

Annual Meeting and Assembly 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 collegeboard.org.



CollegeBoard

Forum 2016

Memorandum to Members of the College Board	2
I. 2016 ANNUAL MEETING OF THE MEMBERS	3
Minutes of the 2015 Annual Meeting	3
Report of the 2016 Trustee Committee on Finance	4
Report of the 2016 Trustee Committee on Membership	6
Election of New Members	6
Report of the 2016 Trustee Committee on Nominations	8
2016 Nominee and Trustee-Elect Profiles	10
II. 2016 ANNUAL MEETING OF THE ACADEMIC ASSEMBLY	13
Minutes of the 2015 Annual Meeting of the Academic Assembly	13
Report of the 2016 Academic Assembly Council	14
III. 2016 ANNUAL MEETING OF THE COLLEGE SCHOLARSHIP SERVICE ASSEMBLY	14
Minutes of the 2015 Annual Meeting of the College Scholarship Service Assembly	14
Report of the 2016 College Scholarship Service Assembly Council	16
IV. 2016 ANNUAL MEETING OF THE GUIDANCE AND ADMISSION ASSEMBLY	16
Minutes of the 2015 Annual Meeting of the Guidance and Admission Assembly	16
Report of the 2016 Guidance and Admission Assembly Nominating Committee	17
Report of the 2016 Guidance and Admission Assembly Council	18
2015–2016 ELECTED OFFICERS AND TRUSTEES OF THE COLLEGE BOARD	19
Note on Alternate Delegates	26
Alternate Delegate Designation Form	26

Memorandum to Members of the College Board



In my new role as Secretary of the Corporation, I am especially pleased to share with you the official call to the 2016 Annual Meeting of the Members to be held in Chicago, Ill., in conjunction with Forum 2016. The upcoming Forum and the Regional Forums, which will follow early next year, are annual reminders of the opportunities you have as College Board members to help address key educational issues and expand educational opportunities for students in the United States and around the world.

I hope to see you in Chicago. Please visit collegeboard.org/forum to view the preliminary program for the Forum, which runs from Wednesday, Oct. 26, to Friday, Oct. 28, 2016. We are planning to continue our focus on supporting our membership by sharing experiences, best practices, and knowledge 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. We value the work of our members and are committed to supporting and partnering with you to help achieve the College Board's mission and strategic goals. 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. The College Board's mission of increasing access and equity has not changed since those founding colleges met in 1900.

At the Forum, you will have the opportunity to hear more about the work of the College Board's member-led Councils, which contribute to the development of future initiatives to further our shared mission. In addition, the annual meetings of the Academic Assembly, the College Scholarship Service Assembly, and the Guidance and Admission Assembly will take place during the Forum, and we strongly encourage you to attend these sessions and to share your ambitions for the future.

On Friday, Oct. 28, at 8–9:15 a.m., the Annual Meeting will provide an opportunity for member delegates to speak directly to the elected leadership of the College Board. Douglas L. Christiansen, vice provost for university enrollment affairs, dean of admissions and financial aid, and associate professor of public policy and higher education, and chair of the College Board's Board of Trustees, will convene this regular Annual Business Meeting of the association.

This memorandum includes the matters for discussion for all the membership business meetings outlined above. Please share the agenda materials with any colleagues who are planning to attend the meetings.

Sincerely,

A handwritten signature in black ink that reads "James Montoya". The signature is fluid and cursive, with the first name "James" and last name "Montoya" clearly legible.

James Montoya
Chief of Membership, Governance, and Global Higher Education
Secretary of the Corporation

I. 2016 ANNUAL MEETING OF THE MEMBERS

Friday, Oct. 28, 2016

7:45–9 a.m.

Annual Meeting Agenda

1. Welcome and Communications from the Chair
 - a. Approval of the Minutes of the Annual Meeting of Nov. 6, 2015
2. Communications from the President
3. Report of the 2016 Committee on Finance
4. Report of the 2016 Trustee Committee on Membership
 - a. Election of New Members
5. Report of the 2016 Trustee Committee on Nominations
 - a. Election of Trustees
6. New Business*

* During new business all delegates are encouraged to raise issues for consideration by the Board of Trustees in 2016–2017.

Minutes of the Annual Meeting Held on Nov. 6, 2015

The 2015 Annual Meeting of the Members of the College Board was held at the Wardman Hotel, Washington, D.C., in conjunction with Forum 2015. Douglas Christiansen, chair of the Board of Trustees, presided.

Welcome and Communications from the Chair

Douglas Christiansen opened the meeting and welcomed the members. He then introduced David Coleman, president and CEO of the College Board; Shirley Ort, vice chair of the Board of Trustees; and Maghan Keita, past chair of the Board of Trustees. Douglas Christiansen expressed his gratitude to the members for their continued work in supporting the College Board and students. Following a motion, duly seconded, the Assembly

Resolved: To approve the minutes of the 2014 Annual Meeting.

Communications from the President

College Board President David Coleman thanked the members present for participating in the Forum and the Annual Meeting. He paid tribute to each of the following Trustees who would conclude his or her term of service at the end of the 2016 Annual Meeting: Willie Gilchrist; Terry Grier; Pamela Horne; Margie Huerta; Paul Sechrist; and Paul Weaver. He thanked them for their contribution to the College Board and to the field of education. He also thanked members present at the meeting for their work in serving students, which often did not receive the recognition it deserved.

Report of the 2015 Trustee Committee on Finance

Scott Verzyl, vice chair of the Committee on Finance, presented the FY2015 performance and trends for the funding of fee waivers and other access programs. AP®, PSAT/NMSQT®, and SAT® programs had all seen growth in participation, but also in fee-waiver rates. This was partly the result of actions taken to promote fee waivers and to make them easier to access — consistent with the mission; however, this does require prudent financial planning to ensure that the College Board can continue to meet full fee-waiver demand, and as such, the College Board continued to set aside funds for this and other investments to improve programs and services for students and member institutions. Scott Verzyl also highlighted the investment in assessment redesign and other programs and operations.

Report of the 2015 Trustee Committee on Membership

Von Mansfield, chair of the Committee on Membership, presented the membership report and the slate of members for election to the College Board. Approximately 25 percent of the current 6,053 member institutions represent higher education; 72 percent represent K–12, and 3 percent represent nonprofit agencies and associations. There is an impressive geographic distribution of the members across all 50 states and 66 countries.

In deliberation, the committee considered for membership only those institutions that embraced the mission and the College Board's nondiscrimination policy. A full 169 new members were recommended for election by the Members. Seventeen percent of the applicants were from higher education institutions; 73 percent were from secondary education institutions; and 10 percent were from nonprofit associations and agencies. Geographically, the applicants were from institutions across the United States and from 22 countries. With the election of this year's nominees, the College Board's membership will surpass 6,100 members.

Following a motion, duly seconded, the secondary and postsecondary schools and institutions listed on pages 6 to 8 of the agenda materials were elected members of the College Entrance Examination Board under the provisions of Article II.F.1 of the *Bylaws*

Following a motion, duly seconded, the secondary and postsecondary school systems listed on page 8 of the agenda materials were elected members of the College Entrance Examination Board under Article II.F.2 of the *Bylaws*

Following a motion, duly seconded, the nonprofit educational associations, organizations, and agencies listed on page 8 of the agenda materials were elected members of the College Entrance Examination Board under Article II.F.3 of the *Bylaws*

Chair Douglas Christiansen welcomed the new members to the College Board.

