



EDUCATION FIRST

OUR FUTURE DEPENDS ON IT

**AGENDA
MATERIALS**

Forum 2008 **HOUSTON**

College Board Annual Meeting of the Members
and National Assembly Meetings

November 5-8, 2008



The College Board: Connecting Students to College Success

The College Board is a not-for-profit membership association whose mission is to connect students to college success and opportunity. Founded in 1900, the association is composed of more than 5,454 schools, colleges, universities, and other educational organizations. Each year, the College Board serves seven million students and their parents, 23,000 high schools, and 3,500 colleges through major programs and services in college admissions, guidance, assessment, financial aid, enrollment, and teaching and learning. Among its best-known programs are the SAT[®], the PSAT/NMSQT[®], and the Advanced Placement Program[®] (AP[®]). The College Board is committed to the principles of excellence and equity, and that commitment is embodied in all of its programs, services, activities, and concerns.

For further information, visit www.collegeboard.com.

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Forum 2008HOUSTON

Contents

I. 2008 ANNUAL MEETING OF THE MEMBERS	3
1. Minutes of the 2007 Annual Meeting	3
2. Report of the 2008 Trustee Committee on Finance	5
3. Report of the 2008 Trustee Committee on Membership	6
3.1. Election of New Members	
4. Report of the Committee on Associational Purpose and Structure	9
5. Report of the 2008 Trustee Committee on Nominations	12
6. 2008 Nominee and Trustee-Elect Profiles	13
II. 2008 ANNUAL MEETING OF THE ACADEMIC ASSEMBLY	15
1. Minutes of the 2007 Annual Meeting of the Academic Assembly	15
2. Report of the 2008 Academic Assembly Council Nominating Committee	16
3. Report of the 2008 Academic Assembly Council	16
III. 2008 ANNUAL MEETING OF THE COLLEGE SCHOLARSHIP SERVICE ASSEMBLY	17
1. Minutes of the 2007 Annual Meeting of the College Scholarship Service Assembly	17
2. Report of the 2008 College Scholarship Service Assembly National Nominating Committee	18
3. Report of the 2008 College Scholarship Service Assembly Council	19
IV. 2008 ANNUAL MEETING OF THE GUIDANCE AND ADMISSION ASSEMBLY	20
1. Minutes of the 2007 Annual Meeting of the Guidance and Admission Assembly	20
2. Report of the 2008 Guidance and Admission Assembly Council Nominating Committee	21
3. Report of the 2008 Guidance and Admission Assembly Council	21
2007-2008 ELECTED OFFICERS AND TRUSTEES OF THE COLLEGE BOARD	22
2008 NATIONAL AND REGIONAL ASSEMBLY COUNCIL MEMBERS	22
DATES AND SITES OF FUTURE COLLEGE BOARD MEETINGS	28
NOTE ON ALTERNATE DELEGATES	29
Alternate Delegate Designation Form	29

November 2008

Memorandum to Members of the College Board:

This is the official call to the 2008 Annual Meeting of the Members to be held in Houston, Texas, in conjunction with Forum 2008. Please visit www.collegeboard.com/forum to view the preliminary program for the Forum, which runs from Wednesday, Nov. 5, to Saturday, Nov. 8, 2008.

With the theme of "Education First: Our Future Depends on It," this year's Forum will explore ways to build opportunity, ensure success for all students, and engage in vital discussions on the critical issues challenging educators today and in the future. Michael Crow, president of Arizona State University, Tempe, Ariz.; Abelardo Saavedra, superintendent of the Houston Independent School District; and Bill H. White, mayor of Houston, Texas, are honorary co-chairs and invited speakers at the Forum. The program will feature prominent speakers, sessions and new professional development workshops.

Lester P. Monts, senior vice provost for academic affairs at the University of Michigan and chair of the College Board's Board of Trustees, will convene the regular Annual Business Meeting of the Corporation on Friday, Nov. 7, at 2:15 p.m.

The following pages hold the agenda materials for the Annual Business Meeting of the College Board and the meetings of the Academic, College Scholarship Service, and Guidance and Admission assemblies. In addition to the agenda materials, you will find information about the vital designation of representatives to the annual meetings. Please share the agenda materials with any colleagues who are planning to attend the meetings.

I encourage giving particular attention to the work of the Committee on Associational Purpose and Structure. It is important that the *Bylaws* receive periodic review to make sure they serve the evolving needs of the corporation. The diverse membership of CAPS has done so, and is presenting recommendations for your consideration.

We anticipate an exciting and productive time in Texas.

I. 2008 ANNUAL MEETING OF THE MEMBERS

Friday, Nov. 7, 2008

2:15–3:30 p.m.

ANNUAL MEETING AGENDA

1. Communications from the Chair
2. Minutes of the 2007 Annual Meeting
3. Communications from the President
4. Reports of the 2008 National Assembly Meetings
 - 4.1 Academic Assembly
 - 4.2 College Scholarship Service Assembly
 - 4.3 Guidance and Admission Assembly
5. Report of the 2008 Trustee Committee on Finance
6. Report of the 2008 Trustee Committee on Membership
 - 6.1 Election of New Members
7. Report from the Committee on Associational Purpose and Structure
8. Report of the 2008 Trustee Committee on Nominations
 - 8.1 Election of Officers and Trustees
9. New Business*

*During new business all delegates are encouraged to raise issues for consideration by the Board of Trustees in 2008-2009.

1. Minutes of the 2007 Annual Meeting

The Annual Meeting of the Members of the College Board took place at the Hilton New York on Oct. 27, 2007, in conjunction with Forum 2007. Board of Trustees' Chair Lester Monts presided.

I. Welcome and Communications from the Chair

Lester Monts convened the Annual Meeting of the Members and welcomed everyone. He noted that the parliamentarian for the meeting was:

Steven E. Brooks, Executive Director, North Carolina State Education Assistance Authority, Research Triangle Park, N.C.

Monts spoke of his trip to visit the College Board office in Shanghai, China, and Hanban, Beijing. He noted that there is great enthusiasm to continue the partnership, and it adds to the vitality and wisdom of the College Board.

He also commented that the regional offices are vital to the College Board's success since they are the public face of the organization and its eyes and ears. The national councils, he continued, add to the vitality of the College Board by bringing their wisdom from various parts of the country.

He also spoke about the topics that were discussed during the Trustees' meetings (i.e., CollegeKeys Compact™, review of the *Bylaws* and the Task Force on the Arts in Education). He added that President Gaston Caperton was awarded the James Bryant Conant Award by the Education Commission of the States for making significant contributions to the quality of education.

II. Communications from the President

Gaston Caperton discussed the different endeavors of the College Board. First, it is an organization that provides programs and services to both K-12 and higher education. Second, it does a lot of really terrific research (e.g., cost of college: "Trends in Student Aid" and "Education Pays"). Third, the work that the College Board does on advocacy. He reaffirmed that the mission of the organization is to connect students to college success. One of the most significant ways we accomplish this mission, he stated, is through advocacy for education, access and equity for all because education attainment is increasingly critical for personal prosperity and our nation's future. A video was shown on the College Board's accomplishments of the past year.

III. Inspiration Awards

President Gaston Caperton stated that the 2007 Inspiration Awards honored three outstanding high schools in the United States that have a dream that every student should have an opportunity to prepare themselves to go to college. These inspirational schools create a model for the rest of the country with their college-going culture, which has the support of family, community, local businesses and the local colleges. Everybody comes together to bring success and opportunity to these young people. Two students from each of the following high schools were honored:

(G. W. Brackenridge High School in San Antonio, Texas; Denbigh High School in Newport News, Va.; and Stranahan High School, in Fort Lauderdale, Fla.) spoke.

IV. Communication from Honored Guest

Neil deGrasse Tyson, director of the Hayden Planetarium and host of "NOVA scienceNOW" on PBS, said that the efforts of the College Board and other organizations increase access and opportunities for all students in education. He pondered the question: If students in his generation had been given these opportunities could they have done something in life? He commented that exams help with assessment between adults and students and between teachers and students. However, ambition is what matters in the end. America has a culture that honors and respects a straight A student, but honors should be given to students who were struggling at one point and are doing better now. Tyson worries that students are developing a false sense of entitlement.

of the Members

V. Reports of the 2007 National Assembly Meetings

Lester Monts noted that the reports of the 2007 Annual Meetings of the three Assemblies (Academic, College Scholarship Service, and Guidance and Admission) were distributed at the beginning of the meeting. The chairs of the Assemblies were present if anyone had questions.

VI. Minutes of the 2006 Annual Meeting

Mr. Monts asked for adoption of the Minutes of the Nov. 12, 2006, Assembly meeting. The minutes were approved as presented.

VII. Report of the 2007 Trustee Committee on Finance

John Curry reported that the 2007 annual revenues of the College Board were \$574 million, with \$532 million in annual expenses and \$42 million in the operating margin. The operating margin is approximately 7 percent of the total revenues generated that are needed to build a balance sheet. The return on investments was \$38 million and beat every major market indicator in our investment return for the College Board. He further reported that the College Board's invested assets are \$332 million and the total net worth of the balance sheet is \$437 million. He explained that while the College Board has assets, it has zero debt. These assets can be used as collateral in acquiring low-interest loans to do good things.

VIII. Report of the 2007 Trustee Committee on Membership

Madeleine Eagon Rhyneer stated that 69 out of 5,210 institutions decided to discontinue their membership with the College Board due to resignations, nonpayment of dues and closures (a 1.32 percent loss). There are 313 new nominees, which include international institutions. The new nominees consist of 28 higher education institutions, one higher education system, 23 school districts, 243 secondary schools and 18 educational organizations. If elected, the College Board will have 5,454 members.

Madeleine Eagon Rhyneer made the following motions:

RESOLVED: The secondary and higher education applicants listed on pages 6-10 of the agenda materials are elected as members of the College Entrance Examination Board under the provisions of the Article I.E.1 of its *Bylaws*.

Upon the resolution duly seconded, the Members approved the election of the applicants into the College Board as presented.

RESOLVED: The higher education and secondary schools systems listed on page 10 of the agenda materials are elected as members of the College Entrance Examination Board under the Article I.E.2 of its *Bylaws*.

Upon the resolution duly seconded, the Members approved the election of the school systems into the College Board as presented.

RESOLVED: The nonprofit educational associations listed on page 10 of the agenda materials are elected as members of the College Entrance Examination Board under the Article I.E.3 of its *Bylaws*.

Upon the resolution duly seconded, the Members approved the election of the associations into the College Board as presented.

IX. Report of the 2007 Trustee Committee on Nominations

Georgette DeVeres provided the report of the Committee on Nominations. She noted that page 11 of the agenda materials contained the list of nominees slated for election to the Board of Trustees. The committee had the task of nominating candidates for three Trustee positions.

For National Representatives, for the four-year term 2007-11:

John Curry, managing director, The Huron Consulting Group, Boston, Mass.

Ana Guzman, president, Palo Alto College, San Antonio, Texas

Scott Kelley, executive vice chancellor for business affairs, The University of Texas System, Austin, Texas

DeVeres made the following motion:

RESOLVED: That the nominees, as they appear in the agenda materials on page 11, are elected to the Board of Trustees.

Upon the motion duly seconded, the Members approved the slate of nominees to the Board of Trustees as presented.

Georgette DeVeres then introduced the Assembly-elected Trustees and chairs of the three national Councils and the regionally elected Trustees.

For the Academic Assembly Chair, for the two-year term 2007-09:

Maghan Keita, professor of history and director of the Institute for Global Interdisciplinary Studies, Villanova University, Philadelphia, Pa.

