

NACAC HISTORY 2010s

NACAC History: 2010

The Current Decade

As CEO, Joyce Smith reviewed NACAC's recent accomplishments and focused on the early years of the second decade of the 21st Century. She wrote:

For the past few years, the economic crisis forced the education community, including NACAC, to rethink what was "core" to our mission, jettison programming or services to reduce expenses and evaluate "20th Century constructs carried into a 21st Century environment." The changing fiscal picture required that we focus on the essence of our mission and on our member needs while planning for innovations to align with the changing world around us.

We must continue to be both proactive and responsive to current trends and future issues. There are calls for reforms in college admission. Who will step forward first to slow down the admission arms race for higher numbers of applications? Political and economic conditions are unpredictable. Many states are experiencing the effects of budgetary cuts from kindergarten through postsecondary education. Students in the pipeline are more diverse by age, race, ethnicity, and financial resources. Technological tools continue to "transform" the process. Some institutions receive 40,000 applications for admission for an entering class. Global recruiting challenges ethical practices. All of this suggests our future in education will be very different from now.

Think about what the world will look like in 20 years. Will there still be admission staffs and brick and mortar buildings for engaging in educational pursuits? Will we work from home with customer service agents on Skype to bring in a class of online students studying in their pajamas? Will admission be conducted by submitting online applications to a programmed computer system that will use formulas to select a diverse class of students?

Change is happening whether we welcome it or not. Presently, the Board of Directors has initiated efforts to envision a new future in college admission counseling. This effort began under the leadership of President Jim Jump in 2010 and continues to evolve under the direction of 2011 President Jim Miller. We are exploring the drivers of change, our aspirations and fears and considering strategic questions about the future of college admission. Environmental scanning and situational analysis have afforded the association leadership the opportunity to consider trends and explore provocative forecasts to guide our discussions of the future.

I am proud to be part of a dynamic organization and serve with expert board leaders who strive to meet the needs of members, the profession and the field. We must continue to build on the past and anticipate the future.

2010:

NACAC entered 2010 coming off a five-year period during which the major focus of the association was strengthening its infrastructure. During that period NACAC had increased the size of its board, reincorporated and passed new bylaws, and purchased a new headquarters. NACAC spent much of 2009 on budget and financial issues amid uncertainty about how the national financial crisis that hit in the fall of 2008 might impact member institutions and their budgets for membership, participation in National College Fairs, and attendance at the national conference. By mid-2010 it was clear that NACAC had not only survived, but remained strong and healthy.

At the June Board meeting, I expressed my belief that it was time for NACAC to look outward. What were the challenges and issues facing college admission, and what role could NACAC play in addressing these issues? In order to answer those questions, the association decided to engage a futurist to help develop a Strategic Plan that would not only update the existing plan, but also anticipate the trends and challenges over the next 20 years that will impact higher education and the profession. Those trends included changing demographics, changes in the delivery of higher education, globalization, and adoption

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

of a business model that might threaten the traditional ethical underpinnings of the profession. A major decision early in the process was a shift from seeing NACAC as a membership organization serving counselors to a professional organization serving college counseling.

In 2010, the association also began a focus on international recruitment issues, from considering expanding the college fair program overseas to addressing concerns about the behavior of agents, setting the stage for the appointment of a commission in 2011. The Board and Governance and Nominating committee responded to concerns from affiliate leaders, developing a proposal to decrease the size of the NACAC Assembly. At the same time, the coordinator of the Presidents' Council also became part of the Executive Committee of the Board of Directors in order to further strengthen the partnership between the national and affiliate organizations

On the heels of the decision to suspend the March Legislative Conference in its traditional format, the association developed a new plan for advocacy at both federal and state levels. The plan was very successful, culminating in David Hawkins being asked to testify before a Congressional committee that was investigating recruiting practices at for-profit institutions.

—James Jump, NACAC President 2010, summarizing the year of his presidency.

By 2010, the Board of Directors committee structure, under the new governance model, had been reevaluated and reconstituted. The board settled upon three committees including:

- The Executive Committee (comprised of those in the presidential cycle, board committee chairs, and the chair of the Affiliate Presidents' Council) charged to:
 - o Ensure the effective functioning of the board as NACAC's governing body which includes planning for board meetings, board training, identifying strategic issues which should be addressed by the board, and active participation in the organization's strategic planning process.
 - o Make recommendations to the board for the adoption of association policies.
 - o Ensure that the association maintains positive and effective relationships with NACAC's various constituencies and stakeholders.
 - o Honor the responsibility for building productive relationships with other associations, legislators and individuals in order to promote NACAC's mission and vision for the profession in service to students.
- The Planning Committee charged to:
 - o Serve as the first review of all issues emanating from standing committees or staff and make recommendations for board action.
 - o Be responsible for assuring proposals include complete background information to ensure board decisions are knowledge-based.

- o Ensure that new programs, products or services requiring board approval support the appropriate use of NACAC's resources to achieve NACAC's mission and strategic priorities.
- The Performance Committee charged to:
 - o Work to ensure the board receives information needed to assess the organization's performance, including the appropriate use of finances and other resources to achieve NACAC's mission and strategic priorities.
 - o Take responsibility for reviewing the proposed annual budget from the Finance Committee, developing strategies, designing reports and making recommendation for board action.
 - o Function as the board's audit committee.
 - o Oversee the development of NACAC's financial partnerships and sponsorships.

2010 clearly marked a turnaround in the financial situation of the association. The year ended with a net income of \$1,400,185, attributed to positive incomes from membership, college fairs and the national conference—as well as reinvigorated gains on investments.

In its 38th year, the National College Fair program continued to thrive in 2010. New fairs were added in Raleigh/Durham, Dallas/Fort Worth, New Orleans and Denver. Overall attendance rose to more than 500,000 participants. Fee waivers continued for institutions serving underrepresented students or experiencing financial hardship.

