



Agenda Materials

About the College Board

The College Board is a mission-driven not-for-profit organization that connects students to college success and opportunity. Founded in 1900, the College Board was created to expand access to higher education. Today, the membership association is made up of over 6,000 of the world's leading educational institutions and is dedicated to promoting excellence and equity in education. Each year, the College Board helps more than seven million students prepare for a successful transition to college through programs and services in college readiness and college success — including the SAT® and the Advanced Placement Program®. The organization also serves the education community through research and advocacy on behalf of students, educators, and schools.

For further information, visit www.collegeboard.org.

© 2014 The College Board. College Board, Advanced Placement, Advanced Placement Program, AP, SAT, and the acorn logo are registered trademarks of the College Board. Access to Opportunity, A Dream Deferred, A Dream Deferred: The Future of African American Education, AP Capstone, CollegeKeys Compact, Prepárate, and Prepárate: Educating Latinos for the Future of America are trademarks owned by the College Board. PSAT/NMSQT is a registered trademark of the College Board and National Merit Scholarship Corporation. All other products and services may be trademarks of their respective owners. Visit the College Board on the Web: www.collegeboard.org.



Memorandum to Members of the College Board	2
I. 2014 ANNUAL MEETING OF THE MEMBERS	3
Minutes of the 2013 Annual Meeting	3
Report of the 2014 Trustee Committee on Finance	5
Report of the 2014 Trustee Committee on Membership	7
Election of New Members	7
Report of the 2014 Trustee Committee on Nominations	9
2014 Nominee and Trustee-Elect Profiles	10
II. 2014 ANNUAL MEETING OF THE ACADEMIC ASSEMBLY	14
Minutes of the 2013 Annual Meeting of the Academic Assembly	14
Report of the 2014 Academic Assembly Nominating Committee	15
Report of the 2014 Academic Assembly Council	15
III. 2014 ANNUAL MEETING OF THE COLLEGE SCHOLARSHIP SERVICE ASSEMBLY	16
Minutes of the 2013 Annual Meeting of the College Scholarship Service Assembly	16
Report of the 2014 College Scholarship Service Assembly National Nominating Committee	18
Report of the 2014 College Scholarship Service Assembly Council	18
IV. 2014 ANNUAL MEETING OF THE GUIDANCE AND ADMISSION ASSEMBLY	19
Minutes of the 2013 Annual Meeting of the Guidance and Admission Assembly	19
Report of the 2014 Guidance and Admission Assembly Nominating Committee	20
Report of the 2014 Guidance and Admission Assembly Council	21
2013–2014 ELECTED OFFICERS AND TRUSTEES OF THE COLLEGE BOARD	22
Note on Alternate Delegates	29
Alternate Delegate Designation Form	29

Memorandum to Members of the College Board



This is the official call to the 2014 Annual Meeting of the Members to be held in Las Vegas, Nev., in conjunction with Forum 2014. Please visit collegeboard.org/forum to view the preliminary program for the Forum, which runs from Monday, Oct. 27, to Wednesday, Oct. 29, 2014.

We continue our focus on our membership at this year's Forum, with an emphasis on sessions to help you in your daily work and to strengthen our collective voice on matters of equity and access for all students. Our membership is crucial to delivering our mission. Everything we do, from the programs we run, to the mission of our organization, is driven by our members. At our founding, 12 member institutions came together to discuss how to reduce confusion about the transition from school to college and to promote access for students from all social and economic backgrounds. Our mission of increasing access and equity has not changed since those founding colleges met in 1900.

Our members serve on committees and in advisory groups to improve our programs and services. At the Forum, you will have the opportunity to hear more about the work of these groups and to contribute to the development of future initiatives to further our shared mission. The annual meetings of the Academic Assembly, the College Scholarship Service Assembly, and the Guidance and Admission Assembly will take place during the Forum.

On Tuesday, Oct. 28, the Annual Meeting will provide an opportunity for member delegates to speak directly to the elected leadership of the College Board and to have an impact on the upcoming education agenda. Maghan Keita, professor of history and director of the Institute for Global Interdisciplinary Studies at Villanova University, and chair of the College Board's Board of Trustees, will convene this regular Annual Business Meeting of the association.

The matters for discussion at all four of these meetings are included in this document. I encourage you to attend these meetings and to contribute to the discussions. Please share the agenda materials with any colleagues who are planning to attend the meetings.

Sincerely,

A handwritten signature in black ink that reads "Dorothy Sexton". The signature is fluid and cursive.

Dorothy Sexton
Vice President of Governance and Secretary of the Association

I. 2014 ANNUAL MEETING OF THE MEMBERS

Tuesday, Oct. 28, 2014

2:15–3:30 p.m.

Annual Meeting Agenda

1. Communications from the Chair
2. Communications from the President
3. Minutes of the Oct. 25, 2013, Annual Meeting
4. Report of the 2014 Trustee Committee on Finance
5. Report of the 2014 Trustee Committee on Membership
 - 5.1 Election of New Members
6. Report of the 2014 Trustee Committee on Nominations
 - 6.1 2014 Nominee and Trustee-Elect Profiles
7. New Business*

* During new business all delegates are encouraged to raise issues for consideration by the Board of Trustees in 2014–2015.

3. Minutes of the Oct. 25, 2013, Annual Meeting

The Annual Meeting of the Members of the College Board took place at the Hilton Hotel, New York, N.Y., on Friday, Oct. 25, 2013. Maghan Keita, chair of the Board of Trustees, presided.

I. Welcome and Communications from the Chair

Maghan Keita, professor of history and director of the Institute for Global Interdisciplinary Studies at Villanova University, and chair of the College Board's Board of Trustees, introduced President Coleman; Shirley Ort, vice chair of the Board of Trustees, and associate provost and director of scholarships and student aid at the University of North Carolina at Chapel Hill; parliamentarian Steven Brooks; and Dorothy Sexton, vice president for governance and secretary of the association.

Mr. Keita noted the period of transition that the College Board was experiencing, and focused on the shared mission of the members of the College Board. He also noted that as members of a community, College Board members had obligations. Even though members divided themselves into professional groups, such as K–12 or higher education representatives, they were, in fact, all contributing to greater equity in the education system of the United States.

II. Communications from the President

President Coleman celebrated the contribution that each of the Trustees who was retiring from the Board had made to the College Board. He welcomed the opportunity to explore how each student and professional who engaged with the College Board might be able to consider themselves part of the College Board alumni and how this might help further the mission.

III. Minutes of the 2012 Annual Meeting

Mr. Keita called for a motion to approve the minutes of the 2012 Annual Meeting of the Members. After the motion was moved and seconded, the minutes were approved as presented.

IV. Report of the 2013 Board of Trustee Committee on Finance

Douglas Christiansen, chair of the Committee on Finance and vice provost for university enrollment affairs, dean of admissions and financial aid, and associate professor for public policy and higher education at Vanderbilt University, presented the committee's report. Mr. Christiansen reported on the strong financial health of the organization, with revenue growth of 4 percent, which had funded \$73 million in fee waivers for low-income students. He said that the College Board had also increased its strategic reserve, which would enable the organization to invest in projects that furthered its mission, while ensuring that a contingency was in place in case of changing financial circumstances, and that this reserve was comparable with organizations of a similar size.

V. Report of the 2013 Trustee Committee on Membership

Gordon Stanley, the chair of the Trustee Committee on Membership, and director of college counseling at the Webb School of Knoxville, presented the committee report. The Trustee Committee on Membership oversaw the continued growth in the number of colleges, universities, secondary schools, and nonprofit associations that are members of the College Board. He noted that with the election of this year's nominees, the College Board will have 6,134 members. Over the past year, the Trustee Committee on Membership approved 232 applications for membership, determining their eligibility from the guidelines that were developed and refined by the committee.

In its deliberations, the committee considered for membership only those institutions that embraced our mission and agreed to adhere to our *Bylaws* and policies of nondiscrimination. The College Board's commitment to ensuring equity and access for all students seeking a college education remained firm. As an annual charge, the committee reviewed the organization's nondiscrimination policies in light of the nondiscrimination policies of member institutions. Mr. Stanley stated that at the April and September meetings, the membership committee

reviewed applications for the 2013–2014 membership year and moved the slates of nominees for election to the Board of Trustees for approval prior to the formal submission to the membership.

Mr. Stanley made the following motion:

Resolved: The secondary and higher education applicants listed in the agenda materials be elected as members of the College Entrance Examination Board under the provisions of Article II.F.1 of the *Bylaws*

Upon the resolution duly seconded, the members approved the election of the K–12 and higher education applicants into the College Board as presented. He then moved:

Resolved: The secondary and postsecondary school systems listed in the agenda materials be elected as members of the College Entrance Examination Board under Article II.F.2 of the *Bylaws*.

Upon the resolution duly seconded, the members approved the election of the systems into the College Board as presented. Finally, Mr. Stanley motioned:

Resolved: The nonprofit educational associations, organizations, and agencies listed in the agenda materials be elected as members of the College Entrance Examination Board under Article II.F.3 of the *Bylaws*.

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

Chair Maghan Keita asked the new members to stand and be acknowledged.

VI. Report of the 2013 Trustee Committee on Nominations

Youlonda Copeland-Morgan, associate vice chancellor for enrollment management at the University of California, Los Angeles, presented the Committee on Nominations report. The Committee had the task of nominating the following candidates for four-year positions on the Board of Trustees.

For Trustees, for the four-year term, 2013–2017:

Margareth Etienne, Associate Dean for Academic Affairs, College of Law, University of Chicago, Chicago, Ill.

Von Mansfield, Superintendent, Homewood-Flossmoor Community High School, Flossmoor, Ill.

Dan Porterfield, President, Franklin & Marshall College, Lancaster, Pa.

Michael Sorrell, President, Paul Quinn College, Dallas, Texas.

Youlonda Copeland-Morgan made the following motion:

Resolved: The nominees, as they appear in the agenda materials, are elected to the Board of Trustees.

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

Ms. Copeland-Morgan then introduced the two regionally elected Trustees:

New England: Caesar Storlazzi, Director of Student Financial Aid at Yale University, New Haven, Conn.

Southern: Scott Verzyl, Associate Vice President of Enrollment Management, University of South Carolina, Columbia, S.C.

Ms. Copeland-Morgan noted the passing of the gavel to the new chairs of the College Scholarship Service Assembly, Karen Cooper, director of financial aid at Stanford University, and of the Guidance and Admission Assembly, Philip Ballinger, associate vice provost, enrollment and undergraduate admissions at the University of Washington, Seattle.

Chair Maghan Keita thanked Youlonda Copeland-Morgan for her report and asked all of the newly elected members of the Board of Trustees to stand. They were welcomed with applause.

VII. New Business

Shirley Ort, vice chair of the Board of Trustees moved a resolution to recognize a Trustee who, sadly, passed away during this membership year:

Whereas: Arlene Ackerman contributed time, leadership, and friendship to her colleagues at the College Board;

Therefore, be it resolved: That the members of the College Board commemorate Arlene Ackerman's service to members, her colleagues, and to the students they support.

The resolution was approved by acclamation.

Ms. Ort then moved for a resolution of appreciation for retiring Trustees:

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

Whereas: They have collectively contributed to realizing the College Board's strategic vision during this period of dynamic transitions;

Therefore be it resolved: The members of the College Board salute the following Trustees whose terms of service end with the 2014 Annual Meeting: Gail Berson, Gary Meunier, Patricia McWade, Adrian Mims, Janina Montero, Michael Shackelford, and Gordon Stanley. We

thank you for your service, and we recognize and thank you for all of the support that you've given both to your colleagues and to the students you serve.

The resolution was approved by acclamation.

Joyce Smith, chief executive officer of the National Association for College Admission Counseling (NACAC) recognized the contribution to shared learning that had been reflected by President Coleman's attendance at the NACAC annual conference. This collaboration was welcomed by the membership of both organizations.

There being no further business, Chair Maghan Keita announced that the 2014 Annual Meeting of the Members will be held in Las Vegas, Nev., in conjunction with the College Board Forum on Oct. 27-29, 2014. The meeting was then adjourned.

The Trustee Committee on Finance, chaired by Douglas Christiansen, vice provost for university enrollment affairs, dean of admissions and financial aid, and associate professor for public policy and higher education at Vanderbilt University, met three times during FY14 to review the financial and business affairs of the College Board. The Audit Committee, chaired by Nathan Brostrom, executive vice president for business operations, The University of California System, met three times during FY14 with the external and internal auditors to review the external audit plan for the year, the scope, the schedule, and results of various internal audit reviews, and the audited financial statements and related audit opinions. Mr. Christiansen or his designee, will present the report of the Committee on Finance at the Annual Meeting of the Members on Tuesday, Oct. 28, 2014, in Las Vegas, Nev.

4. Report of the 2014 Trustee Committee on Finance

Volume growth across many of the College Board's programs and services contributed to favorable performance for the 2014 fiscal year (FY14). Three core programs of the College Board — the SAT®, the PSAT/NMSQT® and the Advanced Placement Program® (AP®) — combined to deliver 11.6 million tests in FY14. The AP Program in particular grew rapidly, with a 6 percent increase, and aided students in earning college credit or advanced placement in colleges across the country. The FY14 SAT and PSAT/NMSQT volumes grew as well, 3 percent and 4 percent, respectively.

