Annual Meeting and Assembly Materials
About College Board

College Board is a mission-driven not-for-profit organization that connects students to college success and opportunity. Founded in 1900, 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, 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.

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Dear Members,

I am delighted to welcome all of you to our first virtual Forum.

To say that this has been a challenging year would be an understatement. I have been so impressed by the innovation, commitment, and compassion I’ve seen from my Trustee colleagues, the staff at College Board, and from you, our members. Across the spectrum of educational professionals who make up our membership, you are making Herculean efforts to serve students in the face of a global pandemic. In our schools and on our campuses, you’re supporting students as we struggle to confront racism. Many of you have had these challenges compounded by the fallout from natural disasters. It is truly an unprecedented time, and our members are stepping up to meet the needs of students in new and positive ways that will endure long past 2020. As Chair of the Board of Trustees, I’m proud that our shared commitment to College Board’s mission remains steadfast.

In addition to all the sessions and plenaries Forum has to offer, our annual governance meetings also take place at this conference. All governance meetings during Forum are open to all members, and we encourage you to attend if you are able. At these formal meetings we will vote on important items of business that are set out in these materials. While I am disappointed that we will not be able to meet in person, I am hopeful that this flexible virtual format will enable even more member delegates to join us to learn more about the work of our organization, our regional and national assemblies, and the Board of Trustees.

College Board is a membership association, and your voices are fundamental to the strength of the organization’s work in support of the mission. We encourage you to make time to vote, either in advance or during Forum. I look forward to seeing many of you (virtually) very soon.

Best wishes,

Barbara A. Gill
Chair, Board of Trustees, College Board
Associate Vice President for Enrollment Management
University of Maryland
College Park, MD
2020 ANNUAL MEETING OF THE MEMBERS

Wednesday, October 28, 2020, 1:45–2:45 p.m.

Meeting Agenda

1. Welcome and Communications from the Chair
   a. Approval of the Minutes of the Annual Meeting of November 8, 2019
2. Communications from the Chief Executive Officer
3. Report of the 2020 Trustee Committee on Membership and Election of New Members
4. Report of the 2020 Trustee Committee on Nominations and Election of Trustees
5. Report of the 2020 Trustee Committee on Finance
6. Passing of the Gavel and Remarks from the Incoming Chair
7. Vote of Thanks for Outgoing Trustees
8. New Business*

* During new business, all delegates are encouraged to raise issues for consideration by the Board of Trustees in 2020–2021.

Resolution to Approve Minutes of the 2019 Annual Meeting

Resolves that the minutes of the Annual Meeting held on November 7, 2019, have been reviewed and are approved, and a copy thereof shall be placed in the Minute Book of College Board.

Minutes of the Annual Meeting held on November 8, 2019

The 2019 Annual Meeting of the Members of College Board was held at the Wardman Park Marriott, Washington, D.C., in conjunction with Forum 2019. Barbara Gill, chair of the Board of Trustees, presided.

Welcome and Communications from the Chair

Barbara Gill opened the meeting and welcomed the members. She then introduced Douglas L. Christiansen, past chair of the Board of Trustees; David Coleman, chief executive officer of College Board; and James Montoya, chief of Membership, Governance, and Global Higher Education and secretary of the corporation. Barbara Gill recognized Steve Brooks, College Board parliamentarian. She expressed her gratitude to the members for their continued work in supporting College Board and students. Following a motion, duly seconded, the members resolved to approve the minutes of the 2018 Annual Meeting.

Barbara Gill provided an update on the work of College Board and highlighted accomplishments, including the successful launch of the College Board Opportunity Scholarships, the development of new AP® resources and supports for students and teachers, the launch of SAT® Foundations, the launch of the Regional Fellowship Program, and the 2019 College Board program results. The class of 2019 was the first group of students to have access to the full SAT Suite of Assessments and was the biggest SAT cohort in history.

Communication from the Chief Executive Officer

College Board Chief Executive Officer David Coleman thanked the Board of Trustees for its leadership of College Board. He reviewed the progress the organization had made in advancing the mission in partnership with its members and acknowledged the work that remained.

Report of the 2019 Trustee Committee on Finance

Kaine Osburn, chair of the Trustee Committee on Finance, presented FY19 overall volume growth. Fee waivers and discounts grew, due to successful efforts to expand student access to our programs. In total, the organization invested $130 million in support of low-income students through fee waivers for assessments, unlimited score sends reports, and CSS Profile™ reports. The organization continued to invest in resources and supports for K–12 and higher ed
professionals, such as the AP resources and supports. The Board of Trustees continued to maintain a financial reserve as a way to manage risks, respond to opportunities, and secure College Board’s ability to service low-income students.

**Report of the 2019 Trustee Committee on Membership**

Al Mijares, chair of the Trustee Committee on Membership, presented the membership report and the slate of members for election to College Board. For this membership year, the committee approved 173 applications determining eligibility by using guidelines developed and maintained by the committee. Following a motion, duly seconded, the membership approved the slate of new members of College Board.

**Report of the 2019 Trustee Committee on Nominations**

Douglas L. Christiansen, member of the Trustee Committee on Nominations, presented the report and the slate of candidates for election to the Board of Trustees. At its meeting, the committee considered potential candidates nominated by College Board member delegates and colleagues. Following a motion, duly seconded, the following nominees were elected as Trustees of College Board:

**For a member position for a four-year term, 2019–2023:**

- **Susan Enfield, Superintendent**, Highline Public Schools, Burien, Wash.
- **Elmer Guy, President**, Navajo Technical University, Crownpoint, N.M.
- **Yvette Gullatt, Vice Provost for Diversity and Engagement and Chief Outreach Officer**, University of California System, Oakland, Calif.

**Vote of Thanks and New Business**

Barbara Gill moved for a resolution of appreciation for the outgoing Trustees. The members approved the following motion:

- **Whereas** they have provided individual leadership in heightening the College Board’s service to its members and access to higher education;
- **Whereas** they have collectively contributed to realizing the College Board’s strategic vision as a values-driven, market-sensitive, inclusive association championing educational excellence for all students;
- **Therefore be it resolved** that the members of College Board salute the following Trustees whose terms ended in 2019 for their service to members, their colleagues, and the students they serve: Pam Agoyo, Nan Davis, Lewis Ferebee, Marybeth Gasman, Kaine Osburn, Michael McDonough, and Jon McGee.

There being no further business, the meeting was adjourned.

**Report of the 2020 Trustee Committee on Finance**

As College Board’s primary governing body, the Board of Trustees, with the support of the Finance, Investment, and Audit Advisory committees, is responsible for financial oversight of the organization. Together they ensure College Board uses its strong financial position to serve students and members and deliver on its mission of clearing a path for all students to own their future.

The COVID-19 global pandemic has underscored the need for a responsible financial reserve and long-term strategic planning. In rapidly changing conditions, the reserve helps provide for continuity of services and allows College Board to be flexible and innovate to serve our member institutions and students into 2020 and beyond. This year, we provide a summary of our 2019 financial position while acknowledging that the unique circumstances of the 2020 fiscal year will heavily influence decision making on fiduciary issues moving forward.

**Programmatic Volume and Investment in Access**

In 2019, College Board’s strong financial position allowed the organization to continue to make critical investments in its programs, mission-driven initiatives, and operational improvements. We continued to see overall program volume growth, though volume slowed year-over-year for Advanced Placement® and PSAT-related assessments. Participation in ACCUPLACER®, CSS Profile™, and SAT Subject Tests™ saw a small decline. Distribution of fee waivers and discounts grew, thanks to successful efforts to expand access to our programs for all students. In total, the organization directly contributed $134 million in its access work by providing fee waivers and increasing access to college opportunities for income-eligible students.
Revenue and Expenses

In 2019, operating expenses increased compared to operating revenue growth, due primarily to the rollout of new resources and processes for AP® students and schools, the launch of the College Board Opportunity Scholarships program, and other mission-driven initiatives. Operating revenues increased by 2.4% in 2019, with solid performance across all major programs. Nonoperating revenue and expenses showed a significant gain for the year, due to $141 million in net investment gains that reflected robust year-end global market conditions. These gains were partially offset by higher nonoperating pension costs. College Board also saw a $160 million change in unrestricted net assets without donor restrictions.

College Board’s Financial Reserve

The Board of Trustees has continued to provide strategic and prudent oversight of the financial reserve, under the leadership and advisement of the Committee on Investment. The reserve helps the organization manage risks, seize on opportunities to innovate, and serve low-income students. College Board’s financial reserve is in line with those of well-managed, healthy nonprofits and is less robust on a relative basis than those of some peer organizations. The size of the reserve reflects the scope of our financial responsibilities in providing continuous support to members and students, and our commitment to the long-term sustainability of our mission, which includes serving low-income students.

Overview of External Audit

An external audit was completed for January–December 2019. The most recent audited financials follow this report. The Audit Advisory Committee met three times during the year with internal and external auditors to review the external audit plan for the year, the scope, schedule, and results of various internal audit reviews, and the audited financial statements and related audit opinions.

Financials for year ended December 31, 2019 and 2018
(in thousands of dollars)

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<th>INCOME STATEMENT</th>
<th>2019</th>
<th>2018</th>
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<tr>
<td>Operating Revenue</td>
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<tr>
<td>Operating revenue, net</td>
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<td>$1,024,122</td>
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<td>Net assets released from restrictions</td>
<td>9,125</td>
<td>10,847</td>
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<td><strong>Total Operating Revenue</strong></td>
<td><strong>1,059,785</strong></td>
<td><strong>1,034,969</strong></td>
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<td>Operating Expenses</td>
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<td>Operating surplus</td>
<td>25,232</td>
<td>63,833</td>
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<td>Nonoperating revenue and expense, net</td>
<td>134,642</td>
<td>(21,185)</td>
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<td>Change in unrestricted net assets without donor restrictions</td>
<td>$159,874</td>
<td>$42,648</td>
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<tr>
<th>BALANCE SHEET</th>
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<tr>
<td>Assets</td>
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<tr>
<td>Current assets</td>
<td>$1,135,648</td>
<td>$1,017,371</td>
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<tr>
<td>Non-current assets</td>
<td>432,262</td>
<td>383,609</td>
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<td><strong>Total assets</strong></td>
<td><strong>$1,567,910</strong></td>
<td><strong>$1,400,980</strong></td>
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<tr>
<td>Liabilities and Net Assets</td>
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<tr>
<td>Current Liabilities</td>
<td>$144,171</td>
<td>$139,829</td>
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<tr>
<td>Non-current liabilities</td>
<td>132,012</td>
<td>125,149</td>
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<td><strong>Total liabilities</strong></td>
<td><strong>$276,183</strong></td>
<td><strong>$264,978</strong></td>
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<tr>
<td>Net Assets</td>
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<td>$1,136,002</td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$1,567,910</strong></td>
<td><strong>$1,400,980</strong></td>
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Report of the 2020 Trustee Committee on Membership

With their election, this year’s nominees join our active member community of more than 6,000 diverse institutions across K–12 and higher education. During their September meeting, the Trustee Committee on Membership approved 133 applications, using eligibility guidelines developed and maintained by the committee. After their meeting, the committee moved the slate of nominees to the Board of Trustees for approval prior to formal submission to the membership at the Annual Meeting.

Election of New Members

The members are invited to consider the following resolution:

Resolution to Elect New Members

Following review of the proposed new members of the College Board, the current members:

Resolve, that the members listed below be, and each of them hereby is, elected as a member of College Board.