For the Academic Assembly Trustee, for the four-year term 2007-11:

Peggy O'Neill Skinner, head of the science department, The Bush School, Seattle, Wash.

For the College Scholarship Service Assembly Chair, for the two-year term 2007-09:

Carolyn Lindley, university director of financial aid, Northwestern University, Evanston, Ill.

For the College Scholarship Service Assembly Trustee, for the four-year term 2007-11:

Shirley A. Ort, associate provost and director of scholarships and student aid, University of North Carolina at Chapel Hill

For the Guidance and Admission Assembly Chair, for the two-year term 2007-09:

Patricia Smith, director of guidance services, Hillsborough County Public Schools, Tampa, Fla.

For the Midwestern Region, for the four-year term 2007-11:

Mabel Freeman, assistant vice president for the undergraduate admissions and first-year experience, Ohio State University, Columbus, Ohio

For the Southwestern Region, for the four-year term 2007-11:

Michael R. Heintze, associate vice president for enrollment management and marketing, Texas State University-San Marcos

X. New Business

Youlonda Copeland-Morgan moved for the appreciation of the Trustees who will be retiring from the Board of Trustees at the end of the national Forum.

Motion: **Whereas:** They have provided individual leadership in heightening the College Board's service to its members and access to higher education;

Whereas: They have collectively contributed to realizing the College Board's strategic vision as a values-driven, market-sensitive, inclusive association championing educational excellence for all students;

Therefore be it resolved: The Members of the College Board salute the following Trustees whose terms end with the 2007 Annual Meeting for their service to their colleagues and the students they serve: David Armstrong, Madeleine Eagon Rhyneer, Jerry Lucido, Judy Sakaki, Paul Sechrist, Morton Schapiro and Bob Weintraub.

And be it further resolved: The Members of the College Board applaud Joellen Silberman for her commitment to the College Board's mission by responding to every call to assist the organization. She has displayed the strong, substantive and responsive leadership needed to serve the association over time.

Upon the resolution being duly seconded, the Members approved the motion by acclamation.

It was announced that the 2008 Annual Meeting of the Members will be held in Houston, Texas, in conjunction with the Forum on Nov. 5-8, 2008. The meeting was then adjourned.

2. Report of the 2008 Trustee Committee on Finance

Volume growth across virtually all of the College Board's programs and services contributed to favorable performance for the 2008 fiscal year (FY 08).

Three core programs of the College Board — the SAT®, the PSAT/NMSQT® and the Advanced Placement Program® (AP®) — combined to deliver 9.7 million tests in FY 08. The AP Program in particular grew rapidly, with an 8 percent increase, and aided students in earning college credit or advanced placement in colleges across the country. The PSAT/NMSQT and the SAT also grew, reaching 3 percent and 2 percent more students, respectively, than in FY 07.

Volumes for the core programs for FY 08 were as follows:

SAT	3.5 million
PSAT/NMSQT	3.4 million
AP	2.8 million
Total	9.7 million

Operating revenues for the FY 08 totaled \$608 million, compared with a total of \$574 million for the prior year, an increase of 6 percent. Operating expenses totaled \$587 million, a 10 percent increase when compared to the prior year's level of \$532 million. This increase in expenses was due primarily to the related volume increases mentioned above and on investments to enhance the College Board's programs and services. The operating surplus was \$21 million in FY 08. Nonoperating losses, primarily our negative return on long-term investments, resulted in a charge of \$22 million. The fiscal year ended with a net loss of \$1 million.

The Trustee Committee on Finance, chaired by Scott Kelley, executive vice chancellor of business affairs, The University of Texas System, met four times during FY 08 to review the financial and business affairs of the College Board. The Audit Committee, chaired by Roderick Chu, chancellor emeritus of the Ohio Board of Regents, met three times during FY 08 with the external and internal auditors to review the audit plan for the year, the scope, the schedule and the results of various internal audit reviews, and the audited financial statements and related audit opinions. Kelley will present the report of the Committee on Finance at the Annual Meeting of the Members on Friday, Nov. 7, 2008, in Houston, Texas.

College Entrance Examination Board and collegeboard.com

Statement of Activities For the Years Ended June 30, 2008 and 2007

<i>(in thousands of dollars)</i>	2008	2007
Operating Revenue		
Fees from programs and services, net of fee waivers and discounts of \$28.5 million and \$23.7 million for 2008 and 2007, respectively	\$591,186	\$558,590
Membership dues and meetings	2,406	2,401
Net assets released from restrictions	14,497	13,212
Total operating revenue	608,089	574,203
Operating expenses		
Program services		
College Readiness programs	250,915	209,778
SAT operations	233,250	210,771
Enrollment services	45,799	51,970
Regional Office operations	35,676	35,987
Puerto Rico and Latin American programs	12,130	11,730
Other	9,072	9,102
Total program services	583,842	529,338
Membership services	3,107	2,793
Total operating expenses	586,949	532,131
Excess of operating revenue over operating expenses	21,140	42,072
Nonoperating revenues		
Investment return		
Interest and dividends	5,740	7,572
Net realized and unrealized gain/(loss) on investments	(26,295)	30,679
Pension-related changes other than net periodic pension cost	(1,737)	
Total nonoperating revenues	(22,292)	38,251
Increase in net assets before effect of adoption of FASB Statement No. 158	(1,152)	80,323
Cumulative effect of adoption of FASB Statement No. 158	—	(547)
Change in unrestricted net assets	\$(1,152)	\$79,776

of the Members

3. Report of the 2008 Trustee Committee on Membership

In 2007-2008, the committee continued to explore ways to respond to the findings of the 2006 survey of members that would increase the value of the association to members, especially member delegates, and to increase new applications for membership from eligible institutions. Meetings were centered on reviewing the more than 266 applications for membership that were received this year and determining eligibility using the guidelines that the committee refined and approved over the last five years.

At its April meeting, the committee discussed new methods of engaging members, from membership cards and delegate appointment forms to advocacy training and new electronic communications like "Connections" and new member welcome e-kits. The committee also met with representatives from the Michael Cohen Group for qualitative and quantitative results on a survey of middle school educators. The committee then discussed with Bill Young, chair of the Committee on Associational Purpose and Structure, the proposed changes to the *Bylaws*, including the nondiscrimination clause.

At its September meeting, the committee again discussed with Bill Young the CAPS recommendation and confirmed the interpretation of the nondiscrimination clause. They also talked about the growing number of applications from international schools and the need to create a unique application. The committee then explored middle school involvement in College Board programs and advocacy initiatives.

At its April 2008 and September 2008 meetings, the committee reviewed applications for 2008-2009 and moved slates of nominees for election to the Board of Trustees for its approval prior to formal submission of slates to the membership at the Annual Meeting.

RESOLVED: That the following applicants be elected as members in the College Entrance Examination Board under the provisions of Article I.E.1. of the *Bylaws*:

A. Philip Randolph Academies of Technology, Jacksonville, Fla.
The Academy of Irving, Irving, Texas
Academy of Medical Technology, Far Rockaway, N.Y.
ACS International School, Singapore
Adirondack Community College, Queensbury, N.Y.
Aiken High School, Aiken, S.C.
Air Academy High School, Colorado Springs, Colo.
All Saints' Academy, Winter Haven, Fla.
American Academy Casablanca, Casablanca, Morocco
American School of Doha, Doha, Qatar
American School of Tampico, Tampico, Tampaulipas, Mexico
American University of Kuwait, Safat, Kuwait
Andrew Jackson High School, Kershaw, S.C.
The Arts Academy, Lorain, Ohio
Ashland High School, Ashland, Ore.
The Bahrain Bayan School, Isa Town, Bahrain
Bethlehem Catholic High School, Bethlehem, Pa.
Bishop Conaty-Our Lady of Loretto High School, Los Angeles, Calif.
Bishop Manogue High School, Reno, Nev.
Bishop McGuinness High School, Kernersville, N.C.

Blue Ridge Community and Technical College, Martinsburg, W.Va.
Brandon High School, Brandon, Fla.
Brentwood High School, Brentwood, N.Y.
Bryan Collegiate High School, Bryan, Texas
Byng High School, Ada, Okla.
C.V. Bethel Senior High School, Nassau, Bahamas
California State University, Channel Islands, Camarillo, Calif.
California State University, Humboldt, Arcata, Calif.
Calvary Chapel Christian School, Murrieta, Calif.
Calvary Episcopal School and College Prep, Richmond, Texas
Camden County High School, Kingsland, Ga.
Canterbury School of Florida, Saint Petersburg, Fla.
Cardinal Newman High School, Columbia, S.C.
Centennial High School, Boise, Idaho
Centereach High School, Centereach, N.Y.
CHAMPS- Charter High School of the Arts-Multimedia and Performing, Van Nuys, Calif.
Charles E. Jordan High School, Durham, N.C.
Christian Life Academy, Baton Rouge, La.
Cicero North Syracuse High School, Cicero, N.Y.
City Academy, Saint Paul, Minn.
City University of New York, John Jay College of Criminal Justice, New York, N.Y.
Clairemont High School, San Diego, Calif.
Claremont High School, Claremont, Calif.
Claudia Taylor "Lady Bird" Johnson High School, San Antonio, Texas
Colegio Internacional Puerto La Cruz, Barcelona, Venezuela
Colegio Nuestra Senora Del Rosario, Vega Baja, Puerto Rico
Collinsville High School, Collinsville, Ill.
Concordia International School Shanghai, Jinqiao, Shanghai, Peoples Republic of China
Coventry High School, Coventry, Conn.
Cypress Ranch High School, Cypress, Texas
Daewon Foreign Language High School, Seoul, Korea
Damien High School, La Verne, Calif.
Dartmouth High School, South Dartmouth, Mass.
Davidson Day School, Davidson, N.C.
Diamond Bar High School, Diamond Bar, Calif.
Don Antonio Lugo High School, Chino, Calif.
Dougherty Valley High School, San Roman, Calif.
Durant High School, Plant City, Fla.
Durham School of the Arts, Durham, N.C.
East Central College, Union, Mo.
East Jessamine High School, Nicholasville, Ky.
Education Program for Gifted Youth Online High School at Stanford University, Stanford, Calif.
Edward Waters College, Jacksonville, Fla.
Emery Weiner High School, Houston, Texas
Estacado High School, Lubbock, Texas
Father Lopez Catholic High School, Daytona Beach, Fla.
Fenway High School, Boston, Mass.
Floresville High School, Floresville, Texas