Volumes for the core programs for FY14 were as follows:

AP	4.2 million
SAT	3.7 million
PSAT/NMSQT	3.7 million
Total	11.6 million

Operating revenues for FY14 totaled \$821 million, compared with a total of \$779 million for the prior year, an increase of 5 percent; the preceding revenue totals are net of fee waivers and discounts totaling \$78 million and \$73 million for FY14 and FY13, respectively, an increase of 7 percent. Operating expenses totaled \$737 million, a 1 percent increase when compared to the prior year's level of \$727 million. This increase in expenses was related to assessment redesign investment and the cost of the increased volumes of programs delivered, offset somewhat by personnel savings following last year's reorganization. The operating surplus was \$84 million in FY14. Nonoperating revenues, primarily our return on long-term investments, contributed \$66 million. Unrestricted net assets increased to \$843 million as of June 30, 2014.

**College Entrance Examination Board
Statements of Activities For the Years
Ended June 30, 2014 and 2013**

(in thousands of dollars)

	2014	2013
Operating Revenue		
Fees from programs and services	\$889,645	\$843,255
Program and service fee waivers and discounts	<u>(77,754)</u>	<u>(72,511)</u>
Fees from programs and services, net of fee waivers and discounts	811,891	770,744
Membership dues and meetings	2,876	2,399
Net assets released from restrictions	<u>6,710</u>	<u>6,322</u>
Total operating revenue	<u>821,477</u>	<u>779,465</u>
Operating Expenses		
Program services		
Assessments	335,432	321,715
Advanced Placement and Instruction	289,249	301,459
Strategy and Enrollment	51,016	49,378
State and District Partnerships	39,626	35,569
Puerto Rico and Latin American programs	<u>14,288</u>	<u>14,214</u>
Total program services	729,611	722,335
Membership services	<u>7,514</u>	<u>4,439</u>
Total operating expenses	737,125	726,774
Operating surplus before reorganization expenses	84,352	52,691
Reorganization expenses	<u>-</u>	<u>9,723</u>
Operating surplus	<u>84,352</u>	<u>42,968</u>
Nonoperating Revenues, Net		
Investment return		
Interest and dividends	7,361	5,519
Net realized and unrealized gain on investments	<u>58,306</u>	<u>39,447</u>
Total nonoperating revenues	<u>65,667</u>	<u>44,966</u>
Excess of revenues over expenses	150,019	87,934
Pension-related changes other than net periodic pension cost	<u>(699)</u>	<u>5,640</u>
Change in unrestricted net assets	<u>\$149,320</u>	<u>\$93,574</u>

**College Entrance Examination Board Statements of Position
June 30, 2014 and 2013**

(in thousands of dollars)

	2014	2013
Assets		
Current assets		
Cash and cash equivalents	\$248,745	\$147,624
Investments	509,857	394,209
Accounts and other receivables, net of allowance of \$3,040 in 2014 and \$2,528 in 2013	123,582	135,571
Due from Educational Testing Service	-	20,484
Grants and contracts receivable	3,986	2,841
Prepaid expenses and other current assets	<u>12,718</u>	<u>10,070</u>
Total current assets	898,888	710,799
Grants and contracts receivable	360	354
Investments, net of current portion	74,304	68,596
Property and equipment, net	46,195	45,621
Capitalized website costs and other software development costs, net of accumulated amortization of \$18,462 in 2014 and \$22,350 in 2013	23,972	25,777
Deferred charges and other assets	<u>7,521</u>	<u>4,851</u>
Total assets	<u>\$1,051,240</u>	<u>\$855,998</u>
Liabilities and Net Assets		
Current liabilities		
Accounts payable, accrued expenses and other	\$77,144	\$64,895
Due to Educational Testing Service	24,166	-
Deferred revenue	34,671	29,694
Accrued postretirement benefits	<u>1,071</u>	<u>1,052</u>
Total current liabilities	137,052	95,641
Deferred revenue, net of current portion	4,602	7,272
Accrued postretirement benefits, net of current portion	36,346	32,694
Deferred rent, net of current portion	20,704	16,561
Other long-term liabilities	<u>4,031</u>	<u>4,766</u>
Total liabilities	<u>202,735</u>	<u>156,934</u>
Commitments and contingencies		
Net assets		
Unrestricted	842,943	693,623
Temporarily restricted	<u>5,562</u>	<u>5,441</u>
Total net assets	<u>848,505</u>	<u>699,064</u>
Total liabilities and net assets	<u>\$1,051,240</u>	<u>\$855,998</u>

5. Report of the 2014 Trustee Committee on Membership

For this membership year, the Committee approved 152 applications determining eligibility by using guidelines developed and maintained by the Committee. With the election of this year's nominees, the College Board will surpass 6,100 members.

In addition to considering applications, the Committee kept a watchful eye on news and trends in education to stay abreast of the challenges facing our members and future members, as well as those that might affect the College Board as a membership association. In April, the Committee fulfilled its annual charge to review the nondiscrimination policies of the association, accepting the current clause without amendment.

The Committee met in April and September to review applications received during the 2013–2014 membership year. After the September meeting, the Committee moved the slate of nominees for election to the Board of Trustees for approval prior to formal submission to the membership at the Annual Meeting.

5.1 Election of New Members

Resolved: That the following applicants be elected as members in the College Entrance Examination Board under the provisions of Article II.F.1. of the *Bylaws*:

Aberystwyth University, Aberystwyth, United Kingdom
 Academy of Our Lady of Peace, San Diego, Calif.
 Al-Nibras International School, Kuwait City, Kuwait
 American School of the Hague, Wassenaar, Netherlands
 Anclote High School, Holiday, Fla.
 Angleton High School, Angleton, Texas
 Anglia Ruskin University, Cambridge, United Kingdom
 Arcadia High School, Arcadia, Calif.
 Asamiah International School, Amman, Jordan
 Bainbridge State College, Bainbridge, Ga.
 BC Collegiate, Seoul, South Korea
 Beacon College, Leesburg, Fla.
 Ben Davis High School, Indianapolis, Ind.
 Benedictine Military School, Savannah, Ga.
 Benjamin Logan High School, Bellefontaine, Ohio.
 Bishop England High School, Charleston, S.C.
 Bogalusa High School, Bogalusa, La.
 Bow High School, Bow, N.H.
 Bronx International High School, Bronx, N.Y.
 Bronx Lighthouse College Prep Academy, Bronx, N.Y.
 Canadian International School of Abu Dhabi, Khalifa City, Abu Dhabi, UAE
 Canadian International School Singapore, Singapore
 Caprock High School, Amarillo, Texas
 Cesar E. Chavez High School, Houston, Texas

Charleston Southern University, Charleston, S.C.
 Chickasaw High School, Chickasaw, Ala.
 Christ the King Catholic High School, Huntersville, N.C.
 City University London, London, United Kingdom
 Clifton High School, Clifton, Texas
 Clinton High School, Clinton, N.C.
 Colegio Bureche, Santa Marta, Colombia
 Concordia University, Portland, Ore.
 Dasan International Academy, Seoul, Korea
 Del Lago Academy, Escondido, Calif.
 Division Avenue High School, Levittown, N.Y.
 Escola Beit Yaacov, Sao Paulo, Brazil
 Experiencia Preparatory Academy, Detroit, Mich.
 Garth Webb Secondary School, Oakville, ON, Canada
 George Washington Carver High School of Engineering and Science, Philadelphia, Pa.
 Georgia Connections Academy, Duluth, Ga.
 Global Indian International School, Hyderabad, India
 Goshen High School, Goshen, Ohio
 Grand Blanc High School, Grand Blanc, Mich.
 Grants Pass High School, Grants Pass, Ore.
 Gulliver Preparatory School, Pinecrest, Fla.
 Hartford Magnet Trinity College Academy, Hartford, Conn.
 High School for Health Professions, Orangeburg, S.C.
 Ibn Khaldun International School, Riyadh, Saudi Arabia
 INSPIRE Connections Academy, Boise, Idaho
 Institute of American Indian Arts, Santa Fe, N.M.
 International Community School, Abu Dhabi, United Arab Emirates
 International Connections Academy, Baltimore, Md.
 Iowa Connections Academy, Anita, Iowa
 John F. Kennedy High School, Denver, Colo.
 Joliet Central High School, Joliet, Ill.
 Joliet West High School, Joliet, Ill.
 Lawrence Central High School, Indianapolis, Ind.
 Leuphana Universitaet Lueneburg, Lueneburg, Germany
 Liceo Campo Verde, Quito, Ecuador
 Life School Oak Cliff, Dallas, Texas
 Life School Red Oak, Waxahachie, Texas
 Livingston High School, Livingston, N.J.
 Lone Peak High School, Big Sky, Mont.
 Lone Star College-University Park, Houston, Texas
 Louisiana Connections Academy, Baton Rouge, La.
 Lyndon Institute, Lyndon Center, Vt.
 MacCormac College, Chicago, Ill.
 Mansfield Legacy High School, Mansfield, Texas
 Marist High School, Oak Lawn, Ill.
 Mercy High School, Baltimore, Md.
 Modafen High School, Istanbul, Turkey
 Monson High School, Monson, Mass.
 Montessori British School, Bogota, Colombia

Morris Innovative High School, Dalton, Ga.
 MOT Charter School, Middletown, Del.
 Mott Hall V, Bronx, N.Y.
 Mussoorie International School, Mussoorie, India
 Navajo Technical College, Crownpoint, N.M.
 Nazareth Area High School, Nazareth, Pa.
 Nevada Connections Academy, Reno, Nev.
 New Covenant Academy, Los Angeles, Calif.
 Niva International School, Bangkok, Thailand
 Northeastern High School, Manchester, Pa.
 Northern Valley Regional High School at Demarest, Demarest, N.J.
 Northview High School, Grand Rapids, Mich.
 Notre Dame High School, Riverside, Calif.
 O.P. Jindal Global University, Sonipat, Haryana, India
 Orange High School, Orange, N.J.
 Palo Duro High School, Amarillo, Texas
 Paradise High School, Paradise, Calif.
 Paul VI High School, Haddonfield, N.J.
 Pinewood Christian Academy, Bellville, Ga.
 Private High School Logos, Tbilisi, Georgia
 Raritan Valley Community College, Branchburg, N.J.
 Regent's University London, London, United Kingdom
 Riverside High School, Durham, N.C.
 Saint Catherine's High School, Racine, Wis.
 Saint Joseph Catholic Academy, Kenosha, Wis.
 Saint Joseph's Academy, Kirkwood, Mo.
 Saint Lawrence Academy, Santa Clara, Calif.
 Saint Mary's College High School, Berkeley, Calif.
 Silver Oak High School, Hayward, Calif.
 Sing Kong School (Sino Centre), Hong Kong
 SMI Academy, Surabaya, East Java, Indonesia
 South Carolina Connections Academy, Columbia, S.C.
 Southcrest Christian School, Lubbock, Texas
 Southern School of Engineering, Durham, N.C.
 Spring Grove Area Senior High School, Spring Grove, Pa.
 Stoney Creek High School, Rochester Hills, Mich.
 Texas Wesleyan University, Fort Worth, Texas
 The Abraham Joshua Heschel High School, New York, N.Y.
 The Chicago High School for the Arts, Chicago, Ill.
 The Donoho School, Anniston, Ala.
 The School for Creative Studies, Durham, N.C.
 The Weber School, Atlanta, Ga.
 Thomas Jefferson High School, Gretna, La.
 Trinity Academy for the Performing Arts, Providence, R.I.
 Triton Regional High School, Byfield, Mass.
 Università Commerciale Luigi Bocconi, Milan, Italy
 Università Per Stranieri Di Perugia, Perugia, Italy
 University of North Texas at Dallas, Dallas, Texas
 University of Science and Arts of Oklahoma, Chickasha, Okla.

University of Washington Bothell, Bothell, Wash.
 Urban Corps of San Diego County Charter School,
 San Diego, Calif.
 Uwharrie Charter Academy, Asheboro, N.C.
 Vanguard University, Costa Mesa, Calif.
 Village Academy, Powell, Ohio
 Warren County Technical School, Washington, N.J.
 Wasatch Academy, Mount Pleasant, Utah
 Webber International University, Babson Park, Fla.
 Western Connecticut State University, Danbury, Conn.
 Westwind Preparatory Academy, Phoenix, Ariz.
 Wichita State University, Wichita, Kan.
 Xi'an University of Science and Technology, Shaanxi, China
 Yorktown Education, Plano, Texas
 Youth Co-Op Charter School, Hialeah Gardens, Fla.