Academy Group, Chicago, Ill.
Achievement First Public Charter School Network, Brooklyn, N.Y.
Air Force Academy High School, Chicago, Ill.
Al Raby High School, Chicago, Ill.
Alabama State University, Montgomery, Ala.
Alcott High School, Chicago, Ill.
American College of the Building Arts, Charleston, S.C.
American College of Thessaloniki, Thessaloniki, Greece
Anderson High School, Cincinnati, Ohio
Asesoría Integral Para el Desarrollo Educativo Institucional (AIDEI), Zapopan, México
Aspire Alexander Twilight Secondary Academy, Sacramento, Calif.
Back of the Yards IB High School, Chicago, Ill.
Bay Atlantic University, Washington, D.C.
Bayshore High School, Bradenton, Fla.
Benito Juarez High School, Chicago, Ill.
Berkeley County School District, Moncks Corner, S.C.
Blaine County School District 61, Hailey, Idaho
Boston Baptist College, Hyde Park, Mass.
Brooke High School, Wellsburg, W.Va.
Broward College, Ft. Lauderdale, Fla.
Canon City Senior High School, Canon City, Colo.
Central Peel Secondary School, Brampton, Canada
Charles P. Steinmetz College Preparatory High School, Chicago, Ill.
Chicago Academy High School, Chicago, Ill.
Chicago Military Academy Bronzeville, Chicago, Ill.
Chicago Vocational High School, Chicago, Ill.
Christ the King Catholic College, Ijebu-Ode, Nigeria
College of Eastern Idaho, Idaho Falls, Idaho
Collins Academy High School, Chicago, Ill.
Colorado GEAR UP, Denver, Colo.
Corliss High School, Chicago, Ill.
Council for Opportunity in Education, Washington, D.C.
Curie Metropolitan High School, Chicago, Ill.
Delaware County Intermediate Unit 25, Morton, Pa.
DeVry University Advantage Academy High School, Chicago, Ill.
Discovery High School, Lawrenceville, Ga.
Disney II Magnet School, Chicago, Ill.
Diyar International Private School, Fujairah, United Arab Emirates
Education Service Center Region 10, Richardson, Texas
Education Service Center Region 1, El Paso, Texas
Emil G. Hirsch Metropolitan High School, Chicago, Ill.
Emirates College for Advanced Education, Abu Dhabi, United Arab Emirates
Englewood STEM High School, Chicago, Ill.
Eric Solorio Academy High School, Chicago, Ill.
Escuela Agrícola Panamericana - El Zamorano, Tegucigalpa, Honduras
Farragut Career Academy, Chicago, Ill.
Florida Memorial University, Opa Locka, Fla.
Franklin Virtual High School, Tallahassee, Fla.
Gallatin High School, Bozeman, Minn.
George Washington High School, Chicago, Ill.
George Washington High School, Denver, Colo.
George Westinghouse College Prep, Chicago, Ill.
Global Integrated Education Volunteers Association (GIEVA), Abuja, Nigeria
Gwinnett Online Campus, Lawrenceville, Ga.
Harlem Unit School District 122, Machesney Park, Ill.
Hartford Public Schools, Hartford, Conn.
Hayward High School, Hayward, Calif.
Hubbard High School, Chicago, Ill.
Hyman G Rickover Naval Academy, Chicago, Ill.
IE University Segovia Campus, Segovia, Spain
Independence High School, Ashburn, Va.
Infinity Math Science and Technology High School, Chicago, Ill.
Instituto Técnico Superior Especializado, Tocumén, Panama
International Christian School, San Jose, Costa Rica
Jarvis Christian College, Hawkins, Texas
John A. Logan College, Carverville, Ill.
John Hardin High School, Elizabethtown, Ky.
Kelvyn Park High School, Chicago, Ill.
Kennedy High School, Chicago, Ill.
King Philip Regional High School, Wrentham, Mass.
Krea University, Sri City, India
Kyoto University of Advanced Science, Kyoto, Japan
Lakewood Ranch High School, Bradenton, Fla.
Langley Christian High School, Langley, Canada
Latino U College Access, White Plains, N.Y.
Let's Get Ready, New York, N.Y.
Liberty High School, Benicia, Calif.
Lincoln Park High School, Chicago, Ill.
Los Angeles Pacific University, San Dimas, Calif.
Lycee Francais de la Nouvelle-Orleans, New Orleans, La.
Madison City School District, Madison, Ala.
Madison Metropolitan School District, Madison, Wis.
Manatee High School, Bradenton, Fla.
Manipal University Jaipur, Jaipur, India
Marine Leadership Academy, Chicago, Ill.
McClure Health Science High School, Duluth, Ga.
Michigan City High School, Michigan City, Ind.
Milford Senior High School, Milford, Del.
Millcreek Township School District, Erie, Pa.
Mount Diablo High School, Concord, Calif.
Mountain View High School, Lawrenceville, Ga.
Multicultural Arts High School at Little Village Lawndale High School, Chicago, Ill.
Nellie Thornton High School, Mount Vernon, N.Y.
North Grand High School, Chicago, Ill.
North Lawndale College Prep High School - Collins, Chicago, Ill.
Northside College Preparatory High School, Chicago, Ill.
Palmetto High School, Palmetto, Fla.
Paramount Unified School District, Paramount, Calif.
Parrish Community High School, Parrish, Fla.
Paul Duke Stem High School, Norcross, Ga.
Percy L. Julian High School, Chicago, Ill.
Phillips Academy High School, Chicago, Ill.
Phoenix Military Academy, Chicago, Ill.
Plum Senior High School, Pittsburgh, Pa.
Prosser Vocational Academic Preparatory Center, Chicago, Ill.
Richards Career Academy, Chicago, Ill.
Roberto Clemente Community Academy, Chicago, Ill.
Roger Sullivan High School, Chicago, Ill.
Sahel Academy, Naimey, Niger
Sarah E. Goode Stem Academy, Chicago, Ill.
Schoodic Institute at Acadia National Park, Winter Harbor, Maine
Schurz High School, Chicago, Ill.
Shiv Nadar University, Gautam Buddha Nagar, India
Simeon Career Academy, Chicago, Ill.
Spry Community Links High School, Chicago, Ill.
Saint Francis Catholic High School, Gainesville, Fla.
Stafford County School District, Stafford, Va.
Sunrise International School, Hurghada, Egypt
Taipei American School, Taipei, Taiwan
The Peace and Education Accelerated High School, Chicago, Ill.
Thomas Alva Edison School, Caguas, P.R.
Three Way Independent School District, Stephenville, Texas
Tilden Career Community Academy, Chicago, Ill.
Traverse City Area Public Schools, Traverse City, Mich.
University College London, London, United Kingdom
Volunteer State Community College, Gallatin, Tenn.
Walter H. Dyett High School for the Arts, Chicago, Ill.
Walter Payton College Preparatory High School, Chicago, Ill.
Wauconda Community Unit School District 118, Wauconda, Ill.
Wells Community Academy High School, Chicago, Ill.
Williamsburg Charter High School, Brooklyn, N.Y.
Report of the 2020 Trustee Committee on Nominations

The 2019–2020 Trustee Committee on Nominations was constituted in accordance with Article XI of the College Board Bylaws to identify nominees to succeed Trustees whose terms expire with the conclusion of the 2020 Annual Meeting, as follows:

- Chat Leonard (Member), Director of College Counseling, Metro Academic and Classical High School, St. Louis, Mo.
- Nancy McCallin (Member), President Emerita, Colorado Community College System, Denver, Colo.
- Al Mijares (Member), Superintendent, Orange County Department of Education, Costa Mesa, Calif.

The Committee on Nominations had extensive discussions regarding the right balance of skills and expertise needed on the Board of Trustees, and considered candidates nominated by College Board member delegates and colleagues. Biographies of candidates are included on page 10. The Committee recommends the following candidates to the Members for approval:

Resolution to Elect Trustees

The Members of the College Board:

Resolve that the following persons be, and they hereby are, elected as Trustees of the College Board, to serve, subject to the earlier of their resignation or removal, in accordance with the Bylaws of College Board and the laws of the State of New York, to hold office until the date of the 4th Annual Meeting of Members after today’s election and until their successors shall have been duly elected or appointed and shall have been qualified:

For the position of chair for a two-year term, 2020–2022:
- Ronné Turner, Vice Provost for Admissions and Financial Aid, Washington University in St. Louis, St. Louis, Mo.

For the position of vice chair for a two-year term, 2020–2022:
- Thomas Moore, Superintendent, West Hartford Public Schools, West Hartford, Conn.

For a member position for the term 2020-2024:
- Manuel French, Director of School Counseling, Chicago Public Schools, Chicago, Ill.
- Shah Ardalan, President, Lone Star College-University Park, Houston, Texas
- Mark Thomas, Principal, Northview High School, Grand Rapids, Mich.

The committee notes the election of three regionally elected Trustees, elected, respectively, by the Western, Middle States, and New England Regional Assemblies for the term 2020–2024:

- Nikki Danos, Director of College Counseling, Forest Ridge, the Sacred Heart School of Seattle, Bellevue, Wash., representing the Western Regional Assembly.
- Courtney McAnuff, Vice Chancellor for Enrollment Management, Rutgers University, New Brunswick, N.J., representing the Middle States Regional Assembly.
- Kelly Walter, Associate Vice President for Enrollment and Dean of Admissions, Boston University, Boston, Mass., representing the New England Regional Assembly.

The biographies of Trustees-elect are included on page 13.
Nominee and Trustee-Elect Profiles

Nationally Elected

**RONNÉ TURNER**  
*Vice Provost for Admissions and Financial Aid, Washington University in St. Louis, St. Louis, Mo.*

Ronné Patrick Turner joined Washington University in St. Louis vice provost for admissions and financial aid in July 2016.

In her role, Turner is responsible for planning and directing the recruitment of undergraduate students to Washington University, which include first-year and transfer domestic and international students, and for implementing strategies to increase the strength and diversity of the student body. She also oversees Student Financial Services, which is dedicated to making it financially possible for admitted students to enroll and for enrolled students to graduate.

Prior to WashU, Turner spent nearly 15 years at Northeastern University, where she led and directed undergraduate admission and enrollment for the university’s seven colleges and oversaw the development and implementation of recruitment and enrollment strategies to meet objectives for freshman, transfer, and international students. She also served on the university’s Enrollment Strategy Committee and was responsible for New Student and Parent Orientation and the International Student and Scholars Institute. In addition, Turner oversaw the Opportunity Scholarship unit, which admitted and supported approximately 75 first-generation students receiving a range of scholarship aid each year.

Prior to joining the Northeastern administration in 2001, Turner had worked for more than a decade at the University of Maryland, College Park, where she served in roles including admission counselor, assistant director for freshman admission, and associate director for admission marketing.

Turner also worked as an assistant director of admissions at her alma mater, the Johns Hopkins University, where she earned her bachelor’s degree in social and behavioral science. She also earned a master’s degree in social foundations of education from the University of Maryland.

Among her professional associations, Turner currently serves as vice chair of the Board of Trustees for College Board. She served as chair of the College Board’s National Counseling and Admission Assembly, and she has held positions with the College Board New England Regional Association. Turner has also been actively engaged with and held several leadership positions in the National Association for College Admission Counseling, the New England Association for College Admission Counseling, and the Potomac & Chesapeake Association for College Admission Counseling. She was honored in 2011 with the Northeastern University Innovation Award.