Fontbonne Academy, Milton, Mass.
Franklin W. Olin College of Engineering, Needham, Mass.
Frederick Douglass Academy VII High School, Brooklyn, N.Y.
The Geneva School, Winter Park, Fla.
Gila Ridge High School, Yuma, Ariz.
Glenbard West High School, Glen Ellyn, Ill.
Globe High School, Globe, Ariz.
Godinez Fundamental High School, Santa Ana, Calif.
Graham Kapowsin High School, Graham, Wash.
Grassfield High School, Chesapeake, Va.
Grayslake Central High School, Grayslake, Ill.
Grayslake North High School, Grayslake, Ill.
Grayson County College, Denison, Texas
Greene County Technical High School, Paragould, Ark.
Grosse Pointe North High School, Grosse Pointe, Mich.
Gyeonggi Suwon International School (GCIS), Suwon City, Korea
Hawaii Preparatory Academy, Kamuela, Hawaii
Health and Science High School, Beaverton, Ore.
Helen Bernstein High School, Hollywood, Calif.
Henderson County High School, Henderson, Ky.
Highlands Ranch High School, Highlands Ranch, Colo.
The Highlands School, Irving, Texas
Higley High School, Gilbert, Ariz.
Hillside High School, Durham, N.C.
Hogan Preparatory Academy, Kansas City, Mo.
Houston County High School, Warner Robins, Ga.
Hudson Catholic High School, Jersey City, N.J.
Inglewood High School, Inglewood, Calif.
Instituto La Salle de Chihuahua A.C., Chihuahua, Mexico
The International School of Choueifat-Amman, Amman, Jordan
The International School of Choueifat-Koura, North Lebanon, Lebanon
International School of Choueifat-Lebanon, Choueifat, Lebanon
The International School of Macao, Taipa, Macao, Peoples Republic of China
Inver Hills Community College, Inver Grove Heights, Minn.
Irvington Community High School, Indianapolis, Ind.
Jacobs University Bremen G-28759, Bremen, Germany
Jean Ribault Senior High School, Jacksonville, Fla.
John C. Fremont High School, Los Angeles, Calif.
John Paul II High School, Plano, Texas
Juneau-Douglas High School, Juneau, Alaska
Justin Wakeland High School, Frisco, Texas
Justin-Siena High School, Napa, Calif.
Kaufman High School, Kaufman, Texas
Kilgore College, Kilgore, Texas
King's Academy, Manja, Madaba, Jordan
Lake Hamilton High School, Percy, Ark.
Lake View High School, San Angelo, Texas
Lakehill Preparatory School, Dallas, Texas
Lampasas High School, Lampasas, Texas
Lapeer East High School, Lapeer, Mich.
Lausanne Collegiate School, Memphis, Tenn.
Leuzinger High School, Lawndale, Calif.
Liberal Arts and Science Academy, Austin, Texas
Liberty High School, Kissimmee, Fla.
Lincoln Academy, Newcastle, Maine
Long Prairie-Grey Eagle High School, Long Prairie, Minn.
Long Reach High School, Columbia, Md.
Madison High School, Adrian, Mich.
Mahidol University International College, Nakhonpathom, Thailand
Manipal University, Bangalore, India
Mansfield Timberview High School, Arlington, Texas
Marathon High School, Marathon, Fla.
Marshall Community and Technical College, Huntington, W.Va.
Mary Persons High School, Forsyth, Ga.
Mashpee High School, Mashpee, Mass.
Massapequa High School, Massapequa, N.Y.
The Master's Academy, Oviedo, Fla.
The Master's School, West Simsbury, Conn.
Mayo High School, Rochester, Minn.
Memorial High School, San Antonio, Texas
Mercyhurst College, Erie, Pa.
Midland High School, Midland, Texas
Mirus Secondary School, Hesperia, Calif.
Mount Aloysius College, Cresson, Pa.
Muncie Central High School, Muncie, Ind.
New Berlin Eisenhower High School, New Berlin, Wis.
New Milford High School, New Milford, Conn.
New Richmond High School, New Richmond, Wis.
Newfield High School, Selden, N.Y.
North Little Rock High School-East North, Little Rock, Ark.
Northeast Wisconsin Technical College, Green Bay, Wis.
Northern High School, Durham, N.C.
Northwest Catholic High School, West Hartford, Conn.
Notre Dame Academy, Park Hills, Ky.
Oak Hills High School, Cincinnati, Ohio
Oakland University, Rochester, Mich.
The Oakwood School, Greenville, N.C.
Okeechobee High School, Okeechobee, Fla.
Old Redford Academy Preparatory School, Detroit, Mich.
Oologah High School, Oologah, Okla.
Orangewood Academy: A Seventh-Day Adventist Preparatory School, Garden Grove, Calif.
Ouachita Parish High School, Monroe, La.
Palisades Preparatory School, Yonkers, N.Y.
Palmetto High School, Palmetto, Fla.
Pampa High School, Pampa, Texas
Phillip O'Berry Academy of Technology, Charlotte, N.C.
Piedra Vista High School, Farmington, N.M.
Pine Richland High School, Gibsonia, Pa.
Prescott College, Prescott, Ariz.
Queens Collegiate: A College Board School, Jamaica, N.Y.
Rapoport Academy Public School, Waco, Texas
Richmond-Burton Community High School, Richmond, Ill.

of the Members

Richwood High School, Monroe, La.
Rio Rico High School, Rio Rico, Ariz.
Riverside High School, Durham, N.C.
Rock Bridge High School, Columbia, Mo.
Roncalli High School, Indianapolis, Ind.
Rosary High School, Fullerton, Calif.
Royse City High School, Royse City, Texas
Sabis International School Adma, Beirut, Lebanon
San Diego High School Educational Complex-School of Business, San Diego, Calif.
Santa Monica High School, Santa Monica, Calif.
Santaluces Community High School, Lantana, Fla.
Segerstrom High School, Santa Ana, Calif.
Shawnee Mission Northwest High School, Shawnee Mission, Kan.
Shawnee State University, Portsmouth, Ohio
Siegel High School, Murfreesboro, Tenn.
Singapore American School, Singapore
South Mountain Community College, Phoenix, Ariz.
Southern High School, Durham, N.C.
Southern Vermont College, Bennington, Vt.
St. Francis High School College Preparatory, Wheaton, Ill.
St. Patrick-St. Vincent High School, Vallejo, Calif.
Stilwell High School, Stilwell, Okla.
Strayer University, Washington, D.C.
Summit Leadership Academy High Desert, Hesperia, Calif.
Swampscott High School, Swampscott, Mass.
Timpson High School, Timpson, Texas
Treknorth Junior and Senior High School, Bemidji, Minn.
Tremont High School, Tremont, Ill.
Union High School, Camas, Wash.
University of Northern Colorado, Greeley, Colo.
University of Washington Tacoma, Tacoma, Wash.
University of Waterloo, Waterloo, Ontario, Canada
University of Wisconsin-La Crosse, La Crosse, Wis.
University School, Huntington Valley, Ohio
Uplift Community High School, Chicago, Ill.
Utah State University, Logan, Utah
Valdosta High School, Valdosta, Ga.
Van Horn High School, Van Horn, Texas
Venice High School, Venice, Fla.
Vero Beach High School, Vero Beach, Fla.
Viewmont High School, Bountiful, Utah
Washtenaw Community College, Ann Arbor, Mich.
West Windsor-Plainsboro High School-South, Princeton Junction, N.J.
Westfield High School, Westfield, Ind.
Westlake High School, Thornwood, N.Y.
William Henry Harrison High School, Harrison, Ohio
William M. Raines High School, Jacksonville, Fla.
Wilmington High School, Wilmington, Mass.
Woodstock High School, Woodstock, Ill.
Yulee High School, Yulee, Fla.

RESOLVED: That the following systems be elected as members of the College Entrance Examination Board under Article I.E.2. of the *Bylaws*:

Alvin Independent School District, Alvin, Texas
Bryan Independent School District, Bryan, Texas
Capistrano Unified School District, San Juan Capistrano, Calif.
Carroll County Schools, Carrollton, Ga.
Cherry Hill Public Schools, Cherry Hill, N.J.
Eagle Mountain-Saginaw Independent School District, Fort Worth, Texas
Edgewood Independent School District, San Antonio, Texas
Frisco Independent School District, Frisco, Texas
Grand Prairie Independent School District, Grand Prairie, Texas
Hays Consolidated Independent School District, Kyle, Texas
Highline School District, Burien, Wash.
Lawrence Public Schools, Lawrence, Mass.
Mesa County Valley School District 51, Grand Junction, Colo.
Mesquite Independent School District, Mesquite, Texas
Osceola District Schools, Kissimmee, Fla.
Saint Johns County School Board, Saint Augustine, Fla.
Santa Ana Unified School District, Santa Ana, Calif.
Thornton Fractional Township High School District 215, Calumet City, Ill.
Tyler Independent School District, Tyler, Texas
University of Hawaii System, Honolulu, Hawaii
University of Massachusetts, Boston, Mass.
Vancouver School District, Vancouver, Wash.
Wichita Public Schools-USD 259, Wichita, Kan.

RESOLVED: That the following organizations be elected as members of the College Entrance Examination Board under Article I.E.3. of the *Bylaws*:

A+ Education Foundation-A+ College Ready, Birmingham, Ala.
Advanced Placement Strategies, Dallas, Texas
Arkansans for Gifted & Talented Education, Little Rock, Ark.
Arkansas Advanced Initiative for Math and Science (AAIMS), Little Rock, Ark.
Association of American Schools in South America, Pembroke Pines, Fla.
Breakthrough Collaborative, San Francisco, Calif.
Connecticut Business & Industry Association (CBIA), Project Opening Doors, Hartford, Conn.
Harlem RBI, New York, N.Y.
Hispanic Scholarship Fund, San Francisco, Calif.
Kentucky Science & Technology Corporation, Lexington, Ky.
Mass Insight Education and Research Institute, Boston, Mass.
Multnomah Educational Service District, Portland, Ore.
National Math and Science Initiative, Dallas, Texas
Noble Network of Charter Schools, Chicago, Ill.
Northeast Arkansas Education Cooperative, Walnut Ridge, Ark.
Office of the Commissioner of Higher Education, Helena, Mont.
Partnerships to Uplift Communities, Burbank, Calif.
Project H.O.M.E.-Honickman Learning Center, Philadelphia, Pa.
Southwest Arkansas Educational Cooperative, Hope, Ark.
Student Loans of North Dakota, Bismarck, N.D.
Urban League of Greater Hartford, Hartford, Conn.
Virginia Advanced Study Strategies, South Boston, Va.
Zawadi Africa Educational Fund, Cincinnati, Ohio

4. Report of the Committee on Associational Purpose and Structure

Introduction

The *Bylaws* of the College Board are the intellectual and philosophical foundation of the Corporation and how it views its governance and management structure. Therefore, it is important that the *Bylaws* receive periodic review to make sure they serve the evolving needs of the Corporation. In June 2006, the Board of Trustees came to the conclusion that the time for that periodic review had arrived and established an ad hoc Committee on Associational Purpose and Structure (CAPS).

The members of CAPS were drawn from the College Board's voluntary leadership, and represented a diverse group of individuals from perspective of the regions, institutional affiliation and professional activities:

Members of the Committee on Associational Purpose and Structure

Bill Young, *chair*, associate vice president of student life, Colorado School of Mines, Golden, Colo.

Gretchen M. Bataille, *president*, University of North Texas, Denton, Texas

Georgette DeVeres, *associate vice president*, Admission and Financial Aid, Claremont McKenna College, Claremont, Calif.

Sheldon Ekland-Olson, *rapoport centennial professor of liberal arts and director of division of statistics and scientific computing*, The University of Texas, Austin, Texas

Claire Jackson, *interim assistant superintendent*, Dover-Sherborn Public Schools, Dover, Mass.

Jerome A. Lucido, *vice provost for enrollment policy and management*, University of Southern California, Los Angeles, Calif.

Lester P. Monts, *senior vice provost for academic affairs*, University of Michigan, Ann Arbor, Mich.

Peggy O'Neill-Skinner, *head of science department*, The Bush School, Seattle, Wash.

Shirley A. Ort, *associate provost and director of scholarships and student aid*, University of North Carolina, Chapel Hill, N.C.

Madeleine Rhyneer, *vice president for admission and financial aid*, Willamette University, Salem, Ore.

Joellen Silberman, *vice president for enrollment*, Kalamazoo College, Kalamazoo, Mich.

College Board Staff supporting the Committee on Associational Purpose and Structure

Mary Carroll Scott, *vice president for Membership*

Dorothy Sexton, *vice president for Governance and Secretary of the Corporation*

For the most part, the current *Bylaws* have served the Corporation well. Because of this, CAPS saw its responsibility as less a need to rewrite the *Bylaws* entirely, and more a need to simply focus on those areas of the *Bylaws* that needed to work better.

