

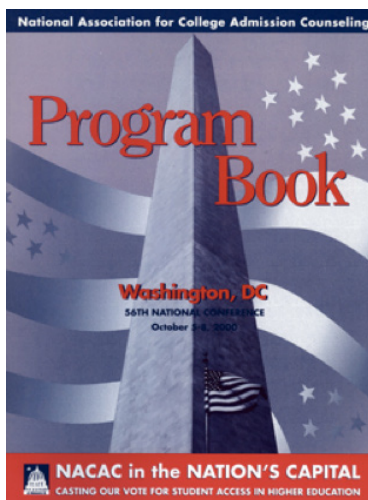
## NACAC HISTORY 2000s

### NACAC History: 2000

#### **The New Century: New Challenges, New Governance Model, New Leadership Roles, New Location—Same Commitment to the Profession**

*We have achieved great progress as a profession and within the organization, and of that I am proud. There are so many competing streams of thought about the organization's activities and outcomes, it calls to question our organization's culture, values and vision. We've had a great year and all the healthy signs are in place. Membership is at an all-time high of over 7,100. We had a successful national conference with a diversity of issues addressed and over 4,200 in attendance. Our new governance structure is being implemented over the next two years after approval by the Assembly delegates.*—Gary Kelsey, NACAC President 2000

In 2000, building upon the *Blueprint for Governance* passed by the 1999 Assembly, the Credentials Committee began the work of revising the association's bylaws to define a new governance structure. New bylaws would reflect a re-envisioned approach to governance for NACAC, through which board members would be divested of specific committee oversight responsibilities, with more direct responsibility for governance transferred to standing committee chairs. In addition, a vice presidency for "diversity, equity and access" was to incorporate the responsibilities of the



vice president for human relations and that of the coordinator for multicultural concerns. (Ibid) As work began on a new strategic plan to take the place of that which was to expire in 2001, the theme of the 2000 Annual Report, "Knowledge is Power," reflected an overarching goal of the association to become "a stronger, knowledge-based organization."

The 1999 national conference had been held at Disney World in Orlando. The theme of that conference, "The Magic of Tomorrow: Students, Counseling and Technology," reflected the emerging technological advances that increasingly impacted members and the association. The National College Fair Advisory Committee launched a new adjunct to the National College Fair program: on-line college fairs. The first such fair took place on Thursday, October 19, with over 7,000 students, parents and counselors participating. Technical problems, including server overload, were encountered in this first attempt. However these problems were largely eliminated by the dates of November and December online fairs, which were targeted to specific interest groups including international students, students interested in STEM fields, and students with special needs. Utilizing innovative technology, the intention was to "create a virtual forum that spans the globe and puts guidance counselors, admission professionals and college-bound students and their families in instant contact during the college-search process." In another step into the cyber world, the Executive Board for the first time promoted use of the leader electronic mailing list for S/R leaders.

A front-page article in the January *NACAC Bulletin* spoke of dialogues begun on school counseling in relationship to changes in society in order "to revisit the issue of quality counseling programs in our nation's schools." Chaired by former NACAC President Dan Saracino, an inter-association planning committee was constituted, with members coming from NACAC, the American Counseling Association (ACA), the American School Counselor Association (ASCA) and the Education Trust. Discussions culminated in an April invitational symposium, held in Washington, DC entitled "The Role of School Counseling in Preparing Students for the 21st Century."

#### **NACAC Mission**

The National Association for College Admission Counseling advocates and supports ethical and professional practice in helping students transition to postsecondary education. NACAC promotes high professional standards and social responsibility through collaboration, knowledge and education.

For more information, visit [www.nacacnet.org](http://www.nacacnet.org)

This symposium was underwritten in part by a grant from Sallie Mae and NACAC's Fund for the Future.

In January, the Executive Board accepted the final report of the Ad hoc Committee on Admission and Counseling Issues, chaired by retired NACAC leader, Don Dickason. The report concluded the committee's two-year examination of issues affecting the transition from high school to college. The report, *Managing our Future, For Whom?*, identified six changes underway in secondary and postsecondary education that were altering the profession. These included:

1. The rise of the "business model"—the change from a partnership of college and family to a model driven primarily by institutional needs.
2. Shifts in the makeup of the population.
3. Changes in delivery methods for both secondary and postsecondary education.
4. Increased strain on financing postsecondary education due to cost increases above the inflation rate and limited family resources.
5. New legislative and judicial initiatives defining admission qualifications.
6. Extraordinary and accelerating changes in information technology and delivery.

Surely a prediction of the admission landscape in years to come, the report noted that, "One of the committee's challenges was to have the landscape stay settled enough to analyze it and make recommendations..."

The professional development committee piloted a "Professional Recognition Opportunities" program (PRO), following up on the concept that had first been proposed in a resolution of the Assembly six years prior. Members were afforded an opportunity to create a "professional portfolio" highlighting professional development experiences and individual professional achievements. This committee also began pursuing the development of a college admission counseling curriculum for use in graduate counseling programs.

A Sign of the Times:

*A brain-child of Esther Hugo, previous NACAC coordinator for multicultural concerns, Basha's Supermarkets in Arizona printed on grocery bags "NACAC Tips for the College Bound," along with NACAC's phone number and website information.*

In the admission practices arena, a joint task force with College Board continued work on early decision/early action issues. The task force provided ED/EA guidelines for colleges and universities and information to students and parents.

The Media, Marketing and Technology Advisory Committee spent much of the year refining and implementing a new Seal of Approval policy. A review panel was appointed which was charged with evaluating products and services submitted through the Seal of Approval process. With a diverse cross-section of members volunteering to serve, seven panelists were appointed to review each application submitted for the Seal of Approval. One of the first entities to receive the Seal was

the *College Conference Manual*, published by School Guide Publications and distributed in advance of NACAC college fairs through high school guidance offices. The association also constituted a "Collaborative Relations Screening Committee" to specifically review proposals submitted by companies seeking NACAC support or expertise in the planning and implementation of educational initiatives. As an example, the committee approved a collaboration with the non-profit National Center for College Costs to expand its College Costs Estimator Service for families.

Several new ad hoc committees were appointed in 2000 to meet specific emergent/developing issues including:

- An ad hoc committee was appointed to address the emerging issue of for-profit counseling centers. The committee concluded that, in light of the unsatisfactory national student-to-counselor ratios, "such centers may indeed fulfill unmet needs of students and families." The focus, therefore, moved to the ethics and quality of services provided by such centers, as well as the education of students and families about how to evaluate these centers.
- The Legacy Steering Committee was appointed by the Executive Board to assess the potential to "launch a major endowment campaign," and to identify association projects and priorities for which private funding might be sought.
- An Ad Hoc Committee on Student Membership to explore the appropriate role of this segment of the membership.
- Ad Hoc Committee on On-line College Fairs.

The Ad Hoc Committee on Current Trends and Future Issues, which later became a standing committee

In addition to the Ad Hoc Committee on Admission and Counseling Issues, several additional ad hoc committees continued or concluded their charge:

- The Ad Hoc Committee on Overseas Issues
- The Ad Hoc Committee on Community College Concerns

Fiscal year 2000 ended with a deficit of over \$550,000. This reflected, in part, the start-up costs of new initiatives such as the online college fairs and the investment in new technology to better serve members and the association in the long-term. The 2000 National Conference in Washington, DC, drew a significantly larger attendance than expected and required a change in venue for the social, which doubled the projected expense. Governance expenses were also greater than anticipated due to 30 meetings of standing, advisory and ad hoc committees. Finally, an unsettled stock market in the last two quarters of 2000 led to a loss in NACAC's investment portfolio.

Also of interest in 2000:

- Expanding on a model in place for two years, the Executive Board approved \$50,000 to expand "college camps" to all 24 states and regions.

- A grant of \$10,000 was received from the XAP Company to support urban and rural secondary school participation at the 2000 National Conference.
- The Human Relations Committee formalized the conference-related student essay contest, an outgrowth of NACAC's decision to "leave something behind" for students of the host city. The 2000 essay topic, "It's Up to You: Ending Violence in your Community," drew more than 100 essay entrants.
- The 2000 Leadership Development Institute was the last to feature a standing committee counterpart component.
- The Government Relations Advisory Committee (GRAC) established an annual GRAC award to recognize association service in the area of government relations.
- The National College Fairs welcomed Honolulu, HA as the first new fair site for the millennium. By 2000, fairs had grown to include 36 National College Fair sites. Visual and Performing Arts fairs were held in 27 locations.
- The Parents and Counselors Together (PACT) program guide was updated and revised by the Human Relations Committee.
- The size of NACAC standing committees was increased from five to seven members, to be effective in 2001.
- The Multicultural Institute for Advanced Thinking and Practice named three scholars for 2000-2001.
- The Rising Star Award was implemented to recognize the significant contribution of members early in their tenure within the association.

The 2000 Assembly directed the association to develop an electronic listserve for assembly delegates in order to improve interregional communication.

## NACAC History: 2001

*I am a changed person because of this opportunity to serve as your leader. I will never again assume that "shift happens" without hard work and continuous advocacy. I will forever appreciate the work loads of our colleagues who are struggling to counsel unmanageable loads of 500-1000 students and still keep a smile on their faces; I will always pay attention to the Legislative Alerts and respond with emails, letters, and phone calls; and I will never ever forget the mission of NACAC and the individual members who make us such a phenomenal association. —Marybeth Kravets, NACAC President, 2001*

2001 marked the first year for the revised board



structure and titles, which had been approved in the bylaw revisions, passed by the 2000 Assembly. 2001 was the last year that the coordinator for multicultural concerns was seated with the Executive Board, that role having been merged with the vice presidency for diversity, equity and access—a title which also encompassed the duties formerly assigned to the vice president for human relations. Reflecting changes in both title and roles, the office of secretary/treasurer was replaced by that of vice president for finance, and the office of vice president for admission practices was expanded to vice president for admission, counseling and enrollment practices.

In pursuing the goals set by President Marybeth Kravets, the association:

- Aggressively advocated for high school counseling and counselors in Washington and through continued collaboration with like-minded associations including ASCA, ACA and the Education Trust.
- Expanded the use of technology in training programs and through collaboration with OnlineCollegeFair.com.
- Promoted equity and access through focused publications, by strengthening the Camp College programs, and in an expanded Counselors of Color Workshop that addressed a wider range of constituencies.
- Targeted increased communication between the state and regional associations and the Executive Board.

New strategic planning got underway in February with a survey asking members to "rank and prioritize various professional issues and concerns and to evaluate current NACAC programs and services." The responses indicated a desire for more professional development opportunities outside of the national conference, facilitation of dialogue among member sectors to resolve differences, and improvement in the online college fairs and the NACAC Web site.

Strong efforts to establish early intervention programs under the auspices of NACAC and S/Rs were productive. The Human Relations Committee awarded 14 grants to 11 S/Rs which were used to fund college camps, college tours, and other early intervention summer programs.

The 2001 National College Fairs Advisory Committee had the responsibility of continuing to integrate technology into the college fairs programming. Details of the fair schedules, directions and exhibitor lists were provided on the NACAC Web site for the first time. Downloadable fair registration information and exhibitor manuals became available. Students attending the fairs were able to use computers in the counseling centers in order to access the Internet in the college search process. Demonstrations were presented at fairs of OnlineCollegeFair.com, NACAC's new college search program. State and regional associations were asked to promote the online college fair program to summer institute participants.

