



ROCKY MOUNTAIN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

COLORADO ♦ NEW MEXICO ♦ WYOMING ♦ FALL 2006 NEWSLETTER

2006-2007 Board of Directors

Mary Angell, President
College of Santa Fe
mangell@csf.edu
(505) 473-6322

Tammy Aagard, President Elect
University of Wyoming
taagard@uwyo.edu
(307) 766-6645

Lara Medley, Vice President - Colorado
Colorado School of Mines
lmedley@mines.edu
(303) 273-3204

Rosie Corrie, Vice President - New Mexico
Clovis Community College
rosie.corrie@clovis.edu
(505) 769-4021

Laurie Watkins, Vice President - Wyoming
Western Wyoming Community College
lwatkins@wwcc.wy.edu
(307) 382-1647

Dawn Carver, Secretary
University of Wyoming
dcarver@uwyo.edu
(307) 766-5728

Stuart Thomas, Treasurer
Aims Community College
stuart.thomas@aims.edu
(970) 339-6232

Steve Ellis, Historian
University of Colorado at Colorado Springs
sellis@uccs.edu
(719) 262-3375

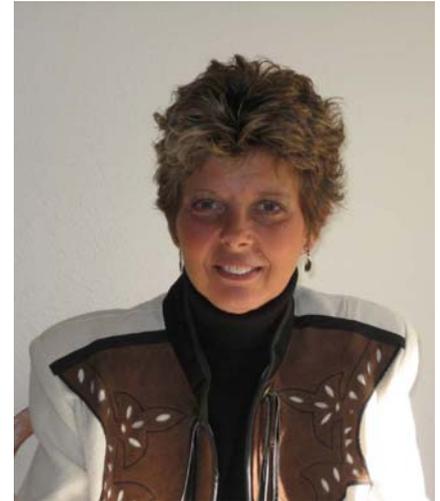
Sally Page, Newsletter Editor
University of Colorado at Boulder
sally.page@colorado.edu
(303) 492-2464

Kathleen Sena, Exhibitor Liaison
University of New Mexico
ksena@unm.edu
(505) 277-4792

Shelly Loomis, 2007 LAC Chair
Colorado State University
shelly.loomis@colostate.edu
(970) 491-4341

From the President

Greetings! The 2006-2007 academic year is well under way as you receive this newsletter. I hope the beginning of the semester got off to a great start for all of you. I know that this year is one full of challenges and changes for many of our members and schools. While working through the school year, please remember this year's annual meeting theme – "Rising to the Top" – it will help you to focus on the positive outcomes from the challenges and changes we are faced with today. I encourage you to reach out to our association's members and ask for guidance in their areas of expertise and for tips from those who have walked in our shoes before us. So many of us are at different stages in implementation of new computer systems, new student services, or awarding of new state/national scholarship awards, that we can learn from one another – we just need to reach out and ask. By working and communicating with each other, we can work through the challenges we face in our professions and our every day lives.



The annual meeting this past July in Ruidoso was a huge success. The efforts of the New Mexico State University Local Arrangements Committee (**Denise Esquibel and team**) were tremendous. My thanks to all members of this special team for their contributions in making this one of our best meetings ever. Your attention to detail, enthusiasm, and creativity have not gone unnoticed and I truly appreciate all the hard work done by each and every member of the NMSU LAC – thank you!

I also want to thank the many, many presenters for the hours of planning and preparation that went into their very well received sessions. Your contributions to RMACRAO and the annual meeting were so important. Our organization cannot succeed without volunteers that step forward. By sharing your expertise and providing us with additional resources to help all of us do our jobs smarter and better, you truly have enriched the lives of your fellow RMACRAO members. My heartfelt thank you goes out to each and every one of the presenters for taking the time to share your expertise and to **Sherri Waggoner** for putting together an awesome program.

