follow-up information on workshop sessions
- ◆ Confirm mailing address for non-member presenters with Secretary/Treasurer
- ◆ Establish audio-visual needs and confirm with president-elect
- ◆ Send preliminary copy of TACRAO Conference Program Schedule, if available, to your session speakers

September

- ◆ Forward final copy of TACRAO Conference Schedule to your session presenters

October

- ◆ Assist President with any last minute details in preparation for the annual meeting.
- ◆ Submit revisions of the time-line in the Leadership Handbook as necessary.

November

- ◆ Give any last minute instructions to your session presenters, such as room or time changes, etc.
- ◆ Arrive at annual meeting site a day early to help stuff packets
- ◆ Assist the President—get everything ready for the meeting the next day
- ◆ Be available throughout the meeting to help where needed
- ◆ Visit your session sites to make sure everything is in order
- ◆ Write “thank you” letters to your presenters and chairs
- ◆ Review TACRAO conference program sessions and evaluation sheets for topic suggestions for next year’s conference

Vice-President for Admissions and Financial Aid

Additional Responsibility:

- ◆ Coordinate Spring/Summer Admissions Workshop with appointed workshop committee

Timeline of Responsibilities and Duties: Summer Admissions Workshop

February

- ◆ Conduct first committee meeting to begin planning for the workshop
 - Set tentative date, location, theme, agenda, fees, time lines
 - Appoint committees
 - Facilities—obtain contract, select menus
 - Registration—packets, collect fees and forms
 - Program—session topics, facilitators and/or presenters

March

- ◆ Obtain Board approval of workshop agenda
- ◆ Submit facilities contract to President for review and approval
- ◆ Submit article to newsletter about workshop
- ◆ Request TACRAO mailing lists from the Secretary/Treasurer
- ◆ Send letter to announce workshop to Deans and Directors at all member institutions
- ◆ Each committee member secure speakers/facilitators for at least one session

April

- ◆ Conduct second committee meeting to finalize plans for the workshop: session planning, logistics, registration procedures, menus, door prizes
- ◆ Send second letter to Deans and Directors with detailed program, registration form

May

- ◆ Final workshop committee meeting
 - Reconfirm facilitators/presenters
 - Check numbers of registrants for workshop for financial goals
 - Prepare workshop evaluation form

June – July

- ◆ Conduct workshop
 - Check registration and room setups
 - Monitor sessions and troubleshoot as necessary
 - Distribute and collect evaluations
 - Pay bills
- ◆ Follow-up and “thank you” notes to participants, facilitators, and presenters
- ◆ Make report to Board regarding workshop attendance, finances, etc.
- ◆ Write article for TACRAO newsletter

Vice-President for Data Management and Research

Additional Responsibility

Oversee regional committees to plan and host Support Staff Workshop in each area (East, Middle, and West). May serve as Committee Chair in own region.

Assist other vice-presidents with the planning of all summer activities, especially those that incorporate topics dealing with data management and research

Timeline of Responsibilities and Duties: Support Staff Workshops

December

- ◆ Review conference program sessions and evaluation forms for possible topics for next year's annual meeting and the volunteer forms for people interested in helping with the Support Staff workshops
- ◆ Send email survey to member institutions to gather program topic suggestions if not done recently

January – February

- ◆ Contact members who expressed interest in helping with the support staff workshops on I Will Volunteer forms and ask to help with workshop in their area
- ◆ Ask one member who has agreed to help to serve as chair of the workshop for that area (or two can co-chair if prefer)
- ◆ Once Chair(s) are finalized, provide them names of others who expressed interest in helping with support staff workshops in their area so they can contact them about serving on their planning committee
- ◆ Send Chairs copy of guidelines for planning a support staff workshop

March

- ◆ Begin plans for summer Support Staff Workshops
 - Survey area membership concerning support staff workshop ideas, date and time (may not have to be done each year)
 - Consult with President regarding selection of committee chairs and workshop budgets
 - Appoint committee and develop agenda
 - Set locations and dates
- ◆ Meet/call support staff planning committee to get ideas for presenters and sessions
- ◆ Delegate session responsibilities to planning committee
- ◆ Ask Chairs to designate institution for conferences and get approvals
- ◆ Inform Chairs may need to fill out contract for facility use, if required and talk with foodservice at host institutions about meals and set-up for conference
- ◆ Suggest to Chairs they may solicit sponsorship for meal to help off set workshop fee (SunTrust Bank, Jostens, etc. have been generous in the past)
- ◆ Remind Chairs to consult with host institutions about parking facilities for conferences and secure any needed passes and directions for attachment to registration forms
- ◆ Give progress report on Workshop preparations at the Board meeting

April

- ◆ Order labels for mailings from the TACRAO Secretary

- ◆ Request that President of TACRAO or other officer address each Workshop
- ◆ Send initial letter or email announcing Support Staff Workshop to Registrars, Deans, and Directors
- ◆ Assist Chairs with confirmation from host institutions and review room arrangements, audio-visual equipment provided, and food service arrangements
- ◆ Send letters to each speaker confirming topic, time allotment and AV needs
- ◆ Suggest to Chairs to delegate an individual, preferably on the host campus, to make session and directional signs
- ◆ Ask host institution to provide folders, pens, pads for workshop, if possible
- ◆ Provide Vice-President for Information Technology and Publications with the names of workshop chairpersons, dates and locations of the workshops, and names of any committee members for inclusion in the next edition of the newsletter.

May

- ◆ Letter or email from each Chair to member institutions, encouraging staff attendance at workshop and cost, when applicable
- ◆ Correspond with other area workshop coordinators for possible central theme or topics for all three workshops
- ◆ Secure pencils, pads, folders for workshop packets, if not being supplied by host institution
- ◆ Secure items from committee members' institutions for door prizes or have each school bring at least one item
- ◆ Secure at least two individuals who will work the registration table at the conference
- ◆ Check with presenters for any program title changes
- ◆ Design program cover and secure printing services (in-kind)
- ◆ Review program and finalize printing
- ◆ Finalize audio visual request from presenters
- ◆ Correspond with individual responsible for directional and workshop signs
- ◆ Prepare evaluation forms
- ◆ Find a suitable motivational handout for workshop packets and have duplicated
- ◆ Confirm food preparation with food services personnel for clarification and set-up arrangements of head table
- ◆ Establish responsibilities for registration and session introductions, etc.
- ◆ Send emails to members with dates, place and general information about upcoming workshops

June – July

- ◆ Stuff workshop folders and arrange for distribution (evening before conference)
- ◆ Bring evaluation forms for distribution with workshop folders
- ◆ Check all areas to be used for conference
- ◆ Give times to food services for food to be served (morning refreshments and lunch)
- ◆ Confirm guaranteed number for meal
- ◆ Make sure head table has floral arrangement (if affordable) and podium/lectern for speaker
- ◆ Make sure registration table is in an area accessible to everyone and have decorated, if possible with TACRAO paraphernalia
- ◆ Make sure registration has supplies: sign-in sheet, workshop folder, name tags, etc.
- ◆ Send thank you notes to all participants and the planning committee and anyone else who helped with the workshop
- ◆ Arrange to have gifts (school items, crafts, etc.) wrapped for presenters on the program (in-kind)

- ◆ Compile attendance counts using sign-in sheets
- ◆ Mail completed TACRAO Workshop Financial Summary with all expense receipts, payment invoices and fees collected to treasurer for reimbursement or payment
- ◆ Prepare article about workshops for newsletter
- ◆ Prepare summary of workshop evaluations and forward to President

Timeline of Responsibilities and Duties: New Member Guide

December – January

- ◆ Select committee chair to coordinate New Member Guide
- ◆ Review volunteer forms for people interested in serving on committee
- ◆ Send chair a copy of last year's Guide and necessary computer files

May – June

- ◆ Committee reviews directory for possible changes and additions
- ◆ Confirm that new officers are listed

July

- ◆ Present draft copy of Guide to Board members for their revisions/suggestions

September

- ◆ Finalize content and arrange for printing
- ◆ Get number of copies to be printed from President
- ◆ Provide President-elect with names of committee members for listing in annual meeting program

November

- ◆ Take new Member Guide to the annual meeting
- ◆ New Member Guide committee chair attends first time attendees breakfast with Board members
- ◆ Send thank you note to committee chair and committee members

Vice-President for Information Technology and Publications

This vice-president is elected for a two-year term. This position is crucial in the ongoing communication with the membership and with other professional associations. Although not required, some knowledge of word processing and WEB knowledge is helpful.