New Business

Vice Chair, Shirley Ort, moved for a resolution of appreciation for the retiring Trustees:

Whereas: They have provided individual leadership in elevating 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 as a values-driven, market-sensitive, inclusive association championing educational excellence for all students;

Therefore, now, be it resolved: The members of the College Board salute the following Trustees whose terms of service end with this 2015 annual meeting for their service to members, to their colleagues, and to the many, many students they have served: Willie Gilchrist; Terry Grier; Pamela Horne; Margie Huerta; Paul Sechrist; and Paul Weaver.

The resolution was approved by acclamation by all present.

With no additional new business to present, and no additional business presented by the floor, Douglas Christiansen adjourned the meeting.

Report of the 2016 Trustee Committee on Finance

Program volume growth continued year over year in our four major programs: Advanced Placement, PSAT-related assessments, SAT, and SAT Subject Tests™. Fee waivers and discounts have increased at a higher rate than program volumes as a result of our efforts to expand access to our programs. This increase in access does not include the additional low-income students being reached through SAT School Day or statewide contracts. Operating revenues have increased 9.8 percent in 2015, with strong performance across our core programs. Operating expenses increased 7 percent due to investments in assessment redesign and the costs of the increased program volumes. Nonoperating revenues are our investment returns. The increase in net assets to our reserve in 2015 was \$40 million, indicating a healthy year.

The Board of Trustees has continued to maintain a financial reserve as a way to manage risks and respond to opportunities. The College Board reserve is in line with practices among healthy nonprofits, and is less robust on a relative basis than that of some peer organizations. The size of the reserve reflects the scope of our financial responsibilities on behalf of students, and the long-term sustainability of our mission, including our fee waiver program to serve low income students. The Board of Trustees voted to establish the Subcommittee on Investment as a stand-alone Committee on Investment in recognition of the importance of managing this reserve.

As indicated in the 2015 report of the Committee on Finance, the College Board has completed its alignment of the fiscal year with the calendar year. An external audit was completed for January to December 2015; this is the most recent audited financials. The year 2014 had two separate audited periods due to the fiscal year change: July 2013 to June 2014 and July 2014 to December 2014. The Committee on Audit met three times during the year with internal and external 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

College Entrance Examination Board
Statement of Financial Position
December 31, 2015

(in thousands of dollars)

	2015
Assets	
Current assets	
Cash and cash equivalents	\$158,049
Investments	621,289
Accounts and other receivables, net of allowance of \$3,211	98,640
Grants and contracts receivable	2,560
Prepaid expenses and other current assets	12,376
Total current assets	<u>892,914</u>
Grants and contracts receivable	2
Investments, net of current portion	63,711
Property and equipment, net	76,859
Capitalized website costs and other software development costs, net of accumulated amortization of \$17,744	45,301
Deferred charges and other assets	8,403
Total assets	<u>\$1,087,190</u>
Liabilities and Net Assets	
Current liabilities	
Accounts payable, accrued expenses and other	\$76,558
Due to Educational Testing Service	206
Deferred revenue	73,458
Accrued postretirement benefits	1,348
Total current liabilities	<u>151,570</u>
Deferred revenue, net of current portion	16,342
Accrued postretirement benefits, net of current portion	45,333
Deferred rent, net of current portion	35,905
Other long-term liabilities	4,256
Total liabilities	<u>253,406</u>
Commitments and contingencies	
Net assets	
Unrestricted	832,345
Temporarily restricted	1,439
Total net assets	<u>833,784</u>
Total liabilities and net assets	<u>\$1,087,190</u>

College Entrance Examination Board
Statements of Activities
Eighteen Months Ended December 31, 2015

(in thousands of dollars)

	2015
Operating revenue	
Fees from programs and services	\$1,264,257
Program and service fee waivers and discounts	<u>(126,371)</u>
Fees from programs and services, net of fee waivers and discounts	1,137,886
Membership dues and meetings	3,885
Gain on sale of building	41,410
Net assets released from restrictions	9,172
Total operating revenue	<u>1,192,353</u>
Operating expenses	
Program services	
Assessments	595,563
Advanced Placement and Instruction	421,743
College and Career Access	74,599
State and District Partnerships	61,028
Puerto Rico and Latin American programs	19,888
Total program services	<u>1,172,821</u>
Membership services	14,947
Total operating expenses	<u>1,187,768</u>
Operating surplus	4,585
Nonoperating revenues, net	
Investment loss	
Interest and dividends	13,182
Net realized and unrealized loss on investments	<u>(23,152)</u>
Total nonoperating revenues	<u>(9,970)</u>
Deficiency of revenues over expenses	(5,385)
Pension-related changes other than net periodic pension cost	(5,213)
Change in unrestricted net assets	<u>\$(10,598)</u>

Report of the 2016 Trustee Committee on Membership

For this membership year, the Committee approved 236 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 6,170 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 2015–2016 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.

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*:

Abraham Clark High School, Roselle, NJ
Achieve Early College High School, McAllen, TX
Al Waha Language School — American Division, Cairo, Egypt
Alliance World School, Noida, India
Amity Regional High School, Woodbridge, CT
Anacostia High School, Washington, DC
ASPIRA Early College High School, Chicago, IL
Ateneo de Manila University, Quezon City, Philippines
Austin Achieve, Austin, TX
Banning High School, Banning, CA
Berkeley Academy for Multicultural Studies, Santa Ana, Costa Rica
Big Heart Christian School, Giheung-gu, Korea
Black Hawk College, Moline, IL
Boca Ciega High School, Gulfport, FL
Bradley Bourbonnais Community High School, Bradley, IL
Brooklyn Studio Secondary School, Brooklyn, NY
Butler County Community College, Butler, PA
Calvin Coolidge High School, Washington, DC
Camino Nuevo High School No. 2, Los Angeles, CA
Carbondale Community High School, Carbondale, IL
Carl Albert State College, Poteau, OK
Carrick High School, Pittsburgh, PA
Carrollwood Day School, Tampa, FL
Cary-Grove High School, Cary, IL

Cedar Creek High School, Cedar Creek, TX
Central Ohio Technical College, Newark, OH
Chariho Regional High School, Wood River Junction, RI
Chengdu Shude High School, Chengdu, China
Cincinnati State Technical & Community College, Cincinnati, OH
City of Hialeah Educational Academy, Hialeah, FL
City on A Hill New Bedford, New Bedford, MA
Clark State Community College, Springfield, OH
Coahoma Agricultural High School, Clarksdale, MS
College of DuPage, Glen Ellyn, IL
College Station High School, College Station, TX
Colorado Mesa University, Grand Junction, CO
Colton High School, Colton, CA
Corona Del Mar High School, Newport Beach, CA
Crystal Lake Central High School, Crystal Lake, IL
Crystal Lake South High School, Crystal Lake, IL
Delta College, University Center, MI
Des Moines Area Community College, Ankeny, IA
Dhahran Ahliyya Schools, Khobar, Saudi Arabia
Downtown Magnets High School, Los Angeles, CA
Duarte High School, Duarte, CA
Dubiski Career High School, Grand Prairie, TX
Eastern Senior High School, Washington, DC
Eastside Preparatory School, Kirkland, WA
Eastwood Academy, Houston, TX
Edward W. Clark High School, Las Vegas, NV
Emmett J. Conrad High School, Dallas, TX
Everest Academy Manila, Taguig, Philippines
Everett Alvarez High School, Salinas, CA
Everglades High School, Miramar, FL
Fairview High School, Fairview Park, OH
Firebaugh High School, Firebaugh, CA
FLAME University, Pune, India
Francis L. Cardozo Education Campus, Washington, DC
Francis Scott Key High School, Union Bridge, MD
Furen International School, Singapore, Singapore
Garden of the Sahaba Academy, Boca Raton, FL
Gaston Day School, Gastonia, NC
George Washington High School, San Francisco, CA
Gibbs High School, Saint Petersburg, FL
Glenwood Springs High School, Glenwood Springs, CO
Gold-Burg High School, Bowie, TX
Granada Hills Charter High School, Granada Hills, CA
Green Fields School, Tucson, AZ
Hamilton High School, Anza, CA
Harmony Science Academy Beaumont, Beaumont, TX
Harrison High School, Colorado Springs, CO
Henry Ford College, Dearborn, MI
Herbert Hoover High School, Glendale, CA
Heritage High School, Brentwood, CA