Resolved: That the following systems be elected as members of the College Entrance Examination Board under Article II.F.2. of the *Bylaws*:

Bellevue Public Schools, Bellevue, Neb.
 Catholic Schools-Archdiocese of Boston, Braintree, Mass.
 Champaign Unit 4 Schools, Champaign, Ill.
 Chatham County Schools, Pittsboro, N.C.
 Community Unit School District 300, Algonquin, Ill.
 Federal Way School District, Federal Way, Wash.
 Francis Howell School District, Saint Charles, Mo.
 Indian River School District, Selbyville, Del.
 Kent School District, Kent, Wash.
 Lake County Schools, Tavares, Fla.
 Lynwood Unified School District, Lynwood, Calif.
 Pleasanton Unified School District, Pleasanton, Calif.
 Renton School District #403, Renton, Wash.
 Southwest Independent School District, San Antonio, Texas
 Toledo Public Schools, Toledo, Ohio
 Val Verde Unified School District, Perris, Calif.
 Weslaco Independent School District, Weslaco, Texas

Resolved: That the following organizations be elected as members of the College Entrance Examination Board under Article II.F.3. of the *Bylaws*:

Artstor, New York, N.Y.
 College Success Foundation—District of Columbia, Washington, D.C.
 IDEA Public Schools, Weslaco, Texas
 International Center for Integral Formation (ICIF-SEA),
 Huixquilucan, Mexico
 Riverside County Office of Education, Riverside, Calif.
 United States Achievement Academy Scholarship Foundation,
 Lexington, Ky.
 Young Women's Leadership Network, New York, N.Y.

6. Report of the 2014 Trustee Committee on Nominations

The 2013–2014 Trustee Committee on Nominations was constituted in accordance with Article VII of the College Board *Bylaws*. Its members are:

Paul Sechrist, chair, President, Oklahoma City Community College, Oklahoma City, Okla.

Youlonda Copeland-Morgan, Associate Vice Chancellor, Enrollment Management, University of California at Los Angeles, Los Angeles, Calif.

Barbara Gill, Assistant Vice President, Undergraduate Admissions and Enrollment, University of Maryland, College Park, Md.

Luis Martinez-Fernandez, Professor of History, University of Central Florida, Orlando, Fla.

Terry Grier, Superintendent, Houston Independent School District, Houston, Texas

Adrian Mims, Director, National Calculus Project, Replications, Inc., New York, N.Y.

Lester P. Monts, Senior Vice Provost for Academic Affairs, University of Michigan, Ann Arbor, Mich.

Mary Nucciarone, vice chair, Director of Financial Aid, University of Notre Dame, Notre Dame, Ind.

This Trustee Committee on Nominations was charged with responsibility for identifying nominees to succeed Trustees whose terms expire with the conclusion of the 2014 Annual Meeting, as follows:

Maghan Keita, chair, Professor of History and Director for the Institute for Global Interdisciplinary Studies, Villanova University, Villanova, Pa.;

Shirley Ort, vice chair, Associate Provost and Director of Scholarships and Student Aid, University of North Carolina-Chapel Hill, Chapel Hill, N.C.;

Shun-Fang Chang, Assistant Principal Student Personnel Services and Director of the College Office, Bronx High School of Science, Bronx, N.Y.;

Karen Francis-Begay, Associate Vice President for Tribal Relations, University of Arizona, Tucson, Ariz.;

Daniel Rodas, Vice President and Director, Isaacson, Miller, Washington, D.C.; and

Paul Sechrist, past chair, President, Oklahoma City Community College, Oklahoma City, Okla.

At its meeting, the Committee executed careful consideration of suggestions for potential candidates that had been elicited from an invitation to College Board member delegates. Before

and after establishing the slate, the Committee on Nominations had extensive discussions regarding the right balance on the Board of Trustees, both in reality and in related perceptions. The Committee focused its attention on the need to have a diverse Board of Trustees, and worked toward that goal.

The Committee submits the following slate of candidates for election at the 2014 Annual Meeting:

For Chair and Vice-Chair, respectively, for the term 2014–2016:

Doug Christiansen, Vice Provost for University Enrollment Affairs; Dean of Admissions and Financial Aid; and Associate Professor for Public Policy and Higher Education

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

For Members for the term 2014–2018:

Craig Becker, Associate Vice President and Corporate Controller, Yeshiva University, New York, N.Y.

Kenneth Ender, President, William Rainey Harper College, Palatine, Ill.

Kaya Henderson, Chancellor, District of Columbia Public Schools, Washington, D.C.

For Member for the term 2014–2019:

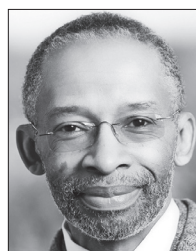
Pamela Agoyo, Special Assistant to the President and Director of American Indian Student Support Services, The University of New Mexico, Albuquerque, N.M.

Incoming members already elected by the regions (replacing Belinda Chung and John Tucker), include:

Joseph P. Dragone, Superintendent, Ballston Spa Central School District, Ballston Spa, N.Y.

Pedro Martinez, Superintendent, Washoe County School District, Reno, Nev.

Statement of the Chair of the Board of Trustees



It seems like only a few weeks ago that I began my term as chair of the Board of Trustees of our great organization, and now I am writing my last letter to you in that role. Over the past year, we have launched a series of initiatives to address the inequalities that many students still face in their education and in fulfilling their potential. This work must continue as long as these inequalities persist among any segment of our student population. As a nation, we can no longer afford to squander our most precious resource, our children.

As a membership organization, we must never lose sight of who we are. We are not only professionals who have

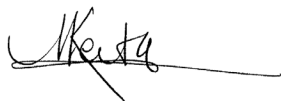
dedicated our lives to furthering the educational aspirations of our students, but we also recognize the necessity to fight for access and opportunity in our classrooms, budget meetings, institutions, and beyond, because we know that, given the chance, these students can, and will, achieve more. They are our future. They are the future of our nation, and of the world.

We all have our own inspirational stories. Join us and share those stories, and the lessons they teach us. Join us in the drive to change our institutions, and to perfect the system of education in our country.

With that charge, I invite you to participate fully in the sessions of Forum 2014 and to take the lessons you learn back to your own students, your colleagues, your institutions, and your communities. Add your voices to our campaigns and our programs — your campaigns; your programs. Through our shared endeavor we can, and must, change these inequalities. We will change these inequalities. That is the power of our collective voice and of our will.

I look forward to seeing all of you at Forum 2014.

My best,



Maghan Keita

6.1. 2014 Nominee and Trustee-Elect Profiles



Pamela Agoyo

Director of American Indian Student Services and Special Assistant to the President for American Indian Affairs
The University of New Mexico
Albuquerque, N.M.

Pamela Agoyo was raised in the tribal community of Ohkay Owingeh Pueblo, the first Spanish capital of New Mexico, and she is also from the Pueblos of Cochiti and Kewa. She earned a bachelor's degree in psychology, a bachelor's degree in sociology, and a master's degree in organizational learning and instructional technology from the University of New Mexico (UNM). Over the course of the past two decades, Agoyo's professional career has focused primarily on the areas of student affairs and student development — she has served UNM in a number of capacities including: director of student recreational services; recruitment specialist for the Office of Admissions and Outreach Services; director of minority recruitment and retention; and scholarship outreach coordinator for the Office of Financial Aid and Scholarships. She currently holds a Letter of Academic Title as lecturer for the UNM School of

Medicine's Family and Community Medicine Department and is a member of the Student Affairs Administrators in Higher Education and the National Academic Advising Association. She is the former executive director of the National Institute for Native Leadership in Higher Education and a former social education teacher for the Los Angeles Unified School District. As part of her service to the New Mexico tribal community, Agoyo is the president of the New Mexico Statuary Hall Foundation and was instrumental in coordinating the capital campaign and installation of the statue of Po'pay, the leader of the 1680 Pueblo Revolt, into the United States Capitol National Statuary Hall Collection in Washington, D.C. Agoyo is a member of the board of directors of the National Indian Education Association and currently serves as president, and she was appointed in January 2104 by U.S. Secretary of the Interior Sally Jewell as a trustee for the Cobell Education Scholarship Fund. She has served on the College Board's SAT Committee since 2010 and the College Board's Native American Student Advocacy Institute National Planning Committee since 2009. She served as NASAI national co-chair in 2009-11 and in 2013-14.



Craig Becker

Associate Vice President and Corporate Controller
Yeshiva University
New York, N.Y.

Craig Becker has 25 years of experience in higher education, having served in senior financial management positions at several institutions. He is currently the associate vice president and corporate controller at Yeshiva University, where he is responsible for all fiscal and business matters encompassing budgeting, accounting, treasury and investment services, financial systems, risk, and tax management.

He previously served in senior positions at the New School, Seton Hall University, the New York Institute of Technology, Teachers College, Columbia University, and Stevens Institute of Technology. Becker's major focus has been on the development and implementation of budget preparation and reporting systems, ERP implementations, program costing, debt issuance, financial planning and reporting, and operational improvement.

Prior to working in higher education, Becker was a manager in KPMG Peat Marwick's higher education practice, where he provided consulting services to colleges, universities, and nonprofit organizations. He performed diversified studies spanning financial management and reporting, planning and budgeting, financial control reviews, financial modeling, operations reviews, organization studies, and system implementations.

A common denominator to his experience as a university business officer and higher education consultant is transparency and accountability.

Becker earned a master's degree in accounting from the Northeastern University Graduate School of Professional

Accounting and a master's degree in public administration from the State University of New York (SUNY) at Albany Graduate School of Public Affairs. He holds a bachelor's degree in American history from SUNY Oneonta. He is a certified public accountant.

Becker has served on the College Board's audit committee. He has served as chair and member of the planning committee for NACUBO's higher education accounting forum and NACUBO's Planning and Budget Forum. Becker served on a joint NACUBO/NCAA committee on athletic program reporting.

Becker is married to the former Jill Glickman, a writer, and lives in Scotch Plains, N.J.



Douglas L. Christiansen

Vice Provost for University Enrollment Affairs; Dean of Admissions and Financial Aid; and Associate Professor for Public Policy and Higher Education
Vanderbilt University
Nashville, Tenn.

Douglas L. Christiansen holds a Ph.D. in higher education administration and has been Vanderbilt University's vice provost for university enrollment affairs and dean of admissions and financial aid since August 2006. He is also an associate professor of public policy and higher education in the Department of Leadership, Policy, and Organizations at Vanderbilt's Peabody College. In his role as vice provost, Christiansen serves as the university's chief enrollment strategist, overseeing the offices of Undergraduate Admissions, Student Financial Aid and Undergraduate Scholarships, Enrollment Management Operations Support, University Registrar, Enrollment Management for Health Sciences Education, Center for Data Management, and the Vanderbilt Institutional Research Group. He also oversees the Chancellor's Scholars and Cornelius Vanderbilt scholarship admission process, and the POSSE scholars program.

Christiansen is responsible for overall leadership and administration of all areas related to enrollment policy and management at Vanderbilt, including responsibility for 200 full- and part-time employees. Additionally, he has budgetary responsibility for 30 different operating and project budgets totaling \$26 million, and for a financial aid budget totaling \$274 million. Before working at Vanderbilt, Christiansen was the assistant vice president for enrollment management and dean of admissions at Purdue University, and prior to Purdue, he worked at the University of Utah. He has over 27 years of experience in higher education.

He is currently serving as a member of the Board of Trustees for the College Board, where he is chair of the Committee on Finance, having served on this committee since October 2011. In addition, he serves on the Compensation Committee, and the Investment Committee.

Christiansen was a member of the College Board's Colloquium Planning Committee, the Membership Committee, the AP

Higher Education Advisory Committee, and the Admissions in the 21st Century National Task Force. He was also on the NACAC International Recruitment Commission and is currently co-chair of the World Leading Schools Association Higher Education Advisory Committee.

Deeply committed to the College Board's core principles of opportunity, access, and advocacy, Christiansen led Vanderbilt's advocacy and outreach initiatives through such programs as Access Success and CollegeKeys Compact™, while partnering with numerous advocacy and outreach organizations. Vanderbilt was awarded the CollegeKeys Compact's Innovation Award for "Getting In" for the Southeast Region.

Christiansen states, "My personal philosophy of opportunity and access for every student to a higher education degree is mirrored by the philosophy of the College Board. It is through education that the world will continue to move forward, and through the work of the College Board and its members, we can all make a tremendous difference in the lives of those we encounter. I am honored to be nominated to serve as chair of the Board of Trustees."



Joseph P. Dragone

Superintendent of the Ballston Spa Central School District
Ballston Spa, N.Y.

Joseph P. Dragone has served as superintendent of the Ballston Spa Central School District since August 2008. He received undergraduate and graduate degrees from the College of St. Rose, and a certificate of advanced study and a doctoral degree in educational administration and policy studies from the State University of New York at Albany.

Dragone has been instrumental in implementing new programs in his district through partnerships with national and local businesses, colleges, and nonprofit organizations including Sustainable Design, Video Game Design, Pharmaceutical Research, Biomedical Science, and Nanotechnology, as featured in *Education Week*. In collaboration with GLOBALFOUNDRIES, TRC, Cisco, and more than 20 other partners from across sectors, the district operates a Clean Technologies and Sustainable Industries Early College High School program, which has expanded since its inception in 2010 to now serve 110 students from 20 school districts across a seven county region.

Since 2010, the Ballston Spa Central School District has received the Endurance Award from the Chamber of Southern Saratoga County, the Celebrating Success Award from Pearson Education, and was twice recognized with placement on the AP® Achievement District Honor Roll from the College Board's Advanced Placement Program. Ballston Spa High School was recognized as one of "America's Best High Schools" by *Newsweek* in 2010 and 2013, ranked nationally by *The Washington Post* in 2011, and achieved placement on the 2012 *U.S. News & World Report's* "Best High Schools" list, receiving a silver award.