**THOMAS MOORE**  
*Superintendent, West Hartford Public Schools, West Hartford, Conn.*

Thomas Moore took over as superintendent of West Hartford Public Schools on July 1, 2014, after having spent the previous 18 years in West Hartford, Connecticut, as a teacher, coach and administrator. He taught AP European History at Conard High School for 10 years before moving into administration, first as department supervisor for history and social studies, then as Conard’s principal. In the three years that Moore served as principal at Conard, he focused on opening Advanced Placement® courses for all students, and Conard became a model in Connecticut for AP accessibility for students, with the highest equity and excellence number in the state of Connecticut. Moore has continued to work on equity for all students and staff as superintendent of schools.

In 2009, Moore received the United States Presidential Scholar Teacher Recognition award. He was the only principal in the country so honored. In 2010-11, he was an Educational Policy Fellow for the state of Connecticut. Moore has also worked closely with the Connecticut Alternative Route to Certification program, first as the Social Studies Methods instructor, then as the lead instructor in teaching and learning. In 2017, he received the Build No Fences award from the Bridge Family Center in recognition of his collaboration in bettering the lives of at-risk children and families.

Moore has served College Board in many roles over the past 10 years, including as a representative to the New England Regional Council, as a member of the Academic Assembly, and most recently as the regionally elected representative to the Board of Trustees.
MANUEL FRENCH
Director of School Counseling,
Chicago Public Schools, Chicago, IL

Manuel’s 26 year career in education began in 1994 in higher education as an admission and financial aid representative with Carthage College, Wisconsin. After two years he decided to take an offer to join the DePaul University, Illinois, Office of Admission team. Over the next 18 years Manuel’s role increased from admission counselor to associate director of admission. Manuel’s responsibilities included serving as a cabinet member on the undergraduate admission committee, managing the Lincoln Park Campus (LPC) Office of Admission, the LPC Welcome Center, campus visit program, admission staff development, and liaison to the athletic department.

In August 2012 Manuel left DePaul to become a high school counselor with the Chicago Public Schools (CPS). In February 2016 Manuel was appointed the CPS Director of School Counseling. The district has 355,156 students and 730 school counselors.

Manuel earned his is undergraduate degree from Central College, Iowa, and his graduate degrees from DePaul University, Illinois. He currently serves on College Board’s Midwestern Regional Council, DePaul University College of Education Advisory Council and the University of Iowa Out-of-State High School Counselor Advisory Board.

He is a strong advocate for students, their families, and for school and college counselors. French has served on the College Board’s Midwestern Regional Council and has also presented at numerous conferences, forums, and workshops.

SHAH ARDALAN
President,
Lone Star College-University Park, Houston, Texas

Shah Ardalan has invested more than 30 years in executive and pivotal roles in global corporations, distinguished universities, and prominent community colleges in North Carolina, New Mexico, Nevada, and Texas.

Ardalan is considered one of the nation’s top educational innovators. He has been recognized for his ability to build and inspire teams of thinkers and practitioners to promote prosperity and advance upward mobility for individuals and communities.

Ardalan joined the Lone Star College System’s executive team in January 2008. He served as vice chancellor, chief information officer, and LSC-University Park’s chief executive officer prior to becoming LSC-University Park’s founding president in September 2012.

Ardalan serves on many community and professional organizations. His contributions to education, students, and the workforce are mentioned in more than 100 national and international articles, case studies, books, and conferences. As a servant leader, his focus on empowering faculty and staff to increase student success has resulted in LSC-University Park being distinguished as one of the most innovative and fastest-growing community colleges in the country.

Ardalan holds a doctoral degree in community college leadership from Rouche Graduate Center of National American University at Austin, Texas. His other academic credentials include a master’s degree in electrical engineering from North Carolina A&T State University, a bachelor’s degree in physics from the University of North Carolina at Greensboro, North Carolina, and multiple diplomas and certificates from the University of Lausanne (Switzerland) and Harvard University.

Ardalan has served as a member of College Board’s Advisory Panel on Community Colleges and currently serves on the Trustee Committee on Membership.
MARK THOMAS  
Principal,  
Northview High School, Grand Rapids, Mich.

Mark Thomas has been the principal at Northview High School for the last 17 years. He is beginning his 33rd year working in public education. Northview High School has been recognized at the state and national levels for innovation and accomplishments in academic achievement, student management practices, and efforts to merge career awareness and preparation with academic learning in an interdisciplinary delivery model. In the last school year, the school was able to increase access and equity to academic rigor by providing the AP Seminar course to every sophomore student in the high school. This year the school is adding a Pre-AP® course for every freshman, to further advance access and equity for all.

Last year Thomas completed his term as chair of the Midwest Region for College Board. For over two decades, he has been deeply involved in shaping education policy at both the state and national levels. In 2010 he was named by his peers as the Michigan High School Principal of the Year. He has also been recognized at the state level for his efforts in helping to create the Michigan Merit Exam and the Michigan Merit Curriculum.

At the national level, he has represented Michigan and national secondary principals in many capacities in his work with such organizations as Achieve, the Education Trust, NASSP, NBPTS, NAEP, and the National Conference of State Legislatures, as well as several other organizations over the years. He is passionate about the topic of workforce development and has served on the board of West Michigan Works for nearly a decade.

Thomas received his undergraduate degree in education from Michigan State University, his graduate degree in educational leadership from Central Michigan University, and an educational policy fellowship from the Institute for Educational Leadership and Michigan State University.
Regionally Elected Trustees-Elect

NIKKI DANOS
Director of College Counseling,
Forest Ridge, School of the Sacred Heart in Seattle, Bellevue, Wash. representing the Western Regional Assembly.

During her 23 years in college admissions and college counseling, Nikki Danos has dedicated her career to supporting students’ transition to college. She spent six years working in the admissions office at her alma mater, Loyola University New Orleans. She then moved to Los Angeles to become the western regional representative for Loyola. Following her passion for working directly with students, Danos joined the college counseling staff at Windward School, where she worked for six years. In 2009, she moved to Seattle to become the director of college counseling at Rainier Scholars, a community-based organization that serves low-income students of color. She has been and continues to be a strong advocate for underrepresented students.

In 2014, Danos was hired to design and implement a comprehensive college counseling program at Forest Ridge, the Sacred Heart School in Seattle, an all-girls school in Bellevue, Washington, where she continues to serve as the director of college counseling. Her individually focused college counseling program emphasizes appropriate course selection, college planning, parent programming, and financial aid counseling for students and families.

Throughout her career, Danos has frequently presented information on various topics and trends at College Board and NACAC, WACAC, and PNACAC conferences. She is the founder of the West Coast College Counselor Consortium.

Her volunteer work with College Board began when she was elected to serve as a Counseling and Admission Assembly representative in the western region. In her fourth year, Danos served as chair of the regional assembly. Following her term, she was elected to the National Counseling and Admission Assembly Council as a western representative. Danos is also a member of the National SAT Committee and has served on the faculty for the College Board Counselor Summer Institute since its inauguration.

With her sense of humor, warmth, and commitment to advocacy, Danos’s greatest strengths are her communication skills. She will lead collaboratively and honor all membership voices as we welcome both the opportunities and challenges ahead.

COURTNEY MCANUFF
Vice Chancellor for Enrollment Management,
Rutgers University, New Brunswick, N.J., representing the Middle States Regional Assembly.

Courtney McAnuff has a lifelong record of connecting young people to college access and success. He started his career in the early 1970s as an associate director of financial aid in the State University of New York system. His drive to make education available to youth continued as he moved to Eastern Michigan University and became the vice president for enrollment services. He currently serves as the vice chancellor for enrollment management and oversees undergraduate admissions, student financial aid, academic records, registration, retention, and early awareness outreach at Rutgers. In this current national environment of challenging diversity efforts in higher education, McAnuff has succeeded in making Rutgers one of the most diverse institutions in the nation.

In fall 2007, McAnuff launched the Rutgers Future Scholars Program, with the goal of providing precollege preparation to low-income, first-generation students in New Jersey from seventh grade through high school. Students are offered summer credit courses, mentoring, personal guidance, paid internships and, if admitted, free tuition to Rutgers. McAnuff has worked tirelessly with the Rutgers Foundation, private donors, and corporate sponsors to ensure that this program is sustainable. He has also shared his model with education leaders across the country and, as a result, similar college access programs have been launched at James Madison University and the University of Michigan.

McAnuff serves as a consultant on various advisory boards and postsecondary institutions, was elected vice chair for the Coalition for Access, Affordability, and Success, and has testified before the U.S. House of Representatives and New Jersey State Senate. He has been honored with the Chancellor’s Award for Most Outstanding Administrator by the State University of New York System and was named Administrator of the Year by Eastern Michigan University. In 2017, McAnuff received the William U. Harris Award from College Board Middle States Region for his outstanding leadership skills in the field of education.
Demonstrating dedication and a strong commitment to the work of College Board, McAnuff has been actively engaged with the organization for many years. He currently serves on the Enrollment Leaders Advisory Group. His past service includes being a member of the SAT Test Development Committee and Forum Program Planning Committee. McAnuff has moderated and participated on panels and served as a presenter at many College Board events, including the Forum and the Middle States Regional Forum. In 2019, he was one of three education leaders selected to speak about our work to College Board employees during a Town Hall. He values and understands the importance of College Board services, participating in pilot programs and focus groups. Rutgers was an early participant in the Landscape™ pilot, and McAnuff continues to be a vocal advocate for the benefits this tool offers for students. He was instrumental in helping to establish a New Jersey Official SAT Practice Partnership with higher ed institutions in the state, and his support has been key to the success of the New Jersey Higher Ed Roundtables.

He brings the important perspective of a state flagship and large public university, with an understanding of enrollment management that includes roots in financial aid as well as admission, and has now extended to many other areas of the student experience. McAnuff is committed to all students, ensuring their opportunity to access, attend, and complete higher education. For many years, he has been very committed to the mission of College Board, giving generously of his time and talent. Serving on the Board of Trustees would be a natural next step for McAnuff’s work with College Board.

**KELLY WALTER**  
*Associate Vice President for Enrollment and Dean of Admissions, Boston University, Boston, Mass., representing the New England Regional Assembly.*

Kelly Walter has 40 years of experience in college admissions and enrollment and is currently the associate vice president for enrollment and dean of admissions at Boston University (BU). She also served as acting director of admissions at Wellesley College.

Walter is currently the chief admissions officer for the undergraduate enrollment effort at BU. She is responsible for the strategic planning, management, and administration of the admissions office. This includes providing the leadership and direction for all undergraduate recruitment and marketing initiatives. Walter also provides leadership to the College Advising Corps (CAC), a national service program that works to increase the number of first-generation, low-income, and underrepresented students attending college.

Walter has made significant contributions to the enrollment profession through her involvement with NEACAC, NACAC, NEACRAO, and College Board. She was a member of the College Board SAT Advisory Committee and the Guidance and Admission Advisory Committee, and she is a current member of the Enrollment Leadership Group.

She also serves as co-chair of the World Leading Schools Association Higher Education Advisory Board, a member of the Saudi Research Science Institute Advisory Board for the King Abdullah University of Science and Technology, a faculty member at the Harvard Summer Institute on College Admissions, and a delegate to the Overseas Schools Project, a joint venture between the U.S. Department of State and College Board. She was also recognized for her leadership as the recipient of the Harry R. Carroll Distinguished Service Award and the Boston University Honorary Scarlet Key.
Resolution of Thanks

Whereas they have provided individual leadership in heightening 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 College Board salute the following Trustees whose terms will conclude at the end of the 2020 Annual Meeting of Members:

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

Gregg Fleisher, President and CEO, Fleisher Consulting, Dallas, Texas

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

Chat Leonard, Director of College Counseling, Metro Academic and Classical High School, St. Louis, Mo.