In 2010, NACAC suspended the annual Legislative Conference, a decision that was not without controversy within the leadership of the association. Costs for the conference had become prohibitive at a time of economic recession. But, in addition, the association wished to explore more

effective ways of conducting advocacy at both the state and federal levels. As President Jim Jump noted, "Putting the Legislative Conference on hiatus allowed staff to focus on advocacy rather than planning the conference." Most notably, the association became a voice of authority as the federal government began to review student recruitment practices of for-profit colleges. NACAC director of public policy, David Hawkins, was asked to testify before the Senate subcommittee involved in this investigation. And, when an immigration reform rally and student Dream Act marches were held in Washington, DC, "NACAC staff successfully delivered a copy of the *Journal of College Admission* on Undocumented Students to all 535 members of Congress" in order to present a professional perspective on issues related to the legislation. In November,



taking a cue from contemporary media campaigns, NACAC posted a YouTube video of 2011 NACAC President Jim Miller, speaking to members in order to encourage them to contact their legislators in support of the Dream Act. In a partial victory, on December 8, the House passed a version of this legislation, which provided a path to citizenship for undocumented students. The Senate tabled its version of the bill a day later.

NACAC conducted its first “National Action Week” in 2010 and generated 15,000 emails in support of the Pathways to College Act, the legislation supporting college counseling initiatives in schools that had been drafted with major input from NACAC.

The Human Relations Committee conducted several programs in 2010 to train individuals in the use of the *Families, Counselors and Communities Together (FCCT)* and *Step-by-Step to College* materials. These included workshops at the University of Richmond and Coppin State University in Baltimore. More workshops were planned for the DC area counselors. The goal was to increase expertise and resources for those serving under-resourced communities.

A Sign of the Times:

On March 3, (2010) Public Agenda released a report, funded by the Bill and Melinda Gates Foundation, called Can I get a Little Advice Here? The report, which included a study of low-income students' perceptions of the process of transitioning out of high school, featured two prominent findings. First, students reported that guidance provided by school counselors was not of sufficient help to allow them to make an informed transition from high school to postsecondary education. Second, the report cited structural barriers—such as high student-to-counselor ratios, varied job requirements and little support for education and training—as potential underlying causes of subpar postsecondary advising. NACAC President Jim Jump, NACAC CEO Joyce Smith and NACAC Board Member Patricia McDonough appeared in several major news outlets to provide a college counseling perspective...

Due to the complexity of the report's findings, and the prominence of the Gates Foundation in education research and reform, NACAC has embarked on a deliberate and sustained response. “The issues identified in the Public Agenda/Gates Foundation report reflect the challenges we have articulated for decades,” noted NACAC President Jim Jump. “We are pleased that the report has shed additional light on structural barriers to effective college counseling, and will use the report as leverage to engage more stakeholders in our efforts to overcome such barriers in conjunction with our policy and practice recommendations.”—NACAC Bulletin, March 17, 2010.

In May, NACAC announced an important new professional development program, *Foundations of Standardized Admission Testing*, as a further step in fulfilling the recommendations of the Commission on the Use of Standardized Tests in Undergraduate Admissions. Designed to cover the core concepts related to standardized test use and interpretation, the program was offered both in summer regional workshops and as a preconference workshop for the national conference. The workshops used a companion textbook created by

NACAC, *Foundations of Standardized Admission Testing*, “the first text to objectively evaluate and analyze” testing in the context of college admission.

A Sign of the Times:

A government report detailing the findings of an undercover investigation of for-profit colleges' recruiting tactics reveals admissions and financial aid officers engaged in unethical and sometimes illegal practices, all in the interest of persuading students to enroll and obtain federal financial aid. The report, along with an accompanying video of undercover footage, is the culmination of a three-month effort by the Government Accountability Office, Congress's investigative wing, to determine whether and to what degree for-profit colleges are engaging in “fraudulent, deceptive or otherwise questionable marketing practices. Inside Higher Education, August 3, 2010

After years of member concern, NACAC appointed an Ad Hoc Committee on U.S. News and World Report, chaired by past Admission Practices Committee Chair Pete Caruso of Boston College (MA). This committee was charged with developing a framework for communication between the association and U.S. News & World Report staff to address issues related to the publication's undergraduate collegiate rankings. In May, the committee conducted a survey of all NACAC members regarding various aspects of the rankings and targeted a report to the membership at the 2011 national conference.

When the 2010 Assembly convened in St. Louis, delegates approved revisions to the *Statement of Principles of Good Practice*, including additional sanctions for noncompliant institutions which would exclude them from NACAC-sponsored events, including National College Fairs, professional development opportunities and the national conference. Wording was amended to a “Best Practice” provision in order to specify that providers of training programs addressing standardized testing should come from entities “independent of companies that sponsor the test or test preparation activities or have stated positions for or against test usage.”

In a break from recent past practice, the nominee for NACAC president-elect brought to the 2010 Assembly was single slated. Evelyn Boyd White was elected to this position, having very recently served as a Board Director.

The most significant business conducted at the 2010 General Membership Meeting was a vote to amend the Bylaws to reduce the size of NACAC's legislative body by changing the formula by which numbers of delegates are apportioned to affiliates. This was the outcome of a year's study by the Governance and Nominating Committee that had been requested by the 2009 Assembly. New bylaws language also clarified the delegate status of those in affiliate presidential cycles and those serving on the NACAC Board of Directors.

An emerging issue throughout the year 2010 was concern surrounding the use of agents in international recruitment. This topic was taken up by the Admission Practices Committee, particularly in relationship to the common practice of per capita compensation of agents, which is prohibited by the *SPGP*. The issue proved to be one of the most discussed at the national conference, including within the Assembly. Immediate Past

President Jim Jump addressed related questions in his remarks to the membership, published in the October 2010 Bulletin. In addressing its complexity he said:

The use of agents is a long-standing practice in other parts of the world, most notably Australia and Great Britain, where school-based counseling isn't a common model for delivering advice about postsecondary education. Is it legitimate to impose our values on other cultures? Is the international agent issue a sign that the admission landscape is changing? Should international recruiting, like athletic recruiting, be considered a "recognized exception" within the SPGP?... Earlier in my career, long enough ago that it now seems like another life, I spent a year as an ethics professor at the college level. In ethics, one long-standing principle is that tough cases make for lousy ethical theory. That's another way of saying that ethical dilemmas are dilemmas because there is no neat solution... For NACAC, the international agent issue is an ethical dilemma, and it is important that we continue the discussions begun in St. Louis before jumping to a position. Whatever that position ultimately is, I hope that we will frame the discussion in terms of what we believe is appropriate and even ideal. Our admission practices should reflect a considered belief about how college counseling and college admission should be conducted.