The Government Relations Committee (GRAC) revisited familiar concerns, as reauthorization was due for the Elementary and Secondary Education Act and more challenges to affirmative action emerged. Gordon Chavis, GRAC Chair, wrote in the February Bulletin, "...this year's NACAC member



priorities include maintaining professional development opportunities for counselors under the ESEA, continuing the commitment to early college awareness efforts, maintaining our commitment to affirmative action, and providing increased support for student aid.”

Sign of the Times:

*The February 2001 NACAC Bulletin included a front-page article addressing the legal rights of undocumented students in American schools, with regard to public school education. The article reviewed challenges to the policies that afford these students the right to an education in public elementary and secondary schools and suggested advocacy resources. A second article, addressing postsecondary education for undocumented students, appeared in the August/September Bulletin.*

Beyond the work of the standing committees, ad hoc committees (many appointed in 2000) had an unprecedented presence within the association. Both the Ad hoc Committee for Current Issues and Future Trends and the Ad hoc Committee for Enrollment Management made progress in identifying primary areas of concern for the profession and crafting recommendations in response.

Formal application procedures for obtaining NACAC endorsements were developed by the Collaborative Relations Screening Committee and the Review Panel for the NACAC Seal of Approval. By the time of the construction of the 2001 Annual Report, collaborations had been approved with Interaction Software, Inc., to develop the Online College Fair program, and with the non-profit National Center for College Costs to help in developing its College Costs Estimator Service. At that same time Seals of Approval had been awarded to six products.

The Ad hoc Committee on Retiree Issues, chaired by former NACAC President James Alexander, focused on identifying ways in which the talents of retired members might serve the association.

If the first eight months of the association's year was in many ways “business as usual” for NACAC, it is certain that no one envisioned the challenges that the events of September 11, 2001 would bring to the nation. NACAC was not immune from the impact of the terrorist attacks on New York and Washington, DC. Many member institutions in New York were closed for some time. Members across the nation reached out to support those most impacted and to provide special programs to help students on campuses process these traumatic events. New York ACAC President Scott Hooker said, “Students have been standing in lines a mile long to give blood, holding candlelight vigils, gathering together to support one another, and just trying their best to help in any way they can.”

The October NACAC Bulletin reported:

*Though shaken by the close proximity of the Pentagon and the tragic losses in New York, NACAC Executive Director Joyce Smith and staff members banned together with the Executive Board to make decisions about the implementation of planned association events. All NACAC programming surrounding the week of Sept. 11 was canceled... At this reporting all college representatives scheduled to participate in the September 11 Performing and Visual Arts Fair (scheduled for the New York World Trade Center Marriott) were not due to get into New York nor were they near the World Trade Center at the time of the devastation.*

The national conference was scheduled to begin only nine days following this national tragedy. Consideration was given to cancelling the conference, but a brave decision was made to hold the conference as a sign of the nation's resilience.

As noted in the October Bulletin:

*The association leadership pushed forward with our 57th National Conference in San Antonio, Texas, scheduled for September 20-23, to provide an opportunity for all admission counseling professionals from around the world to engage in dialogues about their personal and professional challenges.*

Though attendance at the conference was significantly reduced from original registration numbers and some sessions were cancelled, 2,600 NACAC members, exhibitors and speakers participated. Both the Assembly and the General Membership Meeting had quorums for conducting business. The Fund Advisory Board held a benefit auction as a conference function, which raised \$28,900. It was decided that one-half of those funds would go to NACAC initiatives, as planned. The other \$14,450 were contributed to the Families of Freedom Scholarship Fund, created to “provide education assistance for postsecondary education for financially needy children and spouses of those who perished or were disabled in the Sept. 11 terrorist attacks.”

In the 2001 Assembly, revisions were approved to the *Guidelines for Admission Decision Options in Higher Education*. In addition, the Admission Practices Committee was instructed to develop clearer guidelines, within the *Statement of Principles of Good Practice*, with regard to the parameters of waitlists.



The General Membership meeting saw tabling of a motion, developed by the Membership Advisory Committee, to extend membership to for-profit institutions. The categories of membership for retirees were streamlined to create one voting retiree category for members with at least ten years of membership in NACAC prior to retirement.

As fiscal year 2001 drew to a close, the association found itself assessing a number of factors that had an impact on NACAC's finances. There had been a significant loss in revenue from registrations and exhibitors at the national conference. Online College Fairs failed to draw participation from colleges at the level which had been anticipated, something that was exacerbated by the fact that an online fair scheduled for September 11 was to have served as a "demonstration" fair. The roller coaster ride of the stock market before and following 9/11, coupled with a sharp drop in interest rates generated by investments, meant that revenue in those categories did not meet expectations. In reviewing these issues for members, Vice President for Finance Lori Johnston concluded:

*We will be diligent in setting a course of action to preserve our association's services, programming and governance. We will make necessary adjustments as more is known about the fiscal implications imposed upon the nation by the terrorist attacks and military actions. We will follow appropriate policies and procedures in making such judgments and will keep the delegates and membership informed as we move through these challenging times.*

Also of interest in 2001:

- Several new e-lists were launched, including those for state and regional treasurers and for counterpart chairs of the admission practices and professional development.
- Having met an original goal of \$250,000 for the Fund for the Future campaign in 2000-2001, a new annual campaign for the Imagine Fund was established by the Fund Advisory Board. Donations were targeted to support innovative programming linked to strategic priorities.
- NACAC president, Marybeth Kravets, appeared on NBC's *Weekend Today* show on March 17.
- NACAC and College Board cosponsored, Affirmative Action Today in Higher Education: Workable Approaches to Compliance in Admission, Financial Aid and Employment Decisions, a conference held in June in Washington D.C.
- The Professional Development Committee continued to advance the Professional Recognition Opportunities program (PRO) through which members could create a portfolio of competencies.
- The first annual Donor Recognition Reception was held at the San Antonio conference in 2001.
- Alexander Jun, assistant director for undergraduate programs at the University of Southern California was selected as the 2001-2003 director of the Multicultural Institute for Advanced Thinking and Practice in

Admission (MIATPA). Research grants were approved for three MIATPA scholars.

- The *NACAC Guide to F-1 Student Visas* was published, outlining the F-1 visas application process, along with resources for international students and admission professionals.
- *The Journal of College Admissions* celebrated its 45th anniversary with the publication of a 45th anniversary index to articles published since 1956.

## NACAC History: 2002

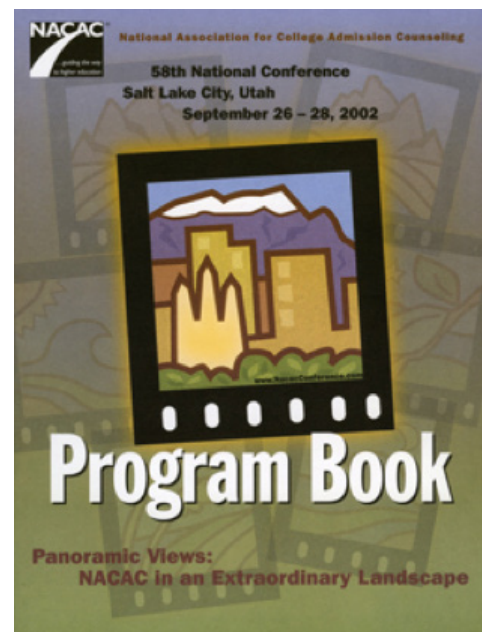
*At the close of the 2001 National Conference in San Antonio, we realized the full implementation of the association's revised governance structure. Members of the Executive Board, national committee chairs and the executive staff of the association commenced a new year of leadership in NACAC at a time of great despair in our nation. Looking back over the year, we have been fortunate to find together, and in our individual ways, the inspiration to continue to work for a better future. —Paul Pederson, NACAC President, 2002*

The association year began with an introspective look at the effects of the events of 2001. In her column in the February 2002 Bulletin, Executive Director Joyce Smith wrote:

*Sept. 11 changed all of us, both personally and professionally. However, rather than feeling stressed about the potential problems that may lie ahead, NACAC leaders have begun 2002*

*with a revival of strategies prompting new ideas for growth, stability, planning and budgeting. The goal is to look to the future, but learn from our past. The lessons we learned from difficulties in 2001 have only helped the association, its leaders, committees and staff to become stronger in our commitment to the membership.*

Membership reached a record high in 2002 of approximately 8,000. In a myriad of ways, NACAC demonstrated that it had "come of age" in meeting one of the association's strategic goals: to create a "Body of Knowledge" for this diverse membership. Two of the first professional development projects launched in 2002 involved the creation of both an NACAC Speakers Bureau and a Clearinghouse for Best Practices. The



intention was to develop a pool of professional expertise and model programs into which members could tap. Susan Chipley, vice president for professional development, noted that these programs would “provide a venue through which we can share information and search by topic for good presenters and/or program ideas.”

2002 NACAC professional development workshops included:

- Tools of the Trade and the Advanced Secondary School Counselors Institute for secondary school counselors.
- Admission Middle Management Institute and Management Experience in College Admission for admission Professionals
- International School Counselors and College Admission Officers Institute.
- The Counselors of Color Workshop.
- The Institute for Multicultural Understanding.
- A pilot program of one-day technical workshops for secondary school counselors, the eToolBox.

Publications, in addition to the *Bulletin* and *Journal*, which enhanced the knowledge base available to members included:

- The 13th annual Admission Trends Survey.
- A special 2002 Admission Snapshot Survey, exploring the effects of 9/11 and economic downturns on college decisions.
- The 15th annual Space Availability Survey: Openings for Qualified Students.
- *The Early Decision and Early Action Summary Report*.
- *Trends in College Admission: A Report of a National Survey of Undergraduate Admission Policies, Practices and Procedures* (Released in June, a joint project with ACT, College Board, and the Association for Institutional Research).

The association added a new Secondary School Counseling and Admission Trends Survey to enhance NACAC’s ongoing research into the state of college admission, by adding the secondary school perspective. A brief overview of the outcomes was available in the October 2002 *Bulletin*. The results of this survey were then combined with those of the 14th annual postsecondary Admission Trends Survey to be released in January of 2003.

After a two-year attempt, the association brought its Online College Fair program to a close in 2002, due to lower than-expected participation in the online fair chat format by college and university exhibitors.

The association’s Web site was redesigned to offer detailed information about NACAC college fairs, the online Steps to College newsletter, and helpful Web resources for college-bound students. In addition, the Web site had a more user-friendly design for members with enhanced access to news, research findings, job postings, professional development opportunities and government relations activities.

Sign of the Times:

*NACAC steps into a new era of convenience and efficiency for conference attendees with the 2002 debut of www.nacacconference.com. This site, which is also linked to the familiar NACAC Web site, will allow you to register for the conference, reserve exhibitor space, make your hotel reservations and preview conference activities, no matter what time of the day or day of the week. —NACAC Bulletin, December 2001*

NACAC’s consistent voice and message on Capitol Hill led to a significant victory when the reauthorization of the Elementary and Secondary Education Act (ESEA) was signed into law in January of 2002. ESEA included NACAC members’ top priority of counselor eligibility for Title II professional development programs. In addition, members successfully advocated for increased funding for a range of financial aid and early college awareness programs.