Local arrangements and program planning for the association's annual meeting are big jobs; but with the help the chairs and committees receive from the membership, it is well worth the opportunity. Shelly Loomis and the 2007 Local Arrangements Committee, along with Tammy Aagard and the Program Committee, are already working on next year's annual meeting in Estes Park, Colorado. Tammy is looking to have a representative from each state help on the Program Committee this year and currently needs someone to represent New Mexico. The more people involved in

(continued on page 4)

Vice Presidents' Reports

Colorado - Lara Medley

Things are moving along for **all CU campuses** on acquiring a degree audit system and the SIS replacement project. For degree audit, the RFP was sent out in September and was due back in early October. One vendor passed all of the mandatory requirements and will be evaluated in early November. The evaluation team will make a final decision in November, with the plan to do a contract signing in December, and then the real fun begins in January when work on the project starts. Regarding the SIS replacement project, the RFP was sent out in early September and will be returned by late October. Vendor scripted demos are scheduled for mid-November through mid-December. They hope to have a decision made on a vendor in early January 2007, begin the fit/gap analysis in February, sign the contract in May, and then begin the project next summer (July 2007). The plan will then be to bring admissions up in the fall of 2009, followed by course and financial in the spring of 2010, and then have students register using the new system in the fall of 2010.

Colorado State University welcomes **Robin Brown**, their newly appointed vice president for enrollment and access, to our ranks. Dr. Brown oversees admissions, the registrar, financial aid, enrollment services, High Ability Student Recruitment, and the Center for Educational Access and Outreach. They're also pleased to announce that **Lois Frederick** has been hired as an international transfer credit evaluator in the registrar's office.

CSU also continues to be deeply involved with implementation of the Banner student system. The accounts receivable, admissions, and financial aid modules are now up and running. The registration system will go live with fall 2007 registration in April. Data warehouse views are also under construction in order to allow the wider campus community access to the data that they need.

In addition to the Banner implementation, CSU is bringing up the DARS

system for transfer evaluation (in October 2006) and for degree audit (in spring 2007). In conjunction with the DARS implementation, CAS (Course Applicability System) has been purchased in order to allow current and prospective students the ability to "shop" transfer equivalencies and degree requirements. CAS will also be brought online in spring 2007.

New Mexico - Rosie Corrie

Clovis Community College would like to welcome **Dr. John Neibling**. He assumed the presidency as of June 28, 2006. A veteran of more than 20 years of community college administrative experience, he came to CCC from Scottsdale Community College in Arizona, where he served as vice president of instruction. Prior to his tenure in Scottsdale, Dr. Neibling held a similar position at San Juan College in Farmington.

Student financial services and the registrar's office have merged at the **College of Santa Fe** to create the beginning of the new Student Service Center. Currently, the Student Service Center is housed in the old registrar's office, but the staff is looking forward to moving into a new building sometime in the spring. Throughout the summer, cross-training sessions occurred and will proceed throughout the fall as they continue to expand the services that will be offered in the Student Service Center by bringing residential life and admissions into the fold. The staff is embracing this challenge and is looking forward to working with new staff members and creating an environment of service for our students.

At **New Mexico Institute of Mining & Technology**, **Rose Baca-Rivet** is the new assistant registrar, coming to this office from the Office for Advancement. Rose is a Tech alumna and communicates excellently with the students. She is a welcome and experienced addition to the department.

New Mexico Tech also has a new Joseph A. Fidel Student Center on campus where all student service departments are housed in one location. The bookstore, post office, and dining hall add to the one-stop shop for students. The students, faculty, and staff are walking around smiling with the ease of access to information and service!

NMT also successfully upgraded to Banner 7.3 in September. The look is a bit different, but most processes are the same. They were very pleased with the ISD (Information Services Department) who tested, tested again (along with most departments), and then it worked! Yeah!

Truly the light at the end of the tunnel was not an oncoming train. **Kathleen Sena**, registrar at UNM, reported that they're moving ahead with the Banner Student Information System implementation. Students did get themselves registered, most faculty were able to use the self-service web environment, financial aid was awarded, tuition and fees were charged, and fall semester started on time. It certainly was not without stress, worry, and more stress and worry that they've lived through it to talk about it. Honestly there were times when all involved with the implementation weren't sure if the light they knew was at the end of the tunnel was daylight, or Ole' 44 heading straight for them.

UNM struggled through the summer with their enrollment numbers. They were dramatically down for most of the summer, more than they had been in more years than most could remember. They searched for answers to this turn of events, but never reached consensus as to why this was happening. Thank goodness the students decided to return for the fall and in the end they were only down in enrollment by less than 2%.

As soon as school started another snake came up and bit UNM in the ankles and they are still trying to determine what is going on here. There are situations occurring between registration and fee assessment that are causing refunding problems. Numerous folks have been

Vice Presidents' Reports (continued)

pulled in to work with SunGard HE to try and figure out what is going on, but so far no shining light on this dilemma.