Past President Jump's words set the stage for what has become considerable further discussion and deliberation among members and leaders of the association. When the new 2010-2011 Board of Directors met in mid-November, they set as one of their goals to advance a recommendation on the use of international agents in college recruitment to the 2011 Assembly for action.

Also of interest in 2010:

- The association launched a "MemberToMember" community in January, and participation grew to nearly 3,000. NACAC members were able to select among 28 public "groups" from which to receive and initiate relevant postings.
- "The Briefing Room," was introduced on NACAC's Web site in 2010; transforming "the latest trends, events, legislative actions, and research initiatives into summarized accounts."
- Eight "Webinars" were offered in 2010, providing a convenient and cost-effective avenue for members to stay current with college admission trends. Those unable to watch the Webinars "live" had access to archived programs.
- A Winter 2010 special issue of the *Journal of College Admission* addressed issues of concern related to undocumented students.
- NACAC's research staff worked with the Pell Institute for the Study of Opportunities in Higher Education on a project to study provisional admission and alternative pathways to four-year colleges for underrepresented students.
- At NACAC's 66th national conference in St. Louis, attendees (led by NACAC staff) kicked off the opening session with a flash mob dance.

NACAC History: 2011

I assumed the NACAC presidency as the Great Recession was subsiding. The caution and austerity practiced by the prior board had enabled the association to not only weather the storm, but to come out in a strong position for finances and membership. We were ready to move forward.

We engaged a futurist to assist us to plan for the future. The process led to greater focus for how NACAC would support its members, and opened the door for us to also offer information and support directly to students and families. We began to more significantly engage Community-based Organizations that were focused on college access. We were able to make some staff additions that were needed but delayed the previous year, due to anxiety about the impact of the economic downturn.

The big emerging challenge began when the 2010 Assembly passed a resolution asking the board to examine whether the prohibition on using incentive compensation for recruiting applied to international students. We surveyed membership, reaffirmed the board's belief that it should apply to all students, and appointed a 28-member panel on international recruiting and admission that would begin its deliberations in early 2012.

We also tackled questions about how NACAC's technology could best serve the information and networking needs of our members and other publics. In the age of Facebook, Twitter and other constantly changing platforms, this will be an issue that will demand attention of all future boards.

We ended the year with substantial progress while expanding and enhanced professional development offerings and other programming. Continued leadership from CEO Joyce Smith and an outstanding array of staff and member-volunteers ensured our success. The 2012 conference in New Orleans had record attendance, and membership increased to more than 12,000. —James Miller, NACAC president 2011, summarizing the year of his presidency.



2011 was a year of strong growth for NACAC. Membership increased more than nine percent, and the diversity of institutions represented increased. By year's end the association reached the milestone of 12,000 members.

In early March the board held a strategic planning retreat, attended by state and regional affiliate leaders. Among topics addressed were how best to:

- Serve professional colleagues in the future and whether to direct services to students, parents and other constituencies
- Open membership to increase involvement from community colleges, public high schools and universities
- Develop a strategic plan to be presented when the Board of Directors met in June and at the Development Institute in July
- Advocate on behalf of students on Capitol Hill during National Action Week and determine what role NACAC plays in the changing political atmosphere.

Immediately following the retreat, affiliate Government Relations Committee chairs joined association leaders to visit Capitol Hill offices to advocate for the legislative priorities of members. These included continuing support for the Pathways to College Act, the Dream Act, and components of reauthorization of the Elementary and Secondary Education Act supporting school counselors and a rigorous curriculum for all students.

This time also served as the kickoff to the first 2011 NACAC National Action Week, during which the association widely disseminated information about two policy priority statements: The College Access Agenda, addressing the imperatives of counselors, need-based financial aid and a rigorous curriculum in college access; and The Student Protection Agenda, targeted at “increasing awareness about unscrupulous institutions taking advantage of low income students in admission and financial aid processes.” Following this March meeting, several state and regional affiliates hosted an “America Goes to College Week,” working with local school districts in a week-long initiative to promote college access and success.

At its meeting in June, the Board of Directors spent a day working with futurist Marsha Rhea. A strategic plan resulted that is “intended to move NACAC forward to address the anticipated challenges members and the profession will encounter in the next 5 to 10 years.”

The June 22 *NACAC Bulletin* reviewed the following aspects of the plan to:

- *Move beyond student “access,” our traditional focus, to include student “success.” We want to take a more intentional approach to improving the number of high school students who graduate “college ready” and help member institutions to examine and improve student persistence to degree completion.*
- *Ensure that all our member segments realize great value from their NACAC membership.*
- *Increase the involvement of public universities and high schools, community colleges, college access organizations, and independent counselors in our association.*
- *Expand partnerships with organizations that support best practices regarding student access and success.*

- *Conduct research and develop content and training opportunities in the following priority areas:*
 - o *College readiness*
 - o *Affordability/financial aid*
 - o *Overall demographic trends and growth of historically underrepresented and underserved student populations*
 - o *International recruitment*
 - o *Essential college admission information for consumers*
- *Grow recognition of the NACAC brand as the trusted source of information about the college transition process.*

Over the year, review of NACAC standing committees led to the elimination of the Fund Development and Technology Committees. As the Human Relations Committee updated its mission statement to more accurately match the current strategic goals of the association, its name was also “updated” to the Committee for Inclusion, Access and Success. Similarly, the Membership Committee was rechristened as the Member Relations Committee.