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

Jerry Pope, Dean of College Counseling, Niles High School District 219, Skokie, Ill.
2020 REGIONAL ASSEMBLY MEETINGS
2020 MIDDLE STATES REGIONAL ASSEMBLY MEETING

Wednesday, October 28, 2020, 2:45–3:15 p.m.

The Middle States Regional Assembly comprises members located in Washington, D.C., Delaware, Maryland, New Jersey, New York, and Pennsylvania.

Meeting Agenda

1. Welcome and Communications from the Chair
2. Approval of the Minutes of the Middle States Regional Assembly Meeting of February 7, 2019
3. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Middle States Regional Assembly Meeting

The members of the Middle States Regional Assembly:

Resolve, that the minutes of the Middle States Regional Assembly Meeting held on February 7, 2019, have been reviewed, and are approved.

Minutes of the 2019 Middle States Regional Assembly Meeting

Communications from the Chair

The annual meeting of the Middle States Regional Assembly was convened at the Baltimore Marriott Inner Harbor at Camden Yards at 8 a.m. on Thursday, February 7, 2019. The chair of the Middle States Regional Council, Aramis Gutierrez, presided. Gutierrez asked attendees to commemorate Black History Month. Following a motion, duly seconded, the minutes of the 2018 regional assembly meeting were approved.

Governance Plan Review

Patricia McCarthy, chair of the Governance Plan Review Committee, reported on the work undertaken by the Council to review the New England governance plan, based on the good governance practices and member feedback from the wider Bylaws review. The review was led by a subcommittee who reported to the Regional Council in October. The Regional Council, composed of members elected by the larger membership in the Middle States region, voted unanimously to recommend the proposed amendments to the assembly for approval. The focus of the revisions included strengthening the connections between the Assembly Council and the national assembly councils and the Board of Trustees; incorporating good practices from other regions and the national assemblies; and incorporating good corporate governance practices. Following a recommendation from the Council, the members voted to recommend the revised governance plan to the Board of Trustees for approval.

Report of Regionally Elected Trustee

MJ Knoll-Finn, regionally elected Trustee and senior vice president for enrollment management at New York University, presented a report on the work of the Board of Trustees since the regional assembly last met. Knoll-Finn discussed the work and conversations undertaken by the Trustees, including data privacy and test security issues, new programs and resources such as the College Board Opportunity Scholarships program and the Environmental Context Dashboard (now called Landscape), and financial oversight. An update on the 2018 national elections was also provided.

Report of the Academic Assembly Council Representative

Henry Johnson, chief of staff at Montgomery County Public Schools, Maryland, provided an update of the work on the Academic Assembly Council. The Council had discussed a broad range of topics, such as providing input into the new supports and resources for AP and supporting K–12 professionals to incorporate SAT Suite of Assessments results and Official SAT Practice on Khan Academy® into their classroom practice.
Report of the Counseling and Admission Assembly Council Representative

Anthony DiDonato, supervisor of guidance and 504 district coordinator, Elizabeth Public Schools in New Jersey, provided an update on the work of the Counseling and Admission Assembly Council. He shared the topics discussed by the Council since the last regional assembly, including the work of the Counselor Community Engagement team, and the Future Admissions Tools and Models Initiative. The Council also learned how College Board is supporting nontraditional students through the College-Level Examination Program® (CLEP®). This allows students of all ages and backgrounds to demonstrate their mastery of introductory college-level material and earn college credit. The Assembly also met jointly with the CSS/Financial Assistance Assembly Council, where discussions focused on the college application process, financial aid verification, and summer melt.

Report of the CSS/Financial Assistance Assembly Council Representative

Tom McDermott, assistant vice provost of financial aid and director of student financial services at Johns Hopkins University in Maryland, provided an update on the work of the CSS/Financial Assistance Council. The Council discussed the Financial Aid Verification process and how aid and admissions professionals can help families effectively navigate verification with greater transparency. The Council also discussed how to improve award notification letters to deliver clear and consistent information to students and parents. The Council’s Financial Aid Standards and Services Advisory Committee (FASSAC) noted the successful launch of the redesigned CSS Profile, which had improved the application experience for students and provided new tools for institutions. They also reviewed a CSS Profile fee waiver analysis, which included additional support for applicants from FEMA disaster areas. The Assembly also met jointly with the Counseling and Admission Assembly Council where discussions focused on the college application process, financial aid verification, and summer melt.

Recognition of Regional Council Members

Aramis Gutierrez recognized attendees from the Enrollment Leadership Academy and the following changes to the membership of the Middle States Regional Council:

Representatives elected or appointed to the Regional Council:

- Natasha Blake-McDowell, Associate Program Director of High Schools, The CollegeBound Foundation, Baltimore, Md.
- Danielle Epps, Director of Outreach and Admissions, Rowan College at Burlington County, N.J.
- K. Cameron Feist, Associate Vice President for Enrollment Management and Director of Financial Aid, Hamilton College, N.Y.
- Andrea Felder, Assistant Vice Provost for Undergraduate Admissions, American University, Washington, D.C.
- Monique Guillory, Vice President for Academic Affairs, College of Saint Elizabeth, Morristown, N.J.
- Michael Nixon, Associate Director of Undergraduate Admissions, University of Maryland, College Park, Md.
- Shawn Snyder, Principal, Milford High School, Milford, Del.
- Suzanne Sparrow, Director of Student Financial Services, Cheyney University of Pennsylvania, Cheyney, Pa.

The new associate member of the Regional Council will be:

- Candace Leake, Assistant Director of Admissions, Bucknell University, Lewisburg, Pa.

The Regional Council has also elected a new chair-elect for the 2019–2020 year:

- Patricia McCarthy, Vice President for Enrollment Management, Indiana University of Pennsylvania, Indiana, Pa.

Representatives leaving the Regional Council:

- Laura Feijoo, Senior Superintendent for Labor and Policy, New York City 2020 Department of Education, N.Y.
- Adrianne Greth, Assistant Dean of Admissions, The Cooper Union for the Advancement of Science and Art, N.Y.
- James Kiger, School Counselor, Smyrna High School, Smyrna, Del.
- Christopher Lucier, Vice President of Enrollment Management, University of Delaware, Newark, Del.
- Cordell Yee, Tutor, St. John’s College, Annapolis, Md.
Passing of the Gavel to Incoming Chair

Aramis Gutierrez thanked the assembly for the opportunity to serve and welcomed the incoming chair, Kevin Hudson, assistant director for college opportunity at Princeton University. Hudson then thanked Aramis Gutierrez for his service to the assembly.

New Business

There being no new business, Kevin Hudson adjourned the meeting at 8:50 a.m. and directed attendees to the breakout rooms for the Academic Assembly, CSS/Financial Assistance Assembly, and Counseling and Admission Assembly discussions.

Vote of Thanks for 2020 Outgoing Council Members

Resolution of Thanks

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

Whereas they have collectively contributed to realizing the College Board’s mission;

Therefore, be it resolved that the members of College Board salute the following Council members:

Natasha Blake-McDowell, Associate Program Director of High Schools, The CollegeBound Foundation, Baltimore, Md.

Monique Guillory-Winfield, Vice President for Academic Affairs, College of St. Elizabeth, Morristown, N.J.

Aramis Gutierrez, Director, Rutgers Future Scholars Program, Rutgers University, New Brunswick, N.J.

Erica King, School Counselor, Northwest Pennsylvania Collegiate Academy, Erie, Pa.

Cynthia Kosso, Provost and the Dean of Faculty, Moravian College, Bethlehem, Pa.

Candace Leake, Assistant Director, Bucknell University, Lewisburg, Pa.

Robert Mariani, ESL Teacher and ASPIRA Advisor, Suffern High School, Suffern, N.Y.

Pamela Mason, College & Financial Aid Counselor, Johns Hopkins University, Baltimore, Md.

Sandra Ramsay, Director, Scholarships, Westchester Community College, Valhalla, N.Y.

Ellen Ruane, Assistant Superintendent, Curriculum and Instruction, Jersey City Public School District, Jersey City, N.J.

Christopher Tully, Superintendent, Bergenfield High School, Bergenfield, N.J.

Jacqueline Williams, Dean of Undergraduate Admission, Stevens Institute of Technology, Hoboken, N.J.
The Midwestern Regional Assembly comprises members located in Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, West Virginia, and Wisconsin.

Meeting Agenda

1. Welcome and Communications from the Chair
2. Approval of the Minutes of the Midwestern Regional Assembly Meeting of February 7, 2019
3. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Midwestern Regional Assembly Meeting

The members of the Midwest Regional Assembly:

Resolve, that the minutes of the Midwestern Regional Assembly Meeting held on February 10, 2019, have been reviewed, and are approved.

Minutes of the 2019 Midwestern Regional Assembly Meeting

Communications from the Chair

The Annual Meeting of the Midwestern Members of the College Board was called to order by Mark Thomas, principal of the Northview High School in Grand Rapids, Michigan, and chair of the Midwestern Regional Council, at 1 p.m. on February 10, 2019, in Cleveland, Ohio. Following a motion, duly seconded, the members approved the minutes of the 2018 Midwestern Regional Assembly Meeting.

Assembly Governance Plan Review

Jeff Allen, past chair of the Assembly Council and vice president for admissions and financial aid at Macalester College, Saint Paul, Minnesota, reported on the work undertaken by the Council to review the Midwest governance plan, based on the good governance practices and member feedback from the wider Bylaws review. The review was led by a subcommittee who reported to the Regional Council in October. The Regional Council, composed of members elected by the membership in the Midwest region, voted unanimously to recommend the proposed amendments to the assembly for approval. The focus of the revisions included strengthening the connections between the assembly council and the national assembly councils and the Board of Trustees; incorporating good practices from other regions and the national assemblies; and incorporating good corporate governance practices. Following a recommendation from the Council, the members voted to recommend the revised governance plan to the Board of Trustees for approval.

Communications from the Regional Vice President

Greg Walker, regional vice president, presented the Midwest Regional Assembly Award to Angela Johnson, vice president of enrollment management at Cuyahoga Community College, for her service to the CSS/Financial Assistance Assembly.

Report from the Board of Trustees

Jerry Pope, dean of college counseling at Niles Township High School District 219, provided an update on the work of the Board of Trustees. Pope discussed the work and conversations undertaken by the Trustees, including data privacy and test security issues; new programs and resources such as the College Board Opportunity Scholarships program and the Environmental Context Dashboard (now called Landscape); and financial oversight. An update on the 2018 national elections was also provided.
Report from the Regionally Elected Member to the Academic Assembly Council

Marcia Williams, dean and principal at University High School Academy, Lathrup Village, Michigan, provided an update of the work on the Academic Assembly Council. The council had discussed a broad range of topics, such as providing input into the new supports and resources for AP and supporting K–12 professionals to incorporate SAT Suite of Assessments results and Official SAT Practice on Khan Academy into their classroom practice.

Report from the Regionally Elected Member to the Counseling and Admission Assembly Council

Mitch Warren, director of admissions, Purdue University, West Lafayette, Michigan, provided an update on the work of the Counseling and Admission Assembly Council. He shared the topics discussed by the council since the last regional assembly, including the work of the Counselor Community Engagement team, the Future Admissions Tools and Models Initiative, and CLEP. The Assembly also met jointly with the CSS/Financial Assistance Assembly Council, where discussions focused on college application process, financial aid verification, and summer melt.