Duties:

- ◆ Gather stories and information, publish and distribute the TACRAO newsletter.
- ◆ Five issues per year:
 - *Winter issue* published as a review of the annual meeting with:
 - Letter from the President
 - List of committee chairs and responsibilities
 - Recap of conference evaluations as well as other information as available
 - *Spring issue* to include:
 - Letter from the President-elect
 - Updated list of committee chairs
 - Review of SACRAO by TACRAO members who attended
 - TACRAO survey results
 - List of important dates and other information
 - *First Summer issue* to include:
 - Feature article on a pertinent topic
 - Dates of summer activities (Registrar's Roundtable, Support Staff Workshops, Admissions Summer Workshop) and as much information as is available
 - Review of AACRAO by TACRAO members who attended
 - Other information and regular features as available
 - *Second Summer issue* designed to:
 - Recap all summer activities
 - Include detailed summaries of Roundtable and workshops as well as first promotional information about the fall annual meeting
 - *Fall issue* to include:
 - Final details, promotion of, and information about annual meeting
 - Final opportunity to preregister
- ◆ Gather as much personal news as possible
- ◆ Coordinate artwork final layout and printing
- ◆ Obtain mailing labels of members from the Secretary/Treasurer for mailing
 - Full address labels for institutional representatives only and name, title, and institution for other members)
 - Newsletters bundled by institution and mailed to institutional representatives for distribution via campus mail
- ◆ Submit state news to SACRAO and AACRAO for inclusion in those regional and national newsletters
- ◆ Collect and maintain other state newsletters
- ◆ Submit all receipts for printing and postage to Secretary/Treasurer for payment or reimbursement
- ◆ Plan and coordinate annual meeting sessions as requested
- ◆ Oversee updates on the www.tnacrao.org website
- ◆ Oversee the TACRAO listserve at: listserv@tnacrao.org
- ◆ Serve as a liaison to TACRAO for technical issues
- ◆ Maintain any fees involved in the upkeep of the website

Timeline of Responsibilities and Duties

November

- ◆ Attend Board of Directors meeting held after annual meeting
- ◆ Gather information for Winter Issue of newsletter
- ◆ Assist with transition to new editor if second year

December

- ◆ Copy deadline for Winter Issue of newsletter about December 15 to insure collegian of material after graduations but before holidays

January

- ◆ Print and mail Winter Issue of newsletter; arrival date should be after spring semester begins to avoid registration clutter
- ◆ Attend Board of Directors meeting
- ◆ Plan timetable to distribute state news to SACRAO and AACRAO

February – March

- ◆ Gather information for Spring Issue of newsletter
- ◆ Attend Board of Directors Meeting
- ◆ Copy deadline for Spring Issue of newsletter about March 15

April

- ◆ Print and mail Spring Issue of newsletter during first week
- ◆ Gather information for First Summer Issue of newsletter

May

- ◆ Attend Board of Directors Meeting
- ◆ Copy deadline for First Summer Issue of newsletter no later than first week
- ◆ Print and mail First Summer Issue of newsletter by June 1 to insure timely information about summer activities

June – July

- ◆ Gather information for Second Summer (pre-fall) Issue of newsletter
- ◆ Copy deadline for Second Summer Issue of newsletter should be July Board meeting
- ◆ Attend Board of Directors Meeting

August

- ◆ Print and mail Second Summer Issue of newsletter early in month to avoid registration

September

- ◆ Copy deadline for Fall Issue of newsletter about September 15
- ◆ Attend Board of Directors Meeting

October – November

- ◆ Print and mail Fall Issue of newsletter by end of first week (at least 30 days prior to annual meeting)
- ◆ Attend and assist with TACRAO Annual Meeting

Vice-President for Records and Registration

Additional Responsibility:

Coordinate Registrar's Roundtable and Graduate School Forum

Timeline of Responsibilities and Duties: Registrar's Roundtable and Graduate School Forum

By November

- ◆ Establish tentative date and location for following summer's roundtable and forum
- ◆ Announce tentative date and location at annual meeting if possible
- ◆ Arrange for smooth transition and exchange of information with new VP

By February

- ◆ Confirm date and location for following summer's roundtable and forum
- ◆ Arrange parking facilities/accommodations
- ◆ Develop theme for meeting
- ◆ Contact catering and establish timetable
- ◆ Explore topics/co-presenters
- ◆ Include information in newsletter

March

- ◆ Get Board approval of agenda for roundtable and graduate forum
- ◆ Request mailing labels or spreadsheet from secretary for Registrar members and Graduate and Professional School Admissions Members. (Graduate registrars will be in first group.)
- ◆ Include information in an article for the newsletter
- ◆ Finalize program, menu, meeting place, media needs, and theme items

April

- ◆ Prepare and email/send mailing including information and registration form, agenda, map, and parking information
- ◆ Get volunteer to emcee Roundtable and Forum if not doing personally and volunteer for registration table

May

- ◆ Log-in registrants, prepare list of attendees
- ◆ Answer member inquiries
- ◆ Establish final count and notify catering
- ◆ Finalize preparations for meeting with host institution's representative
- ◆ Obtain funds advance from Treasurer, if necessary
- ◆ Make arrangements with Treasurer for payment of catering costs after event
- ◆ Arrange for a reception table and sign-in sheet at the appropriate entrance
- ◆ Provide coffee, juice, muffins, etc., during morning registration period
- ◆ Prepare evaluation forms

Day of

- ◆ Review and monitor program areas and presentations/discussions

- ◆ Troubleshoot
- ◆ Keep sessions active and informative
- ◆ Keep to timetable
- ◆ Emcee the sessions at the Roundtable or Forum
- ◆ Emcee luncheon and combined meeting
- ◆ Administer evaluations at end of the day for both groups

After Session

- ◆ Tabulate cost and forward invoices and receipts to the treasurer
- ◆ Send out any necessary notes of appreciation/thank you
- ◆ Prepare report for newsletter and President
- ◆ Prepare report for Board regarding cost, attendance, and success of program
- ◆ Prepare report for Annual Business Meeting
- ◆ Review timeline for modifications as necessary

Vice-President for Recruitment Services

Additional Responsibility:

Coordinate the Statewide Coordinating Calendar Committee. The committee serves as a clearinghouse for college fairs and recruiting information, which assists high schools, community colleges, and other private organizations with program scheduling.

Timeline of Responsibilities and Duties: Statewide Coordinating Committee

November

- * After elected, contact past Chairman and get all TACRAO calendar information including notebooks, and ZIP disk

December

- * If using calendar committee members for Spring Calendar, contact those members and distribute information and assignments to them. You will not need as many committee members for spring.
- * Usually the VP for Recruitment Services and one other person can handle the spring semester calendar of events.
- * Call Spring Calendar contacts if necessary before final printing of calendar.
- * Compile information into the Spring Calendar.

January

- * Email Spring Calendar to TACRAO members and to institutions that purchased the Fall calendar.

February

- ◆ Call Calendar Committee members to see if would still like to volunteer to serve on committee. Make sure to get their email addresses.
- ◆ Begin editing and preparing documents (order form, cover letter for order form, Calendar Committee memo, assignments, etc.) It is easier if you can make the cover letter and order form one document.
- ◆ Contact TACRAO secretary to determine members who have not paid dues. They do not receive a Fall Calendar until their dues are paid. Remove those institutions from your spreadsheet.

March

- * Send an email to members about changing calendar contact.
- * Send calendar assignments to Calendar Committee. Give members at least four weeks to complete their assignments and two weeks for the Vice President to tidy up the details before school is out.
- * Calendar information should be returned to the Vice President by April 30.