CAPS also believed that there was a difference between governance of the College Board and use of College Board programs. Member institutions have chosen to be involved with governance and as members they must "...make regular and substantial use of ... College Board programs..." But use of College Board programs is not restricted to members, as any institution may use College Board programs. Although both member institutions and institutions that simply use College Board programs are important, in its work with the *Bylaws*, CAPS focused on what it felt were issues of governance rather than issues that seemed more related to the use of programs.

In its work, CAPS presented the proposed *Bylaws* changes for review by the College Board's Board of Trustees, by the the Trustee Committee on Membership and at the meetings of the Academic Assembly Council, the College Scholarship Service Assembly Council, and the Guidance and Admission Assembly Council during the 2007 calendar year. In addition, CAPS made presentations at each of the regional forums in the January-February 2008 meeting cycle, asking for member input on the proposed *Bylaws* changes.

Also, CAPS discussed and presented the proposed *Bylaws* changes at Associational Leadership Meetings of the College Board in June 2007 and July 2008. These Associational Leadership Meetings were attended by regionally elected Trustees and chairs of the regional Academic Assembly, College Scholarship Service Assembly, and Guidance and Admission Assembly councils.

In all cases, the suggestions made by members at these various meetings were incorporated into the final proposed *Bylaws* changes, and CAPS is grateful for the comments and thoughtful support of the membership in this review process.

Proposed *Bylaws* Changes and Rationale

There are six areas in the *Bylaws* where changes are proposed by CAPS:

- I. Rearrangement of the paragraphs in the Membership Article, and rewritten paragraphs within the Membership Article discussing nondiscrimination and the authority of the Trustee Committee on Membership.
- II. Listing of states included in each regional assembly are omitted.
- III. A requirement that the Board of Trustees "...shall..." review the *Bylaws* at least every 10 years.
- IV. A requirement that members "...shall..." appoint delegates.
- V. Inclusion of an introductory Article on the nature and purpose of the College Board.
- VI. General changes relating to writing style, grammar and punctuation.

CAPS does not recommend any change in the *Bylaws* regarding membership for middle schools. The rationale for middle schools as well as the *Bylaws* changes that are recommended are discussed in the following paragraphs.

Middle Schools

Membership for middle schools, along with the nondiscrimination clause in the *Bylaws*, was one of the primary issues that promoted a review of the *Bylaws*. Prior to CAPS, membership for middle schools had been discussed at numerous meetings of the Trustee Committee on Membership and the Board of Trustees, as well as at meetings in the regions.

of the Members

The CAPS' discussions of middle school membership, as well as the discussions that had occurred with the Board of Trustees and the Trustee Committee on Membership, were inconclusive in their recommendations. Some people felt strongly that middle schools should be a natural part of the growth of the membership of the College Board, especially because of their critical position in the development of academic and social skills, and others, while recognizing the importance of middle schools, felt that membership simply was not the right vehicle to most effectively support middle schools.

After these many inconclusive discussions, the Associational Leadership Meeting held in New York in June 2007 heavily influenced the direction of CAPS in reaching a recommendation regarding middle school membership in the College Board.

At the 2007 Associational Leadership Meeting, the attendees had a long and very productive discussion about middle schools and their involvement in the College Board and its governance structure. This discussion clearly emphasized the important work done in middle schools, but a consensus developed that middle schools and their involvement in the College Board seemed to be less about governance and membership and more about how the College Board might productively engage middle school faculty and staff in the issues that mattered to them.

There was also a strong sense at the Associational Leadership Meeting that middle school faculty and staff should have opportunities to express their thoughts about how best to develop their relationship with the College Board before any recommendations were made regarding the *Bylaws*. Based on this very positive and productive discussion, and based on the sense that additional input was needed from middle school faculty and staff, CAPS asked the Trustee Committee on Membership and the College Board staff for help in developing a plan to gather this additional input.

The result of this request was the development of a survey instrument directed at middle school faculty and staff to determine their needs and interest in the College Board and its programs, including the possibility of membership. The survey was prepared and managed by The Cohen Group, a market research firm based in New York with significant experience with the College Board. Overall supervision of the project was the responsibility of the Trustee Committee on Membership and the Office of the Vice President for Membership.

The Cohen Group's research showed that middle schools had a number of issues and a number of areas where both the College Board and middle schools might benefit from a stronger relationship, but the research also showed that very few middle school faculty and staff were interested in College Board membership. It was the judgment of The Cohen Group's research team that more fundamental work in developing relationships with middle schools should be done before membership in the College Board could appropriately be evaluated, both by the College Board and by middle school faculty and staff.

After a thorough review of the survey results and The Cohen Group's recommendations, the Trustee Committee on Membership felt that further discussion of middle school membership was not warranted at this time and that it was not necessary to address middle school membership in the proposed *Bylaws* revisions. Based on this conclusion by the Trustee Committee on Membership, CAPS does not recommend any change in the membership structure of the College Board for the inclusion of middle schools.

CAPS does, however, recommend that work continue to involve middle schools in the advisory structure of the College Board, as well as to provide opportunity for middle school faculty and staff to participate in College Board activities.

The Membership Article

Within the Membership Article, there were three suggested changes. First, CAPS felt that the individual paragraphs within the Article should be reordered into a sequence that was more logical.

Second, as there is now only one category of members in the College Board, the proposed *Bylaws* omits any reference to other membership categories. This is consistent with current policy and operating procedure for the Trustee Committee on Membership.

Third, and most significantly, the proposed *Bylaws* suggest changes in the "nondiscrimination" clause to make it more contemporary and give the Board of Trustees more authority in reviewing the "nondiscrimination" clause.

The "nondiscrimination" clause, *Article I., paragraph F.*, in the current *Bylaws*, reads as follows:

"Subject to the right of an educational institution to define its mission in terms of educating persons of the same sex or of a particular religious faith, so long as such standards are fairly applied, it is the responsibility of the members of the College Board to have neither a policy nor a practice that denies admission or financial aid to any student on the basis of race, religion, creed, national origin, age, or sex. The faithful discharge of that responsibility is a condition of eligibility for membership."

Over a period of time, the Trustee Committee on Membership and the Board of Trustees had many long and thoughtful discussions about the "nondiscrimination" clause and in general, there was agreement that the current clause had several issues:

1. The list of specifically designated groups in a nondiscrimination statement was more inclusive today than it was in 1991, when this portion of the *Bylaws* was written. For instance, in addition to race, religion, creed, national origin, age and sex, it is now common to include such things as sexual orientation, veterans' status and disabilities in such a list.
2. The language itself was dated. For example, the word "gender" is now more commonly used rather than "sex" to discuss men and women.
3. The clause only mentioned admissions and made no mention of continuing enrollment.
4. There was conflict within the clause. Although the clause attempted to respect the right of schools to educate students of a particular religious faith, it did not give clear guidance when that faith specifically excluded some students within the faith. For example, religious schools whose policies excluded students on the basis of sexual orientation.

When the current *Article I. [Membership]* is considered, it is important to remember that the current *Bylaws* give the Trustee Committee on Membership significant authority and latitude in the membership process through *paragraph H.*, the "authority" clause:

"The Trustees shall establish a Committee on Membership to deal with issues relating to membership and shall authorize the Committee to interpret and apply the criteria of eligibility for membership set forth in this Article."

Using this authority "...to interpret..." the "nondiscrimination" clause, the Trustee Committee on Membership proposed an updated interpretation of the "nondiscrimination" clause in 2005, since amended by the Board of Trustees in June 2008, which reads as follows:

"Subject to the right of an educational institution to define its mission in terms of educating persons of the same gender or a particular religious faith, it is the responsibility of the members of the College Board to have neither a policy nor a practice that creates or supports barriers to admission, receipt of financial aid or continuing enrollment in educational institutions on the basis of race, religion, creed, national origin, ethnicity, age, gender, sexual orientation, gender identity, gender expression, veterans' status or disabling condition. The faithful discharge of this responsibility is a condition of eligibility for membership."

The Board of Trustees approved this interpretation in June 2008, and it serves as the operating policy for the Trustee Committee on Membership. This interpretation is printed on the application for membership as well as the dues notice that goes each year to current members.

In the proposed *Bylaws*, CAPS addressed the issues with the current *Bylaws* and strengthened the process for review of the "nondiscrimination" clause by rewording both the "nondiscrimination" and the "authority" clauses as follows:

Proposed "nondiscrimination" clause (Article II., paragraph C.):

"It is the responsibility of College Board members to maintain policies and practices that create and support equitable access to admission, receipt of financial aid and continuing enrollment for all students. The faithful discharge of this responsibility is a condition of initial and continuing membership, and is subject only to the right of an educational institution to define its mission in terms of educating persons of the same gender or of a particular religious faith as long as all persons of that gender or particular religious faith are dealt with in an equitable manner."

Proposed "authority" clause (Article II., paragraphs A. and D.):

"The Board of Trustees shall establish a Committee on Membership to deal with issues relating to membership, and shall authorize the Committee to interpret and apply the criteria of eligibility for membership set forth in this Article.

"With regard to paragraph C. of this Article, the nondiscrimination clause, the Committee on Membership shall publish, with the approval of the Board of Trustees, their interpretation of this paragraph on a regular basis. As a condition of membership, members must comply with the interpretation of the nondiscrimination clause as approved by the Board of Trustees."

CAPS believes that this approach strengthens the "nondiscrimination" clause in the following ways:

1. The proposed "nondiscrimination" clause includes continuing enrollment in addition to admission.

2. The proposed clause requires regular review, "...interpretation..." and publishing of the interpretation, both by the Trustee Committee on Membership and the Board of Trustees.
3. It does not change the current policy or interpretation of the nondiscrimination clause, as only the Board of Trustees can do that.

Taken together, CAPS believes these changes address the original issues, and give the Trustee Committee on Membership and the Board of Trustees the authority and responsibility to maintain current with the "nondiscrimination" clause as ideas about access, equity and inclusion develop.

Listings of States Included in Each Regional Assembly

In the proposed *Bylaws*, Article V. [Regional Assemblies], CAPS felt that listings of the specific states included in each regional assembly were not a necessary part of the *Bylaws*, as the specific states included in each regional assembly were already listed in each regional assembly's governance plan.

Omitting listings of the specific states included in each regional assembly simplifies the *Bylaws* without changing the current distribution of states among the regional assemblies or changing the authority of the Board of Trustees to determine to which regional assembly new members are assigned. This seemed especially important with the growing number of international schools as members of the College Board, and made the appropriate assignment of international schools to a specific region a matter of administration, as determined by the Board of Trustees, rather than a matter of governance requiring possible *Bylaw* revision.

Regular Bylaws Review

CAPS strongly felt that regular review of the *Bylaws* is an important part of good governance and good management of the College Board, especially in an evolving environment of change and challenge. And while regular review of the *Bylaws* had occurred throughout the history of the College Board, that review most often occurred when some sense of immediacy had necessitated a review of the *Bylaws* rather than that review being a part of the usual and normal business of the Board of Trustees.

Therefore, in the proposed *Bylaws*, CAPS has included in Article XV. [Governance of the Corporation], a new paragraph C., which would require a review of the *Bylaws* by the Board of Trustees at least every 10 years:

"...The Board of Trustees shall periodically review the governance and advisory structures of the College Board to make sure that they serve the evolving needs of the Corporation. Such a review shall occur no less frequently than once every 10 years...."