Rose Bennett is still working on the project to bring the academic history module up. And on that note, you will be seeing a different transcript coming your way from UNM. It will still be on the ScripSafe red and white paper security paper, but the formatting will be very different. And while Rose is doing that in one version, they have to be ready to go to version 7.3 over the winter holiday break. Rose will rejoin the registrar's office on January 3, 2007.

Alec Reber, associate registrar for registration, has returned home from the Project Implementation Team. **Darlene Lucero**, associate registrar, has stayed on the implementation project team to bring up version 7 for the student information system piece.

Wyoming - Laurie Watkins

Kirstie Auzqui, senior admissions representative at **Casper College**, reports **Brenda Cardwell** is a new admissions representative at CC. A graduate of Northwest College and UW, Brenda will travel in Wyoming, Montana, and South Dakota. **Linda Nichols** joined Casper College as the admissions specialist and **Joan Houghteling** is the new transcript evaluator. Best wishes to former CC employee **Donna Hoffman** who is now working at the Wyoming Medical Center in Casper. Also at CC, a new technical program, extractive resources, was introduced for fall semester 2006.

Kami Patick, a new admissions recruiter at **Central Wyoming College**, reports that **Tami Schultz** left admissions this summer to become the GEAR UP program coordinator at CWC. **Serol Stauffenberg** is now the associate director of admissions and recruitment as well as head volleyball coach. **Ty Frohbieter** also joined CWC as a new admissions representative. New programs at CWC include culinary arts,

fire science, construction trades, western cultural heritage, television broadcasting, outdoor education, criminal justice: homeland security, and graphic design. Campus construction projects include renovation of student housing. **Chestine L. Brohm** reports **Kathryn DeWitt** began work in the records office in July doing half-time work with applications, registration, transcripts, etc. with the other half-time of her job in the financial aid office trying to keep up with the Hathaway Scholarship records and processing. CWC will host the RMUG 2006 conference (Datatel Rocky Mountain Users Group) on campus November 1-3. For a complete program schedule see the RMUG web site at www.cwc.edu/rmug — late registration (\$100) began October 14.

Mell Cooper, recruiting coordinator at **Eastern Wyoming College**, reports that the old EWC apartments were demolished and construction of the new 58-bed dormitory is now in progress for August 2007 completion. Agricultural/livestock judging was added as a collegiate program.

Josh Nighswonger, admissions representative at **Laramie County Community College**, reports **Jenny Hargett** was promoted to director of student records. Replacing her as coordinator of admissions is former admissions representative **Holly Allison**. **Rodell Davis** was recently named director of athletics. LCCC is pleased to announce the opening of its new residence hall (already at 80% capacity for the fall 2006 semester). New degree programs include homeland security and human services addictionology.

Casey Coburn, director of recruitment at **Northwest College**, reports **Lindsey Cadwell** was hired as an admissions representative. A native of Red Lodge, Montana, Lindsey grew up in Minnesota. She has a B.S. degree in school and community health. **Savanah Berumen** is a new admissions representative from Joliet, Montana. An alum of Northwest College, Savanah

will be traveling primarily in Montana and South Dakota. **Deb Karst** was hired as the campus coordinator of the Hathaway Scholarship program. Simpson Hall, a new 80-bed suite style residence hall, was completed and opened for students this fall.

Zane Garstad, director of enrollment services at **Sheridan College**, reports the hiring of a recruiter/rodeo coach for the Gillette campus. Sheridan College is also hiring a new career and testing coordinator. Pharmacy tech and certificate programs in culinary arts and construction technology were added this fall, and updates have been made to computer-based offerings including computer networking and web site design.

The **University of Wyoming** announces a 16% increase in freshmen enrollment for the fall 2006 semester. New admissions staff includes **Brooke Culver**, formerly with WSLC's Laramie office, joining UW as an admissions representative, and **Ben Bryan**, a former telecounselor, hired as the new math and science recruiter. The search continues for a director of admissions while **Noah Buckley** serves as the interim director. **Shelley Dodd**, former associate director for processing, is leaving that position to become an assistant to **Sara Axelson**, vice president of student affairs.

Western Wyoming Community College welcomes **Brant Brown** of Cedar City, Utah as the new admissions coordinator. Brant received his undergraduate degree in marketing from Utah State University and his MBA from Southern Utah University. **Eric Tradup**, former admissions coordinator, accepted a position as an assistant director of admissions at Texas State University in San Marcos. The admissions office also welcomes **Amanda Herrera**, a 2006 WWCC graduate in office information systems, as the new admissions secretary. WWCC staff is working on initiatives for a campus civility program following a summer student affairs workshop in Saratoga.