With a new board structure in place, the role of the standing committee chairs was elevated in conducting the business of NACAC. The 2002 NACAC Annual Report noted that, “The restructuring has allowed the association to better utilize the time and expertise of all volunteers, streamlining and improving decision-making at every level. This more efficient structuring has ensured that the NACAC leadership is more responsive to the changing—and challenging—landscape.” Still seeking the most appropriate and efficient governance structure for NACAC, the Governance and Nominating Committee initiated a two-year exploratory process to consider further governance reforms that would benefit the association and the S/Rs.

An Ad hoc External Relations Committee was appointed to serve as the contact point for groups proposing relationships with NACAC and to work in collaboration with the Seal of Approval Review Panel in assessing professional products.

Sign of the Times:

*The 2002 Common Application included, for the first time, public colleges and universities.*

The Admission Practices Committee focused much of its attention on two issues: waitlists and early action/early decision plans. Articles addressing these issues, written by Marty Wilder, vice president for admission, counseling and enrollment practices, appeared in several 2002 *Bulletin* issues. The committee also began to review, once again, the provision in the *SPGP* prohibiting per capita compensation for recruitment of students, in light of changing practices in the recruitment of foreign students involving third-party referral agents.

In early fall, NACAC released a 20-page diversity plan, *The NACAC Plan for Inclusion and Diversity: Exploring Who We Are and Our Impact on Access and Equity Concerns*, as a companion to the strategic plan of 2003-2007. The plan was a recognition that NACAC’s definition of diversity had expanded to include not only multicultural issues, but also those related to religious, geographic, economic, generational, and sexual orientation concerns. Key elements of the plan included:



- An effort to “showcase the full breadth of diversity within the association membership” in elections and appointments.
- A recognition that membership should include greater representation of professionals serving underrepresented or underserved schools.
- Incorporation of diversity issues in all professional development programming.
- Targeting of human and fiscal resources to “maximize opportunities for underrepresented and underserved students, institutions and professionals.

A Sign of the Times:

*On May 14, the Sixth Circuit Court of Appeals overturned a lower court’s decision that found the University of Michigan Law School’s race-conscious admission policy unconstitutional. In doing so, the court of appeals set up the possibility of a Supreme Court challenge by opponents of race-conscious admission. —NACAC Bulletin, June/July 2002.*

NACAC received several major gifts in 2002. A \$50,000 gift from Peterson’s, “offered in the aftermath of September 11,” represented the largest unrestricted award in the association’s history. A \$10,000 grant from the Daniels Fund was given to support “a national awareness campaign to raise the image and visibility of the admission counseling profession.” The total of corporate and individual donations received between August of 2001 and July of 2002 reached nearly \$113,000.

When the Assembly and General Membership meetings convened at the national conference in Salt Lake City in September, several new bylaw amendments were proposed. The membership was asked to consider the postponed proposal related to proprietary postsecondary membership. In an attempt to reflect the opinion of as many members as possible, a proxy form related to voting was included in the August/September Bulletin. Despite strong support from both the Executive Board and the Governance and Nominating Committee, the members failed to ratify this category of membership. Voting membership was approved for individual employees of not-for-profit organizations engaged in activities related to college admission.

In further business, the Assembly and membership approved new bylaw provisions that put in place procedures related to business meetings, to be followed in crisis situations, such as that created by the events of 9/11. The Assembly approved several minor revisions to the *Statement of Principles of Good Practice*. Substantive changes included the addition of language highlighting the importance of the NCAA Guidelines and a change to the *Monitoring Procedures* in order to provide an appeal process for S/R Admission Practices Committees in resolution of intra-state/regional allegations.

The Executive Board was directed by the membership to develop an action plan related to the new Diversity Plan and to report back in 2003. The Assembly directed the board to examine the use of “demonstrated interest” and early decision incentives in admission practices, and to explore alternatives to counselor recommendations for counselors handling large student loads.

Also of interest in 2002:

- In February, the Executive Board announced \$500,000 in budget cuts to the 2002 NACAC budget, a response to a 2001 deficit year.
- The *NACAC Bulletin* marked its 40th anniversary.
- The National College Fairs program celebrated 30 years of successful programming. The August/September *NACAC Bulletin* ran an expansive article on the history and growth and development of the fairs.
- NACAC became a full partner in the Pathways to College Network, a coalition of major educational organizations committed to serving underserved populations, in February of 2002.
- 2002 *Bulletins* included an “e-forum” column, highlighting member discussion occurring on the e-list in the previous month.
- National conference session proposals were, for the first time accepted on-line for the 2002 conference.
- Participation in the 2002 NACAC Legislative Conference was opened, for the first time, to any interested NACAC member.
- The popular NACAC publications, Guide to the College Admission Process and Web Resources for the College Bound, were updated and expanded.
- Subscribers to the NACAC e-list grew to 2,145 participants. Specialized e-lists were expanded to all committee and special interest group members.
- Reflecting the growth in national membership, the size of the delegate Assembly grew to 208 members.
- The Executive Board completed work on the Strategic Plan for 2003-2007.
- The December *NACAC Bulletin* contained a lengthy debate between members Brad MacGowan (Newton North H.S., MA) and Linda Clement (University of MD and a College Board Trustee) over the newly revised SAT.

## NACAC History: 2003

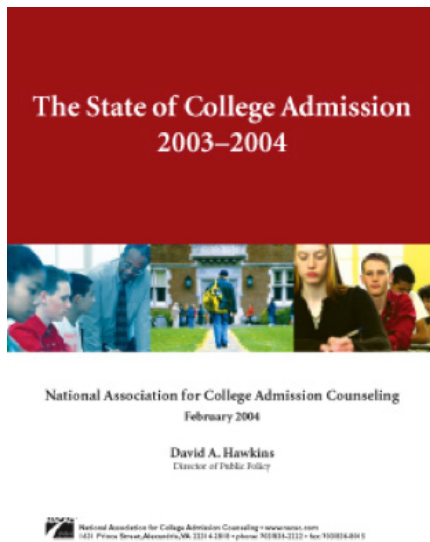
*Every member and every institution is important to us, and although we don’t always agree, we seem to be able to find a path that we all can travel together. Maybe that is due to the massaging of the SPGP that we do every year. Maybe it is due to the “counseling nature” we all seem to share. Or perhaps it is the common student transition goal that we implement on a daily basis. Regardless, NACAC is... an extraordinary landscape, and I am proud to be in the driver’s seat.—Carl “Sandy” Behrend, NACAC President 2003.*

Early in the year, NACAC issued its inaugural *State of College Admission* report, drawing upon data from both the Counseling Trends and Admission Trends surveys. Major threads of the report included:

- Increased competition in some aspects of college admission.
- A larger number of students applying to college.

- Growth in the number of institutions of higher education, resulting in more student options.
- A continuing shortage of school counselors.
- Factors identified as most important as admission criteria included academic performance, rigor of program and standardized testing.
- Increased early decision applications.

The college admission process was very much within public eye in 2003. Questions surrounding the role of early decision and early action in the selective college admission process were played out in the media. Affirmative action in admission reemerged in public debate, as challenges to long-established policies were brought before the Supreme Court.



The association's legislative and human relations agendas intersected, as NACAC partnered with the American Council on Education (ACE) to issue public statements in support of the University of Michigan, during the Supreme Court debate over the constitutionality of that university's admission policies. On behalf of NACAC, Executive Director Joyce Smith sent a formal communication to President Bush, expressing the association's disappointment with his decision to oppose Michigan's policies.

In anticipation of the Supreme Court decision, NACAC conducted a survey of member postsecondary institutions, collecting "data on key concepts related to the attainment of a diverse student body at selective admission institutions." The survey was "intended to inform the debate about race-conscious and race-neutral admission." With a 31 percent response rate, the survey results, reported in the August/September *NACAC Bulletin* provided a responsible snapshot of practices at college and universities across the nation. The full report, *Diversity and College Admission in 2003: A Survey Report*, was released in September. The introduction to the report noted:

*The need for a report of this nature existed well before 2003. However, the fear of lawsuits by many institutions frequently hampered efforts to collect information on this sensitive topic. Responses to this survey illustrate a serious informational void—one that has led to a significant degree of misunderstanding and mischaracterization of race conscious admission and of college admission in general... The findings provide a glimpse at best and emerging practices to increase diversity at NACAC institutions nationwide.*

The report clearly put the use of race in admission decisions into the reasonable context of the many factors weighed in making decisions based upon a comprehensive view of candidates' qualifications.

The Supreme Court issued a ruling in favor of Michigan's use of race as a factor in admission to its law school in June, a decision that was celebrated by association leaders and members. Rick Diaz, NACAC's vice president for diversity, equity and access, said, "The Court's decision ensures that colleges and universities have the latitude they need to guarantee that their doors are open to all students."

At NACAC's 21st Legislative Conference in March, the Government Relations Committee introduced a new avenue for legislative advocacy: the Legislative Action Center. This communications tool, still in operation as of this writing, created a means through which individual members of NACAC could subscribe to receive legislative "action alerts" and then "communicate via email with their elected officials on issues of concern to college admission counseling professionals."

The 2003 Membership and Human Relations committees worked with state and regional associations, challenging them to strive for greater diversity in their leadership. NACAC partnered with the Pathways to College Network in launching a social marketing campaign to enhance early outreach messages to low-income, first-generation and underrepresented students and their families. The \$10,000 grant received in 2002 from the Daniels Fund, supported an NACAC public awareness campaign to raise the visibility of the counseling profession, through public service announcements in numerous media outlets.

Sign of the Times:

*Demands of Homeland Security may Pressure Colleges: Colleges face new pressures to work with government and industry in sharing or not sharing information as homeland-security needs dictate, a panel of security experts said. These experts also stated that colleges must expand their curriculums to include more courses and degree programs in information security.—NACAC Bulletin, March 2003.*

In 2003, NACAC's ethical guidelines once again moved to the forefront of association dialogue and deliberation. President Carl Behrend noted in the 2003 Annual Report that, "Early Decision/Early Action, and our ability to monitor and enforce our policies, have generated the most concern from members and curiosity from media, which often muddled communication among NACAC members."

Following a moratorium on sanctions for member institutions that were not following the association's ED/EA guidelines, most notably in regard to students' ability to apply under early action plans without restriction, President Behrend appointed a Steering Committee on Admission Standards. This committee was charged to review "not only the *SPGP*, but also the framework of all standards, penalties and procedures we have developed and refined over the past six decades." He asked, "Is it possible in the 21st century to maintain a code of ethics to which all members can subscribe?"



The ethical dilemmas created by increased use of technology in admissions were addressed in an April Bulletin column authored by Randy Giarraputo, chair of the Admission Practices Committee. Of particular concern were several instances in which colleges had sent acceptance letters, generated by a technology error, and subsequently withdrew the offers of admission. Giarraputo noted that a subcommittee of the Marketing and Technology Committee was examining related issues and that the AP Committee would be using that input to consider potential changes to the *Statement of Principles of Good Practice*.