Report from the Regionally Elected Member to the CSS/Financial Assistance Assembly Council

Jessica Rafeld, director of financial aid at St. Norbert College, De Pere, Wisconsin, provided an update on the work of the CSS/Financial Assistance Council. Key issues discussed last year included fee waiver analysis, PowerFAIDS® updates, the Access and Diversity Collaborative, and the College Board Opportunity Scholarship. The Assembly also met jointly with the Counseling and Admission Assembly Council where discussions focused on the college application process, financial aid verification, and summer melt.

Passing of the Gavel to Incoming Chair

Mark Thomas thanked the assembly for the opportunity to serve and welcomed the incoming chair, David Johnson, vice provost of enrollment management at Indiana University. Johnson then thanked Mark Thomas for his service to the assembly.

New Business

There being no new business, David Johnson adjourned the meeting and directed attendees to the breakout rooms for the Academic, CSS/Financial Assistance and Counseling, and Admission Assembly discussions.

Vote of Thanks for 2020 Outgoing Council Members

Resolution of Thanks

Whereas they have provided individual leadership in heightening College Board’s service to its members and access to higher education;

Whereas they have collectively contributed to realizing the College Board’s mission;

Therefore, be it resolved that the members of College Board salute the following Council members:

Heidi Carl, Executive Director of Financial Aid, Purdue University, West Lafayette, Ind.

Denise Dalton, Division Chair for Student Services, Lemont Township High School, Lemont, Ill.

Mark Thomas, Principal, Northview High School, Grand Rapids, Mich.
2020 NEW ENGLAND REGIONAL ASSEMBLY MEETING

Wednesday, October 28, 2020 2:45–3:15 p.m.

The New England Regional Assembly comprises members located in Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Meeting Agenda

1. Welcome and Communications from the Chair
2. Approval of the Minutes of the New England Regional Assembly Meeting of January 29, 2019
3. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 New England Regional Assembly Meeting

The members of the New England Regional Assembly:

Resolve, that the minutes of the New England Regional Assembly Meeting held on January 29, 2019, have been reviewed, and are approved.

Minutes of the 2019 New England Regional Assembly Meeting

Communications from the Chair and Approval of the Minutes

The Annual Meeting of the New England Members of the College Board was called to order by Julio Duarte, principal of the Conard High School in West Hartford, Connecticut, and chair of the New England Regional Council, at 12:45 p.m. on Tuesday, January 29, 2019, at the Renaissance Boston Waterfront Hotel. Duarte introduced Donna Kendall, chair-elect of the New England Regional Assembly and associate vice president for enrollment management at Bentley University, and David Adams, vice president of the New England Region.

Duarte thanked the Regional Council for their work on key projects throughout the year, including regional forums, regional elections, the financial aid institute, and other key initiatives. He recognized members of the Enrollment Leadership Academy and thanked them for their help in managing conference sessions.

Following a motion, duly seconded, the members approved the minutes of the 2018 New England Regional Assembly Meeting held on Friday, March 2, 2018.

Recognition of Outgoing Council and Committee Members and Report on Assembly Elections

Duarte recognized and thanked the following members of the Regional Council who completed their terms of service, including those who will complete their terms in October at College Board Forum:

- Catherine Capolupo, Enrollment Management Professional
- Melissa Gagnon, Director of Guidance, Oak Hill High School
- Denise Grant, Director of Curriculum and Instructions, Norwich Free Academy
- Jonathan Henry, Vice President for Enrollment Management and Marketing, University of Maine at Augusta
- Michele Kosboth, Director of Student Financial Planning, Lasell College
- Scott Laliberte, Superintendent, Londonderry School District
- Dave Belananger, Past Chair of the Regional Council and Director of Student Financial Services, Smith College
Duarte also recognized newly elected or appointed members of our Regional Council, as well as those continuing service to the Council.

Lisa Slavin, Chair Elect and Assistant Vice President of Enrollment Management, Mass Bay Community College
Richard Silva, School Counselor, East Providence High School, elected to regional representative to Counseling and Admission Assembly Council
Kathy Anderson, Director of Financial Assistance at Bentley University, appointed to fill vacated term as regional representative CSS/Financial Assistance Assembly Council
Jessica Bryan, Associate Director of Financial Aid and Senior Admissions Officer, Harvard College
Jared Cash, Vice President for Enrollment and External Relations, University of Maine at Farmington
Rasheeda Clayton, METCO Program Director, Natick Public Schools
Gregory Davis, Director of Financial Aid, Champlain College
Christopher Downe, Associate Director of Admissions, Boston University
Shayna Eddy, Associate Dean of Admissions, Framingham State University
Lisa Hallen, Director of Guidance, Waterville Senior High School
David Ryan, Superintendent, SAU 16
Terricita Sass, Associate Vice President for Enrollment Management, Southern Connecticut State University
Amy Tiberio, Associate Vice President for Enrollment Management, Roger Williams University
Corry Unis, Vice President for Strategic Enrollment Management, Fairfield University

Assembly Governance Plan Review
Jon Henry, vice president of enrollment management and marketing at University of Maine Augusta, reported on the work undertaken by the Council to review the New England governance plan, based on the good governance practices and member feedback from the wider Bylaws review. The review was led by a subcommittee that reported to the Regional Council in October. The Regional Council, composed of members elected by the larger membership in New England, voted unanimously to recommend the proposed amendments to the assembly for approval. The focus of the revisions included strengthening the connections between the Assembly Council and the National Assembly Councils and the Board of Trustees; incorporating good practices from other regions and the national assemblies; and incorporating good corporate governance practices. Following a recommendation from the Council, the members voted to recommend the revised governance plan to the Board of Trustees for approval.

Report from the Board of Trustees
Tom Moore, superintendent of West Hartford Public Schools in Connecticut, provided an update on the work of the Board of Trustees. Moore discussed the work and conversations undertaken by the Trustees, including data privacy; test security issues; new programs and resources such as the College Board Opportunity Scholarships program and the Environmental Context Dashboard (now called Landscape); and financial oversight. An update on the 2018 national elections was also provided.

Report from the Regionally Elected Member to the Academic Assembly Council
Meredith Nadeau, superintendent of schools in the Newmarket School District, provided an update of the work on the Academic Assembly Council. The Council had discussed a broad range of topics, such as providing input into the new supports and resources for AP and supporting K–12 professionals to incorporate SAT Suite of Assessments results and Official SAT Practice on Khan Academy into their classroom practice.

Report from the Regionally Elected Member to the Counseling and Admission Assembly Council
Richard Silva, school counselor at East Providence High School, provided an update on the work of the Counseling and Admission Assembly Council. He shared the topics discussed by the Council since the last regional assembly, including the work of the Counselor Community Engagement team, the Future Admissions Tools and Models Initiative, and CLEP. The Assembly also met jointly with the CSS/Financial Assistance Assembly Council, where discussions focused on the college application process, financial aid verification, and summer melt.
Report from the Regionally Elected Member to the CSS/Financial Assistance Assembly Council

Kathy Anderson, director of financial assistance at Bentley University, provided an update on the work of the CSS/Financial Assistance Council. Key issues discussed last year included fee waiver analysis, PowerFAIDS updates, the Access and Diversity Collaborative, and the College Board Opportunity Scholarship. The Assembly also met jointly with the Counseling and Admission Assembly Council where discussions focused on the college application process, financial aid verification, and summer melt.

Passing of the Gavel to Incoming Chair

Julio Duarte thanked the assembly for the opportunity to serve and welcomed the incoming chair, Donna Kendall, associate vice president for enrollment management at Bentley University. Donna Kendall then thanked Julio Duarte for his service to the assembly.

New Business

There being no new business, Donna Kendall adjourned the meeting at 1:35 p.m. and directed attendees to the breakout rooms for the Academic Assembly, CSS/Financial Assistance Assembly, and Counseling and Admission Assembly discussions.

Vote of Thanks for 2020 Outgoing Council Members

Resolution of Thanks

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

Whereas he has contributed to realizing the College Board's mission;

Therefore, be it resolved that the members of College Board salute:

Julio Duarte, Principal, Conard High School, West Hartford, Conn. for his service.
2020 SOUTHERN REGIONAL ASSEMBLY MEETING

Wednesday, October 28, 2020 2:45–3:15 p.m.
The Southern Regional Assembly comprises members located in Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, Puerto Rico, and the Virgin Islands.

Meeting Agenda
1. Welcome and Communications from the Chair
2. Approval of the Minutes of the Southern Regional Assembly Meeting of February 14, 2019
3. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Southern Regional Assembly Meeting
The members of the Southern Regional Council:
Resolve that the minutes of the Southern Regional Assembly Meeting held on February 14, 2019, have been reviewed, and are approved.

Minutes of the 2019 Southern Regional Assembly Meeting

Welcome and Communications from the Regional Council Chair
The 2019 annual meeting of the Southern Regional Assembly was called to order at 3:47 p.m. on Thursday, February 14, 2019, at the San Antonio Marriott Rivercenter, San Antonio, Texas. Chad Bryant, chair of the assembly, presided. Following a motion, duly seconded, the members approved the minutes of the February 16, 2018, Southern Regional Assembly Meeting minutes.

Bryant recognized the following representatives to the National Assembly Councils, whose term began November 2018; Andrew Kearns, Dade County Public Schools, Florida, who would serve as the national Academic Assembly Council representative; and Christy Pratt, University of Virginia, Charlottesville, Virginia, would serve as the regional assembly’s representative to the CSS/Financial Assistance Assembly Nominating Committee.

Bryant announced the results for the recent Regional Council election for members whose terms would begin at the end of the annual meeting:
Jennifer Cothron, Wilson County Schools, Tenn.
Latrina Fisher, Spelman College, Atlanta, Ga.
Jay Jacobs, University of Miami, Coral Gables, Fla.
Michelle Sircy, Jefferson County Public Schools, Ky.
Richard Stamper, Spain Park High School, Hoover, Ala.
Thomas Taylor, Chesterfield County Public Schools, Va.

Recognition of Outgoing Council Members
Chad Bryant recognized members of the College Board Southern Regional Council whose terms would conclude at the end of the annual meeting and thanked them for their service to students and College Board:
Ken Bassett, Prince William County Schools, Va.
Eric Bergholm, Hillsborough County Public Schools, Fla.
Alexis Pope, Appalachian State University, N.C.
Pam Royster, Jefferson County Public Schools, Ky.
Jenny Sawyer, University of Louisville, Louisville, Ky.
Liz Stack, Coral Gables Senior High School, Coral Gables, Fla.
Reports from the National Assembly Councils

Chad Bryant called on the regionally elected representatives to the National Assembly Councils to provide a report on the work of their respective bodies since the regional assembly last met. Andrew Kearns reported on the work of the Academic Assembly, which included providing ongoing input into the new supports and resources for AP students and their teachers; identifying ways in which Official SAT Practice on Khan Academy can be incorporated into instructional time to increase access to the tool and the opportunities that this focused practice can offer students; and a meaningful discussion about the definitions of College and Career Readiness—both how they are used in research and state accountability standards and the College Board’s College Readiness Benchmark.

Chad Spencer presented the update on behalf of the CSS/Financial Assistance Assembly Council, which discussed topics such as the redesigned CSS Profile platform and waiver expansion to new FEMA disaster areas; the work of the Access and Diversity Collaborative to develop a new financial aid guide to help campus leaders better align student aid with institutional diversity goals, as well as a new resource created in partnership with the Education Counsel: Understanding Holistic Review in Higher Education Admissions; providing feedback on the development of the new College Board Opportunity Scholarships program, which launched in fall 2018; and joint discussions with the Counseling and Admission Assembly Council about summer melt, the financial aid verification process, and improving award notifications.