Dragone has served on many expert panels, including the Partnership for 21st Century Skills' National Summit on

21st Century Readiness in Washington, D.C.; the American Architectural Foundation in collaboration with the Bill and Melinda Gates Foundation as a New York State representative to the STEM Design Workshop in Washington, D.C.; with IBM, the New York State Education Department, and the Business Council of New York State, "Educating Tomorrow's Workforce: Preparing Students to Compete in the 21st Century Economy," and with the New York State Energy Research and Development Authority, the Center for Economic Growth, and Cisco, "Business, Government and Academia Partnerships: Paving the Way for the Region's Economic Future and Workforce Pipeline."

A 2008 recipient of the 40 Under Forty Award from the Capital District Business Review and participant in the 2010 IBM Global CEO Study, "Capitalizing on Complexity," Dragone currently serves on the board of trustees of miSci (Formerly the Schenectady Museum & Suits-Bueche Planetarium) and the Saratoga Economic Development Corporation. Dragone also serves on the advisory boards of the Saratoga County Chamber of Commerce Leadership Saratoga Program, EdLeader 21, The New York Tech Valley Regional Robotics Competition, and Senator Kirsten Gillibrand's Education Workgroup. Most recently, he serves as co-chair of the Workforce & Education Workgroup of the Capital Region Economic Development Council.



Kenneth Ender
President
 William Rainey Harper College
 Chicago, Ill.

Kenneth Ender is president of William Rainey Harper College, a large community college located outside of Chicago, Ill. Through partnerships and alliances,

Ender has positioned Harper as a leading 21st-century community college by increasing graduation, transfer, and certificate completion rates, aligning Harper's curriculum with high schools, training students for new economy jobs, and implementing new accountability and transparency standards. Since Ender joined Harper in 2009, the college has experienced record graduation rates and a dramatic increase in the number of students who come to Harper college ready. The college has also formed new alliances with businesses to fill the shortage of skilled workers in key industries.

Before coming to Harper, Ender served as president of Cumberland County College in New Jersey for 11 years. Previously, Ender held a variety of positions in higher education, including vice president for academic affairs at Richland Community College, interim district dean at Cuyahoga Community College, associate vice president for administrative services at Cleveland State University, director of student activities at Virginia Commonwealth University, and director of student advising at University of Georgia.

Ender holds a Ph.D. in urban services leadership from Virginia Commonwealth University, a master's degree in education from the University of Georgia, and a bachelor's degree in business management, also from Virginia Commonwealth University.

Ender serves on the board of directors of the American Association of Community Colleges; he is president of the board of directors of the Chicago/Cook Workforce Partnership and co-chairs the Workforce Development Committee of the Illinois Council of Community College Presidents.

He was invited to the January 2014 White House Summit focused on Increasing Opportunity for Low-Income Students, and appointed to the Advanced Manufacturing Partnership (AMP 2.0) Steering Committee, a work group of the President's Council of Advisors on Science and Technology. He is also a founding member of the Community College Workforce Consortium, a national consortium of community colleges focused on workforce development partnerships with industry.

Ender is a frequent speaker at national conferences and forums on community college leadership, strategic planning, increasing student success and completion rates, workforce development, community engagement, and increasing accountability and transparency in higher education.

He enjoys golf, tennis, and surf fishing, and he has completed 16 marathons. He lives in Inverness, Ill., with his wife, Cathy, and dogs Sammy and Sissy.



Kaya Henderson
Chancellor
 District of Columbia Public Schools
 Washington, D.C.

A native of Mt. Vernon, N.Y., Kaya Henderson attended Mt. Vernon public schools. Henderson received her bachelor's degree in international relations from Georgetown's School of Foreign Service, and her master's degree in leadership also from Georgetown University, where she serves as an adjunct professor at the McCourt School of Public Policy. She is the recipient of two honorary doctoral degrees from Georgetown University and Trinity Washington University. Her education career began as a middle school Spanish teacher in the South Bronx. After serving as a teacher, Henderson went on to work as a recruiter, national admissions director, and D.C. executive director for Teach for America. In 2000, Henderson began her work with the New Teacher Project, where she became the vice president for strategic partnerships. Henderson came to District of Columbia Public Schools (DCPS) as deputy chancellor in 2007. During her time as deputy chancellor, she oversaw the district's human resources and human capital work. In this position, she served as chief negotiator for the groundbreaking 2010 contract between the DCPS and the Washington Teachers' Union, and led the development of IMPACT, a new and innovative professional development and assessment system designed to ensure that an effective teacher is leading every classroom in DCPS. Her work in developing human capital at DCPS has served as a model for other school districts throughout the country. Since 2010, Henderson has served as chancellor of DCPS. As chancellor, Henderson is committed to holding all students to high expectations, providing them with access to

high-quality teachers and leaders, creating the most rigorous and innovative instructional environments to ensure their success, and motivating students and engaging families. Henderson is actively involved in a number of community and professional organizations, including the executive committee of the Council of the Great City Schools; the International Women's Foundation; the board of trustees of Student Achievement Partners; Georgetown University's Board of Regents; the Pahara-Aspen Education Fellowship; the Leadership Institute of Nevada; Raise DC; and the Kennedy Center Board of Trustees.



Pedro Martinez
Superintendent
 Washoe County School District
 Reno, Nev.

Pedro Martinez serves as superintendent for the Washoe County School District, overseeing the success of the district's 93 schools and reform efforts in the district's strategic plan, "Envision WCSD 2015: Investing in Our Future." Martinez acted as deputy superintendent for WCSD between 2009 and 2011 and was at the forefront of the development and implementation of the district's plan. During his time as deputy superintendent, Martinez led the implementation of the Pathway to College and the Highly Skilled Career Readiness programs, both of which identify academic milestones for student success from pre-kindergarten to high school graduation. Additionally, Martinez played a leading role in developing the district's graduation initiative, which resulted in a 14 percentage point increase in the district's rate of graduation, with every high school in the district increasing its graduation rate.

Martinez previously served as the deputy superintendent of the Clark County School District (CCSD), the nation's fifth-largest school district, serving 310,000 students. Under his leadership, CCSD implemented academic reforms across all levels including the largest graduation initiative in the district's history, which resulted in the district's surpassing its graduation rate goal, with all 49 high schools making gains. During his time in CCSD, Martinez led efforts that focused on college and career readiness, including the increase of student participation and performance rates in acceleration classes, Advanced Placement® courses, and dual enrollment programs. He also led the implementation of the Common Core State Standards and the district's new accountability system.

Before moving to Nevada, Martinez served as a regional superintendent of Chicago Public Schools (CPS), the nation's third-largest district, serving 409,000 students. He was the chief financial officer for CPS for six years, during which time the district increased its financial reserves from \$200 million to more than \$430 million, received bond rating upgrades, and implemented academic initiatives that resulted in significant student achievement and graduation gains.

Before joining Chicago Public Schools, Martinez was the director of finance and technology at the Archdiocese of Chicago, and an audit manager at Deloitte & Touche and at

PricewaterhouseCoopers. He holds a bachelor's degree in accounting from the University of Illinois at Urbana-Champaign and a master's degree with highest honors in business administration from DePaul University. Martinez is a 2009 graduate of the Broad Superintendents Academy.



Shirley A. Ort
Associate Provost and Director
Office of Scholarships and Student Aid
 The University of North Carolina
 at Chapel Hill
 Chapel Hill, N.C.

Shirley A. Ort is associate provost and director of the Office of Scholarships and Student Aid at the University of North Carolina at Chapel Hill, serving more than 21,000 students with \$400 million in aid each year. Ort began her career at Seattle Pacific University, where she worked in student affairs and financial aid. She served for 18 years as deputy director for student financial aid at the Washington State Higher Education Coordinating Board, the state's policy, planning, and student aid agency, before coming to Chapel Hill in 1997.

A commitment to need-based aid has defined her career. In 2003, she developed the Carolina Covenant, a "no-loans" program that offers extraordinary financial, academic, and personal support to high-achieving students from low-income backgrounds. The Covenant has raised the four-year graduation rate for low-income students at Carolina by 20 percentage points and has become a model for aid programs across the country.

Ort has a long record of service to the College Board, including eight years as a Trustee. She serves as chair of the Board of Trustees Human Resources and Compensation Committee and has been nominated to a second term as vice-chair of the Board of Trustees. Previously, she served as national chair of the College Scholarship Service Council and was a member of the Presidential Search Committee; the Commission on Access, Admissions and Success in Higher Education; the Task Force on Admissions in the 21st Century; the Rethinking Student Aid Study Group; the CollegeKeys Compact; and Colloquium Planning Committees. Shirley is also active in NASFAA, the Coalition of State University Aid Administrators, and the Forum for the Future of Higher Education.

A native of Michigan and first-generation college graduate, Shirley holds a bachelor's degree in history from Spring Arbor University, a master's degree in ancient and medieval history from Western Michigan University, and a J.D. from Seattle University School of Law. She remains a member of the Washington State Bar Association.

Ort has earned a number of distinguished awards for her service to Carolina. She was recently named the 2014 Alumna of the Year by Spring Arbor University, which follows her 2013 Professional Achievement Award from the Department of History at Western Michigan University.

II. 2014 ANNUAL MEETING OF THE ACADEMIC ASSEMBLY

Monday, Oct. 27, 2014

3:45–4:45 p.m.

Annual Meeting Agenda

1. Communications from the Chair
2. Minutes of the Oct. 24, 2013, Annual Meeting
3. Report of the 2014 Academic Assembly Nominating Committee
4. Report of the 2014 Academic Assembly Council
5. New Business*

*During new business all delegates are encouraged to raise issues for consideration by Academic Assembly Council in 2014–2015.

2. Minutes of the Oct. 24, 2013, Annual Meeting

The annual meeting of the Academic Assembly of the College Board was held at the Hilton Hotel, New York, N.Y., on Thursday, Oct. 24, 2013. Pamela Paulson, senior director of policy at the Perpich Center for Arts Education in Golden Valley, Minn., presided.

I. Communications from the Chair

Pamela Paulson welcomed delegates and introduced President David Coleman, parliamentarian Steven Brooks, and vice president of governance and secretary of the association, Dorothy Sexton. She thanked Mary Nucciarone, chair of the College Scholarship Service Assembly Council, and Barbara Gill, chair of the Guidance and Admission Assembly Council for joining the meeting and for their leadership of their respective Councils and the collaboration they had fostered between the Councils. Ms. Paulson drew delegates' attention to the report on the work of the Academic Assembly Council in the 2013-14 year contained in the agenda materials.

II. Minutes of the 2012 Annual Meeting

Ms. Paulson asked for a motion to approve the minutes of the 2012 Academic Assembly Meeting. After the motion was moved and seconded, the minutes were approved as presented.

III. Communications from the President

President Coleman thanked Ms. Paulson for her leadership of the Council and her commitment to improving outcomes for students. He stated four firm commitments of the College Board:

- To widen instruction that celebrates the finest work in diverse academic fields;

- That every assessment will honor the best of students' work;
- That all students must move forward; and
- That analytic writing tools will be integrated into every course we make in the future in sixth through 12th grades.

Delegates' comments and questions focused on the power of the development of language and analytical writing skills for students. President Coleman invited the Academic Assembly Council to consider mechanisms to celebrate and honor analytical writing by students, and to support professionals in teaching analytical writing skills.

IV. Membership Survey

Chair Pamela Paulson introduced Gordon Stanley, chair of the Trustee Committee on Membership and director of counseling at the Webb School in Knoxville, Tenn., and Lynda Roy, executive director for membership, to present an update on the recent membership survey. The survey was conducted to determine what support members needed from the College Board to help students to achieve their potential. Preliminary findings were shared with the assembly, which indicated high levels of satisfaction among members. Delegates highlighted the value of professional development opportunities, which brought K–12 and higher education professionals together. A suggestion was made that the College Board could consider how it could support pre-K and K–6 teachers to ensure that students had the foundation of skills that they needed to succeed.

V. Excellence in Innovation in the Arts Award

Ms. Paulson announced the winner of the Excellence in Innovation in the Arts Award — Bates Middle School in Annapolis, Md. They had implemented an Arts Integration Model, in which every teacher in the school works with a team of arts teachers and an arts integration specialist to plan and execute highly engaging, rigorous, effective cross-curricular lessons. This helps students to master the content, challenges them to create, perform, participate in their own learning, and to think critically.

VI. New Business

Luis Martinez-Fernandez celebrated the work of the teachers across all age groups and commended their love of teaching and learning.

Ms. Paulson announced that the 2014 Annual Meeting of the Academic Assembly would take place in Las Vegas, Nev., in conjunction with Forum 2014 on Oct. 27–29, 2014. The meeting was adjourned.

3. Report of the 2014 Academic Assembly Nominating Committee

The Academic Assembly Nominating Committee was constituted in accordance with Article VI of the Academic Assembly Governance Plan. The Committee identified a nominee to succeed:

Barbara Cruz, Professor, University of South Florida, Tampa

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

For Member of the Academic Assembly Council for the three-year term, 2014–2017:

Cesar Rey-Hernandez, Associate Professor, Graduate School of Public Administration, University of Puerto Rico, Hato Rey

Cesar Rey-Hernandez was elected by the Academic Assembly.