A Sign of the Times:

*Harvard University has changed the rules for its early-admission program. Beginning this fall, Harvard will no longer allow applicants who apply early to apply to any other college's early-admission program. The change comes after Harvard received a record number of early applications this year—7,600 for 1,150 slots, up from about 6,000 applications last year. —NACAC Bulletin, June/July 2003.*

The National Conference, held in Long Beach CA, had an impressive registration of 4,240. In response to a request of the 2002 Assembly, the conference schedule for 2003 was revamped to allow delegates to serve in the Assembly and, also, participate fully in the national conference. The 2003 Assembly:

- Approved new wording to the Definitions of Admission Decision Options in Higher Education that precluded institutions from offering exclusive incentives to students admitted under early decision plans.
- Directed the Executive Board to appoint a subcommittee within the Professional Development Committee "to design and implement a graduate level course in college admission counseling that would be marketed/offered to appropriate institutions of higher learning."
- Approved a motion for the association to explore "creating a systematic information and tracking system to fully inform members about questionable scholarship and financial aid service providers."
- Charged the Professional Development Committee with exploring expansion of the Counselor of Color Workshop to include a secondary school counselor track and an advanced track for second year attendees.
- Charged the Fiscal Oversight Committee with the development of a 3-5 year budget projection process "to aid the membership in understanding the fiscal direction of the organization."
- Directed the Executive Board to respond to a report of the State and Regional Presidents' Council regarding the desirability of single slating of candidates for national office.

2003 was the last year that members of Caribbean ACAC were seated in the Assembly, as insufficient membership led to this group being dissolved into the Overseas ACAC.

At the General Membership Meeting, a motion was presented, discussed and defeated to arrange institutions at National College Fairs in alphabetical order by state. (November Bulletin).

Also of interest in 2003:

- The National College Fair program continued to grow with new fair sites added in Atlanta, San Francisco, Atlantic City, Providence RI, Rochester NY, Western Michigan and Louisville.
- The technology workshops for school counselors, launched in 2002 in collaboration with the National Technical Institute for School Counselors, received positive reviews, but participation was well below expectations.
- In August, an inaugural meeting of the NACAC Research Advisory Board was convened to "help the association further develop its programs and services, using research as a foundation." An early role envisioned for the advisory board was "to help NACAC examine the state of the college counseling profession in secondary schools, and seek ways to increase diversity in the ranks of college counselors nationwide, in accordance with the NACAC Diversity Plan."
- The national office reminded members that, as a benefit of NACAC membership, individuals were entitled to purchase professional liability insurance, underwritten by Lloyds of London.

## NACAC History: 2004

*I had the good fortune to follow Sandy Behrend into the presidency of NACAC. Following Sandy's example was great training for how to be a good leader. Sadly, he was also a difficult person to follow since he set such a high bar. I spent all my years in the president cycle in Sandy's debt.*

*Looking back, I think my term might be best remembered for my motorcycle entrance at the beginning of our national conference in Milwaukee. Many have told me it was the best start ever for a national conference. Many have told me it was the worst start!*

*While I was president our organization began two notable projects. We initiated a complete rewrite of the Statement of Principles of Good Practice. This was a lengthy process, which succeeded thanks to the work of many dedicated committee members and was finished during the presidency of Frank Sachs. We also began the process of reorganizing the make-up and duties of the NACAC board of directors. The "new" board now better represents the association, works with more efficiency and makes better use of association resources and board members' time.*

*During my term our assembly dealt with contentious issues which continued to surface. Most notably we had exhaustive deliberations over need-blind admissions and the May 1 National Candidate Reply Date. I had great respect for the professionalism and dedication our assembly demonstrated during our meetings.*

Finally, after leaving the presidency, I took on the duties of chairman of the Governance and Nominating Committee. At that time our association expressed much interest in presenting a single-slate candidate for president. It was a surprise to many when we placed in candidacy for president not one, but THREE worthy nominees, one of whom was the first independent counselor nominee. —Keith White, President 2004, reflecting on his presidential term.

NACAC's finances stabilized in 2004, following several challenging years. President Keith White noted, however, that "it has become clear that, in the future, we will need to secure more financial help from philanthropic organization sponsorships, other private concerns, and individuals to maintain—and expand—NACAC programs and member services."

The Steering Committee on Admission Standards completed Phase I of its work—a review of the association's code of ethics. In many ways the establishment of this 18-member committee saw NACAC returning to its initial roots and purpose. The undertaking engaged a broad representation of the members in reassessing and developing consensus on the shared values and ethical commitment of the profession. The 2004 Annual Report explained:

*NACAC established this steering committee to consider such issues as whether a document, supplemented perhaps with guidelines, position statements, etc. to promulgate best professional practices, could be crafted that truly represents our "core values." The committee will lead forums focused on the specificity of the language in the code of ethics and our ability to monitor them. Additionally, the committee will reexamine the viability of enforcement of each of the many mandatory statements within the SPGP. Historically, issues concerning the SPGP focused on how we can consider both the SPGP and respect the individual interests and needs of our diverse member institutions, while also ensuring that students are treated in a fair and ethical manner."*

As the committee completed the first portion of its work, it reviewed a number of association documents in relation to the SPGP. The committee proposed statements that would reflect the "core values" of NACAC members and ones that would articulate agreed-upon "admission conventions". A working draft of these statements was shared with S/Rs for response at spring and summer conferences. The committee's next phase was to move on to a thorough consideration of which ethical guidelines should be "mandatory" and which identified as "best practices."

This was only one of several ad hoc committees charged with reevaluating the status of the association in relationship to meeting the needs of members:

- The Ad Hoc Committee on Assembly Structure, led by Sam Moss of SACAC and Past-president Sandy Behrend, was appointed to evaluate the Assembly's role and purpose and the effect of its growing size and other factors on fulfilling that role effectively. The committee met in July and began to solicit feedback from NACAC and state and regional leaders, exploring changes that might increase the efficiency of the Assembly. The

committee considered how better to engage delegates year-round, make delegate responsibilities clearer, encourage preparation, and streamline the election process in order to allow more time in the Assembly for discussion of issues.

- The Ad Hoc Committee on Membership Structure was chaired by vice president for diversity equity and access, Rick Diaz. The committee began meeting in 2004 to consider the impact of the various membership categories on the association's ability to serve its members, to attract and retain members. The committee looked at the impact of categories on revenue, administrative efficiency and cost.
- The Ad Hoc Committee on Graduate Counseling Coursework was chaired by Robert Bardwell of NEACAC. The committee began to assess information on existing graduate courses that included a college admission counseling component, and to review current related graduate program standards. The committee was to assess how NACAC resources, current and projected, might enhance these programs and standards. This committee initiated the creation of a college admission counseling textbook and contacted graduate programs in order to make them aware of NACAC resources.

On the legislative front, NACAC joined with other members of the American Council on Education (ACE) in opposing a proposed Higher Education Act reauthorization proposal: the "College Access and Opportunity Act." In particular, NACAC expressed concern over a cap on the maximum Pell Grant award.

Several research papers were commissioned in 2004 with the purpose of shedding light on the changing educational landscape. These included:

- *Understanding Early Admissions*: Chris Avery
- *Students and Counseling*: Patricia McDonough
- *Higher Education Admission*: William Tierney
- *Marketing and College Admission*: Elizabeth Clark

As the 2004 school year began, NACAC released two "back-to-school" resources for secondary school students. The first, a response to a 2003 Assembly directive, was a new page on the NACAC Web site devoted to information on scholarship scams, with links to Federal Trade Commission reports. The second resource was an enhanced summary report of early decision/early action programs and related statistics for colleges and universities nationally.

Sign of the Times:

*In January 2004, The Chronicle of Higher Education cited the results of NACAC's 2003 State of College Admission Report, referencing "demonstrated interest" as a factor in admission decisions. "Officials at 56 percent of the colleges that participated... said they considered a student's 'demonstrated interest'—a term that has caught on as colleges began tracking applications/contacts with colleges—as a factor in admission decisions".*

The September/November Bulletin included a column by Carl Behrend, Governance and Nominating Committee Chair and Past NACAC President. The column explained the outcome of deliberations by both the Governance and Nominating Committee and an Ad Hoc Committee on single-slating for national office, concluding that no change in the bylaws related to the nominating process was warranted. The bylaws, as currently worded, allowed for single-slating, if such a process was deemed appropriate. However, it concluded that, "The goal of the committee remains to present the most qualified slate of candidates for each office. In any given year, such a slate might be composed of one, two or multiple candidates for each office."

The 2004 Governance and Nominating Committee subsequently made a concerted effort to publicize and recruit a larger and more diverse pool of candidates for national office, in part by working with S/R leaders to identify prospects. The result was that the pool of candidates considered for office in 2004 nearly doubled from the previous year.

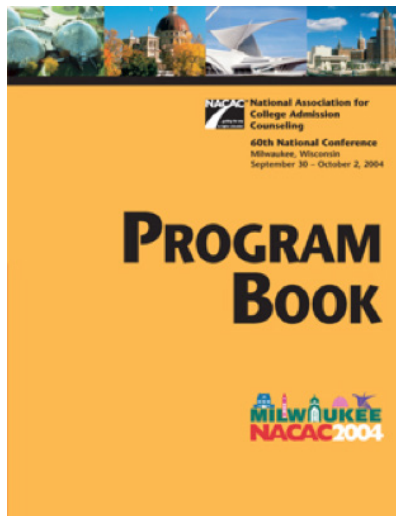
A significant portion of the business of the 2004 Assembly was devoted to establishing standard language regarding early decision and early action in the association's document, Definitions of Admission Decision Options in Higher Education. The Admission Practices Committee and the Executive Board recommended language that included:

- With regard to early action: "A student may apply to other colleges without restriction."
- With regard to early decision: "While pursuing admission under an Early Decision plan, students may apply to other institutions without restriction, but may have only one Early Decision application pending at any time..."

The Assembly moved to a Committee of the Whole to discuss these proposals at length. When the Assembly reconvened, multiple related motions were proposed by delegates. In the end, the 2004 assembly directed the NACAC Admission Practices Committee to revise the Definitions of Admission Decision Options in Higher Education to "add an Early Action Single Choice (EASC) option."

The Assembly also approved a revision to the *Statement of Principles of Good Practice*, clarifying that any solicitation of a commitment prior to May 1 must "include a clear statement in the original offer" that extensions would be granted.

The General Membership meeting approved a motion that NACAC, "in collaboration with like organizations, such as the American Association of Community colleges (AACC)," address issues affecting the rights of transfer students.



Also of interest in 2004:

- The number of *NACAC Bulletins* published annually was decreased from 10 to 6. With news being sent to members via "e-bulletins" between issues, this was a considered move toward an online only publication.
- NACAC received a \$50,000 grant from Sallie Mae's wiredscholar.com, to support the 2004 College Admission Trends Survey.
- NACAC cosponsored pre-college workshops for Native American Students with the American Indian Graduate Center (AIGC). The College Horizon workshops were held in June in three locations nationally and were intended to serve as a "five-day crash course" in preparing students for college.
- A result of dwindling registration and income, a decision was made to discontinue the summer Admission Middle Management Institute (AMMI) and retain the AMMI held in conjunction with the national conference.
- The Ad Hoc Committee for Retirees dissolved into a special interest group (SIG).

## NACAC History: 2005

*In recent years, our professional ethics have been questioned; commercialization of the process and rankings are partly to blame. Meanwhile, Congress, through the "No Child Left Behind Act," has saddled our schools with the largest unfunded education mandate in the country's history. Now, Congress has turned to higher education "reform," looking closely at tuition, Early Action/Early Decision and the use of legacy in admission...*

*To answer these challenges, we must begin by educating our friends, our legislators and ourselves... We must continue to increase NACAC's membership. A larger association means a larger voice. Our association's leadership on the state, regional and national levels must continue to seek out and create alliances with like-minded organizations and advocate for our shared priorities... We cannot afford to sit back and quietly do our jobs. We must get involved and not be afraid to ask the hard questions, nor confront the hard truths.*

*More than a century ago, William Jennings Bryan challenged and inspired a generation of Americans by saying, "Destiny is not a matter of chance, but rather, it is a matter of choice." We must make our choice in favor of NACAC's destiny, by creating a more powerful voice on the issues that concern us and the hundreds of thousands of students and families that we represent. By working together, speaking together with one voice, and sharing a common*





*message, we can shape our destiny and that of the students and families we serve.*—Frank Sachs, NACAC President (2005).