Kim Scott presented the report on the work of the Counseling and Admission Assembly Council that included a discussion on the work of the Counselor Community Engagement team, including informing counselors about key AP Program changes providing more professional development opportunities; and sharing more information about the comprehensive benefits of the SAT Suite of Assessments, the Future Admissions Tools and Models Initiative, a partnership with member institutions created to respond to needs identified by the admissions community; the CLEP Program; and joint discussions with the CSS/Financial Assistance Assembly Council.

Table Discussion

Chad Mr. Bryant invited attendees to participate in a facilitated discussion. The facilitator at each table took notes and submitted them to be compiled and shared with Council members and College Board staff to be used as potential action items in the future.

Report of the Board of Trustees

Marcia Hunt, regionally elected Board of Trustee member, presented the report on behalf of the Board of Trustees and recognized her fellow southern regionally elected Trustee, Zina Evans. Hunt discussed the work and conversations undertaken by the Trustees, including data privacy; test security issues; new programs and resources such as the College Board Opportunity Scholarships program and the Environmental Context Dashboard (now called Landscape); and financial oversight. An update on the 2018 national elections was also provided.

Communications from the Regional Vice President

David Gupta, regional vice president, shared the Regional Fellowship Program pilot with members and advised that the 2020 regional forum would be paused.

Governance Plan Amendment

Chad Bryant reported on the work undertaken by the Council to review the Southern Regional Assembly governance plan, based on the good governance practices and member feedback from the wider Bylaws review. The review was led by a subcommittee that reported to the Regional Council in October. The Regional Council, composed of members elected by the larger membership in the southern region, voted unanimously to recommend the proposed amendments to the assembly for approval. The focus of the revisions included strengthening the connections between the Assembly Council and the National Assembly Councils and the Board of Trustees; incorporating good practices from other regions and the national assemblies; and incorporating good corporate governance practices. Following a recommendation from the Council, the members voted to recommend the revised governance plan to the Board of Trustees for approval.

Passing of the Gavel to Incoming Chair

Chad Bryant thanked the College Board for the opportunity to serve as chair of the regional assembly. He passed the gavel to Amy Fineburg, the incoming chair. Fineburg thanked Chad Bryant on behalf of the assembly for his service.
## New Business

There being no new business, Amy Fineburg adjourned the meeting at 4:49 p.m.

## Vote of Thanks for 2020 Outgoing Council Members

### Resolution of Thanks

| **Whereas** they have provided individual leadership in heightening 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 College Board salute the following Council members: |
| **Holley Nichols**, Senior Assistant Director for Scholarship Programming and Mentoring, University of North Carolina at Chapel Hill, Chapel Hill, N.C. |
| **Hester Vasconcelos**, Director APSI/AP Coordinator, North Oconee High School, Bogart, Ga. |
2020 SOUTHWESTERN REGIONAL ASSEMBLY MEETING

Wednesday, October 28, 2020 2:45–3:15 p.m.
The Southwestern Regional Assembly comprises members located in Arkansas, New Mexico, Oklahoma, and Texas.

Meeting Agenda
1. Welcome and Communications from the Chair
2. Approval of the Minutes of the Southwestern Regional Assembly Meeting of February 14, 2019
3. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Southwestern Regional Assembly Meeting

The members of the Southwestern Regional Assembly:

Resolve that the minutes of the Southwestern Regional Assembly Meeting held on February 14, 2019, have been reviewed, and are approved.

Minutes of the 2019 Southwestern Regional Assembly Meeting

Welcome and Communications from the Regional Council Chair

The 2019 annual meeting of the Southwestern Regional Assembly was called to order at 3:47 p.m. on Thursday, February 14, 2019, at the San Antonio Marriott Rivercenter, San Antonio, Texas. Suzanne McCray, chair of the assembly, presided. Following a motion, duly seconded, the members approved the minutes of the February 16, 2018, Southwestern Regional Assembly Meeting.

Suzanne McCray recognized the following members elected to the Southwestern Regional Council:

- Matt Hamilton, University of Oklahoma, Norman, Okla.
- Shelly Holmes, Allen High School, Allen, Texas
- Mitch Morken, Dallas Independent School District, Dallas, Texas
- Eric Spencer, Carlsbad Municipal Schools, Carlsbad, N.M.
- Beverly Woodson Day, The University of Texas at San Antonio, San Antonio, Texas

McCray also recognized members of the Southwestern Regional Council whose terms would conclude at the end of the Assembly Meeting and thanked them for their service:

- Kimberly Hodge, Westwood High School, Round Rock, Texas
- Wendi Miller-Tomlinson, Las Cruces Public Schools, Las Cruces, N.M.
- Tracey Morman, Amarillo Independent School District, Amarillo, Texas
- Steve Shiels, Fort Bend Independent School District, Fort Bend, Texas
- Wendy Stouffer, University of Arkansas, Fayetteville, Ark.
- Christa Tucker, Memorial High School, Frisco, Texas
- Nan Davis, Austin College, Sherman, Texas
- Jeffrey Miller, Garland Independent School District, Garland, Texas
Communications from the Regional Vice President

David Gupta, regional vice president, shared the Regional Fellowship Program pilot with members and advised that the 2020 regional forum would be paused.

Governance Plan Amendment

Suzanne McCray reported on the work undertaken by the Council to review the Southwestern Regional Assembly governance plan, based on the good governance practices and member feedback from the wider Bylaws review. The review was led by a subcommittee that reported to the Regional Council in October. The Regional Council, composed of members elected by the larger membership in the southwestern region, voted unanimously to recommend the proposed amendments to the assembly for approval. The focus of the revisions included strengthening the connections between the Assembly Council and the National Assembly Councils and the Board of Trustees; incorporating good practices from other regions and the national assemblies; and incorporating good corporate governance practices. Following a recommendation from the Council, the members voted to recommend the revised governance plan to the Board of Trustees for approval.

Report of the Board of Trustees

Nan Davis, regionally elected Board of Trustee member, presented the report on behalf of the Board of Trustees and recognized her fellow southwestern regionally elected trustee, Gregg Fleisher. Davis discussed the work and conversations undertaken by the Trustees, including data privacy; test security issues; new programs and resources such as the College Board Opportunity Scholarships program and the Environmental Context Dashboard (now called Landscape); and financial oversight. An update on the 2018 national elections was also provided.

Reports from the National Assembly Councils

McCray called on the regionally elected representatives to the National Assembly Councils to provide a report on the work of their respective bodies since the regional assembly last met. Eppie Calderon, reported on the work of the Academic Assembly, which included providing ongoing input into the new supports and resources for AP students and their teachers, identifying ways in which Official SAT Practice on Khan Academy can be incorporated into instructional time to increase access to the tool and the opportunities that this focused practice can offer students; and a meaningful discussion about the definitions of College and Career Readiness—both how they are used in research and state accountability standards and the College Board’s College Readiness Benchmark.

Matt Hamilton presented the update on behalf of the CSS/Financial Assistance Assembly Council, which had discussed topics including the redesigned CSS Profile platform and waiver expansion to new FEMA disaster areas; the work of the Access and Diversity Collaborative to develop a new financial aid guide to help campus leaders better align student aid with institutional diversity goals, as well as a new resource created in partnership with the Education Counsel: Understanding Holistic Review in Higher Education Admissions; providing feedback on the development of the new College Board Opportunity Scholarships program, which launched in fall 2018; and joint discussions with the Counseling and Admission Assembly Council about summer melt, the financial aid verification process, and improving award notifications.

Tracey Morman presented the report on the work of the Counseling and Admission Assembly Council, which included discussion on the work of the Counselor Community Engagement team, including informing counselors about key AP program changes; providing more professional development opportunities; and sharing more information about the comprehensive benefits of the SAT Suite of Assessments; the Future Admissions Tools and Models Initiative, a partnership with member institutions created to respond to needs identified by the admissions community; the CLEP Program; and joint discussions with the CSS/Financial Assistance Assembly Council.

Table Discussion

McCray invited attendees to participate in a facilitated discussion. The facilitator at each table took notes and submitted them to be compiled and shared with Council members and College Board staff to be used as potential action items in the future.

Passing of the Gavel to Incoming Chair

Suzanne McCray thanked the College Board for the opportunity to serve as chair of the regional assembly. McCray passed the gavel to Oliver Wallace, the incoming chair. Wallace thanked McCray on behalf of the assembly for her service.
New Business
There being no new business, Oliver Wallace adjourned the meeting at 4:49 p.m.

Vote of Thanks for 2020 Outgoing Council Members

Resolution of Thanks

Whereas they have provided individual leadership in heightening 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 College Board salute the following Council members:

- Mitch Morken, *Director of Advanced Academic Services*, Dallas Independent School District, Dallas, Texas
- Diane Todd Sprague, *Executive Director, Office of Financial Aid*, University of Texas at Austin, Austin, Texas
- David Ximenez, *Associate Vice Chancellor for Enrollment and Academic Support Services*, Tarrant County College, Fort Worth, Texas
2020 WESTERN REGIONAL ASSEMBLY MEETING

Wednesday, October 28, 2020, 2:45–3:15 p.m.

Meeting Agenda

1. Welcome and Communications from the Chair
2. Approval of the Minutes of the Western Regional Assembly Meeting of February 7, 2019
3. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Western Regional Assembly Meeting

The members of the Western Regional Assembly:

Resolve that the minutes of the Western Regional Assembly Meeting held on February 21, 2019, have been reviewed, and are approved.

Minutes of the 2019 Western Regional Assembly Meeting

Communications from the Chair

The annual joint meeting of the Western Regional Assembly of College Board was convened in Newport Beach, California, 12:45–2:15 p.m. on Thursday, February 21, 2019. Yvette Gullatt, chair of the Western Regional Assembly, presided. The minutes of the 2018 Meeting of the Assembly were approved.

Communications from the Chief Executive Officer

Scott Hill, vice president of the Western Region, welcomed attendees and introduced David Coleman, College Board chief executive officer. Coleman thanked the members for their engagement and spoke about the investment in the Advanced Placement Program for the 2019-20 school year, about the issues members were facing in their institutions, and how College Board could support them in achieving our shared mission of serving students.

Governance Plan Review

Nikki Danos reported on the work undertaken by the Council to review the Assembly governance plan, based on the good governance practices and member feedback from the wider Bylaws review. The review was led by a subcommittee who reported to the Regional Council in October. The Regional Council, composed of members elected by the membership in the Western Region, voted unanimously to recommend the proposed amendments to the assembly for approval. The focus of the revisions included strengthening the connections between the assembly council and the national assembly councils and the Board of Trustees; incorporating good practices from other regions and the national assemblies; and incorporating good corporate governance practices. Following a recommendation from the Council, the members voted to recommend the revised governance plan to the Board of Trustees for approval.