4. Report of the 2014 Academic Assembly Council

The Academic Assembly Council meets to discuss matters on behalf of the Academic Assembly, such as: curriculum; articulation; assessment; the governance structure of schools; and sustained professional development; and advises the College Board on programs and services supporting universal access to high standards of learning. The Council has met twice in the past membership year and their discussions have included:

Assessment

The Council spent a significant amount of time over the past year discussing the revision of the SAT® and has advised staff on administrative and content issues, to ensure that the realities of delivering the test in the K–12 environment are understood, and to ensure that the content provides the predictive validity required to position students for college and career success. Council members have also raised issues relating to student access to the test and test-preparation materials, and to the required professional development to support teachers in preparing students for the opportunities the test provides. Focused work on test content takes place in the subject-specific test development committees, which report to the Council through the Academic Advisory Committees. The chairs of each Academic Advisory Committee sit on the Council. The Council has discussed how the tests can be a more effective and useful diagnostic tool for teachers and students.

Instruction

The Council had continued to review the implementation of the AP Capstone™ project and explored opportunities for the

innovative instruction to be expanded into other programs and subject areas. While the AP Capstone pilot has focused on ensuring that participating schools reflect the diversity of students across the United States, the Council has continued to press for increased AP opportunities for diverse students. The Council has reviewed data on AP participation across demographic groups and schools, and proposed potential solutions to increase participation of students who have demonstrated AP potential through their PSAT/NMSQT® scores. These solutions have involved actions targeted at district administrators, school leaders, AP teachers, and students.

The Council has also spent time considering how the internationalization of instructional programs can better prepare students for college and career success, and this remains an area of focus for the coming year. Considerations of academic quality arise throughout the Council's discussions, as well as the subject of how members can support the transition of students from high school to college.

Professional Development

The Council continues to press for a more strategic approach to professional development from the College Board, particularly opportunities for K–12 and higher education professionals to train together. This pressure has led to a number of senior appointments, and the Council will be involved in developing plans to improve the scope, range, and delivery of professional development that leads to demonstrably better outcomes for the students we all serve.

Member Engagement

The Council advises College Board staff on how to communicate effectively with academic professionals and administrators across programs and initiatives; how to increase the engagement of delegates; and how to shape engaging content for the Forum and regional forums. The Council has welcomed many of the new initiatives that support these aims, and will continue to press for their refinement and expansion in the next membership year.

III. 2014 ANNUAL MEETING OF THE COLLEGE SCHOLARSHIP SERVICE ASSEMBLY

Tuesday, Oct. 28, 2014

9:45–10:45 a.m.

Annual Meeting Agenda

1. Communications from the Chair
2. Minutes of the Oct. 24, 2013, Annual Meeting
3. Report of the 2014 College Scholarship Service Assembly National Nominating Committee
4. Report of the 2014 College Scholarship Service Assembly Council
5. New Business*

*During new business all delegates are encouraged to raise issues for consideration by the College Scholarship Service Assembly Council in 2014–2015.

2. Minutes of the Oct. 24, 2013, Annual Meeting

The annual meeting of the College Scholarship Service Assembly (CSSA) of the College Board took place at the Hilton Hotel in New York, N.Y., in conjunction with Forum 2013 on Thursday, Oct. 24, 2013. Mary Nucciarone, director of financial aid at the University of Notre Dame, presided.

I. Welcome and Communications from the Chair

Mary Nucciarone welcomed everyone in attendance and introduced parliamentarian Steven Brooks, executive director of the North Carolina State Education Assistance Authority; Vice President for Governance and Secretary of the Association, Dorothy Sexton; Barbara Gill, chair of the Guidance and Admission Assembly Council; Pam Paulson, chair of the Academic Assembly Council; Maghan Keita, chair of the Board of Trustees; Shirley Ort, vice chair of the Board of Trustees; and Karen Cooper, director of financial aid at Stanford University and the incoming chair of the Council.

Ms. Nucciarone thanked the CSS Assembly National Nominating Committee for their work and congratulated those elected to the Council in the recent ballot of delegates.

For Chair-Elect of the CSS Assembly for a two-year term, 2013–2015

Mr. Jon McGee, Vice President for Planning and Public Affairs, College of Saint Benedict/Saint John's University, St. Joseph, Minn.

For Member positions on the CSS Assembly Council for the three-year term, 2013–2016

Nancy Coolidge, Associate Director of Student Financial Support, University of California, Oakland, Calif.;

Sandra Ramsay, Scholarship Administrator, Westchester Community College, Valhalla, N.Y.;

Said Sewell, Vice President for Academic Affairs and Provost, Kent State University, Kent, Ohio

Ms. Nucciarone thanked everyone who agreed to participate in the election process.

II. Minutes of the 2012 Annual Meeting

Mary Nucciarone called for a motion to approve the minutes of the 2012 Assembly Meeting. After a motion was moved and seconded, the minutes were approved as presented.

III. Communications from the Chair (continued)

Ms. Nucciarone informed the Assembly of the sad passing of Clyde Walker, associate director of student financial aid at Vanderbilt University. The Board of Trustees had passed the following resolution:

Be it resolved by the Board of Trustees of the College Board on the occasion of the passing of our colleague and friend, Clyde Walker, that we pause to honor his career and his life, to extend our deep sympathies to his family and his university, and to thank him for his life's work of propelling students into opportunity and success.

This resolution was approved by acclamation. The Assembly held a moment of reflection to remember and to celebrate Clyde for his work.

Ms. Nucciarone directed delegates to the report of the Council contained in the agenda material. The Council had established a number of committees to coordinate key initiatives of the Council and commended the work of these groups in turn: the Campus Need Analysis Roundtable Steering Committee, chaired by Jim Tilton, director of financial aid at Brown University; the Higher Education Act Reauthorization Committee, chaired by Karen Cooper, director of financial aid at Stanford University; and the Financial Aid Standards and Services Advisory Committee, chaired by Mark Lindenmeyer, director of financial aid at Loyola College of Maryland.

Ms. Nucciarone praised President Coleman's leadership of the College Board and his willingness to listen to and respond to the needs of financial aid professionals and school counselors. She reminded members that the College Board and its mission belonged to the membership, and that its commitment to fighting for education, and for equity and access for students, was a mission worth fighting for.

IV. Communications from the President

David Coleman welcomed delegates to the assembly and thanked them for their continued commitment to access and affordability, without which there could never be opportunity for all. He thanked Mary Nucciarone for her mentorship on these matters. He emphasized the need for college preparation discussions to occur early in a student's life, and to challenge myths about the cost of higher education and instill a notion of early financial planning for college. He asserted that it was within the College Board's mission to provide excellent information and to make sure that it's equitably received. An initiative was in development to provide every AP teacher with one class on financial aid, connecting financial aid with instruction and college preparation.

President Coleman indicated that work was under way to develop more scholarship opportunities for students to support the Access to Opportunity™ work of the College Board. He recognized that opportunities would not be delivered if no more resources were available to support access.

In response to comments made by delegates at the 2013 meeting of the Assembly on succession planning, President Coleman had met with participants of the Emerging Leaders Academy, and would meet with these groups at each of the regional forums. He had also met with college presidents to discuss how financial aid and admission support could be accessed together. The level of College Board staffing to support the strategic development of professional development, programs, and advocacy in financial aid matters had also been increased since the last meeting of the Assembly, and Anne Sturtevant would coordinate the work required to support financial aid professionals across the College Board's work. President Coleman emphasized the College Board's ongoing commitment to this agenda and to the work of financial aid professionals.

Delegates' questions and comments focused on the need to support student-to-student exchanges and peer support, and to support teachers and counselors in having financial aid conversations with students earlier in their school career.

V. Membership Survey

Chair Mary Nucciarone introduced Gordon Stanley, chair of the Trustee Committee on Membership and director of counseling at the Webb School in Knoxville, Tenn., and Lynda Roy, executive director for membership, to present an update

on the recent membership survey. The survey was conducted to determine what support members needed from the College Board to help students to achieve their potential. Preliminary findings were shared with the Assembly, which indicated high levels of satisfaction among members. Financial aid respondents had typically worked in the profession for 10 years or more, and cited succession planning as a continuing concern. Delegates emphasized the need for professional development that focused on the conceptual, policy, and ethical components of the financial aid profession, rather than on technical, product-based training. Some delegates felt that a virtual learning package would be a helpful supplement to this work, as it would permit staff to undertake training remotely when they had the time available earlier in their career. The College Board also offered professionals the opportunity to collaborate with admission and counseling professionals, which was a unique and valued role compared to other professional associations. Delegates also emphasized the role of the regional councils and regional activities, which were often easier for professionals to attend because of cost and time out of the office. The role of delegates was also raised as there continued to be a lack of awareness among member institutions as to the role, purpose, and designation of delegates.

VI. New Business

No new business was presented.

VII. Passing of the Gavel

Ms. Nucciarone thanked the Assembly for the opportunity to serve them as chair of the Council and passed the gavel to Karen Cooper, the incoming chair of the Council. Karen Cooper thanked Mary Nucciarone for her tireless work in advocating for the interests of the Assembly and in furthering the College Board's focus on supporting the professionals in their daily work. She also thanked her colleagues at Stanford University, who would be taking on additional work on behalf of her department while she undertakes the work of the Assembly. Ms. Cooper spoke of the important role the College Board serves as a membership institution, bringing together the diverse voices of professionals to become stronger together. The wealth of data the College Board has to strengthen decision making is another asset.

Ms. Cooper announced that the 2014 Annual Meeting of the College Scholarship Service Assembly would take place in Las Vegas, Nev., in conjunction with Forum 2014 on Oct. 27-29, 2014. The meeting was adjourned.

3. Report of the 2014 College Scholarship Service Assembly National Nominating Committee

The College Scholarship Service Assembly (CSSA) National Nominating Committee was constituted in accordance with Article IX of the CSSA Governance Plan. The committee identified nominees to succeed:

Phil Asbury, Deputy Director, Office of Scholarships and Student Aid, University of North Carolina, Chapel Hill, N.C.

Bonnie L. Behm, Director of Financial Assistance, Villanova University, Philadelphia, Pa.

Edward Yergalonis, Superintendent, Rahway High School, Rahway, N.J.

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

For Member of the College Scholarship Service Assembly Council for the three-year term, 2014–2017:

(i) **Jeffrey Hittenberger**, Chief Academic Officer, Orange County Department of Education, Costa Mesa, Calif.

OR

F. Carl Walton, Vice President of Student Affairs, Lincoln University, Pa.

(ii) **Gail W. Holt**, Dean of Financial Aid, Amherst College, Amherst, Mass.

OR

Laura McClay, Senior Associate Director of Financial Aid, Dartmouth College, Hanover, N.H.

(iii) **Jeannie Gage**, Director, Student Financial Assistance, Texas A&M University, Corpus Christi, Texas

OR

Kate Peterson, Assistant Provost for Enrollment Management, Oregon State University, Corvallis, Ore.

The result of the ballot will be announced at the annual meeting of the Assembly.

F. Carl Walton, Gail Holt and Jeannie Gage were elected by the College Scholarship Service Assembly.

4. Report of the 2014 College Scholarship Service Assembly Council

The College Scholarship Service Assembly Council serves the Assembly by considering policies, practices, and procedures to help students and families prepare to meet the costs of postsecondary education and by supporting institutions, agencies, and organizations in the equitable and efficient administration of student financial aid programs. The Council is composed of representatives from K–12 administration, teachers, counselors, and financial aid professionals.

Financial Aid Programs

The Council dedicates a considerable proportion of its time to evaluating the effectiveness of College Board programs in supporting financial aid administrators, students, and families in their efforts to access higher education; it also strives to identify barriers to access and considers potential solutions. Council members provide advice to College Board staff on improvements to programs that would promote access.

Affordability

Council members have considered a number of issues linked to affordability, including accessible information for students and their families on the actual costs of college and how they can fund this investment, and professional development for counselors to enable them to provide advice to the students in their care.

Professional Development

The Council continues to work with the College Board and its members to develop professional development opportunities that meet the needs of financial aid professionals. While there are opportunities for professionals to learn technical skills relating to financial aid software, the Council has identified a gap in training to support the conceptual understanding of terms like “need analysis” and “unmet need” — and how to develop institutional policies that promote access and identify adverse impact. The Campus Need Analysis Roundtable Steering Group continues to develop the annual roundtable offer for College Board members. The Council also works to strengthen the financial aid component of the Fall Counselor Workshops in order to provide counselors with the tools they need to support their students.

Advocacy

The Council established a committee to develop the College Board’s response to the Higher Education Act Reauthorization in Congress. Committee members met with members at the Forum and regional forums to develop the response and to ensure that it reflected the views of the College Board’s diverse membership. The recommendations will now be used by the College Board and its members to lobby for changes to the current federal aid programs to reduce unnecessary administrative burdens and to increase completion and access, particularly for low-income and returning students.

Financial Aid Standards and Services and Advisory Committee (FASSAC)

Currently, the FASSAC provides a continuing evaluation of the financial aid programs and services of the College Board, identifies areas in which the College Board might usefully assist colleges and universities through the provision of new tools, and reports to the CSSA Council at its regularly scheduled meetings. FASSAC reviewed its charge and structure to better align with current governance, initiatives, and needs of the financial aid community.