For NACAC, like the rest of the nation, the year 2005 may be most vividly remembered by the association's response to yet another unfathomable tragedy—Hurricane Katrina—which struck New Orleans and the gulf coast in early September of that year. The 2005 NACAC Annual Report explained:

*Immediately following the hurricane, NACAC set up a centralized online message board for members to post information about updated school information policies, and job and volunteer opportunities. In addition:*

- *NACAC collaborated with a coalition of 38 higher education associations on a hurricane relief Web site: CampusRelief.org.*
- *NACAC's Admission Practices Committee and Board of Directors recommended policies to NACAC members to ensure fair treatment of displaced students... NACAC solicited high school profiles to provide essential information about school standards, curricula and student body to counselors who were trying to recreate displaced students' school records for college admission officers considering these students for admission.*

The NACAC national conference, held in Tampa, altered some of its programming to respond to concerns related to Katrina's impact on college students and institutions. The 2005 Assembly voted to establish an ad hoc committee to define a response to meet the future needs of high school and college students who are affected by catastrophic events.

But from the standpoint of NACAC's own history, two seismic shifts occurred in the governance foundations of the association. The first resulted from the completion of the work of the Steering Committee on Admission Standards, which completed its two-year task of revising the *Statement of Principles of Good Practice*. The document was made available to all NACAC members for comment in February and received extensive review by state and regional leaders at the summer Leadership Development Institute. Passed by a unanimous vote of the 2005 Assembly, the significantly revised *Statement of Principles of Good Practice*, included:

- A statement of core values
- A statement of member conventions (understandings and agreements that frame the code of ethics)
- A list of mandatory practices
- Interpretations of mandatory practices
- A list of best practices

The second major benchmark undertaking of 2005 was the adoption of a significantly revised governance model. From the fall of 2004 and into the spring of 2005 the Executive Board continued to evaluate the effectiveness of its organizational structure. 2005 President Frank Sachs reflected:

*We undertook a yearlong project to study how the best non-profit boards operate. What we discovered was that NACAC was operating under a model that had remained largely unchanged*

*from the 60's (certainly the 70's and 80's), in effect stifling creativity and growth, and not allowing the Board to react as swiftly as necessary to the issues of the day.*

Already, the role of national leaders had been altered, focusing board members on over-arching governance questions, while national committee chairs took on full responsibility for the specific charge to their committees.

The result was a significant change to the NACAC bylaws regarding the board positions and structure. The following provisions were approved by the 2005 Assembly and the General Membership at the 2005 national conference:

- The name of the governing body was changed from "Executive Board" to "Board of Directors."
- The size of the Board was expanded from 7 to 15, including:
  - o Three officers: president-elect, president and past president,
  - o Eight directors, elected by the Assembly,
  - o Up to three directors appointed by the board,
  - o The coordinator of the State and Regional Presidents' Council.
- The vice presidential titles were removed and all non-officers were titled "director."

In order to phase in an election rotation for these board positions the 2006 Assembly would be asked to elect six new directors with terms varying from one to three years.

In addition, board governing committees were to be developed, dividing the work of the board into manageable pieces and allowing board directors to develop broad governance experience and expertise. It was specified that there would be an "Executive Committee" comprised of the president-elect, president and past president. An interesting historical note, the specification of an Executive Committee returned to a practice of the Executive Board in the very early years of the association.

By March, the Ad Hoc Committee on Graduate Coursework had completed work on a 20-chapter textbook, the *Fundamentals of College Counseling, 2005 Edition*. The initial draft was available on the NACAC Web site and invited feedback from members. Designed both for use as a text in graduate courses and as a valuable resource for counseling offices, authors included some of NACAC's most knowledgeable and experienced members. This committee was also successful in growing the number of graduate programs offering targeted courses in college admission counseling as a part of their curriculum. In 2005 almost 30 institutions were offering this coursework.

A Sign of the Times:

*NACAC has been a key player as one of the few education organizations actively supporting the DREAM Act, a federal bill that would allow states to provide in-state tuition for qualified undocumented students. NACAC has worked with coalition partners to support reintroduction of the DREAM Act.*—NACAC Bulletin, September/October 2005.

By 2005, a hallmark of NACAC's role in public advocacy was a network of partnerships with other national organizations, similarly committed to the transition from high school to postsecondary education. In December of 2004, with funding from the Pathways to College Network, the Government Relations Committee had convened 15 of the nation's prominent college access and counseling organizations to discuss the development of a "shared agenda to advocate more forcefully for increased postsecondary access and success for students." The priorities identified carried NACAC's legislative agenda into 2005 and included:

- Specifying a rigorous academic curriculum as the core high school curriculum.
- Informed counseling in order to promote informed family/student decision-making.
- Increased need-based financial aid and funding for the programs and personnel preparing students for college.
- Support of partnerships with business to promote school to workforce coordination.

Other important partnerships included the Committee for Education Funding, the Student Aid Alliance, The National Alliance of Pupil Service Organizations, the DREAM Act Coalition, the American Council on Education and the Washington Secretariat.

Also of interest in 2005:

- Midyear, membership stood at approximately 9,000, with 3,530 secondary schools and individuals, 4,727 postsecondary institutions and individual members and 455 independent counselors and retired members.
- The *NACAC Bulletin* underwent a redesign and 2005 was the last year that this publication appeared in print.
- In 2005 more than 100 fee waivers for National College Fairs were granted to Historically Black, Native American and community colleges. This was the 8th year for this fee waiver program.
- Two new workshops were offered at the 2005 national conference: for those interested in independent consulting—Transitioning from School to Private Practice, for secondary school program directors—Directing a Dynamic College Counseling Program.
- A \$115,000 grant from the AXA Foundation, received in 2005, represented the largest grant received from a philanthropic organization. A \$50,000 grant was received from CollegeAnswer.com, to support the 2004-2005 *State of College Admission* report.

## NACAC History: 2006

*Each year, as a new season rolls around, I ask myself, "Do I still have the passion to continue on this journey? Am I still on course?"*

*As I begin my 20th year in the admission profession, I have done some deep soul searching to confirm that my focus is still on the children. I chose this profession as a career with a simple goal: to assist parents and students with the college admission*

*process. I remember saying, "I want to give students what my parents could not give me—understanding of the college process." I remember having a desire to make a difference in the lives of each student and parent. I really believed I could make the difference. After much soul searching, I still believe I can make a difference. The funny thing is I also believe there are many others in the profession, who I believe can make a difference in the lives of those with whom they come in contact.*

*As I prepare for this upcoming year, I have to remind myself to "Stay the Course." I cannot forget the reason I started in this profession over 19 years ago—for the children, all the children. I must refocus, adjust and get back on course.—Beverly Henry Wheeler, NACAC president 2006, on the beginning of a new academic year for the profession—NACAC Bulletin, September 2006.*

The "Executive Board" of 2005-2006 was the last for which board members served with vice presidential titles and responsibilities, as 2006 saw the beginning of implementation of the governance changes approved by the Assembly and membership at the 2005 national conference. In addition, further initiatives, designed to make the structure more effective and responsive were underway.

The board approved a recommendation of the Governance and Nominating Committee to appoint an ad hoc committee to perform a complete and comprehensive review of the association's bylaws. A Bylaws Review Task Force was appointed to serve during 2006-2007, chaired by PJ Jorgensen, retired member from Ohio. The charge to this task force was to conduct a thorough review of the current bylaws and to make recommendations for new bylaws that would serve the association for many years into the future.

The board also approved "the allocation of resources" necessary to explore reincorporation in a state other than Iowa, in order to create more flexibility for the governing process and communication with members.

The 2005 Ad Hoc Committee on Assembly Structure had recommended that the issue of the size of the Assembly be reviewed when the Assembly size reached 225. Because the 2005 Assembly included 227 voting members, including seven board members, the board asked the Governance and Nominating Committee to consider alternatives to the existing system of allocating delegate representation to state and regional associations.

Despite advocacy efforts on the part NACAC and many other educational associations dedicated to improving the transition to college, Congress failed to reauthorize the Higher Education Act in 2006, deferring action and setting NACAC's legislative



agenda for the coming year. In conjunction with the Pathways to College Network, NACAC sponsored a Congressional Policy Forum on Capitol Hill with 11 partner organizations, in order to provide policy perspectives on support for college access programs. The purpose of the forum was to better align the transition from secondary to postsecondary education. Areas of focus included stronger support for need-based financial aid and aid awareness, college counseling and encouragement, and a rigorous college preparatory curriculum in high school.

A Sign of the Times:

*A recent study shows that close to one-half of the low-income students in this country who are qualified and want to go on to school cannot because of financial reasons; and for a country as wealthy and as powerful as ours to be closing the door of educational opportunity because of finance alone is recipe for economic disaster. —Congressman Ron Kind of Wisconsin*

More than 4,500 attended the 2006 National Conference, held in Pittsburgh, PA, making it the largest NACAC conference to that date. In the first election for a “Board of Directors” under the new governance structure, the size of the board was increased to 12, including 8 directors and the coordinator of the state and regional Presidents’ Council. For this election cycle only, candidates for election were staggered by one-, two- and three-year terms. The Governance and Nominating Committee single-slotted the candidates for the one- and two-year board terms.

In 2005-2006, the Admission Practices Committee had begun monitoring “application deadline creep”—recruitment practices by colleges and universities that were pushing students to make earlier and earlier applications to colleges, including during the junior year and the summer prior to senior year. The outcome of this research indicated that colleges were utilizing a strategy of early contacts to get students committed to institutions prior to the start of the senior year. In explaining concern over this practice, Ken Fox, chair of the Admission Practices Committee, noted:

*Many counselors raised access issues: Not all students have access to a high school counselor before grade 12, and many high schools can not provide transcripts over the summer. Many colleges expressed the desire for a level playing field. The committee was concerned with the confusing messages students receive about the need for rigorous coursework during the senior year, while having some admission decisions prior to the start of the senior year.*

As a result, several related motions were brought to the delegates for addition to the *Statement of Principles of Good Practice*.

New provisions approved for the *SPGP* required that institutions would not “establish any application deadlines for first-year candidates for fall admission prior to October 15 and (would) give equal consideration to all applications received by that date.” In addition, it was specified that institutions would not “notify first-year candidates for fall admission prior to September 15 of the senior year.”

A Sign of the Times:

*Naviance and the Common Application organization announced that, “Web-based technology marks the first time that high school students and counselors will move to an entirely paperless application process—including submitting teacher recommendations and Common Application school reports.” NACAC Bulletin, March 2006.*

The Assembly also approved a significant alteration to the NACAC Bylaws. The chair of the Governance and Nominating Committee was changed from the sitting past president to the immediate past president (after completion of term on the Board of Directors).

The 2005 fiscal year had ended with a positive change in net assets for the association of \$678,919 and growth in unrestricted net assets of \$724,094. The delegates approved a 2007 budget of just under \$10 million for both revenue and expenses, including a positive change in assets of \$216,035.