Report of the Board of Trustees

Kasey Urquidez, College Board Trustee and vice president of enrollment management and student affairs advancement, and dean of undergraduate admissions at the University of Arizona, Tucson, presented the report from the Board of Trustees. She shared information about the College Board’s strategic plan, goals, and the efforts to support communication engagement with members. Urquidez discussed the work and conversations undertaken by the Board, including data privacy and test security issues; new programs and resources such as the College Board, Opportunity Scholarships program and the Environmental Context Dashboard (now called Landscape), and financial oversight. An update on the 2018 national elections was also provided.
Reports from the National Assembly Councils

The regionally elected representatives to the National Assemblies provided updates to the assembly. Carolina Cardenas, director of Academic Preparation, Policies and Programs at California State University System and regionally elected representative to the Academic Assembly, provided updates on the new supports and resources for Advanced Placement and the work to incorporate the Official SAT Practice on Khan Academy into instructional time. The assembly also reviewed the definitions of college and career readiness and how they are used in research and state accountability standards and the College Board’s College Readiness Benchmark.

Catalina Cifuentes, executive director of College and Career Readiness Educational Services, Riverside County Office of Education and regionally elected representative to the CSS/Financial Assistance Assembly, provided updates on the work of the Council’s Financial Aid Standards and Services Advisory Committee, including the anniversary of the redesigned CSS Profile, an online application used by many colleges to deliver institutional financial aid. The Council had also discussed the Financial Aid Verification process and improving award notifications—focusing on how campuses, counselors and college partners could work together to deliver clear, consistent and compelling information to students and parents about the verification and award notification processes. Outcomes of these ongoing conversations included the development of federal verification sessions at College Board events.

Nikki Danos, director of college counseling at Forest Ridge, the Sacred Heart School of Seattle, and regionally elected representative to the Counseling and Admission Assembly, provided updates on the work of the Higher Ed Access and Strategy team on the Future Admissions Tools and Models Initiative, a partnership with member institutions created to respond to needs identified by the admissions community. Some key initiatives included the Future Admissions Collaborative, which is a member-driven effort designed to engage emerging enrollment leaders and provide them with professional development opportunities. The collaborative is also working to provide research on the ability of AP to predict success as a potential factor in admissions decision making. Another tool, the Environmental Context Dashboard (now known as Landscape), is a new resource being piloted by admissions offices at 50 public and private institutions to incorporate students’ contextual information in the application review process. They also discussed how the College Board is supporting nontraditional students through programs such as CLEP.

Recognition of Council Members

Gullatt recognized the Enrollment Leadership Academy representatives in the audience and newly elected members of the Western Regional Council. Incoming council members include Arzie Galvez, Los Angeles Unified School District; Roderick Figgs, California State University, San Bernardino; Rosanna Mucetti, Napa Valley Unified School District; Azizi James, University of California, San Diego; Sari Rauscher, The Waterford School; Amy Leary, Montana Post-Secondary Educational Opportunities Council; and Rhody Davis, Viewpoint School; and appointed member Adrian Palazuelos, Fillmore Unified School District.

She also recognized the regional council members who have ended their terms: Michelle Holdway, University of Oregon; Kathryn Kekaulike, The Kamehameha Schools; Alyson Leatherman, Wilsonville High School; Melissa Pizzo, Arizona State University; Glenna Roderick, Tacoma Public Schools; and Erica Yamamura, Seattle University.

Passing of the Gavel

Yvette Gullatt invited John O’Connor, chair-elect of the Regional Council and counselor at, Natrona County Schools, Wyoming, to assume the role of chair of the Regional Council for the 2019–2020 year and passed the gavel to him. O’Connor thanked Gullatt for her contributions and her service to the regional assembly.

New Business

O’Connor called for any new business from the assembly. With none brought forth, he then announced the next meeting of the Western Regional Assembly would be in February 2020 in San Diego, California.

Assembly Discussions

The members spent time in discussion with each of the three assemblies. Members of the Academic Assembly discussed how educators can best use the new AP Classroom resources to ensure students are set up for success in their AP classes and beyond. Members of the CSS/Financial Assistance Assembly discussed the tools and best practices members are using to educate students and families on financial aid, college affordability and financial literacy. Members of the Counseling and Admission Assembly discussed ways to ensure students are taking advantage of the new College Board Opportunity Scholarships program.
Adjournment
The meeting of the Western Regional Assembly adjourned at 2:15 p.m.

Vote of Thanks for 2020 Outgoing Council Members

## Resolution of Thanks

*Whereas* they have provided individual leadership in heightening 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 College Board salute the following Council members:

- **Matthew Bonser**, *Director of Admission*, Colorado College, Colorado Springs, Colo.
- **Melody Bustillos**, *Counselor*, Hermiston Senior High School, Hermiston, Ore.
- **Arzie Galvez**, *Director, Advanced Learning Options*, Los Angeles Unified School District, Los Angeles, Calif.
- **Michelle Holdway**, *Associate Director & Coordinator of University Scholarships*, University of Oregon, Eugene, Ore.
- **Alyson Leatherman**, *School Counselor*, Wilsonville High School, Wilsonville, Ore.
2020 MEETING OF THE ACADEMIC ASSEMBLY

Monday, October 26, 2020 12–12:45 p.m.

The Academic Assembly considers issues, research, policies, programs, and standards related to providing universal access to high standards. Those serving on the Academic Assembly Council advise the Board of Trustees and members of College Board staff on matters of teaching and learning.

Meeting Agenda

1. Welcome and Communications from the Chair
   a. Approval of the Minutes of the Academic Assembly Meeting of November 7, 2019
2. Communications from the Secretary of the Corporation
3. Member Presentation: Keeping Students at the Center of our Work
4. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Academic Assembly Meeting

The delegates of the Academic Assembly:

Resolve that the minutes of the Academic Assembly Meeting held on November 7, 2019, have been reviewed, and are approved.

Minutes of the Academic Assembly Meeting Held on November 7, 2019

A meeting of the Academic Assembly of College Board was held at the Wardman Park Marriott, Washington, D.C., in conjunction with Forum 2019.

Welcome and Communications from the Chair

Hector Garcia, chair of the Academic Assembly, opened the meeting and welcomed delegates and attendees. He then introduced Mike McDonough, past chair of the Assembly; Tim Keirn, chair-elect of the Assembly; and James Montoya, chief of Membership, Governance, and Global Higher Education and secretary of the corporation. He also recognized Steve Brooks, the College Board Parliamentarian. Following a motion, duly seconded, the delegates resolved to approve the minutes of the 2018 Academic Assembly Meeting.

Report of the Academic Assembly Council

Hector Garcia presented an update on the work of the Academic Assembly Council over the past membership year. The Council had provided input on the development of the AP Program, which launched in the fall with five new courses for the ninth grade; the new AP resources and support for teachers and students; and the College Board Opportunity Scholarships, a new initiative that aims to use scholarships and to incentivize students to prepare for college.

Report of the 2019 Academic Assembly National Nominating Committee

Hector Garcia shared how the National Nominating Committee reviewed the current and emerging needs of the Council and worked with the Regional Assembly nominating committees to address the Council’s recruitment priorities. Following an electronic ballot of Academic delegates, the following candidates were elected:

Adrian Epps, Associate Dean, College of Science and Mathematics, Kennesaw State University, Kennesaw, Ga., was elected by the members as chair elect of the Assembly for a two-year term, 2019–2021.

Orquidea Largo, Director, Center for Education Partnerships, University of California: Merced, Fresno, Calif., was elected by the Western Regional Assembly for a three-year term, 2019–2022.
Update from College Board

James Montoya, chief of Membership, Governance and Global Higher Education and secretary of the corporation, welcomed the delegates and attendees and thanked them for their service to students and families. He reviewed some important College Board initiatives to support members in their daily work, such as the College Board Regional Fellowship Program, which would award fellowships to education professionals at member institutions to cover all travel, lodging, and registration costs associated with attending one of eight College Board national events; the launch of new AP resources and supports for teachers and students; and the continued development of the Pre-AP Program.

He then introduced Stefanie Sanford, chief of Global Policy and External Relations at College Board, and Tom Moore, superintendent of West Hartford Public Schools in Connecticut and a College Board Trustee, to present on the “Two Codes” initiative. Delegates and attendees were then invited to discuss the initiative with colleagues at their tables.

Passing of the Gavel and Remarks from the Incoming Chair

Hector Garcia thanked College Board for the opportunity to serve as chair of the Academic Assembly and passed the gavel to Tim Keirn, the incoming chair. Keirn thanked Hector Garcia on behalf of the assembly for his service and shared his reflections on the importance of the Academic Assembly to members, students, and College Board.

Vote of Thanks and New Business

Tim Keirn moved a resolution of appreciation for outgoing Council members. The members approved the following resolution by acclamation:

*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 College Board salute Michael McDonough, Carolina Cardenas, and Brenda Santos.

New Business

There being no further business, the meeting was adjourned.

Report of the 2020 Academic Assembly National Nominating Committee

The Academic Assembly National Nominating Committee reviewed the nominations submitted by delegates and colleagues that had been received through the open call for nominations. The committee had extensive discussions on the right balance of skills and expertise needed on the Council and current and emerging gaps. The following candidates were elected:

**For a national member position for a three-year term, 2020–2023:**

- **Amanda Tachine**, *Post-Doctoral Scholar*, Center for Indian Education, Arizona State University, Phoenix, Ariz.

The committee would also like to note the election of one regionally elected member, elected, respectively, by the New England and Southwestern regional assemblies for the term 2020–2023:

- **LaJuana Coleman**, *Executive Director of Secondary Curriculum and Instruction*, Rio Rancho Public Schools, Rio Rancho, N.M.
- **Julio Duarte**, *Principal*, Conard High School, West Hartford, Conn.

The Academic Assembly National Nominating Committee would like to thank those colleagues who participated in the nomination and election processes.
Vote of Thanks for 2020 Outgoing Council Members

Resolution of Thanks

Whereas they have provided individual leadership in heightening 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 College Board salute:

Bryan Brayboy, President’s Professor, Arizona State University, Ariz.
Eppie Calderon, Deputy Director of Secondary Instruction, Hobbs High School, N.M.
Meredith Nadeau, Superintendent, School Administrative Unit 13, N.H.
Betsy Leis, Assistant Principal, Oak Ridge High School, Fla.
2020 MEETING OF THE CSS/FINANCIAL ASSISTANCE ASSEMBLY

Monday, October 26, 2020 2:30–3:15 p.m.

The CSS/Financial Assistance Assembly considers issues, research, policies, programs, and standards related to providing financial guidance and assistance to students, including all economic aspects of postsecondary attendance, affordability, and access. Those serving on the Assembly Council advise the Board of Trustees and members of College Board staff on matters of concern in the area of financial aid.

Meeting Agenda

1. Welcome and Communications from the Chair
   a. Approval of the Minutes of the CSS/Financial Assistance Assembly Meeting of November 7, 2019

2. Communications from the Secretary of the Corporation

3. Member Presentation: Keeping Students at the Center of our Work

4. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 CSS/Financial Assistance Assembly Meeting

The delegates of the CSS/Financial Assistance Assembly:

Resolve that the minutes of the CSS/Financial Assistance Assembly Meeting held November 7, 2019, have been reviewed, and are approved.

Minutes of the CSS/Financial Assistance Assembly Meeting Held on November 7, 2019

A meeting of the CSS/Financial Assistance Assembly of College Board was held at the Wardman Park Marriott, Washington, D.C., in conjunction with Forum 2019.

Welcome and Communications from the Chair

Gail Holt, chair of the CSS/Financial Assistance Assembly, opened the meeting and welcomed the members. She then introduced Jon McGee, past chair of the assembly; Sam Veeder, chair-elect of the assembly; and James Montoya, chief of Membership, Governance, and Global Higher Education and secretary of the corporation. She also recognized Steve Brooks, the College Board Parliamentarian. Following a motion, duly seconded, the members of the assembly resolved to approve the minutes of the 2018 CSS/Financial Assistance Assembly Meeting.