Member Engagement

The Council advises College Board staff on how to communicate effectively with academic professionals and administrators across programs and initiatives; how to increase the engagement of delegates; and how to shape engaging content for the Forum and Regional Forums. The Council has welcomed many of the new initiatives that support these aims and will continue to press for their refinement and expansion in the next membership year.

IV. 2014 ANNUAL MEETING OF THE GUIDANCE AND ADMISSION ASSEMBLY

Monday, Oct. 27, 2014

2:30–3:30 p.m.

Annual Meeting Agenda

- 1.** Communications from the Chair
- 2.** Minutes of the Oct. 24, 2013, Annual Meeting
- 3.** Report of the 2014 Guidance and Admission Assembly Nominating Committee
- 4.** Report of the 2014 Guidance and Admission Assembly Council
- 5.** New Business*

*During new business all delegates are encouraged to raise issues for consideration by the Guidance and Admission Assembly Council in 2014–2015.

2. Minutes of the Oct. 24, 2013, Annual Meeting

The Annual Meeting of the Guidance and Admission Assembly of the College Board took place at the Hilton Hotel, New York, N.Y., on Oct. 24, 2013, in conjunction with Forum 2013. Chair Barbara Gill, assistant vice president for undergraduate admissions and enrollment planning at the University of Maryland, presided.

I. Welcome and Communications from the Chair

Barbara Gill thanked everyone in attendance and introduced Steven Brooks, parliamentarian and executive director of the North Carolina Higher Education Assistance Authority; Dorothy Sexton, vice president for governance and secretary of the College Board; Frank Ashley, senior vice president for membership mobilization; Chair-Elect Philip Ballinger, assistant vice president for enrollment and director of admissions, University of Washington; and Past Chair Gary Meunier, counselor at Weston High School. Ms. Gill welcomed Pamela Paulson, chair of the Academic Assembly, and Mary Nucciarone, chair of the College Scholarship Service Assembly, and thanked them for their support in increasing collaboration and communication between the Councils.

She drew delegates' attention to the annual report of the Council contained in the agenda materials and thanked the Guidance and Admission Assembly National Nominating

Committee for their work. The following individuals were elected to the Council:

For Chair-Elect of the Guidance and Admission Assembly for the two-year term, 2013–2015:

Ronné Turner, Associate Vice President for Enrollment and Dean of Admissions at Northeastern University, Boston, Mass.

For Member positions on the Guidance and Admission Assembly Council for the three-year term, 2013–2016:

John Barnhill, Assistant Vice President for Enrollment Management, Florida State University, Tallahassee, Fla.

Giles Eady, Former Director of Admissions and Outreach at Morehouse College, Atlanta, Ga.

Ms. Gill then thanked everyone who participated in the election process and asked the Assembly to congratulate its new Council members.

II. Minutes of the 2013 Annual Meeting

Ms. Gill called for a motion to approve the minutes of the 2012 Guidance and Admission Assembly Meeting. After the motion was moved and seconded, the minutes were approved as presented.

III. Communication from the President

David Coleman thanked delegates for participating in the Assembly meeting and for their daily work of propelling students to the opportunities they have earned and for welcoming them into higher education institutions. He noted that admission professionals had a unique role in shaping K–12 education through the work they dignify with their admission criteria. He reaffirmed the College Board’s commitment to helping counseling and admission professionals in their daily work and to creating tools that would help them to have powerful conversations with the students they support, particularly given the time constraints these professionals face.

President Coleman spoke of the initiatives and tools that would support counseling and admission professionals in relation to the revised SAT, but recognized that this would cause them some disruption. He called upon the delegates to publicly support the aim of the revised SAT and to privately challenge the College Board to make sure that it would be a success.

Delegate questions focused on more details of the revised SAT announcement and rollout, and the potential role of private test-preparation organizations. President Coleman assured delegates that the new SAT would be supported by free preparation resources and would be more transparent and matched to the work students are already doing in school. He said that the SAT results would be accompanied by application fee waivers for eligible students to propel them toward the

opportunities they had earned. He understood members’ concerns about not receiving briefings on the changes ahead of the announcement, and promised to provide this information at the time of the announcement.

Delegates highlighted the fact that the current SAT had a lot of strengths and that communications that emphasized how these strengths were being built on in the new test would be very welcome. Delegates emphasized that a single test result should not be the basis for an admission decision — a policy that the College Board clearly stated.

IV. Membership Survey

Chair Barbara Gill introduced Gordon Stanley, chair of the Trustee Committee on Membership and director of counseling at the Webb School in Knoxville, Tenn., and Lynda Roy, executive director for membership, to present an update on the recent membership survey. The survey was conducted to determine what support members needed from the College Board to help students to achieve their potential. Preliminary findings, which indicated high levels of satisfaction among members, were shared with the Assembly. Delegates commented that the College Board had improved its ability to communicate to its members, but that it was often difficult for members to communicate with the right people at the College Board. They also noted that the timing of the survey would have had an impact on the professionals who were able to participate, but that this was a challenge with so many different professional groups represented.

V. New Business

Ms. Gill passed the gavel to Philip Ballinger, who thanked the Assembly for the opportunity to serve. There being no further new business, Chair Phil Ballinger announced that the 2014 Annual Meeting of the Guidance and Admission Assembly would take place in Las Vegas, Nev., in conjunction with Forum 2014 on Oct. 27–29, 2014. The meeting was adjourned.

3. Report of the 2014 Guidance and Admission Assembly Nominating Committee

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

Christopher “Seth” Allen, Vice President and Dean of Admissions and Financial Aid, Pomona College, Claremont, California

Marion Paden, Vice President for Enrollment and Student Services, Oklahoma City Community College

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

For Member of the Guidance and Admission Assembly Council for the three-year term, 2014–2017:

(i) **Wanda L. Keith**, Head Counselor, Little Rock School District, Ark.

OR

William Lessa, Principal, Cardinal Hayes High School, Bronx, N.Y.

(ii) **James J. Schmidt**, Chair, Guidance Department, Homewood-Flossmoor High School, Flossmoor, Ill.

OR

Sandy Schuller, Director of Guidance, Neuqua Valley High School, Naperville, Ill.

Wanda Keith and James Schmidt were elected by the Guidance and Admission Assembly.

4. Report of the 2014 Guidance and Admission Assembly Council

The Guidance and Admission Assembly Council serves the Assembly by discussing how members and the College Board can provide educational opportunities for all students at crucial transition points in their lives. The Council also addresses issues related to professional ethics and educational standards, and provides advice on College Board programs and services related to such functions as early awareness, precollege planning, assessment, admission, and retention.

Assessment

The Council has spent considerable time advising College Board staff on the needs of counselors and admission professionals during the revision of the SAT[®]. They have represented the concerns expressed by their peers and have collaborated with staff to develop solutions that will enable students to perform their best work during the new assessment and to ensure that admission colleagues can use test data, in addition to other criteria, to inform their decision making about which students will have the best fit at their institutions.

Instruction

The Council has been a driving force for the development of the AP Capstone program and continues to challenge the College Board to develop programs that offer admission professionals a rounded view of a student’s capabilities and potential. The acceptance by admission professionals of the value of new programs is crucial for the students who invest their time and effort in these challenging courses.

Expanding Access to Programs and Services

The Council has been instrumental in developing the fee-waiver process that provides students eligible for an SAT fee waiver with four college application waivers when they receive their scores. The Council will monitor the use of these waivers and the effect this has on recruitment, retention, and completion in this group of students. The Council is also considering more efficient ways of supporting these students in accessing the opportunities they have earned. The Council has also discussed the expansion of district and state policies and initiatives to expand access.

Ethical Admission Practices

This year, the Council has discussed the practices used by admission professionals to build their classes and how the use of tools can support access and more diverse classes. The interrogation of data generated, and the clarity of communications to students from institutions has also been examined. The Council will continue to explore whether tools offered by the College Board provide opportunities for student data to be used in ways that do not promote access to opportunity for all students, and whether professional development is needed to support admission professionals in maximizing the benefits of these tools.

Member Engagement

The Council advises College Board staff on how to communicate effectively with academic professionals and administrators across programs and initiatives, how to increase the engagement of delegates, and how to shape engaging content for the Forum and regional forums. The Council has welcomed many of the new initiatives that support these aims, and will continue to press for their refinement and expansion in the next membership year.

2013–2014 ELECTED OFFICERS AND TRUSTEES OF THE COLLEGE BOARD

BOARD OF TRUSTEES

Maghan Keita, *Chair*

Professor of History and Director of the Institute for Global Interdisciplinary Studies
Villanova University
Villanova, Pa.

Shirley A. Ort, *Vice Chair*

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

Paul W. Sechrist, *Past Chair*

President
Oklahoma City Community College
Oklahoma City, Okla.

Philip A. Ballinger

Associate Vice Provost for Enrollment and Undergraduate Admissions
University of Washington
Seattle, Wash.

Nathan Brostrom

Executive Vice President, Business Operations
University of California
Oakland, Calif.

Shun Fang Chang

Assistant Principal/Director of the College Office
Bronx High School of Science
Bronx, N.Y.

Douglas L. Christiansen

Vice Provost for University Enrollment Affairs
Dean of Admissions and Financial Aid
Associate Professor for Public Policy and Higher Education
Vanderbilt University
Nashville, Tenn.

Belinda W. Chung

Director of College Counseling
St. Andrew's Priory School
Honolulu, Hawaii

David Coleman

President
The College Board
New York, N.Y.

Karen Cooper

Director of Financial Aid
Stanford University
Stanford, Calif.

Margareth Etienne

Professor, College of Law
University of Illinois at Urbana-Champaign
Champaign, Ill.

Chio Flores

Assistant Dean of Students
Washington State University
Pullman, Wash.

Karen Francis-Begay

Assistant Vice President for Tribal Relations
Office of the President
University of Arizona
Tucson, Ariz.

Willie J. Gilchrist

Chancellor (Retired)
Elizabeth City State University
Elizabeth City, N.C.

Barbara A. Gill

Assistant Vice President for Undergraduate Admissions and Enrollment Planning
University of Maryland at College Park
College Park, Md.

Terry B. Grier

Superintendent
Houston Independent School District
Houston, Texas

Pamela T. Horne

Associate Vice Provost for Enrollment Management and Dean of Admissions
Purdue University
West Lafayette, Ind.

Margie Huerta

Special Assistant to the President
New Mexico State University
Las Cruces, N.M.

Von Mansfield

Superintendent
Homewood-Flossmoor High School
District 233
Flossmoor, Ill.

Luis Martinez-Fernandez

Professor of History
University of Central Florida
Orlando, Fla.

Mary B. Nucciarone

Director of Financial Aid
University of Notre Dame
Notre Dame, Ind.

Pamela N. Paulson

Senior Director of Policy
Perpich Center for Arts Education
Golden Valley, Minn.

Daniel R. Porterfield

President
Franklin & Marshall College
Lancaster, Pa.

Daniel J. Rodas

Vice President and Director
Isaacson, Miller
Washington, D.C.

William M. Schilling

Director, Student Financial Aid (Retired)
University of Pennsylvania
Philadelphia, Pa.

Michael J. Sorrell

President
Paul Quinn College
Dallas, Texas

Caesar T. Storlazzi

Director of Financial Aid
Yale University
New Haven, Conn.

James Tilton

Director of Financial Aid
Brown University
Providence, R.I.

John A. Tucker

Counseling Dept Chair (Retired)
Delaware Valley School District
Milford, Pa.

Scott Verzyl

Associate Vice President for Enrollment Management and Dean of Undergraduate Admissions
The University of South Carolina
Columbia, S.C.

Paul G. Weaver

Assistant Executive Director of Guidance and Family Education Services
Plano Independent School District
Plano, Texas

ACADEMIC ASSEMBLY COUNCIL

Pamela N. Paulson, *Chair*

Senior Director of Policy
Perpich Center for Arts Education
Golden Valley, Minn.

Michael J. McDonough, *Chair-Elect*

President
Raritan Valley Community College
Branchburg, N.J.

Luis Martinez-Fernandez, *Past Chair*

Professor of History
University of Central Florida
Orlando, Fla.

Barbara C. Cruz

Professor
University of South Florida
Tampa, Fla.

Dan E. Davidson

President
American Councils for International Education
Washington, D.C.

Anne De Luca

Associate Vice Chairman for Admissions and Enrollment
University of California at Berkeley
Berkeley, Calif.

Odie J. Douglas

Assistant Superintendent, Educational Services
Pleasanton Unified School District
Pleasanton, Calif.

Arthur Eisenkraft

Distinguished Professor of Science Education
University of Massachusetts–Boston
Boston, MA

Liliana Esquivel

Advisory Panel on Student Opportunity
Osborne High School
Marietta, Ga.

Hector Garcia

Superintendent
Plano District 88
Plano, Ill.

Deborah A. George

Division Director of Curriculum and Instruction
Irving Independent School District
Irving, Texas

Vernon B. Harper

Associate Vice President for Planning and Academic Administration
West Chester University
West Chester, Pa.

Rita A. Hines

Math Department Chair
Science and Engineering Magnet School
at Townview Center
Dallas, Texas

Carol A. Jago

Director
California Reading and Literature UCLA
Chicago, Ill.

Paul Kohn

Vice Provost of Enrollment Services
Georgia Institute of Technology
Atlanta, Ga.