A Sign of the Times:

UCLA offers a seminar for student veterans that helps them transition from military service to college life. The “Boots-to-Bruins” program reflects efforts by UCLA and other colleges to accommodate the expected influx of returning veterans to college campuses. Last year more than 300,000 student veterans took advantage of the updated GI Bill, which has been increased to its largest incarnation since World War II.

Among the most pressing of issues facing the association in 2011 was deliberation over the issues related to international recruitment and paid agents. In May, the Admission Practices Committee advanced a recommendation to the board to enforce the *Statement of Principles of Good Practices*’ provisions prohibiting the use of commissioned agents in international recruitment. Following this, the Board of Directors issued a “proposal to clarify the language in the *SPGP*: that the mandatory provision banning per capita remuneration applied equally to domestic and international recruiting,” and invited comments from members. The member responses varied widely, from clear opposition to per capita remuneration—even on the international level, to support of institutional prerogative as a necessity of competitiveness in the marketplace. Having reviewed the member input, the board issued a Statement on Incentive-Based Compensation for International Student Recruitment, maintaining the association’s commitment against incentive compensation—in principle. The June 8 Bulletin announced that Board proposed adding wording to the interpretations section of the *SPGP* explaining that the prohibition against per capita compensation “will apply this principle equally to all employees and contracted agents working inside or outside the US.”

At the same time, the board decided to form a special commission to spend up to two years researching the issue before bringing any further recommendation to the Assembly

for action. A temporary moratorium was placed on enforcement of the related provisions of the *SPGP*. The Commission on International Student Recruitment, which began its work in early 2012, is chaired by Phillip Ballinger of the University of Washington. Incentive-based compensation for international recruitment was the wide-ranging discussion topic for the 2011 Assembly.

The Ad Hoc Committee on *U.S. News & World Report* released its final report at the 2011 national conference. The committee recommended, in part, the removal of class rank and standardized testing from the rankings methodology, reducing the weight of the reputational survey and considering the addition of factors that measure student satisfaction and engagement.

The 2011 Assembly directed the Admission Practices Committee to “study and evaluate college admission wait list practices and report back to the 2012 Assembly” on issues including timing, transparency and relationship to financing. In addition, the board was directed to study the effectiveness of NACAC technology services for members, including a survey of members also culminating in a report to the 2012 Assembly. Because the NACAC Technology Committee had been eliminated by a board decision, questions were raised regarding how decisions were made regarding standing committees.

In October, following the national conference, NACAC mailed a survey to postsecondary members that was designed to provide input for a research study elucidating the characteristics and career paths of admission and enrollment professionals. The October 19 *NACAC Bulletin* noted that, “Results of the study will provide NACAC members and others interested in the admission profession with critical support as they advance in their careers.” Spring 2012 was set as the target date for release of the study results.

Also of interest in 2011:

- In a 2011 innovation, video messages from the NACAC president were posted to the Web site as part of periodic monthly Bulletins.
- New professional development programs in 2011 included: Critical Components: Mastering the Art of the College Admission Process and College Counseling Boot Camp.
- In January and May of 2011, NACAC sponsored Webinars addressing proprietary institutions.
- After a futurist was hired to advise the board about future directions of the association, members were asked for input via an online “Town Hall” set up within the MemberToMember Community.
- The *NACAC Bulletin* added a new feature in early 2011: Photos of the week submitted by members.
- NACAC entered into a partnership with TeenLife Media to create digital and print guides for the Performing and Visual Arts College Fairs.

- In June, the association unveiled the Compliance Center on the NACAC Web site, a compilation of documents recently published by the Department of Education addressing regulations related to the work of members.
- NACAC launched its first mobile app for smart phones at the 2011 national conference, enabling participants to stay connected at the conference. The app was downloaded 2,272 times.
- The association’s career center was upgraded in September of 2011, allowing job seekers to post resumes on the site.
- In September, NACAC hosted a Webinar, addressing the “LGBTQ Transition to College.”
- On November 2, a group of international education officials representing 19 countries visited the NACAC national office, as part of an international visitor program funded by the US Department of State, to discuss admission to higher education.

NACAC History: 2012

NACAC marked its 75th year supporting college counselors and admission professionals in 2012.

To celebrate the anniversary, each year of NACAC’s history was chronicled online.

In addition, *The Journal of College Admission* released a special issue featuring articles from the publication’s 57-year history. The pieces in this special issue, originally published in the 1960s through 1980s, were printed alongside responses from current NACAC members. Many of the issues of interest in the 1960s and ‘70s—international students, community colleges and increasing access to underserved students—are still relevant today.

The launch of the redesigned, mobile-ready *Bulletin* in early January gained positive feedback. The new layout relies on strong headlines and well-written news articles. New sub-heads, an important events section, social media icons and a button linking to NACAC’s online resources are just a few components of the redesigned template.

In February, NACAC officially introduced a new and improved website. The site includes a fresh design, updated content, improved search functionality, seamless mobile viewing, and a more user-friendly interface. It also offers new information, with dynamic web content aimed at students and families, as well as counseling and admission professionals.

The association also launched a NACAC app. The app provides access to the member directory, enabling searches by last name, organization or other keywords. It can be used in the office, at home or on the road. The app also allows members to send messages instantly through their preferred email program.

In October, NACAC’s 68th National Conference was held in Denver. For the first time ever, NACAC provided webcasts of the keynote address and four other educational sessions. Online access to the keynote, delivered by visionary game designer and futurist Jane McGonigal, was free of charge. Webcasts of the four additional sessions were offered for \$50 for members and \$100 for non-members, available on computer, tablet or

smartphone. Viewers were invited to pose questions to the speakers via Twitter.

During the conference, the inaugural End of the Day 5K Run/Walk was held to benefit the Imagine Fund. The grant program provides partial, full or start-up funding to association affiliates to increase participation in NACAC or affiliate professional development and/or special projects.

On the annual legislative advocacy day in March, NACAC members and staff visited 175 Congressional offices promoting the association's federal priorities, including budget and appropriations, Higher Education Act Reauthorization, Elementary and Secondary Education Act Reauthorization, the DREAM Act, program integrity regulations and sequestration. Fourteen NACAC affiliates led advocacy days at state capitols or organized Hill Day visits in their states.