From the President (continued from page 1)

helping to plan our sessions, the more we can address the needs of our association's membership. So please take the time to ask yourself how you can contribute and become actively involved in helping with the meeting being held at The Stanley Hotel on July 18–20, 2007. I know we will be in for another great gathering of the RMACRAO membership.

I look forward to working with our **incoming RMACRAO Board of Directors**:

Tammy Aagard, President Elect; Rosie Corrie, New Mexico VP; Dawn Carver, Secretary; and Shelly Loomis, 2007 Local Arrangement Chair – welcome! You join the dedicated team of our **continuing board members**: Lara Medley, Colorado VP; Laurie Watkins, Wyoming VP; Stuart Thomas, Treasurer; Sally Page, Newsletter Editor; Kathleen Sena, Exhibitor Liaison; and Steve Ellis, Historian.

We will all miss **outgoing board members** who added to the quality and productiveness of the association: Scheherazade Downey, Sherri Waggoner, Brad Bankhead, and Denise Esquibel. You are all greatly appreciated. With the help of these past and present officers and the rest of the membership, we can make this a very special year. I look forward to the opportunities that we have throughout the year to converse and share ideas.

Speaking of communication, your board has been working on revamping the association web site. With the leadership of **Corey Wahl**, University of Colorado at Boulder, you can now log on to the new URL at www.rmacrao.org and find a much more informative and up-to-date look and feel to our regional association's web site. (See web site article on this page.) Our thanks to Corey for

stepping up to the plate and taking on this new project. This is just one more example of how a member is contributing and becoming involved in RMACRAO.

Our Plenary Session at this year's annual meeting was given by Dr. Joel Jones and the topic was "Leadership at All Levels". Dr. Jones reminded us that no matter what roll one plays or position one occupies in an institution (or association), on any given day you may be called to be the leader. I would like to ask that each of you think about how you may contribute to our regional association – come on, you can do it – "rise to the top" and become a leader of the future for our great RMACRAO organization!

I hope you have a good rest of the semester and please do not hesitate to contact me if you have ideas for RMACRAO growth or how you may be of service to our professional regional organization. I look forward to a positive and productive year for all of us.

Sincerely,
Mary E. Angell
RMACRAO President

New RMACRAO Web Site

After a lot of hard work, the new RMACRAO web site is now available at www.rmacrao.org. Please be sure to bookmark this site. Many thanks goes to **Jeff Dixon and Corey Wahl**, both from the University of Colorado-Boulder, for acquiring the new URL and for putting up the web site. Much of the information will be updatable by members of the board rather than relying solely on the technical staff in the CU-Boulder registrar's office to make these updates. Please let me know what you think of our new web site.

– *Sally Page, RMACRAO Newsletter Editor*

Some Highlights from RMACRAO 2006

Retirees Recognized

Members retiring this year were recognized at the RMACRAO 2006 Annual Meeting. Congratulations to these folks!

- **Thomas Gray, Metropolitan State College**
- **Lucy Sanchez, UNM-Valencia**
- **Patsy Young, Regis University**

RMACRAO 2006 Attendance

We had a great turnout for the annual meeting. Total number of conference attendees was 122 (51 from New Mexico, 44 from Colorado, 7 from Wyoming, and 20 exhibitors). And 37 of these individuals were first-time attendees.

Distinguished Service Award

Sherri Waggoner, former registrar at Fort Lewis College and RMACRAO board member, was presented the Distinguished Service Award at our annual meeting in Mescalero, NM. You can read her citation at www.rmacrao.org/distinguished_service.html.

Can You See Yourself?

Pictures from the RMACRAO 2006 Annual Meeting are available on the RMACRAO web site at www.rmacrao.org/pictures.html. Enjoy!

Travel Grant Recipients

The RMACRAO Board of Directors is pleased to announce that three travel grants were awarded to first-time attendees at the RMACRAO 2006 Annual Meeting in Mescalero, NM. Each of the following individuals was awarded \$100 to go against their travel and registration expenses for the annual meeting. Congratulations!

- **Christina Hoskinson, University of Wyoming**
- **Taylor Gantt, College of Santa Fe**
- **Rose Baca-Rivet, New Mexico Tech**

Let's Talk About SEMantics!