Highland Community College, Freeport, IL
 Hilliard Middle Senior High School, Hilliard, FL
 Hobby School of Ulaanbaatar, Ulaanbaatar, Mongolia
 Holy Cross Lutheran Academy, Sanford, FL
 Honolulu Waldorf High School, Honolulu, HI
 Houston Academy for International Studies, Houston, TX
 Illinois Central College, East Peoria, IL
 IMater Preparatory Academy High School, Hialeah, FL
 Indian Hills Community College, Ottumwa, IA
 John Hancock College Preparatory High School, Chicago, IL
 John L. LeFlore Magnet High School, Mobile, AL
 John Wood Community College, Quincy, IL
 Junipero Serra High School, San Mateo, CA
 Keele University, Keele, United Kingdom
 Kishwaukee College, Malta, IL
 Lake Charles College Preparatory, Lake Charles, LA
 Lake Wales High School, Lake Wales, FL
 Lake Zurich High School, Lake Zurich, IL
 Lambert High School, Suwanee, GA
 Lipscomb University, Nashville, TN
 Lucy C. Laney Comprehensive High School, Augusta, GA
 Macquarie University, North Ryde, Australia
 Martha's Vineyard Regional High School, Oak Bluffs, MA
 Mater Dei Preparatory, Middletown, NJ
 McAllen Memorial High School, McAllen, TX
 McCluer South-Berkeley High School, St. Louis, MO
 McKinley Technology Education Campus, Washington, DC
 Medina Valley High School, Castroville, TX
 Metropolitan Community College, Kansas City, MO
 Metropolitan Community College, Omaha, NE
 Minerva Schools at KGI, San Francisco, CA
 Mississinewa High School, Gas City, IN
 Moberly Area Community College, Moberly, MO
 Mohonasen High School, Schenectady, NY
 Monroe College, Bronx, NY
 Montclair High School, Montclair, NJ
 Montrose School, Medfield, MA
 Mount Vernon Township High School, Mount Vernon, IL
 Muskegon Community College, Muskegon, MI
 Nevada State College, Henderson, NV
 New Horizons Learning Center, Panama City, FL
 Newcastle University, Newcastle Upon Tyne, United Kingdom
 Newmarket Junior/Senior High School, Newmarket, NH
 North Babylon High School, North Babylon, NY
 North Central State College, Mansfield, OH
 North Dakota State College of Science, Wahpeton, ND
 North Park School, Walden, CO
 Northwest Arkansas Community College, Bentonville, AR
 Northwest State Community College, Archbold, OH
 Nova Classical Academy, Saint Paul, MN

Osceola High School, Kissimmee, FL
 Pan-American Charter School, Phoenix, AZ
 Parish Episcopal School, Dallas, TX
 Paul J. Hagerty High School, Oviedo, FL
 Phelps Architecture, Construction & Engineering High School, Washington, DC
 Pinecrest Preparatory Charter High School, Miami, FL
 Plains High School, Plains, TX
 Polytech High School, Woodside, DE
 Prairie Ridge High School, Crystal Lake, IL
 Providence Christian College, Pasadena, CA
 Ranken Technical College, St. Louis, MO
 Richard T. Crane Medical Preparatory Magnet High School, Chicago, IL
 Rick Reedy High School, Frisco, TX
 Ritsumeikan Asia Pacific University, Beppu, Japan
 Riyadh Najed School, Riyadh, Saudi Arabia
 Roseville High School, Roseville, CA
 Sacred Heart Cathedral Preparatory, San Francisco, CA
 Saint Katherine College, San Marcos, CA
 Saint Mary's University, Halifax, Canada
 Saint Paul High School, Santa Fe Springs, CA
 Sam Houston Math, Science, and Technology Center, Houston, TX
 San Antonio Christian School, San Antonio, TX
 Sandy Creek High School, Tyrone, GA
 Santa Rosa Junior College, Santa Rosa, CA
 Schiller International University Madrid, Madrid, Spain
 Scott County High School, Georgetown, KY
 Sharpstown International School, Houston, TX
 Sinarmas World Academy, Tangerang, Indonesia
 Sofia University, Palo Alto, CA
 Sophie B. Wright Charter School, New Orleans, LA
 South Carolina Governor's School for Science & Math, Hartsville, SC
 Southern University & Agricultural & Mechanical College, Baton Rouge, LA
 Southwestern Illinois College, Belleville, IL
 St. Clair County Community College, Port Huron, MI
 St. Francis Xavier University, Antigonish, Canada
 St. Thomas University, Fredericton, Canada
 Stark State College, North Canton, OH
 Summit High School, Bend, OR
 Talent Unlimited High School, New York, NY
 Tampa Catholic High School, Tampa, FL
 Tehachapi High School, Tehachapi, CA
 The Berkeley Institute, Pembroke, Bermuda
 The Northwest School, Seattle, WA
 The Nueva School, San Mateo, CA
 Theodore Roosevelt High School, Washington, DC

Thurgood Marshall Academy Public Charter School, Washington, DC
 Tishomingo County High School, Iuka, MS
 Tri-County Technical College, Pendleton, SC
 Tuscola High School, Tuscola, IL
 United States Merchant Marine Academy, Kings Point, NY
 Universidad Santa Maria La Antigua, Panama, Panama
 University of Birmingham, Birmingham, United Kingdom
 University of Cambridge, Cambridge, United Kingdom
 University of Central Lancashire, Preston, United Kingdom
 University of East Anglia, Norwich, United Kingdom
 University of Tennessee at Chattanooga, Chattanooga, TN
 University of West London, London, United Kingdom
 Walden III High School, Racine, WI
 Waltrip High School, Houston, TX
 Waukesha County Technical College, Pewaukee, WI
 Wellspring Saigon International Bilingual School, Ho Chi Minh, Vietnam
 Wenatchee Valley College, Wenatchee, WA
 Western Technical College, La Crosse, WI
 Wheeling High School, Wheeling, IL
 William T. Dwyer High School, Palm Beach Gardens, FL
 Xi'an Hanova International School, Xi'an, China