To follow up on the work of the association's Ad Hoc Committee on US News & World Report rankings, NACAC staff developed a college rankings web resource. Included on the site are frequently updated pages and a "Counselor's Corner," featuring articles from retired NACAC member (and Ad Hoc Committee member) Joe Prieto (IL).

In December, NACAC unveiled plans to create the NACAC Exchange as a replacement for the MemberToMember Community and Public Forum. The Exchange launched in January 2013. The resource utilizes a single-source login so users don't have multiple logins and passwords. All account information for users of the Community and Forum was transferred to the Exchange.

Other highlights in 2012 included:

- The association reached 12,277 members. Of these, 50 percent were post-secondary institutions, 38 percent were high schools, 5 percent were organizations and the remaining 7 percent were individuals.
- More than 675,000 students attended NACAC's 59 National College Fairs and Performing and Visual Arts College Fairs. St. Louis became the 20th city to host a performing and visual arts college fair, while a performing arts fair was added in Fort Lauderdale to replace the Tampa fair. The College Fairs program also extended its outreach to veterans, as well as transfer and community college students.
- The NACAC 28-member Commission on International Student Recruitment convened for the first time March 5-6 in Washington, DC.
- NACAC became a partner with Excelencia in Education's initiative: "Ensuring America's Future by Increasing Latino College Completion." Research staff completed an annotated bibliography and full literature review for the project.
- The Access College Fair (ACF) is scheduled was introduced as a new feature at the 2012 national conference. Exhibitors will include nonprofit organizations that provide direct services and/or programs in educational advising, college access/admission counseling and/or financial aid advising to students in the transition to postsecondary education—or related education for professionals.

- NACAC celebrated the 10th anniversary of the *State of College Admission* report. The milestone provided an opportunity to look at how the profession and admission process have changed over the past decade.
- The association also continued outreach efforts. Key accomplishments included: publishing a Public School Counselor Resource Kit; increasing public school counselor membership by 31 percent; connecting with the American Indian Higher Education Consortium (AIHEC); helping AIHEC provide counselors and teachers with new college awareness and preparation strategies; and advocating for the DREAM Act.

NACAC History: 2013

In 2013, the growing consensus in our nation was that everyone needs some kind of education beyond high school. The best jobs in our global economy—and the best opportunities for a good life—will go to those with a college education, research shows.

Yet the fastest growing segment of the high school population are students for whom success in higher education can be a struggle. The barriers are varied. Some students are the first in their families to pursue higher education. Others received inadequate academic preparation, or face hurdles due to their low-income status. But overall, such shifts highlight the crucial role conscientious admission professionals now play in promoting college access.

The year also saw competition among colleges for high school graduates heat up.

Although still a time of economic downturn, college costs continued to rise in 2013 and the amount of financial aid available from federal and state sources failed to keep pace. Faced with these challenges, students needed solid, knowledgeable advice from ethical professionals who could help them secure the assistance they needed to pursue their college dreams and to enable a bright future without crippling debt.

In 2013, our first international National Conference was held in Toronto (Canada). The international conference was a testament to the association's, as well as its members', recognition of the globalization of our society and the higher education needs of students around the world. The keynote speaker was renowned New York Times reporter, columnist and author Thomas Friedman, author of the Pulitzer Prize-winning book *The World Is Flat*.

At the conference, the Assembly approved changes to the *Statement of Principles of Good Practice*.

SPGP Mandatory Practices Article I.A.3 was amended to read:

"All members agree that they will: not offer or accept any reward or remuneration from a secondary school, college, university, agency, or organization for placement or recruitment of students in the United States. Members who choose to use incentive-based agents when recruiting students outside the U.S. will ensure accountability, transparency and integrity."

This change shall be effective at the discretion of the Board of Directors. Such discretion shall be exercised during a one-year moratorium, allowing recommendations from the Admission Practices and International Advisory committees to be communicated with the membership and adopted.

The Assembly also approved a recommendation to the Board of Directors that “the International Advisory Committee develop a document outlining best practices for incentive-based agents and agencies engaged in recruiting students outside their domestic market.”

International students contribute billions of dollars to the US economy by participating in both secondary and postsecondary education, language, summer study programs, and more. Unfortunately they have become easy prey. Students from other countries have been promised an educational experience that many unscrupulous institutions have not delivered.

The NACAC document should “serve as a template for colleges, universities and secondary schools when establishing and maintaining relationships with incentive-based agents and agencies.” It will be presented at the 2014 NACAC Assembly.

Because of the increasing importance of international issues, NACAC created a new department and hired Eddie West, its’ first-ever director of International Initiatives. He plays a lead role in the dissemination of the International Commission on Student Recruitment’s report and recommendation and took the lead in forging NACAC’s relationship with other educational associations, government agencies and groups in the US and abroad that have a stake in international education.

The Board also appointed an ad-hoc NACAC International Advisory Committee to define more clearly the terms laid out in the Commission on Student Recruitment’s report. The International Advisory Committee is charged with helping NACAC conduct member needs assessments regarding the counseling, admission and support of international students. The committee identifies opportunities for NACAC’s International Initiatives department to collaborate with Overseas ACAC and other organizations to enhance the value of NACAC membership, and to serve the broader field of international education.

The committee met for the first time in December of 2013 in Arlington (VA).

The NACAC Exchange launched in January of 2013, the successor to the Member-to-Member Community and the NACAC Public Forum. The Exchange prompted robust and well-informed conversation and the response from members was very positive.

The previously established ad-hoc NCAA Advisory Committee reached the end of its term and was replaced with the ad-hoc Student Athlete Advisory Committee. The committee’s purpose is to protect the rights and interests of student-athletes in their transition to college and to educate students, parents, admission professionals, college counselors, and others about the needs of student-athletes in the college admission process.