April

- ◆ Update database of members if needed
- ◆ Edit cover letter for calendar and any other documents that may need edited.
- ◆ Begin compiling information for Calendar as it is received.

May

- ◆ Email purchase letter and order form to Purchase List database
- ◆ Send out order form

- ◆ See if can put order form on the TACRAO website in addition to membership forms

June

- ◆ Begin check log as checks come in
- ◆ Mail checks to TACRAO secretary
- ◆ Edit cover letter to fair organizers
- ◆ Edit labels if needed
- ◆ Finalize calendar
- ◆ Update databases
- ◆ Double check email addresses of Fair organizers on calendar
- ◆ Answer emails
- ◆ Email Fall calendar to members and those institutions who purchase the calendar
- ◆ Make a database for labels of those who purchased the calendar by a certain date
- ◆ Run off labels of members and those who purchased calendar
- ◆ Send out labels to fair organizers or email databases to those who prefer it

July

- ◆ Copy fair evaluations – will probably need about 1500 (TTU did this year)
- ◆ Call MTSU and TTU to see if they can distribute evaluations or use committee members
- ◆ Send them evaluations forms
- ◆ Answer emails, emails, emails
- ◆ Send Thank You notes to committee members

SECRETARY/TREASURER

The Secretary/Treasurer is responsible for keeping all financial and membership records of the Association. All records are computerized, and each new secretary/treasurer is supplied by TACRAO with the appropriate software and membership and financial records. The Secretary/Treasurer is elected for a two-year term.

Responsibilities regarding the Board of Directors

- ◆ Attend all TACRAO Board of Directors meetings
- ◆ Take official minutes of all Board meetings and annual meeting and distribute to Board and committee chairs
- ◆ Maintain accurate TACRAO membership and financial records
- ◆ Pay bills incurred by association activities
- ◆ Provide financial reports at annual meeting and Board meetings
- ◆ Distribute association dues invoices to all members in June of each year
- ◆ Provide mailing labels of membership when requested
- ◆ Provide financial counseling for TACRAO functions (i.e., support staff workshops, registrars roundtable, summer workshop)

Responsibilities for the TACRAO Annual Meeting

- ◆ Coordinate mail pre-registration with President-Elect and President
- ◆ Coordinate registration with President and President-Elect including registration packets
- ◆ Assist President with financial arrangements with hotel
- ◆ Provide membership directory to members at annual meeting
- ◆ Provide nametags at annual meeting registration
- ◆ Maintain record of attendance at conference
- ◆ Settle accounts with hotel at close of conference with President

Timeline of Responsibilities and Duties

Monthly

- ◆ Review checking statements and reconcile/balance checkbook
- ◆ Update membership changes as reported
- ◆ Prepare bank deposits

On Request

- ◆ Respond to invoices, prepare and mail checks
- ◆ Prepare mailing labels of membership
- ◆ Submit newsletter items

Board of Directors Meetings

- ◆ Record minutes and distribute to Board members and committee chairs
- ◆ Prepare financial report
- ◆ Maintain record of meeting handouts
- ◆ Share pertinent items with Board

- ◆ Identify program sessions and presenters
- ◆ Pay for luncheon

January

- ◆ Prepare end of year Financial Statement
- ◆ Transfer books, records, and checkbook to incoming Secretary/Treasurer
- ◆ Send out inactivation notices to all schools that did not pay dues for current year

February

- ◆ File Corporation report with State of Tennessee (should receive form from President)
- ◆ File Form 990 with IRS
- ◆ Send our reminder notices to new members (approved in November) that have not yet paid dues

June

- ◆ Send out dues notices with membership directory information to institutional representatives
- ◆ Log in dues payments
- ◆ Update membership roster

September

- ◆ Prepare membership directory for printing
- ◆ Insurance premium due
- ◆ First reminder notice to deficient dues payment with November payment due date
- ◆ Send names and addresses of members with delinquent dues to membership committee chair
- ◆ Prepare registration packet of information, registration form, and hotel reservation request for all members
- ◆ Mail meeting information during first week of the month
- ◆ Invite meeting presenters (complimentary fees if nonmembers), guests, vendors, neighboring state presidents or their designee
- ◆ Take inventory/order name tag supplies including ribbons for President, Past President, Board of Directors, Chair, Presenter, First Time Attendee, Sponsor, Special Guest

October

- ◆ Log in payments and meeting registrations
- ◆ Have membership directory printed

November

- ◆ Sent out final notice of deficient dues payments with December 31 due date
- ◆ Prepare name tags for attendees
- ◆ Prepare copies of previous year's Business Meeting minutes for luncheon tables
- ◆ Prepare copies of financial report for luncheon tables
- ◆ Prepare for staffing of Registration table at annual meeting
- ◆ Obtain number of hotel rooms reserved
- ◆ Prepare roster of workshop attendees
- ◆ Tabulate meal counts and make special notation of "vegetarian meals"
- ◆ Prepare and print financial report
- ◆ Meet with Audit Committee for review of books
- ◆ Record minutes at Business Meeting

- ◆ Prepare \$100 Honorarium checks for non-member session presenters
- ◆ Pay conference bills
- ◆ Obtain new signature cards for checking account from new president and president-elect
- ◆ Prepare software and archives for transfer to new secretary/treasurer

December

- ◆ Follow-up on sponsorships to obtain revenue
- ◆ Send out dues notices and letter to new members
- ◆ Prepare monthly list of duties and responsibilities

COMMITTEE CHAIRS AND OTHER INFORMATION

The following section contains information for the chairs of other important committees of TACRAO: Local Arrangements, Membership, and Conference Evaluation. Also included is general information important to all officers of the Association.

LOCAL ARRANGEMENTS CHAIR

The chair of the Local Arrangements Committee is a “volunteer” position. Generally speaking, the responsibilities of the LAC chair begin with the Time-Site Committee two years prior to the actual date of the meeting for which this person is responsible. This position is crucial to the planning and successful completion of the annual meeting.

Responsibilities for the TACRAO Annual Meeting

- ◆ Site visits and recommendation of conference hotel beginning at least eighteen months prior to the actual meeting
- ◆ Making Time-Site Committee report at the prior annual meeting
- ◆ Selection of members of local arrangements committee in conjunction with Board
- ◆ Planning physical arrangements for all functions at the meeting (meals, sessions, breaks, receptions, exhibitors, etc.)
- ◆ Selection and coordination of “Big Event”
- ◆ Making arrangements for Past President Dinner
- ◆ Reviewing final bill from hotel with president and treasurer

Timeline of Responsibilities and Duties

June (eighteen months prior to meeting)

- ◆ Contact local Convention and Visitors Bureau and give them the details of the meeting (number of attendees, room nights required, budget for hotel room rates, meeting room specifications). CVB will send out notices to hotels in the area and then the hotels will contact you. This prevents LAC chair from having to contact all the hotels and negotiating rates.

July

- ◆ Plan visits to area hotels that have submitted bids that can be considered. Visits should be made with at least one other person. Ask for lunchtime visit in order to evaluate restaurant and food service (and get a free meal!)

August – September- October

- ◆ Make visits to hotels. Meet with sales persons. Tour facilities: meeting rooms, ballroom, sleeping room, hospitality suite, pool and exercise areas, etc. (FYI – Chances are the sales person you work with now will not be there a year from now at meeting time.)

November – one year in advance

- ◆ Make final selection of hotel. Tell sales person that final confirmation will be made at annual meeting. Contract will be signed after that.
- ◆ Make Time-Site Committee report at annual business meeting.

January

- ◆ Get final room night count from previous LAC chair
- ◆ Review all functions of previous meeting and initial plans for upcoming meeting with president-elect and president.
- ◆ Make final review of contract for all space and functions with sales person. Be sure that all contingencies are covered, that all space you may need is contracted for. What you don't

contract for will be sold to someone else. Better to have it reserved and not need it than to need it and not have it reserved and therefore unavailable in November.

- ◆ Sign final contract and credit application so no deposit is necessary.