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

Antelope Valley Union High School District, Lancaster, CA
 Bossier Parish School System, Bossier City, LA
 Canutillo Independent School District, El Paso, TX
 Charlotte County Public Schools, Port Charlotte, FL
 Colorado Community College System, Denver, CO
 Colquitt County Schools, Moultrie, GA
 Community High School District 155, Crystal Lake, IL
 Diocese of Austin Catholic Schools, Austin, TX
 Everett Public Schools, Everett, WA
 Helena Public Schools, Helena, MT
 Huntsville City Schools, Huntsville, AL
 Illinois Eastern Community Colleges, Olney, IL
 Indianapolis Public Schools, Indianapolis, IN
 Ivy Tech Community College, Indianapolis, IN
 Kerrville Independent School District, Kerrville, TX
 Livingston Parish Public Schools, Livingston, LA
 Maury County Public School District, Columbia, TN
 Mounds View Public Schools, Shoreview, MN
 Pulaski County School District, Somerset, KY
 Racine Unified School District, Racine, WI
 Rankin County School District, Brandon, MS
 San Juan Unified School District, Carmichael, CA

School District of Pickens County, Easley, SC
 Spartanburg County School District One, Campobello, SC
 Springfield Public School District 186, Springfield, IL
 Tacoma Public Schools, Tacoma, WA
 University Prep Schools, Detroit, MI
 Vail Unified School District, Vail, AZ
 Victor Valley Union High School District, Victorville, CA

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

Conexion Americas, Nashville, TN
 East Mississippi Center for Educational Development, Meridian, MS
 Heal With HeARTS, Charleston, SC
 High Desert Education Service District, Redmond, OR
 Making Waves Foundation, Richmond, CA
 North East Florida Educational Consortium, Palatka, FL
 Partnership for After School Education, New York, NY
 Region 8 Education Service Center, Mount Pleasant, TX
 San Joaquin County Office of Education, Stockton, CA
 Scholar Works Enterprise of Georgia, Inc., Morrow, GA
 Schuler Scholar Program, Lake Forest, IL
 Stand for Youth, Baltimore, MD
 Stanislaus County Office of Education, Modesto, CA
 Tennessee College Access and Success Network, Nashville, TN
 The Village Method, Inc., Hayward, CA
 UAspire, Boston, MA
 Westmoreland Intermediate Unit, Greensburg, PA

Report of the 2016 Trustee Committee on Nominations

The 2015–2016 Trustee Committee on Nominations was constituted in accordance with Article VII of the College Board *Bylaws*. Its members are:

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

Mary Nucciarone, Vice Chair, Director of Financial Aid, University of Notre Dame, Notre Dame, Ind.

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

Karen Cooper, Director of Financial Aid, Stanford University, Stanford, Calif.

Nan Davis, Vice President, Institutional Enrollment, Austin College, Sherman, Texas

Pamela Horne, Vice Provost for Enrollment Management, Purdue University, West Lafayette, Ind.

Peggy O'Neill-Skinner, Science Department Head Emeritus, The Bush School, Seattle, Wash.

Pamela Paulson, Senior Director of Policy, Perpich Center for Arts Education, Minneapolis, Minn.

Daniel Porterfield, President, Franklin and Marshall College, Lancaster, Pa.

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

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

This Trustee Committee on Nominations was charged with identifying nominees to succeed Trustees whose terms expire with the conclusion of the 2016 Annual Meeting, as follows:

Nathan Brostrom, Chief Financial Officer, University of California, Oakland, Calif.

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

Barbara Gill, Associate Vice President for Enrollment Management, University of Maryland, College Park, Md.

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

At its meeting, the Committee considered potential candidates nominated by College Board member delegates and colleagues. The Committee on Nominations had extensive discussions regarding the right balance of skills and expertise on the Board of Trustees, and focused its attention on addressing two specific gaps: investment expertise and school counseling.

The Committee submits the following slate of candidates for election at the 2016 Annual Meeting:

For Members for the term 2016–2020:

Nancy McCallin, President, Colorado Community College System, Denver, Colo.;

Chat Leonard, Director of College Counseling, Saint Louis Public Schools, Saint Louis, Mo.

For the position of Chair for the term 2016–2018:

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

For the position of Vice Chair for the term 2016–2018:

Barbara Gill, Associate Vice President for Enrollment Management, University of Maryland, College Park, Md.

Statement from the Chair of the Board of Trustees

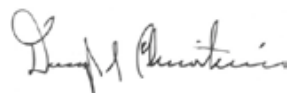
On behalf of the Board of Trustees, welcome to the 2016 College Board Forum. We gather here in Chicago on the heels of a remarkable year. Recent accomplishments — and the work we've set out to do in the future — show what's possible when the College Board's diverse membership collaborates to create access and opportunity for all students. Here are some milestones:

- When the Board of Trustees kicked off their search for a new College Board president in 2012, they identified the need to improve the SAT. This March, we delivered a redesigned SAT that students overwhelmingly supported — 71 percent said the new test reflects what they're learning in school, and they preferred the new format by a six-to-one margin. More than one million students prepared for it with Khan Academy's free, world-class Official SAT Practice.
- Last fall, the Board of Trustees, on the advice of the Assembly Councils and Advisory Committees unanimously decided that CSS/Financial Aid PROFILE® will use prior-prior year (PPY) tax information to assess a family's financial need. During this next financial aid cycle — now that PROFILE, the Institutional Need Analysis System (INAS®), Institutional Methodology (IM), and the FAFSA have all made this change — students will have more time to consider their aid eligibility as they search for, apply to, and even select colleges. Special thanks to our membership committees, the counseling community, financial aid and enrollment leaders, and college access organizations who informed this decision and will continue to support the transition.
- This is our membership organization, and we need to ensure that our governance structure continues to serve our members and our mission to provide excellence, access, and equity in education. Every 10 years, the Board of Trustees is required to review the *Bylaws* that govern the College Board, and during this year's Forum we will collect member feedback to strengthen our decision-making processes for the future. Throughout the year, College Board councils and advisory panels will review progress and provide input through surveys, meetings, and direct feedback. At next year's Forum, our members will vote on the proposed amendments.

Engaging our vast membership makes this exceptional work possible and purposeful. While you're surrounded by College Board members from different schools, districts, states, and organizations this week, I encourage you to network and discuss

new ways we can work together to provide educational access and opportunity, college readiness, affordability, and ensure student success.

Wishing you a meaningful Forum and safe travels home,



Douglas L. Christiansen, Ph.D.
Chair, Board of Trustees, The College Board
Vice Provost for University Enrollment Affairs
Dean of Admissions and Financial Aid
Associate Professor of Public Policy and Higher Education
Vanderbilt University

2016 Nominee and Trustee-Elect Profiles



Douglas L. Christiansen, Ph.D.
Chair
Vice Provost for University Enrollment Affairs
Dean of Admissions and Financial Aid
Associate Professor of Public Policy and Higher Education
Vanderbilt University
Nashville, Tenn.

Douglas L. Christiansen holds a doctoral degree 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, guiding the University Enrollment Affairs Leadership Team, which consists of the offices of Undergraduate Admissions, Student Financial Aid and Scholarships, Academic Affairs Process and Solution Implementation (PSI), University Registrar, Enrollment Management for Health Sciences Education, Center for Data Management, Student Accounts, the Vanderbilt Institutional Research Group (VIRG), the Career Center and University Strategy and Implementation. He also oversees the selection process for Chancellors, Cornelius Vanderbilt, POSSE, and QuestBridge scholars programs.

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 26 different operating and project budgets totaling \$15 million, and for a financial aid budget totaling \$294 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 been in higher education and admissions for almost 30 years.