Also of interest in 2013:

- National College Fairs were added in Orlando, Kansas City and Toronto, with more than 1,700 college and universities participating in NCF fairs.
- The *Bulletin* was redesigned, with a more colorful, easy-to-read look. New sub-heads were added highlighting various areas of interest.

NACAC History: 2014

While NACAC’s core mission of guiding students through the college admission process remains the same as it was when the association began more than 75 years ago, NACAC’s members faced new issues in 2014. The most prominent of these were meeting the needs of a growing number of first-generation applicants and assisting the ever-growing transfer student population.

The role of admission officer has become increasingly complex with greater competition for applicants, a more diverse student body and tight budgets. The job of a secondary school counselor is just as challenging, with expanding caseloads, demographic shifts in the student population, and severe cuts to state and local budgets for public high school counseling programs. NACAC continues to offer unique leadership and support to its members and the counseling and admission professions.

NACAC grew to over 14,000 members in 2014. In order to meet the needs of members and the growing transfer student population, NACAC launched the Transfer Knowledge Hub. The hub distills current research and policy information into practice-related content for professionals engaged in transfer counseling/advising and admission. The NACAC Board also appointed a Transfer Advisory Committee comprised of association members as well as other experts in the field.

As state and local budget cuts caused increases in public school counselor caseloads, NACAC spoke up on behalf of counselors. The Board of Directors launched a campaign calling attention to the importance of public high school counselors. Through letters to the editor and opinion pieces in local newspapers, NACAC reminded the public about the critical and wide-ranging work of counselors.

In February, April and August, the membership department reached out to public high schools to recruit new members. Through the Imagine Fund and other programs, NACAC gave away more than \$200,000 to enable professionals — mainly from public high schools — to attend professional development.

A Sign of the Times:

President Obama set a goal that by the end of the decade, America will once again lead the world in college graduation. The president and the first lady prioritized increasing college opportunity for low-income students. A January White House Summit, attended by NACAC CEO Joyce Smith, brought together leaders from the nation’s higher education institutions

to devise ways to connect more low-income students to college. Key strategies discussed include increasing the pool of prospective students through early intervention, as well as leveling the playing field in test preparation and college advising.

NACAC launched the Directory of College Access and Success Programs; a new database featuring the work of community-based organizations and other groups such as charter school networks, college access programs and local education foundations. The directory serves as a resource that college and university admission offices can use in their efforts to promote diversity and recruit students from disadvantaged populations. NACAC partnered with National College Access Network and College Greenlight to provide contact information for hundreds of community and national organizations. The work of these groups has also been featured in Bulletin articles.

The 2014 National Conference in Indianapolis was NACAC's most successful conference yet, with more than 6,000 in attendance. At the Annual Membership Meeting, two new categories of membership were added: one for non-affiliated professionals (people between jobs) (Article III. Membership, 5c) and one for community-based organizations (Article III. Membership, 5b).

At the meeting, NACAC past president Patrick O'Connor introduced a motion urging NACAC to take stock the profession's education and training requirements. He urged the association to complete activities that include, but are not limited to:

1. Conducting a national inventory of all pre-service training and professional development opportunities available to school counselors in college admission counseling.
2. Using the findings of that inventory to produce a template or model of best practices for the content, delivery and evaluation of graduate courses and professional development in college admission counseling.
3. Developing strategies for maintaining contact with and content of pre-service requirements.
4. Conducting a state-by-state review of training and other requirements for college admission counselors. Include both pre-service and continuing education requirements in the review.
5. Working with the U.S. Department of Education and other interested parties to convene a summit of all state chief school officers to discuss ways to strengthen school counselor training in college admission counseling.

The Assembly at the conference also clarified and updated language in NACAC's *Statement of Principles of Good Practice (SPGP)* relating to incentive-based agents.

In Mandatory Practices for all members, Article I.A.3., the Assembly voted to strike the words: "Members who choose to use incentive based agents when recruiting students outside the US will ensure accountability, transparency and integrity."

The revised language for Mandatory Practices Article I.A.3. now reads as follows:

"not offer or accept any reward or remuneration from a secondary school, college, university, agency, or organization for placement or recruitment of students in the United States."

A new Article I.A.4 after Mandatory Practices for all members, Article I.A.3., was added that reads:

"not employ agents who are compensated on a per capita basis when recruiting students outside the United States, unless ensuring they and their agents conduct themselves with accountability, transparency and integrity;"

Also added was a new Footnote 1 to Mandatory Practices for all members, Article I.A.4, that reads:

"Per capita compensation means that agents are compensated based on each student recruited. This is also referred to as 'commission-based' recruiting."

NACAC released a document at the conference that provides guidance on the use of paid agents in international recruitment, particularly the key concepts of transparency, accountability and integrity.

Also of interest in 2014:

- Imagine Grants awarded more than \$50,000 to 50 recipients.
- NACAC partnered with Excelencia In Education on its "Ensuring America's Future by Increasing Latino College Completion" initiative.
- National College Fairs added a fair in Columbus, OH; the NCF program served nearly 400,000 parents and students.

NACAC History: 2015

In 2015, NACAC membership surpassed 15,000. Members grappled with increased competition for applicants, expanding caseloads, and tight budgets on the college side, while severe cuts to state and local budgets affected high school counseling programs. In these times of challenge and change, NACAC continued to offer unique leadership and support to its members and to the counseling and admission profession.

NACAC launched an association-wide branding strategy and debuted new logos for the association, the national conference, and the National College Fairs. In February, members began receiving *Today in College Admission*—a roundup of the latest college admission news delivered directly to members' email inboxes. The free summaries arrive twice a week with exclusive content for NACAC members.

The Journal of College Admission was redesigned, offering practical tips, research-to-practice information, member profiles, upcoming events, and news you can use—all in an inviting, easy-to-access format. The new Journal was also made available for Nxtbook, an online flipbook, for the first time. The NACAC's *Admitted* blog was revamped at the same time, providing daily content to readers and a social media book club, #NACACreads, was introduced.

NACAC's Advisory Committee on Student-Athletes released the publication *Get in the Game*, a resource for students and their families, as well as a PowerPoint presentation for counselors.