Report of the CSS/Financial Assistance Assembly Council

Gail Holt presented an update on some of the work of the Council over the past membership year. During the past year, the Council had a joint meeting with the Counseling and Admission Assembly to discuss topics such as financial aid verification and summer melt, which impacts the work of both groups. The Council also supported the development of PowerFAIDS, BigFuture™, and Landscape.

Report of the 2019 CSS/Financial Assistance Assembly National Nominating Committee

Gail Holt also reported on the work of the CSS/Financial Assistance Assembly National Nominating Committee. The committee had reviewed the current and emerging needs of the Council and worked with Regional Assembly nominating committees to address specific recruitment priorities. The following candidates were elected through an electronic ballot in the early fall:
For the position of chair elect for a two-year term, 2019–2021:

Thomas McDermott, Assistant Vice Provost for Financial Aid, Johns Hopkins University, Baltimore, Md.

For a national member position for a three-year term, 2019–2022:

Kevin Coy, College Consultant, Homewood-Flossmoor High School, Flossmoor, Ill.
Alexander Hughes, Counselor, Northside College Preparatory Academy, Chicago, Ill.
Diane Todd Sprague, Executive Director, Office of Financial Aid, University of Texas at Austin, Austin, Texas.
Rachel Fried, Project Coordinator, GEAR-UP, Appalachian State University, Boone, N.C.

Gail Holt noted the election of two regionally elected members, elected, respectively, by the New England and Southern Regional Assemblies for the term 2019–2022:

Kathy Anderson, Director of Financial Assistance, Bentley University, Waltham, Mass., representing the New England Regional Assembly
Chad Spencer, Senior Associate Dean and Associate Director of Financial Aid, Davidson College, Davidson, N.C., representing the Southern Regional Assembly

Update from College Board

James Montoya, chief of Membership, Governance, and Global Higher Education, and secretary of the corporation, welcomed the assembly members and praised their commitment to students and parent within our care, and fellow members. He then introduced College Board staff member, Dean Bentley, executive director of Financial Aid Engagement and Services, Silvia Marquez, Associate Director of Financial Aid at University of California: Berkeley, California, and Luis Rodriguez, Associate Director, OneStop Enrollment Management & Services at Florida International University, Miami, Florida who shared their institutional practices to support students meet basic needs and address food insecurity on campus and administer emergency aid. Members then discussed practices in place on their own campuses as part of table discussions.

Passing of the Gavel and Remarks from the Incoming Chair

Gail Holt thanked the College Board for the opportunity to serve as chair of the CSS/Financial Assistance Assembly and passed the gavel to Sam Veeder, the incoming chair. Veeder thanked Gail Holt on behalf of the Assembly for her service and shared her reflections on the importance of the Assembly to members, students, and College Board.

Vote of Thanks and New Business

Sam Veeder, chair of the CSS/Financial Assistance Assembly Council, moved for a resolution of appreciation for the outgoing Council members. The delegates approved the following motion:

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 College Board salute Jon McGee, Magdalena Hinojosa, Rodney Oto, Jana Cox, Kathy Pivonka, and Phil Kimrey.

There being no further business, the meeting was adjourned.

Report of the 2020 CSS/Financial Assistance Assembly National Nominating Committee

The CSS/Financial Assistance Assembly National Nominating Committee had extensive discussions on the right balance of skills and expertise needed on the Council and current and emerging gaps. The following candidates were elected:
For a national member position, for a three-year term, 2020–2023:

Ron Diaz, Director of Student Awards, Stanford University, Stanford, Calif.
Angela Johnson, Vice President of Access and Completion, Cuyahoga Community College, Cleveland, Ohio
Myrtice Salmond, Coordinator, Instructional Services, Orange County Department of Education, Costa Mesa, Calif.

The committee would also like to note the election of two regionally elected members, elected, respectively, by the Middle States and Midwestern Regional Assemblies for the term 2020–2023:

Gina Soliz, Senior Associate Dean and Director of Financial Aid, Colgate University, N.Y.
Jeff Allen, Vice President for Admissions and Financial Aid, Macalester College, Minn.

The CSS/Financial Assistance Assembly National Nominating Committee would like to thank those colleagues who participated in the nomination and election processes.

Vote of Thanks for 2020 Outgoing Council Members

Resolution of Thanks

Whereas they have provided individual leadership in heightening 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 College Board salute:

Jana Cox, Director, Student Financial Services, Santa Rosa Junior College, Calif.
Raul Hinojosa, Director of Community Engagement, UT at Dallas, Texas
Kathy Blaisdell, Director, Student Financial Services, Mount Holyoke College, Mass.
2020 MEETING OF THE COUNSELING AND ADMISSION ASSEMBLY

Wednesday, October 28, 2020, 12–12:45 p.m.

The Counseling and Admission Assembly considers issues, research, policies, programs, and standards related to providing opportunities for all students at critical educational transition points in their lives. Those serving on the Assembly Council advise the Board of Trustees and members of College Board staff on matters of concern in the areas of counseling and admission.

Meeting Agenda

1. Welcome and Communications from the Chair
   a. Approval of the Minutes of the Counseling and Admission Assembly Meeting of November 8, 2019
2. Communications from the Secretary of the Corporation
3. Member Presentation: Keeping Students at the Center of our Work
4. Vote of Thanks for Outgoing Council Members

Resolution to Approve Minutes of the 2019 Counseling and Admission Assembly Meeting

The delegates of the Counseling and Admission Assembly:

Resolve that the minutes of the Counseling and Admission Assembly Meeting held on November 8, 2019, have been reviewed, and are approved.

Minutes of the Counseling and Admission Assembly Meeting Held on November 8, 2019

A meeting of the Counseling and Admission Assembly of the College Board was held at the Wardman Park Marriott, Washington, D.C., in conjunction with Forum 2019.

Welcome and Communications from the Chair

Darnell Heywood, chair of the Counseling and Admission Assembly, opened the meeting and welcomed the members. She introduced John Barnhill, chair-elect of the assembly, and James Montoya, chief of Membership, Governance, and Global Higher Education and secretary of the corporation. She also recognized Steve Brooks, the College Board Parliamentarian. Following a motion, duly seconded, the delegates resolved to approve the minutes of the 2018 Counseling and Admission Assembly Meeting.

Report of the Counseling and Admission Assembly Council

Darnell Heywood presented an update on the work of the Council over the past membership year. The Council also held a joint meeting with the CSS/Financial Assistance Assembly to discuss topics that included financial aid verification and summer melt, which impacted the work of both groups. The Assembly also had the opportunity to hear updates and provide feedback on key AP Program changes, the comprehensive benefits of the SAT Suite of Assessments, and the Environmental Context Dashboard (now known as Landscape). They also reviewed research and data on summer melt and discussed potential solutions and interventions to help reduce this matriculation issue.

Report of the 2019 Counseling and Admission Assembly National Nominating Committee

Darnell Heywood shared how the national nominating committee reviewed the current and emerging needs of the Council and worked with the Regional Assembly nominating committees to address specific recruitment priorities: counseling and community college voices. The following candidates were elected.
For the position of chair elect, for a two-year term, 2019–2021:

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

For a national member position, for a three-year term, 2019–2022:

Mary Wagner, Assistant Vice President for Enrollment Management and Executive Director of Undergraduate Admissions, University of South Carolina, Columbia, S.C.

Carolyn Blair, Counselor, Clayton High School, Clayton, Mo.

Darnell Heywood also noted the election of one regionally elected member, elected, respectively, by the Southwestern Regional Assembly for the term 2019–2022:

Oscar Reyna, Executive Director of Recruitment and Admissions, Texas A&M Corpus Christi, Corpus Christi, Texas, representing the Southwestern Regional Assembly

On behalf of the Counseling and Admission Assembly National Nominating Committee, Darnell Heywood thanked those colleagues who participated in the nomination and election processes.

Update from College Board

James Montoya, chief of Membership, Governance, and Global Higher Education, and secretary of the corporation, welcomed the assembly members and praised their commitment to students and parents within our care, and fellow members. He then introduced Stefanie Sanford, chief of Global Policy and External Relations at the College Board, and Tom Moore, superintendent of West Hartford Public Schools in Connecticut and a College Board Trustee, to present on the “Two Codes” initiative. After the presentations, members transitioned to table discussions to discuss these two topics and then reported their findings and feedback to the larger group.

Passing of the Gavel and Remarks from the Incoming Chair

Darnell Heywood thanked College Board for the opportunity to serve as chair of the Counseling and Admission Assembly and passed the gavel to John Barnhill, the incoming chair. Barnhill thanked Darnell Heywood on behalf of the Assembly for her service and shared his reflections on the importance of the Assembly to members, students, and the College Board.

Vote of Thanks and New Business

John Barnhill, chair of the Counseling and Admission Assembly Council, moved a resolution of appreciation for the outgoing Council members. The delegates approved the following motion:

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 College Board salute Christoph Guttentag, Marjorie Ireland, Stacey Kostell, Deborah Miller, and Todd Salmonsen.

New Business

There being no further business, the meeting was adjourned.

Report of the 2020 Counseling and Admission Assembly National Nominating Committee

The Counseling and Admission Assembly National Nominating Committee had extensive discussions about the recruitment priorities and the skills and expertise required to support the Council’s work.
The following candidates were elected:

**For a national member position, for a three-year term, 2020–2023:**

- **Kristin Mangini**, School Counselor, Conard High School, West Hartford, Conn.
- **Mike Marshall**, Vice President for Enrollment, Marketing and Communication, Bellarmine University, Louisville, K.Y.
- **Ellen Deitrich**, Director of College Counseling, The Hill School, Pottstown, Pa.

The following members were elected by the members of their regional assemblies for the term 2020–2023:

- **Steve Ast**, Principal, Brecksville High School, Broadview Heights, Ohio, representing the Midwestern Regional Assembly
- **AJ Howell Williams**, Senior Associate Director and Transfer Coordinator, Santa Clara University, Santa Clara, Calif., representing the Western Regional Assembly
- **Keyana Scales**, Vice President for Enrollment Management, Xavier University, New Orleans, La., representing the Southern Regional Assembly

The Counseling and Admission Assembly National Nominating Committee would like to thank those colleagues who participated in the nomination and election processes.

### Vote of Thanks for 2020 Outgoing Council Members

**Resolution of Thanks**

Whereas they have provided individual leadership in heightening College Board’s service to its members and access to higher education;

Whereas they have collectively contributed to realizing College Board’s mission;

Therefore, be it resolved The members of College Board salute:

- **Richard Alvarez**, Vice President of Enrollment & Student Retention, CUNY: Queens College, Flushing, N.Y.
- **Nikki Danos**, Director of College Counseling, Forest Ridge School Sacred Heart, Bellevue, Wash.
- **Karen Dickerson**, Campus Director, Enrollment Center, Cuyahoga Community College, Westlake, Ohio
- **Rodney Morrison**, Vice President for Enrollment Management, University of Delaware, Newark, Del.
- **Kim Scott**, Director Student Services, Leon County Public Schools, Tallahassee, Fla.
- **Tevera Stith**, Managing Director of KIPP Through College, KIPP DC: College Preparatory, Washington, D.C.
- **Wes Waggoner**, Associate Vice President for Enrollment Management, Southern Methodist University, Dallas, Texas
- **Mitch Warren**, Director of Admissions, Purdue University, West Lafayette, Ind.
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Orquidea Largo
Interim Associate Vice Chancellor of Educational Partnerships
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