March

- ◆ Attend Board meeting if requested to give update on LAC
- ◆ Have possible “Big Event” ideas for discussion by Board. Price should be \$15 - \$20
- ◆ Have preliminary meeting of selected LAC members to assist with preliminary planning. Not all LAC members will need to work at this point

May

- ◆ Attend Board meeting if requested
- ◆ Review contract with hotel with president-elect
- ◆ Identify and develop “Big Event” with president-elect. Obtain prices (maximum of \$20 per person)

June

- ◆ Confirm arrangements for “Big Event.” One LAC member should coordinate
- ◆ Obtain most current menus from hotel if not already done
- ◆ Make sure that hotel reservation cards, one per member, will be available soon
- ◆ Form Local Arrangement Committee and begin to assign responsibilities

September

- ◆ Host Board meeting at meeting hotel.
- ◆ Review all Banquet Function Orders (BFO) with president and president-elect
- ◆ Review registration materials with Secretary/Treasurer
- ◆ Select menus with president and hotel sales person
- ◆ Make reservations for Past Presidents Dinner
- ◆ Confirm “Big Event” with LAC coordinator. Show location to Board if possible
- ◆ Set up time prior to annual meeting for Board to stuff packets

October

- ◆ Obtain meeting room assignments from hotel to be included in printed program and forward to president-elect
- ◆ Coordinate registration packet materials with Secretary/Treasurer
 - Envelope or other packet
 - Local maps, brochures of local attractions, restaurant guides, etc.
 - Local goodies like pencils, brochures, candy, etc.
 - Other items supplied by president-elect
- ◆ Review Hospitality Suite needs with president and president-elect. Make inventory of supplies on hand (with whomever has it)
- ◆ Meet with entire LAC to coordinate staff support for on-site registration and other assistance. On-site registration is Wednesday (11 am to 5 pm) and Thursday (7 am to 12 noon)

November – During Annual Meeting

- ◆ Confirm menus and guarantees based on registration counts and timetable for guarantees (24 or 48 hours, preparation of 10% above guarantee, etc.)
- ◆ Meet with Board day before meeting; have packet materials ready to stuff

- ◆ Assist with stuffing registration packets if needed
- ◆ Coordinate with president the purchase of hospitality room supplies
- ◆ Be sure Hospitality Suite has hosts from LAC
- ◆ Assist with other LAC members at Big Event and meal functions as directed by President or President-elect
- ◆ Assist with door prizes if necessary
- ◆ Note problems with hotel: missing AV equipment, refreshment breaks, meals, etc.
- ◆ After conference:
 - Review hotel bill with president, president-elect, and hotel sales person. Compare bill with BFOs. Indicate sessions or events that did not live up to contract and ask for bill adjustment.
 - Get final room night count from sales to give to next year's LAC chair
 - Send "thank you" notes to LAC members, especially selected members

MEMBERSHIP COMMITTEE CHAIR

The Membership Committee Chair is a volunteer position appointed each year by the President. It is the responsibility of this person to solicit new members, review and process applications, and recommend applicants for membership.

Three types of application forms have been developed to assist the membership committee in collecting data regarding schools or persons requesting membership in TACRAO. The TACRAO constitution describes the different types of membership and the current dues structure. Schools applying for membership will be billed for dues once their application for membership has been approved by the membership at the annual meeting.

Applications should be completed as thoroughly as possible. Under the regular institutional membership status, the school may have as many members as they like. The application along with a copy of the institution's catalog should be returned to either the chairperson or a member of the committee. Prior to the last Board meeting (usually in September), the committee chair should notify the President of the names of schools and their accrediting agencies so that the applications may be taken before the Board of Directors.

Responsibilities for the TACRAO Annual Meeting

- ◆ Provide written information regarding the schools and/or individuals applying for membership to the current membership at the business meeting. This information is placed on the luncheon tables.
- ◆ Formally present to the membership the schools and/or individuals applying for membership. The President will then ask for a vote.

Timeline of Responsibilities and Duties

March – April

- ◆ Solicit eligible Tennessee schools, out-of-state schools and individuals that are not currently TACRAO members. Some good resources of potential members are the Peterson's Guide and Higher Education Directory. Other TACRAO members may also forward names of potential members to the membership chair.
- ◆ Send letter of invitation, appropriate application form, and current dues structure to prospective TACRAO members. The Membership Committee must receive completed applications by June 15.

July – August

- ◆ Submit applications, catalogs, and recommendations for membership to the President for review. The President and Board of Directors will review for appropriateness of accreditation and will send information for membership. After names are approved by the Board, the current TACRAO president letter to institutions with billing information. (See Attachments 1-A, 1-B, 1-C.)

November

- ◆ The Chairperson will formally present to the TACRAO membership the institutions applying for membership. If any institution is denied membership the Secretary/Treasurer will refund that institution the amount paid within 30 days after the annual meeting.

MEMBERSHIP IN TACRAO

Applicants for membership must submit a letter of application to the chair of the Membership Committee sixty (60) days prior to the annual meeting and be approved by an affirmative two-thirds vote of regular institutional members present at the annual meeting. Each institution, governing and/or coordinating agency, or organization may designate as many professionals as desired as members.

TACRAO has three classes of membership for which applications must be filed:

- ◆ Regular Institutional Membership. Regular institutional membership may be considered for college-level degree granting, in-state institutions if they are accredited by an accrediting association approved by the Council for Higher Education Accreditation (CHEA). Eligibility of other in-state institutions, whose accrediting association is not under CHEA, shall be determined by the Board of Directors of the Association. Membership dues are required in keeping with the dues structure of the Bylaws.
- ◆ Associate Membership. Associate membership status may be considered for out-of-state college-level degree granting institutions, if they are accredited by an accrediting association approved by the Council for Higher Education Accreditation (CHEA), and for post-secondary education governing and/or coordinating agencies. Eligibility of other out-of-state institutions, whose accrediting association is not under CHEA, shall be determined by the Board of Directors of the Association. Both the institutions and the agencies' consideration for membership must be recommended by the Membership Committee, approved by the Board of Directors and by an affirmative two-thirds vote of the voting members and institutional representatives present at the annual meeting. Membership dues are required in keeping with the dues structure of the Bylaws.
- ◆ Affiliate Membership. Affiliate membership status may be considered for those organizations which, while non-collegiate, are founded to have purposes parallel to those of this corporation and desire to participate in its activities provided that the Board of Directors approves them for consideration for membership, that they are recommended by the Membership Committee, and approved by an affirmative two-thirds vote of the voting members and institutional representatives or their designees present at the annual meeting. Membership dues are required in keeping with the dues structure of the By-laws.

**Tennessee Association of Collegiate Registrars and Admissions Officers
Application for Institutional Membership**

Institutional membership status may be granted, upon approval of the membership, to a college-level degree-granting institution in the state of Tennessee if it is accredited by an accrediting agency approved by the Council for Higher Education or by determination of the TACRAO Board of Directors.

Name of Institution: _____

Mailing Address: _____

City, State, Zip: _____

Name of Person requesting Membership: _____

Mailing Address: _____

City, State, Zip: _____

Phone Number: _____ Best Time to Call: _____

Institutional Mission Statement: _____

Degrees Awarded: _____

Admissions Requirements: _____

Agencies of Accreditation: _____

Date of Application: _____

A copy of the institution's catalog must be included with the application for membership. Responses to application questions may reference page numbers in the catalog.

Tennessee Association of Collegiate Registrars and Admissions Officers
Application for Associate Membership

Associate membership status may be granted, upon approval of the membership, to post-secondary education agencies and/or coordinating agencies.

Name of Agency: _____

Mailing Address: _____

City, State, Zip: _____

Name of Person requesting Membership: _____

Mailing Address: _____

City, State, Zip: _____

Phone Number: _____ Best Time to Call: _____

Agency's Mission Statement (Copy may be attached: _____

Membership in TACRAO is desired for what reason? _____

Agencies of Accreditation (if any): _____

University/College Affiliation (if any): _____

Date of Application: _____

Tennessee Association of Collegiate Registrars and Admissions Officers
Application for Affiliate Membership

Affiliate membership status may be granted, once voted on by the membership, to those organizations which, while non-collegiate, are found to have purposes parallel to those of TACRAO and desire to participate in its activities.