He is currently serving as chair of the Board of Trustees for the College Board, having served on the Board since October 2011. Christiansen was a member of the College Board's Colloquium Planning Committee, the Membership Committee, the Finance Committee, the AP Higher Education Advisory Committee, the Investment Committee, and the Admissions in the 21st Century national task force. He was also on the NACAC International Student Recruitment Commission and is currently co-chair of the World Leading Schools Association Higher Education Advisory Committee and serves on the Cambridge Higher Education Advisory Council

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."



Barbara Gill
Vice Chair
Associate Vice President of Enrollment Management
University of Maryland
College Park, Md.

In her current role, Barbara Gill is responsible for providing leadership on all matters related to admission and financial aid policy, undergraduate student recruitment, enrollment, and success. She oversees 100 staff members across four units: Undergraduate Admissions; Student Financial Aid; Enrollment Operations; and Strategic Planning and Communication. She serves on the Council of Deans and the Provost's Enrollment Management Team

Gill is a Trustee for the College Board. She is a member of the Higher Education Advisory Committee for the University of Cambridge and serves as a faculty member for the Leadership in Enrollment Management Certificate Program at the Center for Enrollment, Research, Policy, and Practice at the University of Southern California. She was a member of the Commission on Access, Admissions and Success and the State of Maryland's College Success Task Force, and has served as chair of the College Board's National Forum and the National Association for College Admission Counseling annual conferences.

Gill received both her Bachelor of Science and Master of Arts degrees from the University of Maryland. She has held the positions of assistant vice president of undergraduate admissions and enrollment planning, director and associate director of undergraduate admissions, assistant director of freshman admission, and admission counselor, also at the University of Maryland.



Chat Leonard

*Director of Counseling
Metro Academic and Classical High School
St. Louis, Mo.*

Chat Leonard had worked in public schools for 30 years in suburban St. Louis before accepting a position as director of college counseling at Metro Academic and Classical High School. Prior to the 2010–2011 school year, Leonard held the position of college counselor for 13 years in the school district of Clayton at Clayton High in the St. Louis area. Leonard earned a B.A. in Speech/Theatre, and a Masters of Education in counseling from the University of Missouri, and returned to St. Louis University to pursue doctoral studies in counseling education. Leonard is a member of the National Association for College Admission Counseling, Missouri Association for College Admission Counseling, and the College Board. For MOACAC, Leonard served on the executive committee as state chair for human relations, has served on numerous conference planning committees, the membership committee, and currently serves on the College Fair committee.

During the 2002 spring MOACAC Conference, Leonard was presented with the Peggy Clinton Award, which recognizes one colleague from the state of Missouri for exemplary work in the college admission profession each year. She has presented at numerous MOACAC conferences, the state ACT conference, and the State PTO conference. She has also presented several times at the national level for NACAC and the College Board. Leonard also serves on the admissions advisory committees for St. Louis University, the University of Tulsa, and Purdue University. She was asked to serve on the College Board's Task Force on Admissions in the 21st Century and also served as a member of the implementation committee

During February 2012, Chat Leonard was featured as College Counselor of the Month at collegeadmissionbook.com. In September 2013, she was honored by the St. Louis American Newspaper's Salute to Excellence as Missouri's College Counselor of the Year

Leonard was selected as one of eight educators nationally in the spring of 2013 to serve on the Advisory Board for QuestBridge, which is an outreach organization that connects talented, low-income students with educational opportunities at some of the nation's top colleges and universities.

At the Midwestern Regional Forum in February 2014, Chat Leonard was selected to be the recipient of the very first College

Board's Guidance and Admission Assembly Award for the Midwestern Region.



Nancy McCallin

*President, Colorado Community College System
Parker, Colo.*

Nancy McCallin is president of the Colorado Community College System where she leads the state's largest system of higher education with 13 colleges at 35 locations that serve more than 144,000 students annually. She collaborates with higher education public and private institutions as well as other agencies and legislative bodies to improve the quality of education throughout Colorado. Under her leadership, the system created 32 statewide transfer agreements, saved families \$70 million by offering college courses to qualified high school students, redesigned remedial education to accelerate students on their path to completing their degrees, brought bachelor's degrees to community colleges, and gained approval to offer a master's degree in the Physician Assistant program at Red Rocks Community College. Altogether, these efforts saved students millions of dollars in pursuit of their higher education goals.

Previously, McCallin served as the executive director of the Governor's Office of State Planning and Budgeting for six years, and as the chief economist for the legislative council of the Colorado General Assembly for 10 years. McCallin received her B.A. from Claremont McKenna College and her M.A. and Ph.D. in economics from the University of Colorado-Boulder.

The following Trustees were elected by their respective Regional Assemblies:



Gregg Fleisher

*President, National Math and Science Initiative
Dallas, Texas*

Gregg Fleisher is currently the president of the National Math and Science Initiative (NMSI), which is a nonprofit dedicated to improving students' STEM performance. In this role, he provides strategic direction of NMSI's programs and serves as a liaison to school district leaders, state and national STEM education partners, and funders. Fleisher currently works with teachers and administrators from across the range of member institutions in the Southwestern Region and has focused much of his career on implementation of College Board programs — the PSAT/NMSQT, AP, and Pre-AP® programs — in the school districts of Texas, Oklahoma, and Arkansas. Prior to this role, Fleisher served as the president of Advanced Placement Strategies, Inc., where he successfully implemented

AP Incentive and Pre-AP programs in over 70 districts throughout Texas. He also taught high school math for 14 years, and his work at the district level led to the large numbers of underrepresented students passing the AP calculus exams. Fleisher has been recognized by the College Board's Southwest Regional Office as an "Outstanding AP Calculus Teacher." He has a Bachelor of Science degree in accounting from the University of Illinois.



Marcia Hunt

*Director of College and Academic Advising
Pine Crest School
Fort Lauderdale, Fla.*

Marcia Hunt is director of college and academic advising at Pine Crest School in Fort Lauderdale, Fla. She currently is a member of the College Board Guidance

and Admission Assembly and the Membership Mobilization Committee and a past member of the College Board's Southern Regional Council. Past president of the National Association for College Admission Counseling (NACAC), she also was president of the Southern Association for College Admission Counseling (SACAC) and chair of the board of trustees for the Association of College Counselors in Independent Schools (ACCIS). During her three decades of counseling students at Pine Crest, she has also participated in the selection processes for Coca-Cola Scholars, the George Soros Foundation Open Society Institute Scholarship, the Horatio Alger Scholarship, and the United States Presidential Scholars Program. Hunt serves on counselor advisory boards for the University of South Carolina, the University of Pennsylvania, and Drexel University. She received the Larry West Award, the highest distinction given by SACAC for outstanding contributions to the admission counseling profession. She also received the Marty Elkins Award for Excellence in College Counseling from ACCIS.



Jerry Pope

*Dean of College Counseling
Niles High School District 219
Skokie, Ill.*

Jerry Pope currently serves as the dean of college counseling for Niles High School District 219 in Illinois. He is responsible for all aspects of counseling for two high

schools that serve more than 4,800 students, many from families in which languages other than English are spoken. Pope has been successful in creating a college-going culture in this community, thanks to his passion and previous experience as the dean of admission at Illinois Wesleyan University and director of admissions at St. Olaf College. An advocate for the College Board, Pope has worked closely with its regional staff members to advance student opportunities and to represent the needs of counselors. He most recently participated in the College Board's Counselor Summit in New York where he shared his views as a hands-on education professional to inform and guide the organization's work in supporting the counseling community and AP Potential™ in his community. Active in bridging the gap between K-12 and higher education, Pope has played an active role in a number of professional organizations including co-chair of the NACAC/College Board Task Force on Early College Admission Decisions and most recently as a member of the NACAC Board of Directors. Pope holds a bachelor's degree in political science from Illinois Wesleyan University, a master's degree in school counseling and guidance from Lewis University, and a master's degree in educational leadership from Concordia University.