William Larsen

Student
Advisory Panel on Student Opportunity
Houston, Texas

Yu-Lan Lin

Senior Program Director
Boston Public Schools
Boston, Mass.

Cindy Massarelli Gates

Principal
Choctawhatchee High School
Ft. Walton Beach, Fla.

Thomas W. Moore

Assistant Superintendent
West Hartford Public Schools
West Hartford, Conn.

Maricela Oliva

Associate Professor and Founding HEASA Faculty Adviser
The University of Texas at San Antonio
San Antonio, Texas

Roxy Peck

Professor Emerita–Statistics
California State Polytechnic University
Los Osos, Calif.

Teresa Reed

Associate Professor of Music
University of Tulsa
Tulsa, Okla.

Oakley Richins

Advisory Panel on Student Opportunity
Borah High School
Boise, Idaho

Larry M. Roziers

Executive Director of High Schools
Duval County Public Schools
Jacksonville, Fla.

Kelly Saenz

AP European History Teacher
Westwood High School
Austin, Texas

Karen K. Waples

Social Studies Teacher
Cherry Creek High School
Greenwood Village, Colo.

COLLEGE SCHOLARSHIP SERVICE ASSEMBLY COUNCIL

Karen Cooper, *Chair*

Director of Financial Aid
Stanford University
Stanford, Calif.

Jon D. McGee, *Chair-Elect*

Vice President for Planning and Public Affairs
College of Saint Benedict, St. Johns University
St. Joseph, Minn.

Mary B. Nucciarone, *Past Chair*

Director of Financial Aid
University of Notre Dame
Notre Dame, Ind.

Phil Asbury

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

Bonnie Lee Behm

Director of Financial Assistance
Villanova University
Villanova, Pa.

David J. Belanger

Director of Student Financial Services
Smith College
Northampton, Mass.

Kristine A. Butz

Associate Director, Financial Analysis and Reporting
University of Notre Dame
Notre Dame, Ind.

Nancy Coolidge

Associate Director of Student Financial Support
University of California
Oakland, Calif.

Jane M. Hojan-Clark

Associate Vice President of Student Financial Services
Columbia University
New York, N.Y.

Wanda L. Keith

Guidance Counselor
McClellan High School
Little Rock, Ark.

David Levy

Associate Editor
Edvisors
Las Vegas, Nev.

Leslie Limper

Director of Financial Aid
Reed College
Portland, Ore.

Katherine Loboda

Advisory Panel on Student Opportunity
Julia R. Masterman Lab and Demo School
Philadelphia, Pa.

Brian K. Matney

Principal
Landstown High School
Virginia Beach, Va.

Heather C. McDonnell

Associate Dean of Financial Aid and Admissions
Sarah Lawrence College
Bronxville, N.Y.

Sandra Ramsay

Director of Scholarship Services
Westchester Community College
Valhalla, N.Y.

Silke Scholer

Guidance and College Counselor
Santa Cruz Cooperative School
Santa Cruz, Bolivia

Michael Scott

Director of Scholarships and Student Financial Aid
Texas Christian University
Fort Worth, Texas

Said Sewell

Assistant Provost for Academic Affairs
Kent State University
Kent, Ohio

Mohamed Sharif

Advisory Panel on Student Concerns
University of Southern Maine
Portland, Maine

Barry W. Simmons

Assistant Provost
Virginia Polytechnic Institute and State University
Blacksburg, Va.

Forrest M. Stuart

Associate Vice President for Financial Aid
Furman University
Greenville, S.C.

Spenser Sullivan

Advisory Panel on Student
Opportunity
Greene County Technical High School
Paragould, Ark.

Gabriela Tejada

Advisory Panel on Student
Opportunity
Florida International University
Hialeah, Fla.

Edward L. Yergalonis

Superintendent
Rahway High School
Rahway, N.J.

GUIDANCE AND ADMISSION ASSEMBLY COUNCIL

Philip A. Ballinger, Chair

Associate Vice Provost for Enrollment
and Undergraduate Admissions
University of Washington
Seattle, Wash.

Ronné P. Turner, Chair-Elect

Associate Vice President of Enrollment
and Dean of Admissions
and Marketing
Northeastern University
Boston, Mass.

Barbara A. Gill, Past Chair

Assistant Vice President for Undergraduate
Admissions and Enrollment
University of Maryland at College Park
College Park, Md.

Seth Allen

Vice President and Dean of Admissions
and Financial Aid
Pomona College
Claremont, Calif.

Sharon M. Alston

Vice Provost for Undergraduate
Enrollment
American University
Washington, D.C.

Diane C. Anci

Dean of Admission
Mount Holyoke College
South Hadley, Mass.

Robert S. Barkley

Director of Admissions
Clemson University
Clemson, S.C.

John Barnhill

Assistant Vice President for Enrollment
and Services
The Florida State University
Tallahassee, Fla.

Linda Binion

Supervisor, Counseling
Spotsylvania County Schools
Fredericksburg, Va.

Joyce V. Brown

Counseling Consultant
Chicago Public Schools
Chicago, Ill.

Giles Eady

Assistant Dean of Undergraduate Admission
Emory University
Atlanta, Ga.

Raul A. Fonts

Dean of Admission and Financial Aid
Providence College
Providence, R.I.

Timothy R. Gamble

Guidance Department Chair
Green Run High School
Virginia Beach, Va.

Christoph Guttentag

Dean of Undergraduate Admissions
Duke University
Durham, N.C.

Darnell P. Heywood

Director of College Counseling
Columbus Academy
Gahanna, Ohio

Terry Kung

Director of College Counseling
Brooklyn Friends School
Brooklyn, N.Y.

Kevin L. MacLennan

Director of Admissions
University of Colorado at Boulder
Boulder, Colo.

Kolbe J. Murray

Advisory Panel on Student Opportunity
The University of Kansas
Lawrence, Kan.

Marion Paden

Vice President for Enrollment and Student
Services
Oklahoma City Community College
Oklahoma City, Okla.

Ellen Pham

Advisory Panel on Student
Opportunity
Chamberlain High School
Tampa, Fla.

Bruce M. Richardson

Director of Guidance
Plano Senior High School
Plano, Texas

Roberto Suarez

Guidance Counselor
Homewood-Flossmoor Community High School
Flossmoor, Ill.

Kasandra Urquidez

Associate Vice President for Student Affairs
and Dean of Admissions
University of Arizona
Tucson, Ariz.

2014 REGIONAL ASSEMBLY COUNCIL MEMBERS

**MIDDLE STATES REGIONAL
ASSEMBLY COUNCIL****Rodney Morrison, Chair**

Associate Provost for Enrollment Management
and Retention
State University of New York at Stony Brook
Stony Brook, N.Y.

Lacey L. Bonner, Chair-Elect

School Counselor
Penns Grove High School
Carneys Point, N.J.

Arsallah Shairzay, Past Chair

Dean of Early College and Advanced
Placement Programs
Friendship Collegiate Academy
Washington, D.C.

David G. Adams

Regional Vice President of the Middle States
Regional Office
The College Board
Waltham, Mass.

Sharon M. Alston

Vice Provost for Undergraduate Enrollment
American University
Washington, D.C.

Dale Bittinger

Assistant Vice Provost for Undergraduate
Admissions and Orientation
University of Maryland, Baltimore County
Baltimore, Md.

Jonathan Burdick

Dean of Admissions and Financial Aid Arts
University of Rochester
Rochester, N.Y.

Enrique Cafaro

School Counselor
White Plains High School
White Plains, N.Y.

Michael Corso Jr.

Director of Financial Aid
William Paterson University
Wayne, N.J.

Ryan Fuller

Supervisor
Caesar Rodney High School
Camden, Del.

Dorita P. Gibson

Senior Deputy Chancellor
New York City Department of Education
New York, N.Y.

Ruth P. Green

Director, Enriched and
Innovative Programs
Montgomery County Public Schools
Rockville, Md.

Rebecca Bromberg Hall

Associate Director
Columbia University
New York, N.Y.

Vernon B. Harper

Associate Vice President for Planning and
Academic Administration
West Chester University
West Chester, Pa.

Brian P. Hazlett

Vice President for Enrollment Management
Millersville University of Pennsylvania
Millersville, Pa.

Michael D. Kuchar

Superintendent of Schools
Bergenfield High School
Bergenfield, N.J.

Anthony P. Lambert

Director of College Counseling
Perkiomen School
Pennsburg, Pa.

Jill M. Lauck

Director of College Counseling
Tower Hill School
Wilmington, Del.

Andrea Leithner-Stauffer

Director of Financial Aid
Bucknell University
Lewisburg, Pa.

Allison McCarthy

Executive Director of Curriculum Instruction
and Assessment
Pittsburgh Public Schools
Pittsburgh, Pa.

Heather C. McDonnell

Associate Dean of Financial Aid and
Admissions
Sarah Lawrence College
Bronxville, N.Y.

Barbara L. Miller

Director of Financial Aid
Stevenson University
Stevenson, Md.

Deborah S. Nolan

Guidance Counselor
Conrad Schools of Science
Wilmington, Del.

Patricia Peek

Director of Undergraduate Admission
Fordham University
Bronx, N.Y.

Gladys Perez

Associate Professor
Universidad Del Este
Carolina, Puerto Rico

L. Oliver Robinson

Superintendent
Shenendehowa Central School District
Clifton Park, N.Y.

Victoria Sanders

Assistant Vice Chancellor
Pennsylvania State System of Higher
Education
Harrisburg, Pa.

William M. Schilling

Director, Student Financial Aid (Retired)
University of Pennsylvania
Philadelphia, Pa.

Richard D. Scott

Specialist in School Counseling
Maryland State Department of Education
Baltimore, Md.

Marc Singer

Vice Provost, Center for the Assessment
of Learning
Thomas Edison State College
Trenton, N.J.

Marion A. Terenzio

Vice President for Academic Affairs and Dean
of Faculty
Bloomfield College
Bloomfield, N.J.

John A. Tucker

Former Counseling Department Chair (Retired)
Delaware Valley School District
Milford, Pa.

Samantha Veeder

Director of Financial Aid
Nazareth College of Rochester
Rochester, N.Y.

**MIDWESTERN REGIONAL
ASSEMBLY COUNCIL**

Deborah A. Miller, Chair

Assistant Principal
Park Hill High School
Kansas City, Mo.

Beth Arey, Chair-Elect

College and Career Coordinator
Evanston Township High School
Evanston, Ill.

Gary D. Swegan, Past Chair

Chief Enrollment Officer
Youngstown State University
Youngstown, Ohio

Kelvin R. Adams

Superintendent of Schools
Saint Louis Public Schools
Saint Louis, Mo.

Jeff Allen

Director of Admissions
Macalester College
St. Paul, Minn.

Jefferson R. Blackburn-Smith

Vice President for Enrollment Management
Otterbein University
Westerville, Ohio

Kristine A. Butz

Associate Director of Financial Aid
University of Notre Dame
Notre Dame, Ind.

Tamara C. Byland

Director of Admissions
University of Missouri-Kansas City
Kansas City, Mo.

Darrienne Driver

Superintendent of Schools
Milwaukee Public Schools
Milwaukee, Wis.

Hector Garcia

Superintendent
Plano District 88
Plano, Ill.

Rachelle Hernandez

Associate Vice Provost and Director
of Admission
University of Minnesota-Twin Cities
Minneapolis, Minn.

Darnell P. Heywood

Director of College Counseling
Columbus Academy
Gahanna, Ohio

Jane M. Hojan-Clark

Associate Vice President of Student
Financial Services
Columbia University
New York, N.Y.

Pamela T. Horne

Associate Vice Provost for Enrollment
Management and Dean of Admissions
Purdue University
West Lafayette, Ind.

William Krammes

Assistant Principal
New Albany High School
New Albany, Ind.

Shelly E. Landry

District Lead Counselor
Minneapolis Public Schools
Minneapolis, Minn.

Judith Marwick

Provost
William Rainey Harper College
Palatine, Ill.

Ryan Pitcock

Principal
Homewood-Flossmoor Community
High School
Flossmoor, Ill.

Jessica Rafeld

Director of Financial Aid
St. Norbert College
De Pere, Wis.

Richard L. Shipman

Director of Financial Aid
Michigan State University
East Lansing, Mich.

Todd K. Siler

Social Studies Department Chair
Wyoming High School
Wyoming, Ohio

Diane L. Stemper

Executive Director of Student Financial Aid
The Ohio State University
Columbus, Ohio

Greg E. Walker

Vice President
The College Board, Midwestern
Regional Office
Chicago, Ill.

John J. White

Assistant Professor of Teacher Education
University of Dayton
Dayton, Ohio

Dominique F. Zewde

School Counselor
South Elgin High School
South Elgin, Ill.

**NEW ENGLAND REGIONAL
ASSEMBLY COUNCIL****Rachelle Perusse, *Chair***

Associate Professor
University of Connecticut
Storrs, Conn.

MJ Knoll-Finn, *Chair-Elect*

Vice President for Enrollment Management
Emerson College
Boston, Mass.

Diane C. Anci

Dean of Admission and Vice President
of Enrollment
Mount Holyoke College
South Hadley, Mass.

Brennan E. Barnard

Director of College Counseling and
Public Relations
The Derryfield School
Manchester, N.H.