Name of Organization: _____

Mailing Address: _____

City, State, Zip: _____

Name of Person requesting Membership: _____

Mailing Address: _____

City, State, Zip: _____

Phone Number: _____ Best Time to Call: _____

Organization's Mission Statement (Copy may be attached: _____

Membership in TACRAO is desired for what reason? _____

Agencies of Accreditation (if any): _____

Date of Application: _____

CONFERENCE EVALUATION COMMITTEE CHAIR

The Conference Evaluation Committee chair is a volunteer position appointed each year by the President. It is the responsibility of this person to coordinate the dissemination, collection, and tabulation of evaluations for each individual session as well as the conference. This individual works closely with the President-elect.

October

- ◆ Coordinate with President-elect as to who Chair/Recorders are and for which sessions
- ◆ Coordinate with President-elect as to when to expect evaluation forms

November

- ◆ Prepare evaluation packets for each Chair/Recorder with session information and any enclosures President-elect would like included
- ◆ Make sure that all Chair/Recorders attend annual meeting
- ◆ Let President-elect know if a Chair/Recorder has not arrived at the meeting (allowing President-elect time to obtain another Chair/Recorder)
- ◆ Make sure that the evaluation forms are turned in for each session
- ◆ College conference evaluation forms
- ◆ Complete tabulation for each session and for the conference

December

- ◆ Determine top three sessions and forward program title and presenter to President
- ◆ Compile a list of comments by session as well as for the entire conference
- ◆ Send the evaluation forms and lists of comments to President

DUTIES OF THE PROGRAM SESSION CHAIR/RECORDER

- ◆ Obtain packet of Session Evaluation forms from the designated area.
- ◆ Arrive early in the presentation room with evaluation packets
- ◆ Distribute session evaluation forms to all attending the session
- ◆ Introduce the session, yourself and the presenter(s), obtaining a brief sketch of their background before the session
- ◆ Ask all attending the program to complete the session evaluation form to be collected at the end of the session
- ◆ Count the number of attendees and write on the outside of the evaluation form envelope
- ◆ Make brief notes for the session summary
- ◆ Moderate the question and answer segment and end the session on time
- ◆ Collect the evaluation forms and return to the designated area
- ◆ Prepare a written summary of the session for the next newsletter
- ◆ Forward the summary to the Vice President for Information Technology and Publications by December 15

LISTSERVES AND OTHER WWW INFORMATION

AACRAO ListServe

All Board members should subscribe to the AACRAO ListServe for state and regional officers. It is recommended that AACRAO's web site be consulted for proper subscription instructions.

www.aacrao.org

Tennessee ACRAO ListServe

This electronic discussion list is for members of the admissions and records professions at colleges and universities in the state of Tennessee. The TN-ACRAO-L was created by the Tennessee Association of Collegiate Registrars and Admissions Officers and is intended to promote the sharing of information, experiences, concerns, and advice about issues affecting admissions, records, and registration professionals in the state of Tennessee in particular and among others in the profession who wish to join. Technical, legal, financial, and administrative questions, comments, and viewpoints are encouraged.

To subscribe to the list, send a message to:

Listserve-request@tnacrao.org

The subject line should read: subscribe

Once you are subscribed, you will receive information about how to use the listserve, including details about sending messages.

To send mail to the list, address your message to:

listserv@tnacrao.org

Web Sites

TACRAO: www.tnacrao.org

SACRAO: www.sacrao.org

AACRAO: www.aacrao.org

INCORPORATION OF TACRAO

The Tennessee Association of Collegiate Registrars and Admissions Officers, Inc., is chartered as a non-profit organization commonly referred to as a 501(c) (6) association. This status means that TACRAO is exempt from paying federal and state income taxes. A copy of the IRS letter stating that TACRAO is exempt from federal income taxes is included in the back of the handbook. This exemption was obtained in 1988 and reconfirmed in 1996. The TACRAO charter is recorded in the Knox County Court House.

An incorporated association, TACRAO has a registered agent with the state of Tennessee. Each year the state sends the agent a Corporation Annual Report form to complete. The yearly filing of this form maintains the TACRAO charter. Once the agent has completed the form, the form goes to the Secretary/Treasurer who then submits it with the required \$20 filing fee.

Becky Harper (UT-Knoxville) was President-elect during 1996, the year that TACRAO was incorporated. She became the registered agent with the state of Tennessee. When her term as Past President ended (1998), she passed to the incoming President-elect the incorporation papers and the corporate annual reports that go to the state each year. These papers are kept in a special black binder given to the organization upon incorporation. The President-elect remains the registered agent through his/her term as Past President. This process allows TACRAO to change its registered agent only every three years.

The IRS must be notified each time the registered agent changes. The address is:

Internal Revenue Service
ATTN: Entity Control
Stop 342
Memphis, TN 37501

The letter, sent by the new agent (president-elect), informs the IRS that the Tennessee Association of Collegiate Registrars and Admissions Officers, Inc., has a new registered agent, specifying the individual's name, and referencing our federal ID number (62-1234449).

The secretary/treasurer is responsible for filing any forms regarding federal income tax. US Bank has TACRAO's Employer Identification Number (62-1234449) and sends the secretary/treasurer a 1099 form on any interest earned. Since TACRAO has federal tax exemption with a non-profit status of 501(c)(6), the secretary/treasurer must complete an informational tax return (Form 990) each year. This form must be filed within 3 months and 2 days after the end of the fiscal year. Our fiscal year runs from January through December.

**CONSTITUTION & BYLAWS
of the
TENNESSEE ASSOCIATION OF COLLEGIATE REGISTRARS
AND ADMISSIONS OFFICERS**

As Amended November, 1997

Article I. Scope

Section 1.01. The name of this organization shall be THE TENNESSEE ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS. It shall be a nonprofit educational association.

Section 1.02. The general purpose of the organization a non-profit, professional association whose purpose shall be to provide for the exchange of ideas and information on and about higher education in the State of Tennessee and the nation as a whole, to promote the advancement of higher education, to support and promote the professional development of and the friendly spirit of cooperation and unity among its members, and to act as a coordinating agency among the member institutions.

Section 1.03. The Tennessee Association of Collegiate Registrars and Admissions Officers shall be the state affiliate of the American Association of collegiate Registrars and Admissions Officer. The officers of the Tennessee Association shall keep in close touch with the national officers and shall serve as liaison officers for the Tennessee Registrars and Admissions Officers.

Article II. Structure

Section 2.01. The Corporation shall have one class of voting membership with each institution holding regular membership status entitled to one vote.

Section 2.02. Each institution must designate its institutional representative who will be the voting member. Associate, affiliate, and honorary members shall not be entitled to vote.

Section 2.03. The fiscal year of the Corporation shall be fixed by resolution of the Board of Directors.

Section 2.04. This Constitution and Bylaws shall go into effect when ratified by a majority of the members present at any annual meeting to which it is presented. Amendments to this Constitution and Bylaws may be adopted at any annual meeting of this Association if approved by a majority vote of the members present. Any proposed changes or amendments to the Constitution and Bylaws shall be presented to the members at least ninety (90) days prior to the annual meeting.

BYLAWS

These Bylaws shall regulate the affairs of the Corporation, subject to the provisions of the Corporation's Charter and any applicable provisions of the Tennessee Nonprofit Corporation Act, Section 48-51-101 et seq., Tennessee Code Annotated.

Article I. Offices and Registered Agent

Section 1.01. *Registered Office.* The Corporation shall designate and continuously maintain a registered office in the State of Tennessee.

Section 1.02. *Principal Office.* The principal office of the Corporation shall be that which is designated as such in its Charter.

Section 1.03. *Other Offices.* The Corporation may also have other offices within and without the State of Tennessee at such places as the Board of Directors may from time to time determine.

Section 1.04. *Registered Agent.* The Corporation shall designate and continuously maintain a registered agent in the State of Tennessee at its registered office.