II. 2016 ANNUAL MEETING OF THE ACADEMIC ASSEMBLY

Thursday, Oct. 27, 2016

4:30–5:45 p.m.

Annual Meeting Agenda

1. Minutes of the Annual Meeting Held on Nov. 5, 2015
2. Welcome and Communications from the Chair
3. Welcome from the Chief of Membership, Governance and Global Higher Education, and Secretary of the Corporation
4. Report of the Ad hoc Committee on Bylaws and Structures
5. New Business*

*During new business all delegates are encouraged to raise issues for consideration by the Academic Assembly Council in 2016–2017.

Minutes of the Annual Meeting Held on Nov. 5, 2015

A meeting of the Academic Assembly of the College Board was held at the Wardman Hotel, Washington, D.C., in conjunction with Forum 2015

Welcome and Communications from the Chair

Pamela Paulson, chair of the Academic Assembly, convened the 2015 Academic Assembly. Following a motion, duly seconded, the Assembly

Resolved: To approve the minutes of the 2014 Annual Meeting.

Chair's Report

Pamela Paulson celebrated the work of the Assembly and the Assembly Council in urging the development of programs for younger students, particularly the emerging initiative to provide high-quality and challenging work for students in grades 6 to 12 to prepare them for Advanced Placement® programs. The AP Capstone™ program, driven by the Academic and the Guidance and Admission Assemblies and Councils, continued to provide opportunities for students within the AP framework. She stated that such initiatives were developed by the College Board as a result of member voices heard through the Assembly. The Academic Assembly Council had advised the Board on the challenges and opportunities for all students in achieving academic preparedness, as well as where academic and administrative professionals would benefit from support as

they contributed to the development of the College Board's strategic plan.

Pamela Paulson also announced the 2016 winner of the Excellence and Innovation in the Arts Award, which had been awarded to Interlochen Arts Academy in Interlochen, Mich. Educators at Interlochen Arts Academy developed a new educational model called the Collaborative Continuum. In the 2014-15 school year, this program piloted a cross-disciplinary unit of study called Heart and Art, a truly creative interdisciplinary merging of literature, science, music, visual art, and poetry, with the study of the human heart at its core.

Communications from the President

College Board President David Coleman welcomed Assembly delegates and praised their commitment to students, learning, and access.

Assembly Discussion

Pamela Paulson invited members of the Assembly to discuss the following questions: What opportunities were there to help students prepare for college and career success, and what gaps in current programs and services might need to be addressed to support these efforts? Assembly delegate discussions focused on professional development and support for teachers, and support to expand access to Advanced Placement programs.

Remarks from the Incoming Chair

Michael McDonough thanked the Assembly for their support and for their daily commitment to teaching and learning. He welcomed their continued engagement in the work of the Assembly. He paid tribute to the service of Pamela Paulson, the outgoing chair of the Assembly, and welcomed the election of Hector Garcia, superintendent of Plano District 88, as Chair-Elect of the Assembly.

New Business

Michael McDonough called for any new business. Pamela Paulson moved for the following resolution:

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 mission;

Therefore, be it resolved: That the Members of the College Board salute Barbara Cruz; Dan Davidson; Arthur Eisenkraft; Cindy Massarelli Gates; Deborah George; Vernon

Harper; Rita Hines; Carol Jago; Luis Martinez-Fernandez; Maricela Oliva; Roxy Peck; Teresa Reed; Larry Roziers; Kelly Saenz; and Karen Waples for their service to members, their colleagues, and the students they support.

The resolution was approved by acclamation.

There being no further business, Michael McDonough announced that the Academic Assembly would meet at the Advanced Placement Conference on Aug. 13–17, 2016, and in Chicago, Ill., in conjunction with Forum 2016, to be held Oct. 26–28, 2016. The meeting was adjourned.

Report of the 2016 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 has discussed the ways in which the College Board can support the daily work of members and their students to access high standards of learning in order to advise the Board of Trustees on priorities for the strategic plan

The Council discussed the effort to define college readiness and the resources available for students to become college ready. There are important opportunities to expand partnerships between K–12 and community-based organizations to promote access and readiness, especially for those students engaged in programs such as Advanced Placement, dual enrollment, or early college programs.

The Council had the opportunity to discuss both student and professional pathways in the context of the College Board's strategic plan. Council members identified a wide range of opportunities for collaboration, such as: enhancing K–12/ higher education partnerships, creating a place for essential cross-sector conversations and a vibrant platform for curricula alignment; sustaining professional development initiatives to promote those pedagogies and practices that support student success; committing to continuing to improve and innovate in AP; strengthening the nonacademic habits and practices of all our students; and acknowledging the need to turn STEM into STEAM.

The Council discussed the opportunities to better understand and serve rural students and what the College Board is already doing through the Access to Opportunity™ initiatives, including the AP Rural Fellows program and state-based rural district AP initiatives.

III. 2016 ANNUAL MEETING OF THE COLLEGE SCHOLARSHIP SERVICE ASSEMBLY

Thursday, Oct. 27, 2016
10:45 am–noon

Annual Meeting Agenda

1. Minutes of the Annual Meeting Held on Nov. 5, 2015
2. Welcome and Communications from the Chair
3. Welcome from the Chief of Membership, Governance and Global Higher Education, and Secretary of the Corporation
4. Report of the Ad hoc Committee on Bylaws and Structures
5. New Business*

*During new business all delegates are encouraged to raise issues for consideration by the College Scholarship Service Assembly Council in 2016–2017.

Minutes of the Annual Meeting Held on Nov. 5, 2015

A meeting of the College Scholarship Service Assembly of the College Board was held at the Wardman Hotel, Washington, D.C., in conjunction with Forum 2015.

Welcome and Communications from the Chair

Karen Cooper welcomed the College Scholarship Service Assembly delegates to the meeting and shared examples of the Assembly's and the Council's successes over the past year, such as the professional development being provided by the Campus Need Analysis Roundtable and Colloquium, and Council discussion of programs and services to support members in their daily work, particularly in light of the announcement of prior-prior year (PPY) as the basis for assessing eligibility for federal financial aid.

Karen Cooper announced the result of the Assembly's national election and welcomed the following new members: Rachelle Feldman, assistant vice chancellor and director of financial aid and scholarships, University of California, Berkeley; Deren Finks, dean of college counseling, Cranbrook Schools, Mich.; and Kate Peterson, assistant provost for enrollment management, Oregon State University.

Karen Cooper welcomed the new members and thanked the Nominating Committee and all those who participated in the election. Following a motion, duly seconded, the Assembly

Resolved: To approve the minutes of the 2014 Annual Meeting.

Karen Cooper welcomed College Board President David Coleman and thanked him for his passionate support of access issues and his insistence on keeping financial aid at the center of that conversation.

Communications from the President

President Coleman thanked the College Scholarship Service Assembly for their leadership in the College Board's discussion on the move to prior-prior year and their advocacy for students and families in this time of transition. He emphasized that it was important for the College Board to stand alongside members to secure the future of need-based aid; both in practical terms and in ensuring that resources would be available to make it a reality.