In November 2005, I attended a SEM (Strategic Enrollment Management) conference in Chicago, Illinois, courtesy of RMACRAO through a professional development scholarship that I was awarded. I was interested in this particular conference, as I wanted to learn more about the registrar's role in SEM (SEMantics for registrars, one could say.) Attending the conference helped me learn more about the registrar's contributions to SEM. What I learned was both enlightening and validating.

The conference focused on new structures/new strategies. Although registrar's offices may sometimes be seduced into thinking our purpose is in carrying out our operational jobs, in reality, there are limitless opportunities to become much more interactive in efforts of SEM. At the heart of SEM, its real influence and value is in being a part of shaping the student's experience.

The SEMantics of SEM from a registrar's view came into sharper focus for me in three of my favorite sessions, highlighted as follows:

1. Streamlining Enrollment Management Processes... Avoiding the Top 10 Bonehead Mistakes, presented by Tom Dibble. This session focused on administrative processes (one-stop shopping, cross-functional student services operations) and on business process redesign. Here were my three favorite bonehead mistakes as presented by Mr. Dribble...

§ MISTAKE: Let management lead the efforts on business process redesign. Instead of... staff the team(s) with those who have the most understanding of how the processes REALLY work (front-line staff, students).

§ MISTAKE: Don't over-communicate about business process redesign! Communication to the campus? What for? After all, why should anyone be nervous or skeptical about what is happening?! Instead of... communicate, communicate, communicate!

§ MISTAKE: Invite the director to facilitate streamlining meetings during off-peak periods so that everyone is not so busy. Instead of... focus on meeting with front-line staff at work stations during peak activity periods.

2. The session on podcasting, presented by Thomas Peterson, was absolutely intriguing. The recent August publication of University Business also had an article about podcasting for distance learning and classroom planning applications. The article featured the recent annual EduComm conference on podcasting. Jim Wolfgang, CIO at Georgia College & State University and his iDreamers began to think about utilizing existing iPod technology to enhance current course delivery methods, and their campus podcasting was born. At the conference, I began thinking about the possibility of capitalizing on this technology for future business office use, such as sending students personalized billing and registration information via their phone web services or iPods. Of course, it's all in the SEMantics!

3. A most extraordinary and heart-wrenching presentation was that of Richard Whiteside, Tulane University, who shared his poignant accounting of the challenges in caring for his family, students, and institution during the aftermath of Hurricane Katrina. This remarkable account of the days following the hurricane was a model that demonstrated the crucial moral fiber of human kindness, perseverance, and institutional conscientiousness. Richard's experience was a reminder to me that it is not all about high tech, but high-touch service to students and their families, especially during times of crisis.

In addition, here are themes that resonated for me:

- Collaboration/alliances for transforming campus culture to focus on improving student success. The registrar at the University of Colorado at Denver and Health Sciences Center (UCDHSC)

is included in efforts across the Denver campus that focus on a number of student success initiatives, such as utilizing the services of GoalQuest to provide ongoing support information for students; a recent 'Early Alert' retention intervention, which is an automated system that allows faculty to send qualitative data to advisors for follow-up with students who may be struggling; and providing Accuplacer data to the math department in order to appropriately place students in math courses.

- The growing importance of data-driven decisions, i.e. the importance of long-range enrollment forecasts that impact institutional plans. The registrar is a member of the enrollment projection committee at UCDHSC's Denver campus, and the conference sessions drove home the importance of the registrar's role in enrollment projection and integrating approaches across the campus to accommodate enrollment growth.

- Institutional issues related to the first-year student. Sessions focused on first-year students helped me better understand UCDHSC's strategic efforts toward enhancing student success for this student population. One of our primary efforts has been the establishment of a First Year Experience office, which encompasses a broad array of student services targeted at incoming freshmen.

In effect, one could certainly argue that the SEMantics of SEM truly are each institution's, each leader's, each registrar's interpretation of the meaning. It is not a set of roles and responsibilities or one strategic recipe for recruitment and enrollment success, but a richly woven tapestry of dynamic, interactive SEM activities to advance those efforts. The RMACRAO scholarship offers opportunities to attend conferences such as AACRAO's SEM that significantly enhance our roles as registrar professionals.

*- by Teri Burlison, Registrar,
UCDHSC Downtown Campus and
RMACRAO Professional Development
Scholarship Recipient for 2005-2006*

RMACRAO 2007: Mystery in the Mountains

Join us July 18-20, 2007 in beautiful Estes Park, Colorado. The historic Stanley Hotel will be the site for a RMACRAO conference that you are sure to remember. Estes Park is 70 miles northwest of Denver. Any highway you travel to this area will provide you the opportunity to experience a magnificent part of the Rocky Mountains.