Article II. Membership

Section 2.01. *Admission of Members.* Applicants for membership must submit a letter of application to the chair of the Membership Committee sixty (60) days prior to the annual meeting and be approved by an affirmative two-thirds vote of regular institutional members present at the annual meeting. Each institution, governing and/or coordinating agency, or organization may designate as many professionals as desired.

Section 2.02. *Types of Membership.* The Corporation shall have four classes of membership, as follows:

- a. **Regular Institutional membership.** Regular institutional membership may be considered for college-level degree granting, in-state institutions if they are accredited by an accrediting association approved by the Council for Higher Education Accreditation (CHEA). Eligibility of other in-state institutions, whose accrediting association is not under CHEA, shall be determined by the Board of Directors of the Association. Membership dues are required in keeping with the dues structure of the Bylaws.
- b. **Associate membership.** Associate membership status may be considered for out-of-state college-level degree-granting institutions, if they are accredited by an accrediting association approved by the Council for Higher Education Accreditation (CHEA), and for post-secondary education governing and/or coordinating agencies. Eligibility of other out-of-state institutions, whose accrediting association is not under CHEA, shall be determined by the Board of Directors of the Association. Both the institutions and the agencies' consideration for membership must be recommended by the Membership Committee, approved by the Board of Directors and by an affirmative two-thirds vote of the voting members and institutional representatives preset at the annual meeting. Membership dues are required in keeping with the dues structure of the Bylaws.
- c. **Affiliate membership.** Affiliate membership status may be considered for those organizations which, while non-collegiate, are founded to have purposes parallel to those of this corporation and desire to participate in its activities provided that the Board of Directors approves them for consideration for membership, that they are

recommended by the Membership Committee, and approved by an affirmative two-thirds vote of the voting members and institutional representatives or their designees present at the annual meeting. Membership dues are required in keeping with the dues structure of the By-laws.

- d. **Honorary membership.** Individuals no longer eligible for active membership in the Corporation may be recommended for continued affiliation as honorary members. This honor is reserved for persons retiring or leaving the profession who have made significant contributions to the profession and the Corporation. Honorary members shall be recommended by an active member and be approved by the Membership Committee. Honorary membership status can be secured by an affirmative vote of the Board of Directors. Such persons who have served the Corporation with distinction may also be elected to honorary membership by an affirmative vote of two-thirds of the voting members and institutional representatives present at any annual meeting. A membership fee is not required of honorary members.

Section 2.03. *Temporary Membership.* In the event an individual member leaves an institution holding regular membership to go to a non-member institution, the individual may petition the Board of Directors for temporary membership until induction at the next annual meeting. During this stage, the individual may continue to fulfill committee assignments or Board of Director responsibilities.

Section 2.04. *Inactive Membership.* Inactive membership status for a school or individual will occur as a result of non-payment of dues prior to December 31 of a calendar year. To have appropriate membership status reinstated, the school or individual will need to pay the current year's dues plus a reinstatement fee of \$25.

Section 2.05. *Membership Year.* The membership year shall be from July 1 to June 30.

Section 2.06. *Transfers and Encumbrances .* No member shall transfer, by operation of law or otherwise, or encumber in any way his or her membership or any right arising therefrom.

Section 2.07. *Status as Member of Corporation.* After having paid the appropriate fees and met the requirements described in this document, an individual shall be admitted by the Board of Directors as a member of the Corporation.

Article III. Dues

Section 3.01. *Establishment of Dues.* Annual dues for regular institutional members, associate and affiliate members shall be established by the Board of Directors, payable on or before the annual meeting.

Section 3.02. *Active Members.* Active members shall be considered institutional members and their membership fees shall be covered by the institutional dues, with each paid member receiving full benefits attributed to active members.

Section 3.03. *Honorary members.* Honorary members shall be exempt from the payment of membership dues.

Section 3.04. Scale of determining dues. Annual dues for each member institution shall be assessed on a basis of a graduated scale depending on the size of the institution based on head count. The dues structure on the graduated scale shall be as follows:

Fall Headcount	Dues
1 - 999	\$55.00
1000 - 4,999	\$75.00
5,000 - 9,999	\$100.00
10,000 - Above	\$110.00
Associate/Affiliate Member	\$120.00

Article IV. Meetings

Section 4.01. Place. All meetings of the members of the Corporation shall be held at such time and place as may be fixed by resolution of the Board of Directors upon the recommendation of the Time and Site committee.

Section 4.02. Annual Meeting. The Corporation shall hold one annual meeting per year. At the annual meeting, the members shall elect Directors, receive reports on the activities and financial condition of the Corporation, and transact such other business as may properly come before the meeting. The remainder of the program for the annual meeting shall be arranged by the Board of Directors or a sub-committee set up by the Board of Directors. The members of the corporation may be canvassed for suggestions, ideas, speakers and materials for meeting programs.

Section 4.03. Special Meetings. The Corporation shall hold a special meeting of its members upon the call of the Board of Directors or upon request of members from any five regular institutional members. Any call or demand for a special meeting shall describe the purpose(s) for which the special meeting is to be held. Only business within the purpose(s) described in the meeting notice for the special meeting may be conducted at such meeting.

Section 4.04. Notice of Meetings. The Corporation shall notify its members of the date, time and place of each annual and special meeting of members no fewer than ten (10), nor more than forty-five (45), days before the meeting date. The notice of a meeting shall also contain such other information which may be required by these Bylaws.

Section 4.05. Waiver of Notice. A member's attendance at a meeting:

- a. Waives objection to lack of notice or defective notice of the meeting unless the member at the beginning of the meeting (or promptly upon arrival) objects to holding the meeting or transacting business at the meeting; and
- b. Waives objection to consideration of a particular matter at the meeting that is not within the purpose(s) described in the meeting notice, unless the member objects to considering the matter when it is presented.

Section 4.06. Quorum. Unless otherwise required by law, fifty percent (50%) of members present or proxies present must be represented at any meeting of the members to constitute a quorum for that meeting. If, however, such quorum is not represented at any such meeting, the members present at

the meeting in person or represented by proxy shall have the power to adjourn from time to time without notice other than announcement at the meeting, until the requisite quorum is present or represented, when any business may be transacted that might have been transacted at the meeting as provided in the original notice.

Section 4.07. *Voting Requirements.* Except as otherwise provided in these Bylaws, action on any matter voted upon at a meeting of the members is approved if a quorum exists and if a majority of Fifty-One percent (51%) of the votes represented are cast in favor of the action.

Section 4.08. *Action by Written Consent.* Action that is required or permitted to be taken at a meeting of the members may be taken without such a meeting if all members entitled to vote on the action consent to taking such action without a meeting. If all of such members so consent, the affirmative vote of the number of votes that would be necessary to authorize or take such action at a meeting shall be the act of the members, except as otherwise provided in these Bylaws. Such consent (or counterpart(s) thereof) shall describe the action taken, be in writing, be signed by each member entitled to vote on the action, indicate each signing member's vote or abstention on the action, and be delivered to the Secretary of the Corporation and included in the minutes or corporate records.

Section 4.09. *Action by Written Ballot.* Any action that may be taken at any annual or special meeting of members may be taken without a meeting if the Corporation delivers a written ballot to every member entitled to vote on the matter. The written ballot shall set forth each proposed action and shall provide an opportunity to vote for or against each proposed action. Approval by written ballot shall be valid only when the number of votes cast by ballot equals or exceeds the quorum required to be present at a meeting authorizing the action, and the number of approvals equals or exceeds the number of votes that would be required to approve the matter at a meeting at which the total number of votes cast was the same as the number of votes cast by ballot.

All solicitations for votes by written ballot shall:

- a. Indicate the number of responses needed to meet the quorum requirements;
- b. State the percentage of approvals necessary to approve each matter other than election of Directors; and
- c. Specify the time by which the ballot must be received by the Corporation in order to be counted.

Article V. Board of Directors

Section 5.01. *General Powers and Qualifications.* All corporate powers of the Corporation shall be exercised by and under the authority of, and the affairs of the Corporation shall be managed under the direction of, the Board of Directors. All Directors must be natural persons and shall be at least eighteen (18) years of age.