In recognition of outstanding work in developing the NACAC publication, *Fundamentals of College Admission Counseling: A Textbook for Graduate Students and Practicing Counselors*, members of the Ad Hoc Committee on Graduate Coursework and authors of the text received the 2006 Margaret E. Addis Award.

Also of interest in 2006:

- The *NACAC Bulletin* became an online only, bi-monthly newsletter.
- Three new board committees were constituted: The Executive Committee, The Performance and Oversight Monitoring Committee and the Planning and Resource Development Committee.
- An Ad Hoc Committee on Catastrophic Events was appointed, as directed by the 2005 Assembly. One outcome was the development of a new NACAC Web page for catastrophic events, designed to assist members and the students they help in the college admission process during any catastrophic event.
- The Seal of Approval program continued to grow in 2006 and to provide a stream of revenue. Sixteen programs were endorsed in 2006.
- *The Fundamentals of College Admission Counseling* text became available in a printed book form in April of 2006.
- In its second year, Directing a Dynamic College Counseling Program doubled its attendance in 2006. Guiding the Way to Inclusion attracted a registration of nearly 100 professionals, focusing on diversity, equity and access issues.
- Two new services were introduced for state and regional ACAC executive assistants: the formation of a Special Interest Group (SIG) and the addition of a SIG meeting for this group at the 2006 national conference.
- An International Student Resources Web Page was added to the association's Web site.



## NACAC History: 2007

*Those of us who ran for the Executive Board in 2005, were met with some big surprises when we arrived at the summer 2005 Leadership and Development Institute: a completely reinvented Executive Board—now a Board of Directors, the elimination of vice presidential titles and responsibilities, a voting board to be significantly increased in size, a new board committee structure, and the opportunity to expand our representation by bringing on appointed board members.*

*Launching a new strategic planning process was primary in the work of the 2007 board. No aspect of our strategic planning was more important than reviewing and rearticulating our association's vision and mission statements. Together these represent the philosophical compass by which we measure all that our association does: how we allocate our resources, where we ask our members to volunteer their service, how we define our public advocacy, what we ask of our state and regional affiliates.*

*As I said in my remarks to the membership at the 2007 National Conference, "At its founding in 1937, NACAC represented one unanimous voice. But the NACAC of today is very different. We are held accountable by the diversity of our membership. What is unique about NACAC is the breadth of what we represent—who we represent. On the postsecondary side, today's NACAC Assembly represents highly selective private and public colleges, regional universities, small privates, HBCUs, faith-based institutions, and community colleges. On the secondary side they represent the elite prep schools, huge suburban districts, true inner city high schools; not to mention community based organizations, independent counselors, and representatives from the financial aid community. (And then there is always that unspoken constituency, the students our institutions serve.) That is our challenge and that is our strength—because NACAC holds within its membership the opportunity to host the conversation across the entire spectrum of professionals who stay up at night worrying about the future of our young people's education in this country."*

*In many ways, 2007 marked a rebirth for NACAC, including the launch of a thorough review of our bylaws and incorporation status—and even the search for a new home. At the same time, it was a year of recommitment to long-standing professional standards and advocacy, outstanding professional education opportunities and resources, and to service to members and the profession. —Mary Lee Hoganson, NACAC president 2007, reflecting on the presidential year.*

Perhaps the most significant challenge of 2007 was the full implementation of the substantive governance changes adopted in 2005. Following the 2006 National Conference, with the enlarged and restructured Board of Directors in place, the full new board committee structure was implemented by the beginning of the term of the 2006-2007 board, and governance tasks were delegated to these committees, which included:

- The Executive Committee (comprised of those in the presidential cycle)
- Planning and Resource Development

- Performance and Oversight Monitoring
- Member and External Relations (first convened in 2007)

Development of a new strategic plan for the association was undertaken in earnest in 2007, guided by input from the Assembly, state and regional leaders, and the data from a recent membership survey. The board approved revised statements addressing the "Vision, Mission, Core Values and Strategic Priorities" at its March meeting.

Senior staff continued to plan for reincorporation of the association. Requirements of several states were explored in order to identify a state with "sound case law," but with less "prescriptive" parameters than that of Iowa. In the end, the board authorized the association's legal counsel to move to form a "non-stock Delaware corporation" with recognition as a 501c3 organization." This issue was targeted for membership approval in 2008.

Two very important ad hoc committees were convened in 2007. The Bylaws Review Task Force had been appointed at the end of 2006, as recommended by the Governance and Nominating Committee and approved by the 2006 Assembly. The charge to this task force was to perform a complete review of the NACAC Bylaws and to propose revisions. PJ Jorgensen, retired member from Ohio, was appointed chair. Following its initial meeting in late January, the task force agreed to review the bylaws with the intent of making them simpler by removing language that describes operational policies, while maintaining a strong basic structure. It was decided that the task force would focus on "concepts" rather than "commas" to encourage discussion of the purpose and goals of each article, rather than how well it is currently written. In addition, the task force began a discussion of membership categories, with input from the Membership Committee. It was decided that, after receiving input from NACAC and state and regional leaders and members, the final proposed revision would be presented to the Assembly and membership in 2008.

In February, the Board, responding to the concerns of members and the Assembly, formed a Commission on the Use of Standardized Tests in Undergraduate Admission to determine how the association could best provide guidelines, information and resources for NACAC members and other stakeholders on the issue of standardized admission tests. Bill Fitzsimmons, dean of admission and financial aid at Harvard University (MA), was appointed by President Hoganson to chair this commission.

The board deliberated over the best method for the selection of the one or more additional board members, to be appointed from outside the membership. In March a call was sent to the members asking them to suggest individuals for "appointment" to the Board of Directors, marking the next phase of implementation of the new board structure. The request was for those whose expertise would be desirable to the association's mission and purpose, but were "individuals who would normally not become candidates for board service through the Governance and Nominating Committee process."

NACAC held its 25th Legislative Conference in March. More than 120 members attended for the purpose of promoting the association's ongoing legislative priorities:

- Access to a rigorous course of study for all students
- Access to college information and counseling
- Increased need-based financial aid for low-income students to attend college

In particular, at this government relations gathering, NACAC proposed legislation that would increase federal support for school counselors and college preparation in high-need school districts. This proposal would:

- More fully integrate school counselors into school accountability plans under No Child Left Behind.
- Provide federal funds to hire and train more counselors for low-income high schools.
- Provide funds for schools to obtain college counseling resources.
- Establish pilot programs for graduate coursework addressing college admission counseling.

An important portion of this Legislative Conference was devoted to joint sessions with the American School Counselor Association including joint meetings with members of Congress and their staff members to advocate on behalf of federal programs to hire, train and support school counselors.

By July, bills in both Congress and the Senate had passed that included multiple provisions for the training of school counselors, admission officer and financial aid officers. The bills provided for college preparatory materials for needy students and simplification and improvement of the financial aid process. This legislation signaled a significant victory for NACAC's advocacy efforts.

Sign of the Times:

*"National Association for College Admission Counseling members are scheduled to visit more than 300 congressional offices in an effort to urge lawmakers to reintroduce and enact legislation to open up higher education opportunities for graduating seniors. It would provide temporary legal status to undocumented US high school graduates and give them access to in-state tuition. Today, students who lack citizenship status have limited options once they graduate from high school, because they are not eligible for most higher education scholarships or jobs with most US companies. Those who attend universities have to pay out-of-state tuition, which makes college unaffordable to most of them." Education Daily quoted in the April 2007 NACAC Bulletin, regarding the NACAC 2007 Legislative Conference.*

Another shocking national tragedy shook NACAC members when, on April 16, a student opened fire on the campus of Virginia Polytechnic Institute and State University. The shootings represented the worst mass-killing in the history of the United States. The following message appeared at the opening of the April NACAC Bulletin:

*The National Association for College Admission Counseling today expressed its deepest sorrow for the 32 victims killed in the tragic shootings Monday on the Blacksburg, VA campus. The tragedy is being felt throughout the campus community and the nation. Virginia Tech is a member of NACAC and Potomac and Chesapeake ACAC, a NACAC affiliate.*

In a short-lived collaboration, NACAC partnered with the Center for Student Opportunity to cooperatively develop programs designed to reach students in underserved communities. The "Counseling Outreach Initiative," was envisioned to research, identify, and place volunteers with a partnership site in their area, supply a volunteer curriculum, worksheets, and activities to guide the counseling work, and provide additional resources and support to volunteers. While this partnership was dissolved after less than a year, it led to work on a "grab-and-go" curriculum materials titled "Step by Step to College." After the partnership was dissolved, the curriculum was published separately under the logos of both associations. "Step by Step" is currently part of publications overseen by the Inclusion, Access and Success Committee.

When the Board of Directors met in July, in conjunction with the Leadership Development Institute in Memphis, it was decided that the Performance and Oversight Monitoring Committee would begin a comprehensive review of the entire Seal of Approval program. Requests for reviews were growing increasingly complicated, as the identity of organizations asking for endorsements became more ambiguous, with some ostensibly nonprofit products being linked to for-profit ventures.

A Sign of the Times:

*While Boomer parents contact their on-campus children on average 8.2 times per week, via phone, email, text-messaging, and letter, Gen-X parents initiate 11.8 contacts weekly. Gen-X parents surveyed were more likely to say they would intervene if their child should experience problems at college, from poor quality housing, to class attendance problems, to inadequate financial aid.*

Also in July, the board authorized CEO Joyce Smith to "actively pursue... purchase of new building space." When the association purchased and moved into headquarters on Prince Street in Alexandria (VA), the staff numbered 25. In 2007 there were 43 staff members.

The Admission Practices Committee experienced some pushback regarding new wording in the *Statement of Principles of Good Practice*, adopted by the 2006 Assembly, which specified October 15 as the first permissible date for notification to students of admission. As a result, when the 2007 Assembly met in Austin, TX, delegates from Southern ACAC introduced



a successful motion to revise this mandatory practice to read: "Postsecondary members agree that they will not notify first-year candidates for fall admission prior to the receipt of a transcript that reflects completion of the final semester of the junior year of high school or the equivalent. Institutions that require only an application prior to extending an offer of admission, including many community colleges, may accept students at the time of application." The Assembly further charged the Board of Directors with appointing a task force to thoroughly review issues surrounding the "early notification date." One other approved addition to the *SPGP*, specified that institutions would not differentiate between early and regular admission candidates with respect to financial aid offers.

The Assembly approved a policy, introduced by the Admission Practices Committee, establishing the authority for approval of sections of the *SPGP*. Mandatory and Best Practices would, in the future, be presented to the Board of Directors and the Assembly for approval, while changes to the interpretations section would be adopted by the Admission Practices Committee.

The year 2007 ended with several new concerns on the horizon for NACAC's agenda. Among those identified in the December Bulletin were educational opportunities available for a growing number of armed services veterans and the related practices of for-profit institutions in their recruitment.