Discussion on the Support Member Institutions Need from the College Board to Implement Prior-Prior Year

Karen Cooper invited the Council to engage in table discussions on the types of support member institutions would need from the College Board. Delegates sought clarity on the impact of the federal change on College Board programs and services and a quick confirmation of any forthcoming changes. Delegates were also concerned that the earlier timeline would lead to changes in institutional timelines and would put pressure on students to make decisions earlier than is currently the case. They welcomed the College Board's role as a convener to facilitate campus discussions and to bring financial aid and admission professionals together to develop solutions that would realize the bold aims of the shift without unintended consequences.

Remarks from the Incoming Chair

Jon McGee thanked the Assembly for their support and for their daily commitment to teaching and learning. He welcomed their continued engagement in the work of the Assembly. He thanked Karen Cooper and Mary Nucciarone for their leadership of the Council and their mentorship in this new role. Jon McGee also welcomed Gail Holt as Chair-Elect of the Assembly.

New Business

Jon McGee called for any new business from the floor. Karen Cooper moved the following resolution of appreciation for College Scholarship Service Assembly Council members and members of the National Nominating Committee whose terms will conclude on Oct. 31, 2016:

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 mission;

Therefore, be it resolved: The members of the College Board College Scholarship Service Assembly salute the following individuals: Phil Asbury; Bonnie Behm; Kristine Butz; Wanda Keith; David Levy; Silke Scholer; and Ed Yergalonis.

The resolution was approved by acclamation.

The 2016 Annual Meeting of the College Scholarship Service Assembly will be held in Chicago, Ill., in conjunction with Forum 2016, to be held Oct. 26–28, 2016. With no further new business, Jon McGee adjourned the meeting.

Report of the 2016 College Scholarship Service Assembly Council

Following the federal announcement that, beginning in 2016, for the 2017-18 academic year, the Free Application for Federal Student Aid (FAFSA) would be available earlier and would use tax information from two years prior (prior-prior year, or PPY), rather than from the previous year. After broad consultation with the membership and CSSAC, the College Board announced on Dec. 2 that CSS/Financial Aid PROFILE, the Institutional Need Analysis System (INAS), and Institutional Methodology (IM) will also use PPY income information beginning with the 2017-18 school year. This decision was discussed by the Financial Aid Standards and Services Advisory Committee and the Council, who agreed that it would ultimately be beneficial to students and families. The Council submitted a recommendation to adopt PPY for College Board programs to the Board of Trustees.

The Council also held joint working sessions with the Guidance and Admission Assembly Council to develop discussion guides and supports for member institutions to support campus-based discussion on the move to PPY, support for higher education and K-12 professionals in understanding and managing the transition, and information for students and families.

IV. 2016 ANNUAL MEETING OF THE GUIDANCE AND ADMISSION ASSEMBLY

Thursday, Oct. 27, 2016

3–4:15 p.m.

Annual Meeting Agenda

1. Minutes of the Annual Meeting Held on Nov. 5, 2015
2. Welcome and Communications from the Chair
3. Welcome from the Chief of Membership, Governance and Global Higher Education, and Secretary of the Corporation
4. Report of the Ad hoc Committee on Bylaws and Structures
5. New Business*

*During new business all delegates are encouraged to raise issues for consideration by the Guidance and Admission Assembly Council in 2016–2017.

Minutes of the Annual Meeting Held on Nov. 5, 2015

Welcome and Communications from the Chair

Philip Ballinger, chair of the Guidance and Admission Assembly, welcomed delegates to the meeting. He highlighted the work of the Council to guide partnerships between the College Board and other organizations, such as Project Lead The Way, to support counselors by streamlining the fee-waiver process, and to ensure that counselors were provided with information on the redesigned assessments through a Counselor Guide, and online and face-to-face professional development session opportunities. The class of 2017 will be facing a lot of new initiatives, and the Council seeks the input from Assembly delegates on how the College Board can help counselors and students maximize the new opportunities arising from these changes.

Following a motion, duly seconded, the Assembly

Resolved: To approve the minutes of the 2014 Annual Meeting.

Welcome and Communications from the President

President Coleman welcomed the Guidance and Admission Committee to the Forum and thanked them for the daily work they undertook to support students in accessing opportunity.

He noted that the generosity and collaboration of member institutions had allowed the College Board to send four application fee waivers to students who had already demonstrated that they were eligible for a College Board fee waiver — supporting the apply to 4 or More™ campaign. President Coleman said that the response from students had been greatly rewarding for all involved. He reported that the College Board's "All In" campaign to ensure that all students who are ready for AP and college seize that opportunity, had been joined by member institutions and partners such as the Council of the Great City Schools, the National Council of La Raza, and the Urban League.

President Coleman continued by saying that the Guidance and Admission Assembly had been clear that member institutions and students needed an extra year to prepare for the redesigned SAT Suite of Assessments, and so the College Board had extended the timeline. He said that the coming year would be focused on operational practice to ensure that the new SAT Suite would be delivered effectively and would achieve its stated aims. He further stated that the Assembly's support for AP Capstone enabled the College Board to create a new framework for AP, providing room for world languages, performance and the arts, and flexible research. President Coleman shared his hope that the College Board, together with members, can support students to focus on a few things that all students must do well, while also creating other opportunities for the variety of excellence that students can show.

Discussion on the Support Member Institutions Need from the College Board to Implement Prior-Prior Year

Philip Ballinger introduced table discussions on the supports that the College Board could provide to members as they work to implement the move to prior-prior year. Delegates expressed a desire for guidance on how to ensure ethical decision making across campuses; the need for clear communications to students, families, and counselors on the changes; and for information to be delivered at the time when action was required to avoid overwhelming students and families.

Delegates also welcomed the opportunities that partnerships presented to share information, such as Khan Academy®, Boys and Girls Clubs, as well as the College Board's membership. Delegates felt that the College Board was well-placed to share best practices with members so that members could ensure high standards of delivery and access.

Remarks from the Incoming Chair

Ronné Turner expressed her sincere thanks to the Assembly for the commitment they showed to their students, colleagues, and the College Board through their daily work. She thanked Philip Ballinger and Barbara Gill for their leadership of the Council and their support and encouragement. Ronné Turner expressed her commitment to serving students, making college more accessible to students, and to engaging more professionals in

the work of the Assembly and the College Board. She called on delegates to reach out to her with concerns or questions so that the Assembly could become a stronger voice for members and students. Finally, she welcomed Darnell Heywood as Chair-Elect of the Assembly.

New Business

Ronné Turner called for any new business. Philip Ballinger moved the following resolution of appreciation for Council members whose terms will conclude on Oct. 31:

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 Mission;

Therefore, be it resolved: The members of the College Board salute Sharon Alston; Diane Anci; Linda Binion; Barbara Gill; and Christoph Guttentag.

The resolution was approved by acclamation.

There being no further new business, Ronné Turner announced that the 2016 Annual Meeting of the Guidance and Admission Assembly would be held in Chicago, Ill., in conjunction with the Forum, Oct. 26–28, 2016.

Report of the 2016 Guidance and Admission Assembly National Nominating Committee

The Guidance and Admission Assembly National Nominating Committee reviewed the current and emerging needs of the Guidance and Admission Assembly Council and prioritized recruitment of a counselor and an admission professional. The Guidance and Admission Assembly National Nominating Committee expressed gratitude to all colleagues who have participated in the nominations process and recommended the following candidates for election.