Section 5.02 . *Number of Directors.* The Board of Directors shall be comprised of nine (9) Directors, but these Bylaws may be amended from time to time by the members or by the Board of Directors to increase or decrease the number of Directors within the limits provided by law, although at no time shall there be fewer than three (3) Directors.

Section 5.03 . *Identity of Directors.* The Board of Directors shall be comprised of those people holding the offices of:

- a. President,
- b. President-Elect,
- c. Vice-President for Admissions and Financial Aid,
- d. Vice-President for Records and Registration,
- e. Vice-President for Data Management and Research,
- f. Vice-President for Recruitment Services,
- g. Secretary-Treasurer,
- h. Editor of the Newsletter, and
- i. Immediate Past-President.

Section 5.04. *Election and Tenure.* The election and tenure of a member of the Board of Directors is dependent upon the terms of the office to which he or she was elected.

Section 5.05. *Regular Meetings.* Except as otherwise provided herein, regular meetings of the Board of Directors may be held without notice at such time and place as the Board of Directors shall determine from time to time, but no less frequently than once a year.

Section 5.06. *Special Meetings.* Special meetings of the Board of Directors may be called by the President, or by any two (2) Directors.

Section 5.07. *Notice of Meetings.* Except as otherwise provided herein, regular meetings of the Board of Directors may be held without notice or the date, time, place, or purpose of the meeting. Except as otherwise provided herein, special meetings of the Board of Directors must be preceded by at least two (2) days' notice to each Director of the date, time and place, but not the purpose, of such special meeting. Notice of any adjourned meeting need not be given if the time and place to which the meeting is adjourned are fixed at the meeting at which the adjournment is taken, and if the period of adjournment does not exceed one (1) month in any one (1) adjournment.

Section 5.08. *Waiver of Notice.* If a Director attends or participates in a meeting, he or she waives any required notice to him or her of the meeting unless the Director at the beginning of the meeting (or promptly upon arrival) objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

Section 5.09. *Quorum and Voting.* A quorum of the Board of Directors consists of a majority (but no fewer than two (2) of the Directors then in office before a meeting begins. If a quorum is present when a vote is taken, the affirmative vote of a majority of the Directors present is the act of the Board of Directors, except as otherwise provided in these Bylaws.

Section 5.10. *Vacancy.* If a vacancy occurs on the Board of Directors, including a vacancy resulting from an increase in the number of Directors or a vacancy resulting from a removal of a Director with cause, the Board of Directors may fill the vacancy.

Section 5.11. *Removal of Directors.* Any Board member may petition the Board for the removal from office of another Board member. Removal should only be exercised for reasons of excessive absences at Board of Director meetings and/or functions of the organization and/or gross negligence

in the performance of duties. The petition to remove should include specific details of misconduct. Removal requires an affirmative three-fourths vote of the Board of Directors.

Section 5.12. *Action Without Meeting.* Action that is required or permitted to be taken at a meeting of the Board of Directors may be taken without such a meeting if all Directors consent to taking such action without a meeting. If all Directors so consent, the affirmative vote of the number of Directors that would be necessary to authorize or take such action at a meeting shall be the act of the Board, except as otherwise provided in these Bylaws. Such consent(s) shall describe the action taken, be in writing, be signed by each Director entitled to vote, indicate each signing Director's vote or abstention on the action, and be delivered to the Secretary of the Corporation and included in the minutes filed with the corporate records.

Section 5.13. *Indemnification.* With respect to claims or liabilities arising out of service as a Director of the Corporation, the Corporation shall indemnify and advance expenses to each present and future Director (and his or her estate, heirs, and personal representatives) to the fullest extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted or amended.

Section 5.14. *Immunity.* To the fullest extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted or amended, each present and future Director (and his or her estate, heirs, and personal representatives) shall be immune from suit arising from the conduct of the affairs of the Corporation.

Article VI. Officers

Section 6.01. *Required Officers.* The officers of the Corporation shall be:

- a. President,
- b. President-Elect,
- c. Vice-President for Admissions and Financial Aid,
- d. Vice-President for Records and Registration,
- e. Vice-President for Data Management and Research,
- f. Vice-President for Recruitment Services,
- g. Vice-President for Information Technology and Publications,
- h. Secretary-Treasurer, and
- i. Immediate Past-President.

Except for the offices of President and Secretary, the same individual may simultaneously hold more than one (1) office in the Corporation. All officers must be natural persons and shall be at least 18 eighteen years of age.

Section 6.02. *Eligibility for Office.* Any individual member of an institution holding regular membership shall be eligible to hold any office in the Corporation.

Section 6.03. *Election.* Elections shall be held at each regular annual meeting of the members.

Section 6.04. *Term of Office.* The officers of the Corporation shall hold office according to the following terms:

- a. The President, President-Elect, and Past-President shall serve one year terms.
- b. On terms beginning in even years, the Vice-President for Records and Registration, the Vice-President for Recruitment Services, and the Newsletter Editor shall be elected for two year terms.
- c. On terms beginning in odd years, the Vice-President for Admissions and Financial Aid, the Vice-President for Data Management and Research, and the Secretary-Treasurer shall be elected for two year terms.

Section 6.05. Powers and Duties of Officers. The powers and duties of the officers of the Corporation shall be as follows:

- a. *President.* The President shall be the Chief Executive Officer of the Corporation, shall have general and active management of the Corporation, and shall see that all orders and resolutions of the Board of Directors are carried into effect, subject, however, to the right of the Board of Directors to delegate any specific powers, unless exclusively conferred upon the President by law, to any other officer(s) of the Corporation. The President shall also preside at all meetings of the members and of the Board of Directors, casting the deciding vote in case of a tie. The President shall conduct all administrative functions and appoint ad hoc committees and task forces when necessary. The President shall be responsible for local arrangements at the annual meeting. The President may delegate any of his responsibilities when such an action would be in keeping with the purposes of the Corporation.

The President shall appoint annually the following Standing Committees:

- 1. Nominating Committee - to nominate officers of the Corporation. The chair shall be the Past-president.
 - 2. Auditing Committee - to audit the Secretary-Treasurer's report each year before the annual meeting.
 - 3. Membership Committee - to select and review applications for regular and associate membership.
 - 4. State-Wide Coordinating Committee - to plan and organize high school and community college visitation schedules.
 - 5. Time and Site Committee - to recommend the time and place of the annual meeting of the Association.
- b. *President-Elect.* The President-elect shall chair the program committee and is responsible for the program of the annual meeting. The President-elect shall also have such powers and perform such duties as may be assigned to him or her by the Board of Directors or the President.
 - c. *Vice-President for Admissions and Financial Aid.* This Vice-President shall serve on the program committee at the annual meeting and shall organize workshops, in-

service training sessions, and projects and activities for admissions and financial aid personnel, including the summer Admissions Workshop.

- d. *Vice-President for Records and Registration.* This Vice-President shall serve on the program committee at the annual meeting and shall organize workshops, in-service training sessions, and projects and activities for records and registration personnel, including the summer Registrar's Roundtable.
- e. *Vice-President for Data Management and Research.* This Vice-President shall serve on the program committee at the annual meeting and shall organize the support staff workshops, in-service training sessions, and projects and activities associated with data management and research, including overseeing the maintenance of the New Members Guide, Leadership Handbook, ByLaws and TENNFAX Directory.
- f. *Vice-President for Recruitment Services.* This Vice-President shall serve on the program committee for the annual meeting and shall chair the State-wide Calendar Coordinating Committee.
- g. *Secretary-Treasurer.* The Secretary-Treasurer shall attend all meetings of the Board of Directors and of the members of the Corporation and shall be responsible for preparing the minutes and attendance record of such meetings, as well as calling the roll at the meetings of the members. The Secretary-Treasurer shall be responsible for the care and custody of the minute book and membership file of the Corporation and for authenticating records of the Corporation. The Secretary-Treasurer shall report at regular meetings of the members the minutes of the previous meeting. It shall be his or her duty to give or cause to be given notice of all meetings of the members and of the Board of Directors. The Secretary-Treasurer shall also perform such other duties as may be assigned to him or her by the Board of Directors or by the President, under whose supervision he or she shall act.