Also of interest in 2007:

- Congresswoman Jan Schakowsky of Illinois introduced legislation honoring NACAC on the occasion of the 70th anniversary of its founding.
- The National College Fair Program celebrated 35 years. The NCF Committee added a fair in Baton Rouge, the first fair held in Louisiana since Hurricane Katrina in 2005. The committee also investigated vendors that might provide a system for lead retrieval, allowing exhibitors to collect student names and addresses electronically at the fairs.
- NACAC entered into a partnership with "Extraordinary Women in Engineering" to encourage high school women to consider postsecondary education in engineering and subsequent careers.
- In partnership with The Institute for College Access and Success, NACAC released a special report describing secondary school counselors' views on student loan debt and assessing their perceived expertise in advising students and families in financing college.
- NACAC launched a testing Web page "to serve as a professional resource on the use of standardized tests in admission. This page include(d) NACAC research, a recently commissioned white paper on college admission testing by Rebecca Zwick, the latest standardized testing news, and helpful links for admission professionals, students and parents."
- Sponsorship opportunities continued to expand for the national conference with the addition of advertisements on divider tabs for both the program book and exhibitor guide.

## NACAC History: 2008

*2008 has been a great year for NACAC. We continue to provide high quality professional development to our members; link students with institutions in a growing college fair program; conduct and support research on topics in college admission and continue advocacy for the profession and the students we serve. Recognizing all of this, a few activities from 2008 particularly stand out. We purchased a new building in Arlington (VA) for the NACAC headquarters. We are releasing the report of the Commission on the Use of Standardized Tests in Undergraduate Admission. We have begun work on the new online Knowledge Center.*

*All of these milestones are indicators that NACAC is establishing itself as the leader in the field of college admission. The Testing Commission is a prime example of NACAC-supported research and policy recommendations that will shape the profession and students' college admission experiences. The Knowledge Center will make our best practices, collective knowledge and practical information available to colleagues and the public in ways that would not have been possible five years ago.*

*Our commitment to provide services and programs to an expanding and more diverse membership resulted in the need for additional space. The new headquarters in Arlington should meet our needs now and in the future. The increase in membership has also resulted in a change in governance needs. Dynamic organizations focus on self-assessment and continuous improvement.*

*The forward looking work of the NACAC members on the Bylaws Review Task Force resulted in the proposed revised bylaws that you will be voting on at the General Membership Meeting at our conference in Seattle (WA).*

*My term as president has been a rewarding experience. I feel privileged to have served with an outstanding Board of Directors and a talented NACAC staff. I have expanded my circle of friends and colleagues. I have enjoyed the work and my NACAC experiences have deepened my understanding of the varied perspectives and practices that make up the admission profession around the world.*





*I imagine that each president of NACAC has felt that a year is a short time to accomplish all there is to do. We should all be grateful for the work of the leaders and members who came before us for laying the foundation for this year's accomplishments. I am confident the new NACAC Board of Directors led by President Bill McClintick, and those who follow after them, will continue to lead us in the right direction and bring us to even higher levels of success in the years to come.*—Kimberly Johnston, NACAC president 2008, reflecting on the presidential year.

As membership reached an all-time high of more than 11,000 in 2008, the Board of Directors approved new strategic priorities which emphasized building a strong knowledge base, promoting ethical behavior in the profession, raising awareness and strengthening the association infrastructure.

As noted in President Johnston's remarks, NACAC initiated the development of an unique web-based Knowledge Center in 2008. The intention was to compile a set of models and samples that could be used to promote good practices in college admission counseling. Members were asked to submit model materials for:

- College advising programs
- Orientation training for college admission officers
- Professional job descriptions
- Publications and presentations dealing with financial aid
- Information for parents
- Ethics training materials

Materials were to be posted on the NACAC Web site for viewing or downloading.

In 2008 the results were seen of NACAC's ongoing advocacy in support of more and better training for professionals who counsel students in the transition from high school to college. Those attending the 2008 March Legislative Conference had an opportunity to learn more about NACAC's support for the College Access Challenge Grants, a new federal program that provided states with monies to be used in training college admission officers and school counselors in the skills related to college application and financial aid. The association took special pride in the fact that NACAC advocacy had played a pivotal role in creating the Pathways to College Act, legislation sponsored by Senator Richard Durbin of Illinois. That bill targeted improved college access for the neediest students by establishing or strengthening college counseling programs in high schools. Much of the bill's language was taken directly from NACAC recommendations that were promoted by members who attended the 2007 and 2008 NACAC Legislative Conferences. In addition, NACAC had helped to get two pieces of legislation signed into law by President Bush that provided increased funding for higher education for reservists and active duty members of the armed forces.

Government Relations Committees at the national, state and regional levels, continued to advocate throughout 2008 for legislation that would specify the inclusion of graduate coursework in college admission counseling preparation programs.

The NACAC Commission on the Use of Standardized Testing in Undergraduate Admission completed its work in July and released its recommendations in front of more than 1,000 members and the national media at the national conference in Seattle. Among the recommendations of the commission were:

- A NACAC-provided core education/training opportunity on admission testing for college admission counseling professionals
- A statement about the utility of standardized tests in admission
- Recommendations for action against test score misuse and
- Potential opportunities for NACAC to continue to shape the national discussion about standardized admission testing.

In addition, the commission recommended two further projects:

- A paper on the effects of test preparation, for the purpose of guiding the association and admission officers on how best to factor test preparation into the interpretation of test scores.
- Development of training tools for both secondary school counselors and admission officers.

The Human Relations Committee supported several new and renewed projects in 2008. Publications under the purview of this committee were branded as *Guiding the Way to Higher Education* and included updated *Families, Counselors and Communities Together (FCCT)* materials. Creation of the *Step-by-Step to College* curriculum for first-generation and underserved students was completed in spring. The workshop materials, targeted for middle and high school students, were written by Phyllis Gill, past president of Southern ACAC; Joan Mudge, NACAC past vice president for professional development; and Mary Lee Hoganson, NACAC past president. A project to provide handbooks and CDs for counselors, to implement the FCCT program, was launched for middle and high school counselors participating in summer institutes sponsored by the Advancement Via Individual Determination (AVID) program. In addition, training was introduced for those participants using the new *Step-by-Step to College Workshop* materials. A pre-conference workshop provided training for the FCCT and *Step-by-Step* materials at the 2008 National Conference. Both sets of materials became available, free of charge, on the NACAC Web site.

A Sign of the Times:

*Results of two recent studies show that parents of middle and high school students have high educational aspirations for their children but often lack the necessary knowledge to plan accordingly for postsecondary transitions. The Institute for Higher Education Policy (IHEP) surveyed parents of students in grades 6–8 and the National Center for Education Statistics (NCES) surveyed parents of students in grades 6–12 to learn more about the expectations they have for their children's education, their knowledge about the college admission process, and the extent to which they have started planning for college.*

*Both studies found that nine out of 10 parents expect their children to pursue education beyond high school but aspirations differed based on background characteristics. For example, both Hispanic parents and those with lower levels of educational attainment were less likely to expect that their children would go on to college. In addition, the NCES study found that parents whose children earned mostly A's in school were much more likely to expect their children to go to college than those whose children earned mostly B's or C's. Important differences were also found by income level, family composition, and school type (public/private).*

The search for a new headquarters location culminated with the February purchase of one floor of an office building located at 1050 N. Highland Street in the Clarendon neighborhood of Arlington, VA. After 21 years in Alexandria, VA, this purchase would accommodate a growing staff and expanding programs. The move to the new headquarters office was made in early August. The association was very fortunate to quickly find a buyer for its Alexandria property.

On the technology front, the association continued to update its technology tools. The Web site was once again redesigned, utilizing technology to connect with members in new ways. Social networking groups were introduced through a network launched to promote the national conference. The NACAC Web site had an average of over 4,100 people visiting each day.

Based upon the deliberations and recommendation of the Member and External Relations Committee, the Board of Directors voted to dissolve the Seal of Approval program by December of 2010. This would follow the expiration date of all entities currently holding the seal, but no new applications would be accepted in future.

The Bylaws Review Task Force completed its comprehensive review of NACAC bylaws in 2008. Final revisions were made by early spring and the membership was sent a draft and asked for feedback by the end of May. A final draft of the revised bylaws was submitted to and received approval from the Board of Directors in June. Those attending the summer Leadership Development Institute reviewed the final document, as well as the plan for reincorporation in the State of Delaware.

A Sign of the Times:

*In an effort to address growing environment concerns and become more environmentally-friendly and ecologically responsible, NACAC will kick off its greening initiative at the 64th National Conference. NACAC has partnered with the Washington State Convention Trade Center to help reduce waste by replacing trash cans with recycle bins and printing all material on post-consumer recycled paper. In addition, NACAC presenters, sponsors and exhibitors are encouraged to print materials on recycled paper and to print and ship a reduced quantity of materials to reduce waste. Electronic copies of educational session handouts and attendee lists will be available online, rather than in printed form to reduce waste.*

The NACAC Assembly convened on September 24, 2008 in Seattle. Several motions were considered relating to revisions of the *Statement of Principles of Good Practice*, by Admission Practices Chair Ken Fox. Substantive changes included:

- Alteration in wording to Mandatory Practices, specifying that postsecondary members could neither “require” nor “ask” applicants to indicate the order of college or university preference, except under Early Decision plans.
- The addition of a requirement to “state explicitly” in letters offering admission that May 1 is the deadline for choosing among offers of admission.

For many years, NACAC had maintained the “practice” of nominating for president-elect, candidates from the secondary and college sectors in alternating years. The Governance and Nominating Committee departed from this practice for the first time in 2008, nominating one secondary school candidate and one college candidate. James Jump, a secondary school counselor from St. Christopher’s School (VA), was elected by the Assembly in 2008. This set a new precedent and created more flexibility in the presidential succession.

In addition, the Governance and Nominating Committee recommended a policy change that would allow board members to run for president-elect in their final year on the board. This policy became part of the bylaws revision presented to and approved by the membership in 2008.

The first two appointed board members were installed at the 2008 General Membership meeting, along with those elected by the Assembly. This was the first step in implementation of the 2005 bylaws change that permitted the Board of Directors to identify and appoint individuals to serve who, unlike nominees from within the membership, might provide an external perspective to the board’s deliberations. The appointees were:

- Michael Goldberger, director of athletics at Brown University (RI) and Brown’s former director of admission
- Patricia M. McDonough, professor in the Higher Education and Organizational Change Division, vice chair (and former chair) of the Education Department, Graduate School of Education & Information Studies, University of California, Los Angeles.

At the 2008 General Membership Meeting, Beverly Henry Wheeler, chair of the Governance and Nominating Committee and past NACAC president, presented a “Plan of Reorganization” for NACAC that included:

- The reincorporation of NACAC in Delaware as a “Delaware nonstock corporation,”
- Transfer of all assets of the association to that corporation,
- Dissolution of the existing Iowa nonprofit corporation and
- Adoption of the new NACAC bylaws for the Delaware nonstick corporation.

It was explained that, given the required timeline for notification to members of any proposed bylaw changes, the “plan” would need passage as a holistic document. The membership adopted all provisions by unanimous consent. With this action, a major reorganization of NACAC was completed, representing

a significant accomplishment on the part of the Bylaws Review Task Force, the Governance and Nominating Committee, the Board of Directors and NACAC staff leaders.