NACAC's education and training department partnered with a handful of school districts around the country to deliver professional development to public school counselors, including the *Step-by-Step* curriculum. The schools selected for

2015 were Atlanta Public Schools (GA), Fort Worth Independent Schools (TX), Fulton County Public Schools (GA), and Miami-Dade County Public Schools (FL). The education and training department also collaborated with the National College Fairs department to develop the Emerging Admission Professionals (EAP) initiative. EAP receptions/workshops were held in 10 cities across the country in 2015. Hosted in conjunction with several National College Fairs, these receptions/workshops offered admission counselors new to the field an opportunity to interact, network, and learn from veteran professionals.

The 2015 National Conference in San Diego, California was NACAC's most well-attended conference yet. Total registrations reached almost 7,500 attendees, a 24 percent increase over the previous year's attendance. College Pipelines and Practices was introduced as a preconference program in San Diego, bringing secondary school counselors and community-based access professionals together with principals and other school leaders. The day-long program focused on leadership, program design, and evaluation.

At the conference, the Assembly passed motions clarifying language in the *Statement of Principles of Good Practice* (SPGP) aimed at preventing manipulation of the May 1 deadline, as well as preventing colleges from requiring students to rank-order the colleges in which they were interested.

The 2015 Assembly also approved recommendations to the Admission Practices Committee to explore language with the aim of bringing proposed SPGP amendments to the Assembly in 2016. Those recommendations included:

- that all member universities, when employing agents abroad, will list the agents' names and contact information in an easily accessible portion of the university's admission website
- that NACAC prohibit members from engaging in the unethical practice of double-dipping, that is, receiving a fee from both a university and a prospective student and his or her family for rendering the same services
- that all postsecondary members clearly identify admission requirements for applicants who complete school through homeschooling.

The Assembly also approved a motion that the Admission Practices Committee consider an SPGP change that would require colleges utilize only the following NACAC terminology and definitions when naming their application plans: Rolling Admission, Regular Decision, Early Action, Early Decision, and Restrictive Early Action. They also approved a delegate motion to the AP Committee that it consider an SPGP change that would require all colleges that offer a Restrictive Early Action (REA) plan to ask students to make a commitment to the plan, similar to Early Decision, by requiring a signature from student, parent, and counselor. Restrictive Early Action, according to the NACAC definition, allows students to apply to an institution of preference and receive a decision early. They may be restricted from applying ED or EA or REA to other institutions. If offered enrollment, they have until May 1 to confirm their acceptance.

At the national conference, the membership expanded the criteria for board service to include current or former program facilitators or faculty of NACAC professional development

programs. Members also decided that the number of delegates to which each affiliate is entitled over three years should be based on the number of voting members in that affiliate averaged over the past three years, rather than based on the prior year alone.

As a follow-up to NACAC's participation in First Lady Michelle Obama's Reach Higher initiative, NACAC joined with eight other organizations to form the Council of National School Counseling and College Access Organizations, with the goal of supporting every United States student with college and career preparation, access, and success. Through the council, the member organizations together will serve nearly 20 million students. The other member organizations are the American Counseling Association (ACA), ACT, the American School Counselor Association (ASCA), National College Advising Corps (CAC), The College Board, the Council for Accreditation of Counseling and Related Educational Programs (CACREP), National College Access Network (NCAN), and The Southern Regional Education Board's Go Alliance (SREB).

Also of interest in 2015:

- National College Fairs were added in Omaha and Honolulu. A second NCF was held in San Diego, and a Performing and Visual Arts Fair was added in Nashville.
- The international initiatives department published *Trusted Sources: Seeking Advice on Applying to Universities in Another Country*. Initially conceived by the International Advisory Committee in 2014, this publication helps international students and parents make sense of the many sources of information available to them about overseas studies.
- NACAC outgrew the space at 1050 N. Highland Street and opened a satellite office a few blocks away. Employees in the education and training, international initiatives, public policy, and research departments moved to the new space in July.

NACAC History: 2016

2016 was a challenging year for the profession. Changes in standardized testing, the Free Application for Federal Student Aid, and online college applications combined to create anxiety among members. Throughout the year, NACAC pursued its core mission of guiding students through the college admission process, just as when the association began more than 75 years ago.

On the recommendation of the NACAC Board of Directors, 2015–16 President Phil Trout appointed the Steering Committee on Admission Practices in early 2016. This 20-member committee was charged with examining the issues outlined below and other broad issues and questions related to the *Statement of Principles of Good Practice* (SPGP), the *Education, Monitoring Procedures and Penalties* (EMPP), and related documents.

In particular, the committee was charged to:

1. Engage a wide cross-section of NACAC members and other educational leaders in discussion of the association and admission counseling ethical standards within the context of the changing educational landscape

2. Consult with the national and affiliate Admission Practices Committees
3. Consult with legal counsel and examine standards and statements of good practices of similar associations
4. Draw upon the expertise of relevant NACAC committees and affiliates for input on the changing educational landscape in admission counseling
5. Condense, simplify, or modernize the language in the SPGP and related documents
6. Solicit input on the committee's deliberations and issue periodic progress reports to the NACAC Admission Practices Committee, the Board of Directors, and the membership and
7. Issue a final report with recommendations to the Board of Directors, Assembly delegates, and the membership at large in 2017.

National College Fairs expanded its offerings in 2016, with a successful international college fair in Vancouver, British Columbia in May. In addition to the annual offerings of National College Fairs and Performing and Visual Arts Fairs in the fall and spring, NCF department staff and the newly appointed STEM committee planned and launched three new pilot STEM College and Career Fairs in Houston, New York City, and San Francisco.

NACAC's international initiatives department published a *Guide to International University Admission* in November, which was featured in *The New York Times*. As more US students began to seek opportunities abroad, this publication was created to help counselors and students navigate the confusing search and application process for international postsecondary institutions.