Appointment of Delegates

Early in its discussions, there was a strong consensus among CAPS members that membership in the College Board not only conferred rights but also incurred obligations. Although the opinion of CAPS members on the range of those obligations varied, there was strong agreement that those obligations ought to at least include the appointment of delegates.

Therefore, the proposed *Bylaws*, Article IV. [Delegates], paragraph A., reads: **"Each member shall appoint up to three delegates..."** and Article VI. [National Assemblies], paragraph A., reads:

"...Each member shall appoint a delegate to each of the three National Assemblies...."

In each of these cases, the only change from the current *Bylaws* was the use of the verb "...shall..." in place of the verb "...may..."

of the Members

Inclusion of an Introductory Article on the Nature and Purpose of the College Board

Early in the discussion of the *Bylaws* and possible revisions, CAPS quickly came to the strong consensus that some sense of the organization to which the *Bylaws* applied would be an important addition. Using language rooted in the original Charter of the College Board as well as its understanding of the functions of the College Board, CAPS proposed the following *Article I. [Nature and Purpose]* as an introduction to the *Bylaws*:

- A. The College Board is a membership corporation chartered by the New York Board of Regents under the New York Education Law. The members of the Corporation are institutions, systems, organizations, and agencies engaged in or serving postsecondary/higher or secondary education, and working together to support preparation for and transitions to postsecondary/higher education.**
- B. The purpose of the College Board is to develop and coordinate activities related to student academic preparation, admission, financial aid and success in postsecondary/higher education. In carrying out these activities, the College Board is committed to access and equity for all students.**

Writing Style, Grammar and Punctuation

CAPS agreed that the following conventions of style, grammar and punctuation would be used throughout the proposed *Bylaws*:

1. The word "...**delegate**..." would be substituted for the word "...*representative*..." as "...**delegate**..." is the appropriate term for persons appointed to represent members.
2. When reference is made to "...*higher and secondary education*..." the phrase, "...**postsecondary/higher and secondary education**..." will be used. CAPS felt that this better reflected the importance of community colleges in the transition process.
3. The words "...**Board of Trustees**..." will be used when referring to the Board of Trustees as a unit, and the words "...*Trustee*..." or "...*Trustees*..." will be used when referring to an individual Trustee or group of individual Trustees on the Board of Trustees.
4. In a series of items, a comma will be placed after the next-to-the-last item in the series before the conjunction.
5. In the *Bylaws*, when there is a reference to a specific article or a specific paragraph, a period (.) will be used after the specific article number or specific paragraph letter that is referenced. For example, article two, paragraph c, should be written as Article II., paragraph C. within the sentence in which it appears.

Implementation

If approved at the Annual Meeting of the Members at Forum 2008, implementation of the *Bylaws* will begin immediately.

5. Report of the 2008 Trustee Committee on Nominations

The 2008 Trustee Committee on Nominations was constituted in accordance with Article VI. of the College Board *Bylaws*. Its members are:

Georgette R. DeVeres, chair, associate vice president of admission and financial aid, Claremont McKenna College, Claremont, Calif.

Linda M. Clement, vice president for student affairs, University of Maryland, College Park, Md.

Sheldon Ekland-Olson, rapporteur centennial professor of liberal arts and director of the division of statistics and scientific computation, University of Texas at Austin, Austin, Texas

Donald M. Honeman, associate vice chancellor of enrollment management, University of Massachusetts Dartmouth, North Dartmouth, Mass.

Maghan Keita, professor of history and director of the Institute for Global Interdisciplinary Studies, Villanova University, Philadelphia, Pa.

Jerome A. Lucido, vice provost for enrollment policy and management, University of Southern California, Los Angeles, Calif.

Shirley A. Ort, associate provost and director of scholarships and student aid, University of North Carolina at Chapel Hill, Chapel Hill, N.C.

Beverly A. Richardson, vice president of college advancement/provost for the James Kerney Campus, Mercer County Community College, Trenton, N.J.

Patricia Z. Smith, director of guidance services, Hillsborough County Public Schools, Tampa, Fla.

Robert J. Weintraub, headmaster, Brookline High School, Brookline, Mass.

The 2007-2008 Trustee Committee on Nominations was charged with the responsibility of identifying nominees to succeed Officers and Trustees whose terms expire with the conclusion of the 2008 Annual Meeting, as follows: College Board Chair Lester P. Monts, senior vice provost for academic affairs, University of Michigan, Ann Arbor, Mich.; Youlonda Copeland-Morgan, associate vice president for enrollment management and director of scholarships and student aid, Syracuse University, Syracuse, N.Y.; Trustee Roderick G.W. Chu, chancellor emeritus, Ohio Board of Regents, Columbus, Ohio; and Trustee Ferlin Clark, president, Diné College, Tsaile, Ariz.

At their meeting on May 5, the committee had extensive discussions regarding the right balance for the Board of Trustees, in both its actual and perceived makeup. Members particularly noted the lack of individuals who work with large numbers of Native American students. Also of concern is the lack of representation from school-based staff that have day-to-day contact with students. The committee recommends that these concerns, along with compelling national issues, be priorities for selecting the 2009 class. It was also suggested that the regions be encouraged to take on these same priorities in their searches. Finally, there was a recommendation that future committees have an organizing conference-call meeting prior to the distribution of the call for nominations.

The committee submits the following slate of candidates for election at the 2008 Annual Meeting:

For Chair, for the two-year term 2008-10:

Youlonda Copeland-Morgan, associate vice president for enrollment management and director of scholarships and student aid, Syracuse University, Syracuse, N.Y.

For Vice Chair, for the two-year term 2008-10:

Paul Sechrist, president, Oklahoma City Community College, Oklahoma City, Okla.

For Trustees, for the four-year term 2008-12:

Catharine Bond Hill, president, Vassar College, Poughkeepsie, N.Y.

The committee also recommended a second nominee for the term 2008-12. Unfortunately, the individual decided to withdraw after the election process was well under way. As provided for by the *Bylaws*, the Board of Trustees will appoint a replacement for the term 2008-09, and the next Committee on Nominations will recommend a nominee for the remaining term (2009-12) of the position.

Three regional assemblies also elected Trustees, for the four-year term 2008-12:

Midwestern Regional Assembly Elected Trustee:

The rotational Middle States Regional Assembly Trustee position held by Suzanne Colligan, director of college counseling, Georgetown Visitation Preparatory School, will be filled by:

Arthur Williams, principal, Ann Arbor Huron High School, Ann Arbor, Mich.

Southern Regional Assembly Elected Trustee:

The rotational New England Regional Assembly Trustee position held by Peggy Cain, school counselor, Andover High School, will be filled by:

Mildred R. Johnson, interim director of undergraduate admissions, Virginia Tech, Blacksburg, Va.

Southwestern Regional Assembly Elected Trustee:

The rotational Western Regional Assembly Trustee position held by William Young, associate vice president for student life, Colorado School of Mines, will be filled by:

Frank Ashley, vice chancellor, Texas A&M University System, College Station, Texas

6. 2008 Nominee and Trustee-Elect Profiles



Youlonda Copeland-Morgan

Associate Vice President for Enrollment Management and Director of Scholarships and Student Aid
Syracuse University
Syracuse, N.Y.

Youlonda Copeland-Morgan, associate vice president for enrollment management and director of scholarships and student aid at Syracuse University, has been a recognized leader in higher education for more than 30 years. She currently serves as vice chair

of the Board of Trustees of the College Board and also chaired the Task Force on College Access for Students from Low-Income Backgrounds, which formed the nationally recognized CollegeKeys Compact™.

In a distinguished career that spans 30 years, Copeland-Morgan has held numerous leadership positions in student financial aid and admissions and has been honored for her commitment to sound enrollment management and financial aid policy that affects access, equity and minority participation in higher education. She was named to the College Board's College Scholarship Service Hall of Fame and has received distinguished service awards from the California Association of Student Financial Aid Administrators, the Western Association of Student Financial Aid Administrators and the College Board's Western region. She is also the recipient of NASFAA's Leadership Award and CASFAA's Lifetime Membership Award in recognition of her contributions to the profession. She has served several terms on the board of directors of the National Association of Student Financial Aid Administrators, as president of WASFAA, as chair of the Financial Aid Standards Advisory Committee of the College Board and as chair of the CSS Council. For the past four years, she has served as a Trustee of the College Board. Prior to her position at Syracuse University, Youlonda served as vice president of admission and financial aid at Harvey Mudd College.

Paul W. Sechrist

President
Oklahoma City Community College
Oklahoma City, Okla.

Paul W. Sechrist serves as the president and chief executive officer of one of the largest single-campus community colleges in the nation. As a comprehensive community college, OCCC offers a wide range of transfer and technical/professional academic programs to over 20,000 students. Sechrist is also leading the effort in the state of



Oklahoma to significantly improve the retention and graduation rates of community college students. Throughout his 30-year career as an educator, he has remained focused on increasing the number of students prepared for success in college, and he is deeply committed to making a difference in the life of every student. As a former classroom teacher in a public middle-high school, a professor of teacher education and dean at a private university and a chief academic officer of a community college, Sechrist brings a broad experience that bridges high schools with college and universities.

of the Members

Sechrist has held numerous leadership roles in state and national educational associations, including service to the College Board. He has served as a member of the Academic Assembly Council, the National Community College Advisory Panel, the Trustee Committee on Membership, the National Commission on Community Colleges, the National Forum Planning Committee, the Southwest Regional Council, and most recently as a regionally elected member of the Board of Trustees. In his words, "My commitment to the important work of the College Board is simply due to the alignment of my personal mission with the mission of the College Board — connecting students to college success."



Catharine Bond Hill

President
Vassar College
Poughkeepsie, N.Y.

Catharine Bond Hill has been the president of Vassar College since 2006. An economist whose current work focuses on higher education affordability and access, Hill was previously provost and a member of the faculty at Williams College. In her earlier career, she worked for the World Bank and the Fiscal Analysis Division of the U.S. Congressional Budget Office. From 1994 to

1996, she was a macroeconomic adviser in the Ministry of Finance in the Republic of Zambia.

Hill's publications include the study coauthored with Gordon C. Winston "Access to the Most Selective Private Colleges by High-Ability, Low-Income Students: Are They Out There?" (College Access: Opportunity or Privilege?, College Board, 2006), and "Affordability: Family Incomes and Net Prices at Highly Selective Private Colleges and Universities," coauthored with Gordon C. Winston and Stephanie Boyd (Journal of Human Resources, 2005). She has been selected for a number of scholarly awards from organizations including the American Council of Learned Societies, the Brookings Institution, the National Science Foundation and the Social Science Research Council.



Frank B. Ashley III

Vice Chancellor for Academic Affairs
Texas A&M University System
College Station, Texas

During his long career in education, Frank B. Ashley has served in a variety of roles, including teacher, coach and administrator. For 22 years, he has served in various positions in the Texas A&M University System. He has held several positions at Texas A&M University in College Station, including interim assistant provost for

enrollment, director of admissions and associate dean for undergraduate studies and teacher education in the College of Education. He most recently served as interim provost and vice president for academic and student affairs at Texas A&M University-Commerce and as a school board member of the Commerce Independent School District.

As vice chancellor for academic affairs for the Texas A&M University System, Ashley coordinates academic and student affairs program development, implementation and accountability, including performance-based funding for the A&M system's nine universities and health science center. He also leads efforts to expand enrollment of community college transfer

students to system universities and leads development of comprehensive distance education initiatives.

Ashley received his doctorate and master's degrees from the University of Alabama and his bachelor's degree from Louisiana College.

Ashley is the author of numerous publications and presentations and has been invited to speak at the national level and abroad. He is active in many professional organizations and has received numerous honors and awards, including distinguished alumnus and citizen of the year awards.