Also of interest in 2008:

- The online publication of the *NACAC Bulletin* increased to twice monthly.
- The Membership Committee launched the NACAC Ambassador program, a recruitment campaign to recognize and reward members for introducing new members to the association.
- A second edition of the successful NACAC text, *The Fundamentals of College Admission*, was released in 2008. This updated resource included a companion CD containing resources for college counseling.
- The state and regional Presidents' Council was pivotal in NACAC's outreach to college admission counseling professionals in 2008. Nearly \$50,000 was awarded through the council both in professional development grants and special project grants, much of the funding coming from the Imagine Fund. (Annual Report)
- The association launched the NACAC legislative portal, allowing members to link to "up-to-the-minute" information about legislation affecting college counseling and admission, as well as higher education policy.
- A joint project of the Editorial Board and the Current Trends and Future Issues Committee, the Winter 2008 edition of the *Journal of College Admission* was devoted to the topic of adolescent development.
- An indication of NACAC's international visibility, President Kim Johnston was invited to present in spring and fall of 2008 to the Korean Council for University Education in Seoul, South Korea. Her presentations included an overview of the college admission system in the United States and recruitment strategies.
- The Current Trends and Future Issues Committee, for the first time, convened a group of community college admission professionals for a discussion about community college recruitment and admission in the 21st century. The purpose of the meeting was to allow the committee to learn more about the changing roles of community college admission professionals, in order to increase the association's attention to the needs of these members and institutions.
- Candidates for election to the Board of Directors in 2008 were asked to give a prepared six-minute speech incorporating an answer to a question drafted for all candidates. This replaced the most recent practice of asking candidates to give a four-minute speech and to respond, in two minutes, extemporaneously to a uniform question.
- At the national conference, members' badges were scanned at entry doors for the first time, creating a mechanism to track participation in the sessions and events.

## NACAC History: 2009

*Shortly after the New Year, the NACAC leadership realized that our budget for 2009 was going to be greatly off the mark. This time, usually set aside for introspection, goal setting and hope for a better year than the last, suddenly became a frenzied beginning to a process that went on throughout the year—sacrificing the old ways to transform NACAC according to the current needs of members. No small undertaking, as this is not a quick fix, but the beginning of (a) "sea change." As uncomfortable as this process was, it forced us to take a step back and evaluate what our priorities should be—essentially asking why professionals should stay connected.*

*The discussion will go on, but some major developments came out of this thought process:*

- *Further expansion of the Knowledge Center as a means of delivering both research and professional development to members at a minimal cost, during this time of reduced funding for travel.*
- *Maintaining NACAC's commitment to advocacy by reallocating the disproportionate amount of our advocacy budget spent on the annual Legislative Conference to funding battles occurring at the state and local levels. While there is no doubt that we need to continue our efforts at the federal level, we must look for new ways to support our affiliates.*
- *The creation of a committee to work with the NCAA in an effort to improve the eligibility certification process and to introduce a secondary voice to the NCAA legislative process.*
- *The creation of a new committee that will formally sit down with the staff at U.S. News & World Report to outline NACAC's concerns with this publication's college rankings.*

*And, as we continue to ask what NACAC should be, we are rediscovering our community's core—as much as juggling numbers matters, nothing matters, so much as advancing our members' work to help students "reach their full educational potential," especially at this critical time for our nation. Despite knowing that this coming year will pose additional challenges, there are positive signs:*

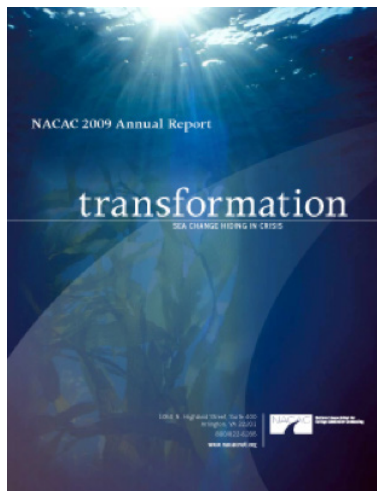
- *Record attendance figures at the national conference in Baltimore prove that the need for specialized education, exposure to new products and services, and the opportunity to convene and meet face-to-face is greater than ever.*
- *Strong membership figures show that NACAC is continuing to draw in new professionals and benefits long-time members with a fantastic professional support system.*

*However, we must be prepared for challenges in other arenas. The financial performance of the reserves and participation rates at our National College Fairs remain critical variables in determining what we will be able to accomplish financially in the coming year. As immediate past president, I ask you to remain positive and know that even as we are pushed and*



tested, NACAC will use any and all challenges as a means to transform NACAC into what it should be. Surely, we will come out on the other side much improved, practiced and proud.— Bill McClintick, NACAC president 2009, reflecting on the presidential year.

As the Annual Report summary remarks of 2009 President Bill McClintick make clear, 2008-2009 was a challenging time for NACAC. The 2008 national conference concluded on September 27 and only one week later, starting on October 6, the stock market began a weeklong decline in which the Dow Jones Industrial Average fell over 18 percent. Coupled with a credit market collapse triggered by home mortgage defaults, the United States economy plummeted into a major recession from which recovery would take several years, climbing slowly—even through the time of this writing in 2012.



2009 could have become a year simply of reaction. But, instead, it became a year that was what CEO Joyce Smith referred to as “transformational... a time to focus on our mission, our core business in serving professionals and students, and take positive steps to ensure the association remains strong.” She added, “This has been a time for innovating strategies, and for transforming how we conduct our business as a professional organization.”

NACAC utilized many new technology tools in 2009. Webinars were used to deliver information in a convenient and cost-effective manner. Several new publications were posted in the NACAC Knowledge Center, as well as through a new NACAC Blog, Admitted. A blog, a Facebook fanpage, conference Twitter stream, LinkedIn group and a Flickr account all were created to disseminate news about the 65th National Conference. Other innovations of 2009 included podcasts available throughout the year on iTunes, a YouTube Channel—NACACNational/Office. More than 500 individuals followed NACAC on Twitter throughout the year. In partnership with the National Research Center for College University Admissions (NRCCUA), NACAC launched an online training program for recruitment professionals, comprised of 16 online courses focused on the needs of new admission professionals. These and other technologies resulted in both cost savings and effective marketing, as NACAC membership reached an all-time high of over 11,300 by September.

A multifaceted marketing plan also resulted in successful fundraising efforts. The annual Imagine Fund campaign raised \$53,500 by the end of September. Conference sponsorships rose 22.5 percent to \$135,200. The AXA Foundation supported National College Fair programs for the fifth year with a grant of \$103,700. Other grants included:

- More than \$52,000 from TG™ to support *Families, Counselors and Communities Together (FCCT)* programming.
- A \$53,000 grant from the Lumina Foundation to be used to conduct a study about alternative college admission strategies, including provisional admission.

Following up on the work of the Commission on the Use of Standardized Tests in Undergraduate Admission that completed its work in 2008, NACAC published responses from the College Board, ACT and the National Merit Scholarship Corporation. Based upon a recommendation of the commission, NACAC unveiled *Foundations of Admission Testing*, a textbook designed to offer college admission counseling professionals a basic foundation in the principles and practice of admission testing—the only such resource not published by a testing agency.

Not only at the 2009 Legislative Conference—which drew more than 130 association leaders—but also throughout the year, the association’s legislative advocacy efforts saw positive outcomes. These included:

- Reintroduction of the Pathways to College Act, supporting improved and expanded college counseling in low-income school districts.
- Inclusion of funds for college counseling and school counselors within the American Recovery and Reinvestment Act.
- Passage of the Student Aid and Fiscal Responsibility Act to redirect federal resources out of the guaranteed student loan programs and into the federal Direct Loan program and Pell grants.
- Effective advocacy on behalf of the DREAM Act to help undocumented students in their higher education aspirations and paths to legal status.
- NACAC leadership of a coalition of like-purposed organizations to secure passage of the Credit Cardholders Bill of Rights.

The 2009 Admission Practices Committee created an abridged version of the *Statement of Principles of Good Practice (SPGP)* for use by expanded constituencies including students, parents and the media. Much the committee’s work for the year focused on the recommendations of the Testing Commission that suggested inclusion of new language in the *SPGP* addressing the use of tests.

A Sign of the Times:

*Campus Pride is a national nonprofit organization for student leaders and campus groups working to create a safer college environment for lesbian, gay, bisexual, transgender (LGBT) and ally students.*

*(In 2009) Campus Pride launched the LGBT-Friendly Campus Climate Index to help prospective college students find campuses that are committed to improving LGBT campus life. The tool is a research assessment for colleges to examine LGBT-friendly policies, programs and practices and then recruit openly gay students to campus. In tandem with the index, Campus Pride hosts annual LGBT-friendly college fairs across the country.*

A long-time goal of the association, NACAC began the process of establishing a closer and more influential relationship with the National Collegiate Athletic Association (NCAA), under the leadership of President Bill McClintick. McClintick noted:

*Through the years, NACAC has enjoyed an 'on again/off again' relationship with the NCAA. Back in the '90s, when there was considerable uproar about the institution of Proposition 48H and the advent of the clearinghouse, NACAC was one of the associations that worked with the NCAA to help them address the concerns of the secondary school community. After several years of working together, there was significant progress made in terms of how core courses were evaluated and in improving the service aspect of the clearinghouse.*

*After the dust settled, things remained relatively quiet for a number of years, but recently, both the NCAA and NACAC came to the conclusion that it was time to re-establish a closer working relationship to address new concerns and to seek ways in which a secondary voice could be heard to improve service from the new Initial Eligibility Center. We hope this will eventually provide a voice for counselors during the NCAA's legislative process when enacting procedures that directly impact secondary schools and our students. I am pleased to report that the Board of Directors has approved the establishment of a new committee to lead these conversations under the guidance of Mike Goldberger, member of the Board of Directors and director of athletics at Brown University (RI).*

The Governance and Nominating Committee brought to the 2009 Assembly delegates, for the first time, a slate of candidates for president-elect that included two very recent members of the Board of Directors. The rationale was that the learning curve for the presidential cycle is so steep that individuals with recent board service would more easily assume effective leadership for the board. Jim Miller of the University of Wisconsin at Superior, had served on the Board of Directors from 2005 to 2008. He was elected NACAC president-elect for 2011.

As recommended by the testing commission, the 2009 Assembly adopted new wording to the SPGP addressing standardized testing. New sections specified that members and their staffs should incorporate the expectation of education regarding educational and psychological testing as a standard of training for admission and counseling professionals.

Open discussion in the 2009 Assembly was focused on issues related to the size and structure of the Assembly. Concern had continued, among both national and state/regional leaders, that the size had grown too large for effective deliberation of issues. After much discussion among delegates, the issue was informally referred back to the Governance and Nominating Committee after a straw poll taken by President Bill McClintick indicated that they wished "a firm proposal for bylaws action" at the general membership meeting of 2010.

In a report to the 2009 General Membership Meeting, Richard Alvarez, chair of the Performance, Oversight and Monitoring Committee of the board, reported that, after cost-cutting adjustments made to operational and programming budgets in 2009, a projected deficit for the year was \$73,500. He added that, while the association's long-term investment portfolio had lost value in the first quarter of 2009, it had since regained its value and that cash flow had been sufficient to avoid liquidation of these assets. In light of the year's financial challenges, this was a positive outcome for NACAC.

Also of interest in 2009:

- The NACAC Membership Directory moved online.
- The Winter 2009 *Journal of College Admission* was a special student-written issue, "The Student Perspective: Essays on the College Transition Process."
- In May, the 22nd annual Space Availability Survey was released and widely covered by the media.
- Responding to the national economic crisis, the Current Trends and Future Issues Committee spearheaded two surveys assessing the effects of the economy on the fall 2009 admission cycle.
- Two new "Research to Practice Briefs" were released at the end of 2009: Factors in the Admission Decision, summarizing NACAC research on the relative importance of various factors in admission, and *Social Media: Considerations and Implications in College Admission*.