A Sign of the Times:

In 2016, the US Department of Education announced important changes to the FAFSA. The 2017–18 FAFSA required students to complete the form using tax information from two years prior to their anticipated college entrance date. Financial aid officers were able to use their professional judgment if family incomes underwent significant changes during the subsequent year.

At the end of 2016, NACAC released the third in a series of reports based on the US Department of Education's High School Longitudinal Study (HLS). This study—*How Can High School Counseling Shape Students' Postsecondary Attendance?*—was among the first to demonstrate that school counselors have a positive impact on student outcomes that is both quantifiable and statistically significant. More specifically, results indicated that students who met one-on-one with a counselor were nearly seven times more likely to complete the FAFSA, three times more likely to attend college, and twice as likely to attend a bachelor's degree program. The results were cited at the School Counselor of the Year Ceremony in Michelle Obama's last speech as First Lady.

2016 was also marked by the rollout of the newly redesigned NACAC website. The National Conference and National College Fair microsites and the *Admitted* blog were also redesigned.

The 2016 Assembly voted to add a new section to the SPGP that read:

"In contracts with third-party representatives, require those representatives to disclose to their student clients all institutions who are compensating them. In their promotional material for international students, institutions should offer to verify whether they have authorized any third-party agents to represent them and indicate how students may request this verification."

The Assembly also approved the following recommendations to the NACAC Board of Directors:

- that the board review the SPGP regarding working with postsecondary institutions' senior administrators and financial aid offices to not include the Parent Plus Loan as part of the original financial aid package. They recommended that NACAC work with the National Association of Student Financial Aid Administrators to create a policy that members of both organizations could follow.
- that the board provide secondary institutions, postsecondary institutions, and counseling professionals with a comprehensive timeline that encompasses the admission cycle from the opening of the application process through May 1 for institutions enrolling students in the US. This timeline should include the earliest an application can open, the earliest application deadline, the earliest a decision can be released, and the earliest financial aid deadline, as part of the US admission cycle for rising high school seniors.

At the Annual Membership Meeting, the membership voted to change the system for allotting delegates to NACAC Affiliates, so that the bylaws read:

"Additional delegates shall be allocated to each Affiliate based on the proportion of NACAC voting members in the Affiliate determined by dividing the average number of NACAC voting members in the Affiliate as they stand on December 31 of each year, for the three preceding years, by the average number of NACAC voting members as they stand on December 31 of each year, for the three preceding years, rounded to four decimal places and multiplying the result by the total number of additional delegates determined in IX.6.b) and rounding the product to the nearest whole number."

Also of interest in 2016:

- Participation in NACAC's Advocacy Meeting was larger than ever before—approximately 125 members came to Washington, DC for the two-day event.
- The international initiatives department produced and released the online toolkit for counselors in the United States advising international students.

NACAC History: 2017

In spring 2017, NACAC began implementing the 2017–2020 strategic plan, a document designed to set the organization's priorities and direction.

The plan included a new mission and vision:

- Vision: "NACAC empowers admission and counseling professionals to champion the opportunity for all individuals to pursue higher education and aspire to lives of personal achievement and contribution to the public good."

- Mission: “NACAC defines professional standards and provides leadership, knowledge, advocacy, research and a forum for collaboration to support admission and counseling professionals.”

The plan also put in place four strategic priorities:

1. Advocate for Access, Diversity, and Inclusion: NACAC will provide the counseling and admission profession with knowledge, research, and tools to ensure all students have access to higher education.
2. Professional Standards: NACAC will be the leading authority on rigorous professional standards for protecting students transitioning into postsecondary education.
3. Professional Development, Research, and Knowledge: NACAC will be a trusted source of professional development and knowledge that is accessible, relevant, and forward-thinking, and that serves diverse audiences.
4. Organizational Effectiveness: NACAC will continuously invest in the capacity to act in bold and innovative ways to achieve its vision and mission.

At the 2017 National Conference in Boston, the Assembly approved a revised *Statement of Principles of Good Practice*—the mandatory and recommended practices that guide our diverse members and nonmembers in their work with students in their transition from secondary to postsecondary education. The revised document, called the *SPGP: Code of Ethics and Professional Practices*, states that the new code “serves as the basis of our profession and an affirmation of what we stand for.” The revised code of ethics includes a new, separate section on transfer admission that recognizes the complexities in the transfer recruitment and application processes that make concepts like application deadlines impractical. It also offers guidance to ensure fairness and transparency on a range of issues, including financial aid and course credits.

The *SPGP: Code of Ethics and Professional Practices* was the first revision of NACAC’s ethical guidelines since 2007. The code of ethics was developed by a 20-member steering committee over almost two years. The committee reviewed thousands of comments from members and stakeholders.

At the same conference in Boston, the newly established Ad Hoc Committee on Governance Restructuring held its first meeting. Building on both the new NACAC strategic plan and the adoption of the new *SPGP: NACAC’s Code of Ethics and Professional Practices*, the committee began developing recommendations for a governance model that reflected the membership and the higher education environment.

NACAC offered its first preconference session on international topics, called Fundamentals of Recruiting and Counseling International Students. This professional development opportunity gave counselors and admission officers the necessary foundational skills and basic knowledge to more effectively recruit, counsel, and advise international students wishing to pursue undergraduate study in the United States.

2017 was also an important year for NACAC’s government relations department and committee. NACAC members had an increased interest in engaging the Trump administration and Congress through NACAC action alerts and Advocacy Days (both at the national and state level).

Also of interest in 2017:

- More than 675,000 students, parents, and counselors and over 1,800 colleges and universities participated in nearly 100 National College Fairs, Performing and Visual Arts College Fairs, and STEM College and Career Fairs.
- A special interest group was formed for professionals guiding student athletes through college admission.
- Research staff engaged in a project with PricewaterhouseCoopers to provide information on counseling and admission professionals’ knowledge of financial aid and college affordability.
- The research department released the report *Supporting International High School Students in the College Admission Process*.
- Eighty-four grant recipients received a total of \$61,025 through the Imagine Fund.
- The 2017 Boston conference was the largest in NACAC history, with attendance of 7,934.