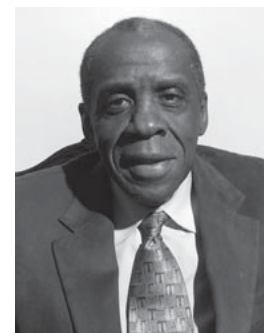
Mildred R. Johnson

Interim Director of Undergraduate Admissions
Virginia Tech
Blacksburg, Va.

A native of Danville, Va., Mildred Johnson serves as the the interim director of undergraduate admissions at Virginia Tech. She has been at the university since 1995, holding various positions in the undergraduate admissions office until her appointment as interim director. With more than 25 years of college admissions and higher education experience,

she has also held positions at the University of North Carolina at Greensboro, Longwood University, Gardner-Webb University and Averett University. Johnson served on the National Forum Program Planning Committee in 2007 and 2008. As a member of the College Board, she served as a council member of the Southern Region, holding the position of chair in 2006 and past chair in 2007, as well as serving as the Virginia representative to the council. As a member of the Virginia Association of Collegiate Registrars and Admissions Officers, she was past president in 2004. She also holds memberships in NACAC, AACRAO and PCACAC.

Johnson is a frequent speaker on the college-search process and the transition from high school to college. She is a strong advocate for college access and equity and believes we need to look more broadly at what we can do to prepare all students for college success.



Arthur L. Williams

Principal
Ann Arbor Huron High School
Ann Arbor, Mich.

Arthur L. Williams, a native of Chicago, has 39 years of experience as a secondary educator and is a graduate of the Chicago Public Schools. He has worked in five states (Illinois, Missouri, Florida, Pennsylvania and Michigan) and seven school districts. He has served as a classroom teacher (U.S. history, government, world history and geography),

dean of students, assistant principal and principal (for 20 years). For the last 14 years, he has been the principal at Ann Arbor Huron High School.

Williams has been active on the Midwestern Regional Council over the last six years; he has served as chair-elect, chair and past chair. In addition, he has served on the Program Planning Committee, was chair of the Greenhouse Committee and was recently selected as one of 800 educators traveling to China sponsored by the College Board, Hanban and Wayne State University.

Williams holds a Bachelor of Arts in political science from Western Illinois University, a Master of Arts in administration and supervision from Roosevelt University, and a Ph.D. in educational administration and policy studies from Northwestern University.



II. ANNUAL MEETING OF THE ACADEMIC ASSEMBLY

Thursday, Nov. 6, 2008

2-3:15 p.m.

ANNUAL BUSINESS MEETING AGENDA:

1. Welcome and Communications from the Chair
2. Minutes of the 2007 Annual Meeting
3. New Business from the Floor*

* During new business all delegates are encouraged to raise issues for council consideration during 2008-2009.

1. Minutes of the 2007 Annual Meeting of the Academic Assembly

The Annual Meeting of the Academic Assembly of the College Board took place on Oct. 26, 2007. Peggy O'Neill Skinner, science department head at the Bush School, Seattle, and chair of the Academic Assembly presided.

I. Welcome and Communications from the Chair

Peggy O'Neill Skinner welcomed the participants and thanked them for attending. She recognized Maghan Keita, professor of history and director of the Institute for Global Interdisciplinary Studies, Villanova University; Lester Monts, senior vice provost for academic affairs, University of Michigan; Bob Weintraub, headmaster, Brookline High School; and Leonard Lehrer, dean of the School of Fine and Performing Arts, Columbia College.

O'Neill Skinner also recognized Steven E. Brooks, chief executive officer of the North Carolina State Education Assistance Authority; Dorothy Sexton, vice president of governance and secretary of the College Board; and Gaston Caperton, president of the College Board, as well as several other current and former council members. She announced that a primary focus of the meeting would be on the arts in education.

President Caperton thanked the council members for their attendance and effort, noting that "the work this Council does is the heart and soul of what we do at the College Board."

II. Minutes of the 2006 Annual Meeting

O'Neill Skinner asked for a motion to approve the minutes of the 2006 Assembly Meeting. After the motion was moved and seconded, the minutes were approved as presented.

III. Task Force on the Arts in Education

The first agenda item was a discussion of the role of arts in education. O'Neill Skinner presented a video of creativity expert Ken Robinson, from the 2006 TED conference, which argues that we've been educated to become good workers, rather than creative thinkers. Students with restless minds

and bodies — far from being cultivated for their energy and curiosity — are ignored or even stigmatized, with terrible consequences. "We are educating people out of their creativity," Robinson says.

Leonard Lehrer, chair of the Arts Advisory Committee, recounted the steps that led to the creation of the National Task Force on the Arts in Education at the College Board. The Task Force met in September, and its attendees created a mission statement. The Task Force's goal will be "to create and sustain an integrated vision for arts education in the United States." Lehrer noted this has never been done before. A study will be undertaken to understand arts education in schools across the U.S. The Task Force will report its findings to the Board of Trustees and the Academic Assembly Council, and will present them in a College Board publication. The Task Force is excited by the College Board's support, and is off to a great start, Lehrer noted. He specifically thanked Gaston Caperton and Lester Monts for their "vision and articulation" in making the Task Force's work possible.

IV. College Readiness System

Next, O'Neill Skinner introduced Lee Jones, senior vice president of College Readiness Products, who discussed the College Board's college readiness system. Policymakers at all levels are talking about making sure that students are "college ready," Jones observed. He reported on College Board initiatives to make sure that as many students as possible exit high school "college ready." Jones defined college readiness as students graduating from high school with "the knowledge, skills and behaviors to complete a college course of study successfully, without remediation." Jones noted that the College Board has changed the way it thinks about its programs from a disparate set of products and services to a continuum to ensure more students are college ready. He outlined the steps to be taken: Establish a curriculum based on college readiness standards...ensure participation and success in rigorous academic courses...monitor student progress...facilitate college career and financial planning.

V. New Business

O'Neill Skinner noted that the work of the Council is "important and critical" and described how its work "brings so many voices together." She emphasized the importance for the Council to discuss "teacher advocacy and professional development," noting that 50 percent of teachers leave the profession in their first five years. Finally, O'Neill Skinner said she valued having been a part of the Council and thanked everyone for the privilege of serving as chair of the Academic Assembly. She then asked if there was new business to discuss from the floor.

To a question about plans for a middle school test, Lee Jones responded that the test will be launched in fall 2009.

O'Neill Skinner then passed the gavel to Maghan Keita, chair-elect of the Academic Assembly, who observed "how important this moment is to me." Keita expressed his indebtedness to Peggy O'Neill Skinner and Lester Monts for their support and mentorship and said he is "supremely excited for what might take place over the next several years." Referring to the morning's plenary presentation, Keita agreed with Matthew Goldstein, chancellor of the City University of New York, who said that education must be seen as a national security issue. He encouraged the Council members to leave the meeting with that thought in the front of their minds. "The College Board," said Keita, "will be the most dynamic engine in the country for the achievement of those goals."

of the Members

It was announced that the 2008 Annual Meeting of the Academic Assembly will be held in Houston, Texas, in conjunction with the Forum on Nov. 5-8, and the meeting was adjourned.

2. Report of the 2008 Academic Assembly Council Nominating Committee

The Academic Assembly Council Nominating Committee was constituted in accordance with Article VI. of the AA Governance Plan. The committee identified a nominee to succeed Beatriz Zarraluqui, administrative director, Miami-Dade County Public Schools, Miami, Fla. The committee put forth the following slate.

For Member of the AA Council for the three-year term, 2008-11:

Nestor Diaz, assistant principal of curriculum, Coral Gables Senior High School, Coral Gables, Fla.

3. Report of the 2008 Academic Assembly Council

The Academic Assembly Council met twice this year, Dec. 7-8, 2007, and May 2-3, 2008. A summary of actions taken at these two meetings follows.

The chairs of the Social Sciences and the History Academic Advisory Committees jointly put forth the following motion:

Motion: That the Academic Advisory Council supports the History and Social Sciences Academic Advisory Committees' recommendation that the CLEP® Social Sciences and History Committee significantly and appropriately revise the social sciences and history tests.

The World Languages Advisory Academic Advisory Council was concerned about the listening portion of the SAT Subject Tests™ and placed the following motion on the floor:

Motion: Whereas listening is a critical component of world language learning, and whereas the current SAT Subject Tests program has some administrations of the World Language Exams without listening, the WLAAC requests that the Trustees commission a study of the SAT Subject Tests program in world languages to determine the impact of including listening in future administrations of each of the languages.

We recommend that the research include, but not be limited to, score differentials, college acceptance for placement and/or credit, and logistic issues.

In response to news coverage alleging that the Advanced Placement Program is being used as a tool to segregate students, the Council considered available responses.

In light of this, the Academic Assembly Council recommends that the College Board investigate the extent to which AP programs are resulting in racial segregation. Furthermore, the Academic Assembly Council recommends that the College Board take immediate action to remediate any pattern of racial exclusion with AP programs.

The World Languages AAC also put forth the following motion regarding AP offerings:

Motion: Given the recent discontinuation of the three world language AP offerings, the World Languages AAC has welcomed the opportunity to implement a 21st-century vision for language education. The WLAAC has a strong belief that there should be a single capstone course in each world language in order to better integrate language, literature, and culture in all of the world language AP offerings.

of the College Scholarship Service Assembly ◀

III. ANNUAL MEETING OF THE COLLEGE SCHOLARSHIP SERVICE ASSEMBLY

Thursday, Nov. 6, 2008

10:30-11:45 a.m.

ANNUAL BUSINESS MEETING AGENDA:

1. Welcome and Communications from the Chair
2. Minutes of the 2007 Annual Meeting
3. Rethinking Student Aid
4. Task Force on Admissions in the 21st Century
5. New Business from the Floor*

* During new business all delegates are encouraged to raise issues for Council consideration during 2008-2009.

1. Minutes of the 2007 Annual Meeting of the College Scholarship Service Assembly

The Annual Meeting of the College Scholarship Service Assembly of the College Board took place at the Hilton New York on Oct. 25, 2007, in conjunction with Forum 2007. Assembly Chair Shirley Ort presided.

I. Welcome and Communications from the President and Chair

College Board President Gaston Caperton gave the opening welcome at the 2007 Annual Meeting of the College Scholarship Service Assembly. He thanked members for coming and emphasized the importance of a college education. Though the cost of college is going up, he said, there is still no better investment than education.

Shirley Ort, associate provost and director of scholarships and student aid at the University of North Carolina at Chapel Hill and chair of the CSSA thanked President Caperton for leading the College Board forward on a strong footing.

Ort went on to highlight some of the goals of the CSS during her tenure as chair, including balancing the primacy of need-based aid with academic excellence. She also said that the College Board should be perceived as a force in education, not just a service provider, and cited Rethinking Student Aid, "Education Pays," and the Task Force on College Access for Students from Low-Income Backgrounds as examples of the ways in which the College Board is trying to effect positive changes in education. She said the College Board should continue to strive to reassert its voice on public policy.

II. Minutes of the 2006 Meeting

Ort referred members to pages 17 and 18 of the agenda materials to review the 2006 minutes of the CSSA, and then asked for a motion to approve. The motion was seconded and the minutes were approved as presented.

III. Smart PROFILE

Myra Smith, executive director of financial aid services at the College Board, spoke next. In her presentation, "The Adaptive CSS/Financial Aid PROFILE® (PROFILE) Application," she described the improvements made to CSS/Financial Aid PROFILE online from the first year it moved from paper to the Internet, in 2006-2007, to the present.