The Secretary-Treasurer shall have custody of the Corporation funds and securities, shall keep full and accurate account of receipts and disbursements in the appropriate Corporation books, and shall require the deposit of all monies and other valuable assets in the name of and to the credit of the Corporation in such financial institutions as may be designated by the Board of Directors. The Secretary-Treasurer shall require disbursement of the funds of the Corporation as may be ordered by the Board of Directors, and shall render to the President and the Board of Directors, at any time they may require, an account of his or her transactions as Secretary-Treasurer and of the financial condition of the Corporation. The Secretary-Treasurer shall also report on the activities and financial condition of the Corporation at all annual meetings of the members.

In the event the Secretary-Treasurer is absent for some reason from any meeting where minutes are to be prepared or is otherwise unable to take such minutes, the presiding officer of such meeting shall appoint another person, subject to the approval of those present and entitled to vote at such meeting, to take the minutes thereof.

- h. *Editor of the Newsletter.* The Editor of the Newsletter shall publish the Corporation's newsletter and all other correspondence dealing with news items.

- i. *Past-President.* The Past-President shall serve in an advisory capacity to the President and serve as the coordinator of exhibits and corporate sponsors for the annual meeting and chair the nominating committee. In the absence or disability of the President, the Past-President shall perform the duties and exercise the powers of the President.

Section 6.06. Removal. The Board of Directors may remove any officer at any time in accordance with the procedure described in Section 5.11.

Section 6.07. Vacancies. In the event for any reason an officer is unable to fulfill his or her responsibilities or complete his or her term of election, the Board of Directors may appoint a replacement for the remainder of the term or a portion thereof. If the vacancy occurs for the office of President, the Past-President shall assume his or her responsibilities until the Board of Directors makes an appointment.

Section 6.08. Delegation of Powers and Duties. In case of the absence of any officer of the Corporation, or for any reason that the Board of Directors may deem sufficient, the Board of Directors may delegate the powers of such officer to any other officer or to any Director for the time being.

Section 6.09. Indemnification. With respect to claims or liabilities arising out of service as an officer of the Corporation, the Corporation shall indemnify and advance expenses to each present and future officer (and his or her estate, heirs and personal representatives) to the fullest extent allowed by the laws of the State of Tennessee, both as now in effect and as hereafter adopted or amended.

Article VII. Records and Reports

Section 7.01. Corporate Records. The Corporation shall keep as permanent records minutes of all meetings of its members and Board of Directors, a record of all actions taken by the members or Board of Directors without a meeting, appropriate accounting records, and a list of its members in alphabetical order showing their respective addresses and the number of votes each member is entitled to vote.

Section 7.02. Records at Principal Office. The Corporation shall keep at all times a copy of the following records at its principal office:

- a. Its Charter or Restated Charter and all amendments thereto;
- b. These Bylaws and all amendments thereto;
- c. Resolutions adopted by the Board of Directors relating to the characteristics, qualifications, rights, limitations and obligations of members or any class or category of members;
- d. The minutes of all meetings of members and the records of all actions taken by members without a meeting for the past three (3) years;
- e. All written communications to members generally within the past three (3) years, including the past (3) years' annual financial statements;

- f. A list of the names and business or home addresses of its current Directors and officers: and
- g. The most recent annual report delivered to the Tennessee Secretary of State.

Section 7.03. *Annual Financial Statements.* The Corporation shall prepare annual financial statements that include a balance sheet as of the end of the fiscal year, an income statement for that year, and such other information necessary to comply with the requirements of the applicable provisions of the Tennessee Nonprofit Corporation Act.

Article VIII. Miscellaneous Provisions

Section 8.01. *No Seal.* The Corporation shall have no seal.

Section 8.02. *Notices.* Whenever notice is required to be given to members, Directors or officers, unless otherwise provided by law, the Charter or these Bylaws, such notice may be given in person, teletype or other form of wire or wireless communication, or by telephone, telegraph, mail or private carrier. If such notice is given by mail, it shall be sent postage prepaid by first class United States mail or by registered or certified United States mail, return receipt requested, and addressed to the respective address that appears for each such person on the books of the Corporation. Written notice sent by mail to members shall be deemed to have been given when it is mailed. Any other written notice shall be deemed to have been given at the earliest of the following:

- a. When received;
- b. Five (5) days after its deposit in the United States mail if sent first class, postage prepaid; or
- c. On the date on the return receipt, if sent by registered or certified United States mail, return receipt requested, postage prepaid and the receipt is signed by or on behalf of the addressee.

Section 8.03. *Waiver of Notice.* Whenever any notice is required to be given under the provisions of any statute, or of the Charter or these Bylaws, a waiver thereof in writing signed by the person entitled to such notice, whether before or after the date stated thereon, and delivered to the Secretary of the Corporation and included in the minutes or corporate records, shall be deemed equivalent thereto.

Section 8.04. *Negotiable Instruments.* All checks, drafts, notes or other obligations of the Corporation shall be signed by such of the officers of the Corporation, or by such other person(s), as may be authorized by the Board of Directors.

Section 8.05. *Deposits.* The monies of the Corporation may be deposited in the name of the Corporation in such bank(s) or financial institution(s) as the Board of Directors shall designate from time to time and shall be drawn out by check signed by the officer(s) or person(s) designated by resolution adopted by the Board of Directors.

Article IX. Amendment of Bylaws

Section 9.01. *By Members.* The Members may amend or repeal these Bylaws at any annual meeting of the members where a quorum is present, provided that the notice of such meeting shall state that the purpose, or one (1) of the purposes, of the meeting is to amend the Bylaws and shall also contain a description of the amendment to be considered and any proposed changes.

Article X. Ratification

Section 10.01. *Effective date.* These Bylaws shall go into effect when ratified by a majority of the members present at any annual meeting to which they are present.

Dear Prospective TACRAO Member:

Thank you for your interest in the Tennessee Association of Collegiate Registrars and Admissions Officers. After careful review of your Application for Associate Membership, we are pleased to inform you that the Board of Directors has approved your membership. The members of TACRAO will be voting on your membership at our annual meeting in November. You or any of your colleagues are welcome to attend and will be receiving a registration packet soon.

Attached is an invoice for your 2008-2009 fees. Please submit fees by November 1, 2008, as directed on the invoice. Also attached is the recently adopted TACRAO Articles of Good Practice and Ethical Standards for College Fair Participation. TACRAO members are expecting to follow these articles during all TACRAO sponsored college fairs.

If you have any questions please do not hesitate to call me 865-471-3205. We look forward to meeting you in November.

Sincerely,

Sheryl M. Gray, President
TACRAO

Enclosures

**2008-2009
TACRAO
INSTITUTIONAL ANNUAL DUES INVOICE**

<i>Fall Headcount</i>	<i>Dues</i>
1-999	\$55.00
1,000-4,999	\$75.00
5,000-9,999	\$100.00
10,000 and above	\$110.00

2007 Fall Headcount

2008-2009 TACRAO Dues Enclosed

\$ _____

Name of Institution _____

Please make checks payable to TACRAO. Please return this form with your check by November 1, 2008.

Please send to: Sally Allen, Admissions Manager
TACRAO Secretary/Treasurer
Austin Peay State University
601 College Street
Clarksville, TN 37044

Please provide the information listed below for each representative from your school who should be listed as members of TACRAO. There is no limit to the number of institutional members who can participate in TACRAO. Please indicate the member who should be considered as institutional representative and has voting privileges. Also indicate those members who are involved with graduate programs.

First Name	Last Name
Title	
Institution	
Address	
Work Number	
Fax Number	
Email Address	

2008-2009
TACRAO
INSTITUTIONAL ANNUAL DUES INVOICE

Associate/Affiliate Membership Dues \$120.00
2007-2008TACRAO Dues Enclosed \$ _____

Name of Institution _____

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