For a member position on the Guidance and Admission Assembly Council for the three-year term, 2016–2019:

Kelly Herrington, Director of College Counseling and Student Services, University Prep, Seattle, Wash.

James Kiger, School Counselor, Smyrna High School, Smyrna, Del.

For a member position on the Guidance and Admission Assembly Council for the three-year term, 2016–2019:

MJ Knoll-Finn, Vice President for Enrollment Management, New York University, New York, N.Y.

Art D. Rodriguez, Dean of Admission and Financial Aid, Vassar College, Poughkeepsie, N.Y.

Report of the 2016 Guidance and Admission Assembly Council

The Council considered many issues and provided feedback to the College Board staff on a number of topics, including the launch of the redesigned SAT, electronic score delivery and communications, Access to Opportunity programs, prior-prior year, and counselor engagement and support. We also had robust discussions about important national issues impacting the work we do.

The Council was briefed on some of the challenges related to score delivery to students, colleges, and school counselors, and shared feedback received from school counselors about frustrations regarding the fall PSAT/NMSQT administration and score delivery and the ways in which expected delivery of scores shapes school programming and urged staff to use the expertise of GAAC school counselor members for advice and feedback throughout the new assessment launch. Council members advised staff on clear communications with school counselors, parents, and students.

Council members continue to monitor and share the frustrations and challenges school counselors and students are experiencing with the recent release of electronic assessment scores. Several members are actively engaged in providing feedback to College Board staff members, who are working to quickly resolve issues and improve service. Some of the actions the College Board team has taken since the score release include emailing counselors with additional tips and resources, launching a new web page to make information and answers to FAQs easier to find, and responding directly to questions through Listserv, customer service lines, and social media. The College Board also offered a series of informational webinars

for counselors that walked through the new educator portal and allowed time for Q&As; a recording of one of the webinars is available on the new help page. The College Board staff will continue to listen to concerns and feedback and provide additional resources over the coming weeks.

Following the federal announcement that beginning in 2016, for the 2017-18 academic year, the Free Application for Federal Student Aid (FAFSA) will be available earlier — in October rather than in January — and will use tax information from two years prior (prior-prior year, or PPY), instead of the previous year. The College Board announced on Dec. 2, that CSS/Financial Aid PROFILE, the Institutional Need Analysis System (INAS), and Institutional Methodology (IM) will also use PPY income information beginning with the 2017-18 school year.

During the Council meetings, we held working sessions with the College Scholarship Service Assembly Council to start building an action plan for the College Board to share information and deliver supports to our higher education and K-12 members. The Financial Aid Standards and Services Advisory Committee convened Jan. 21–22 to examine adjustments needed to CSS/Financial Aid PROFILE, INAS, and IM. Though this initial transition may be challenging, the Council believed that it would ultimately benefit our students.

The Council continued to monitor the *Fisher vs. University of Texas* case currently before the Supreme Court concerning race-based admission policies at the University of Texas at Austin. The College Board has joined a number of other organizations to file an amicus brief. The Council welcomed the leadership of the Access & Diversity Collaborative's support and analysis as the implications of this case become clear.

2015–2016 ELECTED OFFICERS AND TRUSTEES OF THE COLLEGE BOARD

BOARD OF TRUSTEES

Douglas L. Christiansen, *Chair*

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

Shirley A. Ort, *Vice Chair*

Associate Provost and Director of
Scholarships and Student Aid
University of North Carolina at Chapel Hill
Chapel Hill, NC

Maghan Keita, *Past Chair*

Professor of History and Director, Institute for
Global Interdisciplinary Studies
Villanova University
Villanova, PA

Pamela Agoyo

Director, American Indian Student Services
and Special Assistant to the President
The University of New Mexico
Albuquerque, NM

Philip A. Ballinger

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

Craig Becker

Associate Vice President, Finance and
Business Affairs
Lafayette College
Easton, PA

Nathan Brostrom

Chief Financial Officer
University of California
Oakland, CA

David Coleman

President and CEO
The College Board
New York, NY

Karen Cooper

Director of Financial Aid
Stanford University
Stanford, CA

Nan M. Davis

Vice President, Institutional Enrollment
Austin College
Sherman, TX

Joseph P. Dragone

Superintendent of Schools
Ballston Spa CSD
Ballston Spa, NY

Kenneth L. Ender, Ph.D

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William Rainey Harper College
Palatine, IL

Lewis D. Ferebee

Superintendent
Indianapolis Public Schools
Indianapolis, IN

Chio Flores

Vice President of Student Services and
Enrollment Management
Wenatchee Valley College
Wenatchee, WA

Marybeth Gasman

Professor of Higher Education and Director,
Penn Center for Minority Serving
Institutions
University of Pennsylvania
Philadelphia, PA

Barbara A. Gill

Associate Vice President for Enrollment
Management
University of Maryland
College Park, MD

Kaya Henderson

Chancellor
District of Columbia Public Schools
Washington, DC

Von Mansfield

Superintendent
Homewood-Flossmoor High School
District 233
Flossmoor, IL

Michael J. McDonough

President
Raritan Valley Community College
Branchburg, NJ

Jon D. McGee

Vice President for Planning and Public Affairs
College of Saint Benedict, St. John's
University
St. Joseph, MN

Al Mijares

Superintendent
Orange County Department of Education
Costa Mesa, CA

Kaine Osburn

Superintendent
Lake Zurich Community Unit School
District 95
Lake Zurich, IL

Pamela N. Paulson

Senior Director of Policy
Perpich Center for Arts Education
Minneapolis, MN

Daniel R. Porterfield

President
Franklin & Marshall College
Lancaster, PA

William M. Schilling

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

Michael J. Sorrell

President
Paul Quinn College
Dallas, TX

Caesar T. Storlazzi

University Director of Financial Aid
Yale University
New Haven, CT

James Tilton

Dean of Financial Aid
Brown University
Providence, RI

Ronné P. Turner

Vice Provost for Admissions
Washington University in St. Louis
St. Louis, MO

Scott Verzyl

Associate Vice President for
Enrollment Management
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Note on Alternate Delegates

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

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

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

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

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

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

Alternate Delegate Designation Form

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

As the chief executive officer of (institution)

I hereby designate (name)
as the alternate delegate to the following meeting(s) at the Forum, Oct. 26–28, 2016.

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

Signature: Date:

2017 Events

The College Board Forum

Oct. 25–27 New York, NY

forum.collegeboard.org

Regional Forums

regionalforums.collegeboard.org

Western

Feb. 8–10 Orange County, CA

Southern

Feb. 15–17 Atlanta, GA

Southwestern

Feb. 22–24 Houston, TX

Midwestern

Feb. 26–28 Indianapolis, IN

New England

March 1–3 Boston, MA

Middle States

March 15–17 Brooklyn, NY

Upcoming Conferences

Higher Ed Colloquium

Jan. 7–9 Delray Beach, FL

colloquium.collegeboard.org

A Dream Deferred™:

The Future of African American Education

March 20–21 Washington, DC

dreamdeferred.collegeboard.org

Historically Black Colleges and Universities Conference

March 20–21 Washington, DC

collegeboard.org/HBCU

Prepárate™:

Educating Latinos for the Future of America

April 25–26 Orlando, FL

prepare.collegeboard.org

National Chinese Language Conference

April 6–8 Houston, TX

collegeboard.org/k12chinese

Native American Student Advocacy Institute

nasai.collegeboard.org

AP® Annual Conference

July 26–30 Washington, DC

collegeboard.org/apac

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