David J. Belanger

Director of Student Financial Services
Smith College
Northampton, Mass.

Catherine Capolupo

Vice President for Enrollment Management
Roger Williams University
Bristol, R.I.

Maria Carvalho

Associate Director of College Readiness
and Persistence
The College Crusade of Rhode Island
Providence, R.I.

Patricia E. Doyle

Principal
Oak Hill High School
Wales, Maine

Chris Flieger

Associate Superintendent for Academics and
Mission
Catholic Schools—Archdiocese of Boston
Braintree, Mass.

Catherine D. Ganung

Associate Director of College Counseling
The Taft School
Watertown, Conn.

Jeremy Gibbons

Director of Admissions
Southern Vermont College
Bennington, Vt.

Kristen Harrington

Director of Enrollment Marketing
Emerson College
Boston, Mass.

Gail W. Holt

Dean of Financial Aid
Amherst College
Amherst, Mass.

Donna M. Kendall

Executive Director of Enrollment Management
and Financial Assistance
Bentley University
Waltham, Mass.

Edward Klotzbier

New England Regional Vice President
The College Board
Waltham, Mass.

Robin P. Lary

Senior Placement Counselor
Scarborough High School
Scarborough, Maine

John McLaughlin

Director of Admissions
Rhode Island College
Providence, R.I.

Thomas W. Moore

Superintendent
West Hartford Public Schools
West Hartford, Conn.

Sandra Palmer

Provost and Chief Academic Officer
Manchester Community College
Manchester, Conn.

Denise Richardello

Executive Vice President
Massachusetts College of Liberal Arts
North Adams, Mass.

Margaret A. Richmond

Director of Admissions
Keene State College
Keene, N.H.

William C. Smith

Director of Financial Aid
Assumption College
Worcester, Mass.

Jeremy Spencer

Dean of Enrollment Management
Framingham State University
Framingham, Mass.

Caesar T. Storlazzi

Director of Financial Aid
Yale University
New Haven, Conn.

James Tilton

Director of Financial Aid
Brown University
Providence, R.I.

Karen Townsend

Dean of Admissions
Massachusetts College of Art and Design
Boston, Mass.

**SOUTHERN REGIONAL
ASSEMBLY COUNCIL****Bonnie C. Joerschke, *Chair***

Director of Student Financial Aid
University of Georgia
Athens, Ga.

Cindy Massarelli Gates, *Chair-Elect*

Principal
Choctawhatchee High School
Ft. Walton Beach, Fla.

Gil J. Villanueva, *Past Chair*

Vice President and Dean of Admissions
University of Richmond
Richmond, Va.

Robert S. Barkley

Director of Admissions
Clemson University
Clemson, S.C.

Meredith H. Bazemore

Associate Director of Regional Recruitment
Appalachian State University
Boone, N.C.

Eric E. Bergholm

General Director, Academic Affairs
Hillsborough County Public Schools
Tampa, Fla.

Richard Blanchard

Instructor
Charleston Southern University
Charleston, S.C.

LouEllen P. Brademan

Manager, 7–12 Instruction and School Support
Fairfax County Public Schools
Fairfax, Va.

Chad Bryant

Coordinator of Recruitment
Georgia Perimeter College
Decatur, Ga.

Alison Coker

Advanced Learning Programs Consultant
Cobb County School District
Marietta, Ga.

Amy C. Fineburg

Secondary Curriculum Specialist
Alabaster City Schools
Alabaster, Ala.

Kamper Floyd

Director, Education Services Foundation
Jackson Get2College Center
Jackson, Miss.

Tristen O. Guillory

College Readiness Coordinator
Louisiana Department of Education
Baton Rouge, La.

David A. Gupta

Vice President, Southern Regional Office
The College Board
Duluth, Ga.

Laura E. Martin

Vice President for Enrollment and Dean of
Admission and Financial Aid
Agnes Scott College
Decatur, Ga.

Miranda McCall

Associate Director of Financial Aid
Duke University
Durham, N.C.

Maureen McFarlane

Director of Financial Aid
Santa Fe Community College
Gainesville, Fla.

Mike Miller

Associate Director of Admission Operations
University of Florida
Gainesville, Fla.

Lamont Moore

Director of Gifted and Talented,
AP and IB Programs
South Carolina Department of Education
Columbia, S.C.

Lawrence Morehouse

President and Chief Executive Officer
Florida Education Fund
Tampa, Fla.

Robert M. Nesmith

Dean of Admission and Financial Aid
Centre College
Danville, Ky.

Kelly Rawlings

Associate Director of Undergraduate
Admissions
Virginia Polytechnic Institute and State
University
Blacksburg, Va.

Misti Reese

Senior Associate Director of Admissions
Appalachian State University
Boone, N.C.

Kimberly L. Scott

Lead School Counselor
Leon County School District
Tallahassee, Fla.

Marjorie Stealey

Principal
Norview High School
Norfolk, Va.

Forrest M. Stuart

Associate Vice President for Financial Aid
Furman University
Greenville, S.C.

John Traverse

AP English Teacher
Houston High School
Germantown, Tenn.

Catherine Trudell

Senior Administrator for High School English
Wake County Public School System
Cary, N.C.

Kimberly M. Van Uden

Teacher
Jackson Preparatory School
Flowood, Miss.

Patrick Wnek

Assistant Superintendent of Curriculum
School Board of Levy County
Bronson, Fla.

**SOUTHWESTERN REGIONAL
ASSEMBLY COUNCIL**

Maribeth Lynes, *Chair*

Assistant Dean and Director of Honors College
Recruitment
University of Arkansas
Fayetteville, Ark.

Barbara R. Merkle, *Past Chair*

Director of Admissions, Emeritus
Midwestern State University
Wichita Falls, Texas

Lisa M. Brittain

Director of College and Career Readiness
Leander Independent School District
Leander, Texas

Gladys Chairez

DACC Financial Aid Director
New Mexico State University–Dona Ana
Community College
Las Cruces, N.M.

LaJuana J. Coleman

Executive Director of Secondary Curriculum
and Instruction
Rio Rancho Public School District
Rio Rancho, N.M.

Karen R. Foust

Executive Vice President for Strategic
Initiatives and Vice President for Enrollment
Hendrix College
Conway, Ark.

Glendi J. Gaddis

Director of Financial Aid
Trinity University
San Antonio, Texas

Deborah A. George

Division Director of Curriculum and Instruction
Irving Independent School District
Irving, Texas

Magdalena Hinojosa

Senior Associate Vice President for Enrollment
and Dean of Admissions
The University of Texas–Pan American
Edinburg, Texas

Harrison Keller

Vice Provost for Higher Education Policy and
Research
The University of Texas at Austin
Austin, Texas

Keith Lamb

Vice President for Student Affairs and
Enrollment Management
Midwestern State University
Wichita Falls, Texas

Suzanne D. McCray

Vice Provost for Enrollment Management
and Dean of Admissions
University of Arkansas
Fayetteville, Ark.

Richard A. Middleton

Vice President, Southwestern Regional Office
The College Board
Austin, Texas

Jeffrey C. Miller

Executive Director of College Readiness
Grand Prairie Independent School District
Grand Prairie, Texas

Myliss Parker

Director of Advanced Academics
Los Fresnos CISD
Los Fresnos, Texas

Bruce M. Richardson

Director of Guidance
Plano Senior High School
Plano, Texas

Michael Scott

Director of Scholarships and Student
Financial Aid
Texas Christian University
Fort Worth, Texas

Dennis-Ann Strong

Executive Director, Secondary Instruction
Northside Independent School District
San Antonio, Texas

Liliana Valadez

Division 3 Executive Director
Dallas Independent School District
Dallas, Texas

Oliver Wallace

Lead Secondary Instructional Leadership
Director
Tulsa Public Schools
Tulsa, Okla.

Paul G. Weaver

Assistant Executive Director of Guidance and
Family Education Services
Plano Independent School District
Plano, Texas

Arlene Williams

Assistant Superintendent for Curriculum and
Instruction
Uvalde Consolidated Independent School District
Uvalde, Texas

**WESTERN REGIONAL
ASSEMBLY COUNCIL****Krista Dornbush, Chair**

Teacher
Fountain Valley High School
Fountain Valley, Calif.

Francisco Villegas, Chair-Elect

Director of School Transformation
Partnership for Los Angeles Schools
Redlands, Calif.

Derrick T. Kang, Past Chair

Director of College Counseling
Mid-Pacific Institute
Honolulu, Hawaii

Bruce Bivins

Principal, Academy of Environmental and
Social Policy (ESP)
Theodore Roosevelt High School
Los Angeles, Calif.

Mary A. Booker

Director of Financial Aid
Pomona College
Claremont, Calif.

Belinda W. Chung

Director of College Counseling
St. Andrew's Priory School
Honolulu, Hawaii

Nikki Danos

Director of College Counseling
Forest Ridge School of the Sacred Heart
Bellevue, Wash.

Emily Decker

Senior Associate Dean of Admissions
Lewis and Clark College
Portland, Ore.

Anne M. De Luca

Acting Associate Vice Chancellor, Admissions
and Enrollment
University of California, Berkeley
Berkeley, Calif.

Anastacia Dillon

Director of Financial Aid
Lewis and Clark College
Portland, Ore.

Antonio Esquibel

Executive Director of West Denver
Network Schools
Denver Public Schools
Denver, Colo.

Chio Flores

Assistant Dean of Students
Washington State University
Pullman, Wash.

Arzie Galvez

Director, Advanced Learning Options
Los Angeles Unified School District
Los Angeles, Calif.

Christopher George

Assistant Vice Chancellor of Enrollment
and Director of Financial Aid
University of Denver
Denver, Colo.

Yvette Gullatt

Vice Provost and Chief Outreach Officer
University of California, Office of the President
Oakland, Calif.

Jill N. Hersha

Coordinator IV—Guidance and Counseling
Clark County School District
North Las Vegas, Nev.

Scott Hill

Regional Vice President, Western Region
The College Board,
Western Regional Office
San Jose, Calif.

Leslie Limper

Director of Financial Aid
Reed College
Portland, Ore.

Kevin L. MacLennan

Director of Admissions
University of Colorado at Boulder
Boulder, Colo.

Pedro Martinez

Superintendent
Washoe County School District
Reno, Nev.

John R. Mosby

Dean of Enrollment Services
Skyline College
San Bruno, Calif.

John O'Connor

College Selection Facilitator
Natrona County High School
Casper, Wyo.

Lynn Ossowski

College Counselor
Salpointe Catholic High School
Tucson, Ariz.

Marilyn K. Ponti

Director of Financial Aid Services
Whitman College
Walla Walla, Wash.

Jenny Rickard

Vice President for Enrollment
University of Puget Sound
Tacoma, Wash.

Dani Rollins

Senior Associate Dean, Information Systems
Reed College
Portland, Ore.

Jennifer Sandoval-Dancs

Director of Admission
Claremont McKenna College
Claremont, Calif.

Michael J. Smith

Assistant Professor
Portland State University
Portland, Ore.

Ginger S. Taylor

Administrator
Portland Public Schools
Portland, Ore.

Lili Vidal

Director of Financial Aid Scholarships
California State University, Northridge
Northridge, Calif.

Note on Alternate Delegates

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

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

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

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

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

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

Alternate Delegate Designation Form

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

As the chief executive officer of (institution)

I hereby designate (name)

as the alternate delegate to the following meeting(s) at the Forum, Oct. 27-29, 2014.

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

Signature: Date:

Join the Conversation

THE COLLEGE BOARD FORUM

Washington, DC
Nov. 4–6
forum.collegeboard.org

REGIONAL FORUMS

Middle States

Baltimore, MD
Jan. 28–29

New England

Boston, MA
Feb. 3–4

Midwestern

Chicago, IL
Feb. 9–10

Southern

Atlanta, GA
Feb. 11–13

Western

Newport Beach, CA
Feb. 19–20

Southwestern

Dallas, TX
Feb. 25–27

regionalforums.collegeboard.org

UPCOMING CONFERENCES

Higher Ed Colloquium

Delray Beach, FL
Jan. 10–12
colloquium.collegeboard.org

Puerto Rico and Latin America Conference

San Juan, PR
March 5–6
oprla.collegeboard.org

Prepárate™: Educating Latinos for the Future of America

New Orleans, LA
March 9–10
prepare.collegeboard.org

A Dream Deferred™: The Future of African American Education

New Orleans, LA
March 10–11
dreamdeferred.collegeboard.org

Historically Black Colleges and Universities Conference

New Orleans, LA
March 12
dreamdeferred.collegeboard.org

National Chinese Language Conference

Atlanta, GA
April 15–18
collegeboard.org/k12chinese

Native American Student Advocacy Institute

Pullman, WA
June 4–5
nasai.collegeboard.org

AP® Annual Conference

Austin, TX
July 22–26
apac.collegeboard.org

STAY CONNECTED

Visit socialmedia.collegeboard.org to stay up-to-date on College Board news.



Follow us [@CollegeBoard](https://twitter.com/CollegeBoard) and [@CB_Forums](https://twitter.com/CB_Forums)
Comment on your Forum 2014 experience: [#CBForum14](https://twitter.com/CBForum14)



Like us at facebook.com/thecollegeboard.