Smith said in its first year online, the original PROFILE had generic questions and static worksheets, which were perceived as a barrier to low-income students. Today, the student registration process identifies specific groups of students, and the questions are tailored to each group. This version of PROFILE is called a "smart" application, because it changes according to the answers students give to certain questions.

The Smart PROFILE, Smith said, also lowers the number of questions each student is asked, while increasing the overall number of questions in the database. The result of these changes, she said, is an infinitely flexible application and a reduction of customer service calls. In addition, 40 percent of renewal applicants said the PROFILE was easier to use, while only 18 percent said it was harder. School and student feedback, Smith said, has been uniformly positive.

IV. Task Force on College Access for Students from Low-Income Backgrounds

Ort then recognized Steven E. Brooks and Youlonda Copeland-Morgan, co-chairs of the Task Force on College Access for Students from Low-Income Backgrounds, for their outstanding work. Copeland-Morgan noted that working on the Task Force as co-chair had been one of her most rewarding professional experiences. She asked the Assembly members to read the CollegeKeys Compact and give feedback on how to make it possible to have their institution be a participant. She acknowledged Martha Salmon, former vice president of the College Board's Southwestern Regional Office, for her expertise and help.

V. Rethinking Student Aid

Ort next invited Kathleen Little, student aid policy senior adviser, to speak about the Rethinking Student Aid Study Group, co-chaired by Sandy Baum and Michael McPherson, which hopes to come to a consensus on some key issues by their December meeting.

The Study Group principles that have been agreed upon include the need for transparency in student aid; the need for federal aid eligibility to be equitable and predictable; the need for gift aid with a reasonable amount of work and loans to be sufficient for students to complete the education of their choice; the need for communication with families about educational opportunity to happen early and often, in simple, forthright terms; and the need for programs and policies to be judged primarily on their value to students, rather than the benefit to institutions or states.

Little said that the Study Group's published report, including implementation cost information and research papers, is scheduled to be released next summer.

of the College Scholarship Service Assembly

Ort then read the resolution on page 19 of the Agenda Materials that honors Kathleen Little for her contributions to the College Board and the financial aid community on the occasion of her retirement.

Resolution: **Whereas:** Kathleen Little, our admitted and esteemed colleague and senior executive director of financial aid programs and services at the College Board, has entered a new phase in her career; and

Whereas: Her 20 years of committed and dedicated work on behalf of students and families and the college and university administrators who serve them has been both extraordinary and exemplary; and

Whereas: She has consistently exhibited great foresight throughout her career, being able to anticipate the challenges that educators and families will face in the future, and being able to position the College Board to help educators and families meet those challenges; and

Whereas: She has a deep understanding of need analysis, its central importance to the equitable distribution of scarce and limited financial aid resources, and the importance of continuously working with the financial aid community to build consensus; and

Whereas: She has shown a tenacity and persistence that have served the College Board ably and well, and that have produced successful results despite great odds, especially the transition from the FAF to the PROFILE; and

Whereas: She has displayed great qualities of leadership and inclusiveness in the management of the FASSAC volunteers in helping them respond constructively to the challenges of constructing a meaningful and economically sound need analysis; then

Therefore be it resolved: On Dec. 5, 2006, that this Council, on behalf of members of the CSSA of the College Board, expresses its deep gratitude to Kathie Little and honors her for her many contributions during her years of service to the College Board and the higher education community; and

Be it further resolved: That the Council congratulates and wishes Kathie an equally outstanding retirement, and we are heartened to know she will continue working with us on Rethinking Student Aid, ensuring that we will continue to benefit from her keen intellect as she moves into a new life stage.

Kathleen Little received a standing ovation.

VI. New Business

There was no new business to discuss, so the gavel was turned over to incoming Chair Carolyn V. Lindley, university director of financial aid at Northwestern University. Lindley recognized the newly elected members of the CSSA Council: Patricia McWade, chair-elect; Shirley Ort, Trustee representative; Ricardo Gonzalez; Karen Cooper; and Mary S. San Agustin.

Lindley announced that the 2008 Annual Meeting of the College Scholarship Service Assembly would take place in Houston in conjunction with the Forum on Nov. 5-7, 2008. The meeting was then adjourned.

2. Report of the 2008 College Scholarship Assembly National Nominating Committee

The College Scholarship Service National Nominating Committee was constituted in accordance with Article IX. of the CSSA Articles of Association. The committee identified nominees to succeed:

Jeffrey C. Lee, guidance counselor, Edison High School, Stockton, Calif.

Carlene Riccelli, former college adviser, Amherst Regional High School, Amherst, Mass.

Richard Shipman, director of financial aid, Michigan State University, East Lansing, Mich.

Christopher Walsh, special assistant to the vice president, Syracuse University, Syracuse, N.Y.

The committee considered suggested candidates received in response to an invitation to delegates of the assembly. It put forth the slates below, and voting of the assembly delegates took place by mail ballot.

For Member of the College Scholarship Service Assembly Council for a three-year term, 2008-11:

Jamel V. Crandall, School Counselor, Edmondson-Westside High School, Baltimore, Md.

OR

Robin Sroka, Career Counselor, Woodrow Wilson Classical High School, Long Beach, Calif.

For Member of the College Scholarship Service Assembly Council for a three-year term, 2008-11:

Irma Billette, Counselor and College Adviser, Houston ISD-Michael E. DeBakey High School for Health Professions, Houston, Texas

OR

Patricia Waldrop, Director of Guidance and Counseling Services, Spring Branch ISD, Houston, Texas

For Member of the College Scholarship Service Assembly Council for a three-year term, 2008-11:

Wesley P. Jordan, Dean of Admissions and Financial Aid, St. Mary's College of Maryland, St. Mary's City, Md.

OR

Linda Parker, Director of Financial Aid, Union College, Schenectady, N.Y.

For Member of the College Scholarship Service Assembly Council for a three-year term, 2008-11:

Kristine Butz, Associate Director of Financial Aid, Butler University, Indianapolis, Ind.

OR

A.D. James Jr., Director, Student Financial Aid, Tuskegee University, Tuskegee, Ala.

of the College Scholarship Service Assembly ◀

3. Report of the 2008 College Scholarship Service Assembly Council

The College Scholarship Service Assembly Council met twice this fiscal year, Dec. 10-11, 2007, and May 19-20, 2008. A summary of these two meetings follows:

December 2007 Meeting

Regional reports included the announcement of the retirement of Andre Bell and his interim replacement Fred Dietrich. The Southwestern Region held its first Admission Counseling Institute at the University of Texas at San Antonio, with K-12 education manager Debra Craig as the liaison. The Western regional representative reported that Oregon brought forth a PSAT/NMSQT initiative for the ballot in November to fund all student's test taking. The Task Force on Admissions in the 21st Century was also discussed, as well as how the Board could do more to aid students' college success.

Myra Smith highlighted the updates on the Adaptive PROFILE and said the online form is more user-friendly for students and families, emphasizing specific instructions and questions. The new system is more flexible and school feedback is positive. In addition, surveys will be used to determine how the new system is progressing.

Jacqueline Woods highlighted the Task Force on College Access for Low-Income Students, whose work was to identify the barriers faced by low-income students and how to alleviate them. The Task Force's research is focused in three areas — getting ready, getting in and getting through college.

The Council also received an update on the Commission on Access and Admissions, which was asked to look at eight core issues and work on a rubric with outcomes that can be effected. Once the report is complete, it will support other College Board initiatives. Brad Quin reported that the Commission and the Task Force are using the work included in the CollegeKeys Compact. Quin also noted how institutions and the College Board are working on diversity issues on campuses across the nation. Seminars and race-neutral policies are being used all over the country to encourage intelligent discussions on this important topic.

Joellen Silberman reported on the Committee on Associational Purpose and Structure, which was charged with reviewing the College Board's *Bylaws*. The committee was charged with reviewing the College Board's nondiscrimination clause for its wording, and then its interpretation. A proposed nondiscrimination clause was presented and a motion to support a new clause was put forth and seconded. It was approved unanimously.

May 2008 Meeting

Special guest Sally Donahue spoke about the FASSAC's January meeting, the committee's diverse membership and the organization's three subcommittees. The topics discussed by FASSAC included the effects of fee waivers, more publications to get the word out that there is financial aid to students and their families, and the use of need analysis to reasonably assess financial situations.

Michael Fraher talked about the College Board and its work on Institutional Methodology. He said the work of the committee in terms of assessing and looking at the appropriate EFC is especially important.

The Council also received a report on the College Board's advocacy activities for the past year and the plans for fiscal year 2009. The Rethinking Student Aid report will be published in September, and there will be three publications on the importance of writing from the National Commission on Writing. In addition, the Commission on Access, Admissions and Success in Higher Education and the Task Force on Admissions in the 21st Century are releasing a report in the fall. Regarding Asian American and Pacific Islander students, she said there will be a forthcoming report, "Facts, not Fiction: Setting the Record Straight."

Sandy Baum provided a summary on the considerations for Rethinking Student Aid. She said that she wanted it to be understandable and predictable. According to her, the goal was to design a system that keeps the student in mind by proposing a dramatically simplified system — both the application process and programs that currently include different eligibility requirements.

Patricia Martin delivered the report on the Fall Counselor Workshops and said they are important to the College Board and its business. She went on to discuss the recommendations for expanding the focus of the workshops. The new seminars will provide face-to-face opportunities for counselors and expand on four key elements: innovation, inspiration, information and interaction.

of the Guidance and Admission Assembly

IV. ANNUAL MEETING OF THE GUIDANCE AND ADMISSION ASSEMBLY

Thursday, Nov. 6, 2008

9-10:15 a.m.

ANNUAL BUSINESS MEETING AGENDA:

1. Welcome and Communications from the Chair
2. Minutes of the 2007 Annual Meeting
3. Task Force on Admissions in the 21st Century
4. Rethinking Student Aid
5. New Business from the Floor*

* During new business all delegates are encouraged to raise issues for council consideration during 2008-2009.

1. Minutes of the 2007 Annual Meeting of the Guidance and Admission Assembly

On Oct. 25, 2007, Esther B. Hugo, past chair of the Guidance and Admission Assembly, convened the annual meeting of the members.

I. Welcome from the Past Chair

Esther Hugo presided over the meeting in lieu of GAA Chair Jerry Lucido, who was unable to attend. She welcomed the members and then read a statement from Lucido expressing his regret at being unable to attend. He also said that the GAA members were having a positive impact on students, noting that it takes "good people and the right kind of organization" to have such an impact.

Hugo then introduced Steven E. Brooks, executive director of the North Carolina State Education Assistance Authority; Dorothy Sexton, vice president of governance and secretary of the College Board; Jack Blackburn, dean of admissions at the University of Virginia; and incoming chair Patricia Smith, director of guidance services for Hillsborough County Public Schools in Tampa, Fla.

Hugo also noted the results of the GAA Nominating Committee. Gary D. Meunier, school counselor at Weston High School in Weston, Conn., was named chair-elect for 2007-09. Philip A. Ballinger, director of admissions at the University of Washington in Seattle, and Lorna J. Hunter, vice president for enrollment management at Bryant University in Smithfield, R.I., were both elected to serve three-year terms as Assembly members, from 2007 to 2010.

II. Is the College Board the "College" Board?

The panel topic, "Is the College Board Still the *College* Board?" was led by Christine J. Scott, director of college counseling at The Masters School in

Dobbs Ferry, N.Y.; Gary D. Meunier; Kelly A. Walter, executive director of admissions at Boston University; and Jack Blackburn.

In response to the question of whether the core mission of the College Board had changed due to the change in focus from colleges to high schools, Walter said that she appreciates that the College Board is a membership organization, and that everyone has a voice to speak up about the issues that concern them.