In addition to the spectacular views from The Stanley Hotel, we will be offering interesting and educating sessions, discussions, networking and much more. A great reception under a beautiful Rocky Mountain sky is scheduled for Wednesday night. An entertaining Murder Mystery Dinner on Thursday night will round out an unforgettable conference.

During free time there will be choices galore and a perfect place to bring the family! The hotel has a first-rate outdoor swimming pool, spa, restaurant with culinary trained chefs, Starbucks/sandwich café, and a grand ambience. Estes Park offers a gamut of activities including golf, miniature golf, go karts, horseback riding, hiking, fishing, wilderness tours, rafting, kayaking, shopping and much more. Rocky Mountain National Park is just a short drive away.

Reservations can be made now for the great low rate of \$149 per night for Tuesday through Friday nights. A one night deposit is required at the time of reservation. The phone number is 1-800-976-1377 and be sure to identify yourself as affiliated with RMACRAO. **NOTE:** For individuals who cancel their reservations 31 days in advance or more, full refund on the deposit will be made, less 20%; cancellation for 30 days or less, the deposit if forfeited. However, you can transfer your room to another member that hasn't yet reserved a room.

Check out the hotel and area web sites at www.stanleyhotel.com/ and www.estesparkcvb.com/.

Call for Proposals

The 2007 RMACRAO Annual Meeting, Mystery in the Mountains, is slated for July 18-20, 2007 in Estes Park, Colorado. The program theme this year is "Solving the Mysteries of Enrollment Management." The program committee would like to invite all interested members to **submit session proposals to Tammy Aagard (taagard@uwyo.edu) by February 1, 2007.** You are a vital part of this organization and we look forward to learning from you.

Travel Grants for AACRAO 2007

RMACRAO would like to award six \$100 travel grants to first-time attendees of the AACRAO 2007 Annual Meeting, February 28 – March 3 in Boston. If there are any RMACRAOans who plan to attend the AACRAO annual meeting and this will be their first AACRAO annual meeting, please be sure to apply for one of these travel grants. Print out an application from at www.rmacrao.org/travel_grant.html and send it to your RMACRAO state vice president. Deadline to apply is February 1st.

Membership Dues

Invoices for the 2006-2007 membership year dues were mailed out October 6th to each institutional contact with a **due date of November 15th.** I know many of you have already received your invoice as I've gotten numerous calls and e-mails inquiring whether schools could pay by credit card. Unfortunately, we are not set up to accept payments in that manner, and must ask that your institution pay by check. Please also include a copy of your invoice with your payment, and make any name or address changes on the invoice copy so that we may update our member database.

If you have any questions or your school did not receive an invoice, please feel free to contact me, your friendly

neighborhood RMACRAO Treasurer, (stuart.thomas@aims.edu or 970-339-6232). Thank you, and welcome to another year in RMACRAO!

– *Stuart Thomas, RMACRAO Treasurer*

Budget Update

RMACRAO 2006-2007 Operating Budget (10/1/06 – 9/30/07)

Revenue

Dues	\$7,330.00
Annual Meeting	\$0.00
Total	\$7,330.00

Expenses

Exec Committee	\$600.00
Presidents Travel	\$500.00
Misc	\$100.00
AACRAO Reception	\$1,900.00
Peer Evaluation	\$800.00
RMACRAO Travel Grant	\$600.00
AACRAO Travel Grant	\$600.00
Association Insurance	\$540.00
Prof Dev Scholarships	\$1,500.00
Web Hosting	\$190.00
Annual Meeting	\$0.00
Total	\$7,330.00

The 2006-07 budget includes small adjustments in both anticipated revenues and expenses from the version tentatively approved and presented at the annual meeting in July 2006. It reflects the late-year receipt of membership dues for previously unpaid institutions whose membership had been assumed lost, small decreases in anticipated insurance and web hosting expenses, and an increase in executive committee expenses to come closer to the actual 3-year average expenses of \$664.10. In addition, zero-dollar line items were added back into both revenue and expenses for the 2007 annual meeting. Although the commitment has been made to work under a balanced budget with no reliance upon either an operating loss or gain for the annual meeting, standard accounting practices recommend including line items in order to effectively monitor and report on actual gains or losses at the end of the accounting year.

– *Stuart Thomas, RMACRAO Treasurer*