She then noted that the College Board is a group of individuals and organizations committed to college success; our number one priority is to help open doors to higher education for all students, not just those from privileged backgrounds. She said that the College Board embraced this idea both in word and in deed. She cited the AP Program as a service that has had an impact on students' college success, noting how much better prepared for college students are now than they were 10 years ago.

Walter concluded by saying that being a member of the College Board gives participants the ability to make a difference to society at large, and that the Board's collective voice gives credibility to its views.

Meunier said that the College Board has made an effort to get information from members to make the changes they want, and that he wishes more members would tap into the various needs assessments and make the College Board a more membership-driven organization.

Christine Scott spoke next, saying that there is a voice for both high schools and middle schools, and that the Board is open to hear everyone's opinions. She also said that the College Board has addressed student needs with programs that prepare students for college.

Scott continued that there were some concerns among members that school counselors didn't have a voice, and that concern has been addressed. There were also concerns that the education profession was changing without data to support those changes; however, the College Board has that data and research.

Scott concluded by saying that if the College Board seems to be addressing more high school issues than college issues, it may be because there are more high school issues to address.

Jack Blackburn noted that the College Board has become a network of people from all different backgrounds. He cited the variety of sessions available at Forum 2007 as evidence of a larger, more diverse membership.

Blackburn concluded by saying that it is imperative to make college accessible to low-income students. He said that the increase in the number of CSS/Financial Aid PROFILE fee waivers from two to six makes the PROFILE nearly free — and things like that can have an immediate impact.

New Business: Hugo returned to the podium for new business, and the following topics were discussed:

- The College Board should consider entering into a collaborative effort with the ACT, as many students in the Midwest take this test as well as the SAT.
- The maximum family income required for students to qualify for fee waivers is unfair, as many students, particularly in New York City, may come from families that make slightly more than the maximum, yet still cannot afford the costs of college.

of the Guidance and Admission Assembly

- Educators from the San Diego area urged the College Board and postsecondary institutions to be flexible with application deadlines because of the recent rampant fires that have affected a multitude of services and have unnerved students about important test and admissions deadlines.

It was announced that the 2008 Annual Meeting of the Guidance and Admission Assembly will be held in Houston, Texas, in conjunction with the Forum on November 5-8, and the meeting was adjourned.

2. Report of the 2008 Guidance and Admission Assembly Council Nominating Committee

The Guidance and Admission Assembly Nominating Committee was constituted in accordance with Article VI. of the GAA Governance Plan. The committee identified nominees to succeed:

Gloria J. Mueller, coordinator of college counseling, Glenbrook South High School, Glenview, Ill.

Gil J. Villanueva, dean of admissions, Brandeis University, Waltham, Mass.

The committee put forth the following slates.

For Member of the Guidance and Admission Assembly Council for a three-year term, 2008-11:

Jeffrey Blum, College Readiness Counselor, District Liaison Counselor and Senior Counselor, G.W. Brackenridge High School, San Antonio, Texas

OR

Charlotte Winkelmann, Director of College Readiness and Guidance, Hays Consolidated Independent School District, Kyle, Texas

For Member of the Guidance and Admission Assembly Council for a three-year term, 2008-11:

Cheryl Brown, Director of Admissions and Enrollment, State University of New York at Binghamton, Binghamton, N.Y.

OR

David Kraus, Director of Admission, Davidson College, Davidson, N.C.

3. Report of the 2008 Guidance and Admission Assembly Council

The Guidance and Admission Assembly Council met twice this year, Dec. 13-14, 2007, and May 15-16, 2008. A summary of actions taken at these two meetings follows.

In December 2007, the Council was briefed on a report and proposal regarding SAT score reporting. After examining possibilities and getting feedback from students, the SAT Program staff was considering changes to the way scores are reported to colleges. Laurence Bunin, senior vice president for operations, explained that the issue was presented to the SAT

Advisory Committee for consideration. He further described the revenue considerations and the market survey of students and others.

Bunin reported that the staff recommended to the SAT Advisory Committee, and they agreed in principle, that a score control policy should be implemented. There was an extended discussion of the issue. There was also the desire for the College Board to maintain a market presence ahead of ACT within the parameters of guarding the purpose of the SAT: transition to higher education. A discussion about maintaining institutional validity and psychometrics issues also took place.

A motion was made and seconded:

Motion: **The Guidance and Admission Assembly Council endorses the proposal to thoroughly investigate and report to the Trustees in March a plan to permit students to use score control as it applies to selected test dates.**

After discussion, the motion was amended to include the following:

Amendment: **This change will not result in any financial increases to the students.**

The motion passed with nine in favor, three opposed and two abstentions.

At the May 2008 meeting, an update on the SAT change on reporting scores to colleges was given. According to Laurence Bunin, it has been postponed as a direct result of addressing the membership's concerns and requests for more time before deciding on the initiative. The Trustees will now vote on the initiative during their June 2008 meeting. If the Trustees vote in favor, it will launch in January or February 2009 for the class of 2010 and will start with the March 2009 SAT administration. Bunin reported that research has overwhelmingly shown that students want the ability to choose which scores are sent to colleges. He clarified the fact that colleges will continue to set their requirements for admission, and students will have to pay attention to those requirements. He went on to explain that students will be able to select scores after taking the SAT and after taking each SAT Subject Test, which circumvents psychometric issues. The score selected by the SAT sitting (date) forces students to focus on the entire test instead of on specific sections.

Bunin went on to state that there are a lot of myths about the SAT that need to be debunked and clarified. If the initiative is approved, an advisory group or task force will be formed to help with communication efforts geared toward our membership and the general public.

Throughout the year the regionally elected members of the Council regularly reported on issues of concern to Guidance and Admission members in the regions and on meetings of the regional councils. The Council also received reports from the assembly-elected Trustees and from program staff that included information regarding the College Readiness System™, CollegeKeys Compact; Community College Report; Rethinking Student Aid; and the Access Success Pilot.

Additionally, Madeleine Eagon Rhyneer, visited with the Council at its December meeting to discuss the work of the Committee on Associational Purpose and Structure. The committee is reviewing the *Bylaws*, since they need to reflect structural and operational changes. Two areas of concern that CAPS is reviewing are the language of the *Bylaws* and whether to invite middle schools as members. The revisions according to Eagon Rhyneer will likely not be major.

Elected Officers, Trustees, and Councils

2007-2008 ELECTED OFFICERS AND TRUSTEES OF THE COLLEGE BOARD

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Georgette R. DeVeres, Past Chair

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John A. Blackburn

Dean of Admission
University of Virginia
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Professor of History and Ethnic Studies
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Affairs and Student Academic Support
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Maghan Keita

Professor of History and Director of the
Institute for Global Interdisciplinary
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Philadelphia, Pa.

Scott C. Kelley

Executive Vice Chancellor for Business
Affairs
The University of Texas System
Austin, Texas

Carolyn V. Lindley

University Director of Financial Aid
Northwestern University
Evanston, Ill.

Michael E. Malone

Visiting Professor of Education
Leadership (Ret.)
Jacksonville State University
Jacksonville, Ala.

Peggy O'Neill Skinner

Science Department Head
The Bush School
Seattle, Wash.

Shirley A. Ort

Associate Provost and Director of
Scholarships and Student Aid
University of North Carolina at
Chapel Hill
Chapel Hill, N.C.

Raymund Paredes

Commissioner of Higher Education
Texas Higher Education
Coordinating Board
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Beverly A. Richardson

Vice President of College Advancement/
Provost for the James Kerney Campus
Mercer County Community College
Trenton, N.J.

Susan M. Rusk

Counselor Coordinator
Washoe County School District
Reno, Nev.

Donald A. Saleh

Vice President for Enrollment
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Syracuse University
Syracuse, N.Y.

Patricia Z. Smith

District Resource Counselor
Hillsborough County Public Schools
Tampa, Fla.

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College Counselor
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Seattle, Wash.

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Reno, Nev.

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Program Manager, Scholarships
University of Utah
Salt Lake City, Utah

William Young

Associate Vice President for
Student Life
Colorado School of Mines
Golden, Colo.

▶ Forums and Annual Assembly Meetings

2009-2010 FORUMS, ANNUAL MEETING OF THE MEMBERS, AND ANNUAL NATIONAL ASSEMBLY MEETINGS

2009: Oct. 21-24, 2009, Hilton, New York, N.Y.

2010: Oct. 27-30, 2010, Hilton Washington, Washington, D.C.

2009 Regional Meetings		
Regional Meeting	Date	Location
New England Regional Assembly	Feb. 1-3, 2009	Sheridan Boston Hotel, Boston, Mass.
Southwestern Regional Assembly	Feb. 4-6, 2009	Renaissance Hotel, Oklahoma City, Okla.
Midwestern Regional Assembly	Feb. 8-10, 2009	Chicago Marriott Downtown Magnificent Mile
Middle States Regional Assembly	Feb. 10-12, 2009	Renaissance Harbor Place Hotel, Baltimore, Md.
Southern Regional Assembly	Feb. 18-20, 2009	Renaissance Concourse Hotel, Atlanta, Ga.
Western Regional Assembly	Feb. 22-24, 2009	Denver Marriott City Center, Denver, Colo.

2009 Colloquium

Jan. 12-14, Delray Beach, Fla.

2009 Advanced Placement Annual Conference

July 15-19, 2009, San Antonio, Texas



Note on Alternate Delegates

Under the provisions of Article III. of the College Board *Bylaws*, "Each member may appoint up to three persons to participate on behalf of the member in the governance and forum of the College Board... Alternates to act in the absence or incapacity of representatives may also be appointed." And, "Each member shall designate its representative by written notice to the Secretary of the Corporation." And, "To cast a vote at a meeting, a representative must be present. No person shall cast more than one vote."

In compliance with these provisions, and with similar provisions in the Articles of Association of the College Scholarship Service Assembly, voting cards will be distributed only to those persons duly designated on the Delegate Appointment Form on file in the Secretary's Office or designated by their chief executive officer on the Alternate Delegate Designation Form found at the bottom of this page. Voting cards will not be issued to the delegates of members who have not paid any outstanding dues.

Duly designated delegates to an assembly of the College Board are entitled to vote in meetings of that assembly and in the Annual Business Meeting of the Members of the College Board. If you are a delegate, your voting card will be distributed to you in your registration packet at the Forum.

- If you are unable to attend this year's Forum, and another person from your institution will be attending, your chief executive officer may designate that person as the alternate delegate to the assembly. In that case, please give this form to the person attending in your stead. To be valid, the form must be signed by the chief executive officer.
- If you are the official delegate to one assembly, and the official delegate to another assembly is not attending, you may be designated the alternate to a second assembly as well. Please note that even if you are designated the alternate delegate to another assembly, you may cast only one vote at the Annual Meeting of the Members.

All persons registered for the Forum are welcome to attend the Annual Meeting of the Members and the meetings of the assemblies, and may, with the consent of the members, speak but not vote.

IMPORTANT: In order for an alternate delegate to obtain a voting card, this form must be signed by the chief executive officer of the member and presented at on-site registration.

Alternate Delegate Designation Form

DO NOT MAIL THIS FORM; PLEASE BRING IT WITH YOU.

As the chief executive officer of (institution) _____

I hereby designate (name) _____

as the alternate delegate to the following meeting(s) at the Forum, Nov. 5-8, 2008.

- Academic Assembly Meeting
- College Scholarship Service Assembly Meeting
- Guidance and Admission Assembly Meeting
- Institutional Vote at the Annual Meeting of the Members

Signature: _____ Date: _____

