



Meeting Minutes

Board of Directors Meeting
January 22, 2016
Ashford University - 8620 Spectrum Center Blvd
9:00 am to 4:00 pm

Attendance:

Kristina Powers (President)	Juan Ramirez (Vice President)	Jeanette Baez (Past President)
Ryan Cherland (Treasurer)	Kelly Wahl (Secretary)	Waddell Herron (Director)
Paula Krist (Director)	Brianna Moore-Trieu (Director)	Bob Daly (Director)

Absent: Ron Lopez (Director)

Guest: Joseph Hoey, Bridgepoint Education, VP Accreditation Relations and Policy

At 9:00 am, new board member orientation was conducted for the new directors by the President and Vice President. The organization's mission was reviewed, as well as how the group manages communication and electronically stores its documents, including:

- How to access cair.org email accounts (with succession arrangement possible)
- How to access and use the Google Drive
- Where to locate shared document for conference planning
- Where to locate Board documents

A group email list for the Board has been created and has been updated with our accounts. No one outside of the group can send to this list: CAIR-Directors@cair.org.

The orientation included review of the Bylaws, which are posted on the website (CAIR.org). The structure of the organization was discussed as well, including the roles of the directors and the officers. The handbook used in the past for this orientation requires update, with Kelly set to work with Kristina to bring it up to date during the year.

Our entity status allows us to work as a not-for-profit, and thus the Board was instructed to pursue efforts that involve a benefit for our having this status. We have a tax ID that identifies us as such.

We have three scheduled board meetings throughout the year – January, May/June (either before or after AIR), and the day before our annual conference. Special meetings are conducted by phone.

It was noted that Director Krist is in a 2-year director position and Director Lopez is in a 2-year director position. The Treasurer does the taxes for the organization, so the incumbent's term will end on a cycle separate from other directors, as the next Treasurer must have a six-month overlap with him in this role. There is a call for nominations, and

the Board will specify that applicants must designate officer roles when applying. The Secretary role has gained responsibilities in addition to those in the Bylaws, including managing the email addresses, the listserv, and changes in Google Drive (technical responsibilities).

The advisory committees were noted as an opportunity to identify volunteers who may have interest in serving on the board. Such committees advise and make recommendations to the board.

Conflicts of interest guidance is described in Bylaws. Travel reimbursement policy was reviewed and discussed.

The scheduled meeting of the Board began at 9:32 a.m.

1. The Board voted unanimously for Kelly Wahl to become Secretary.
2. Review/Accept November Minutes (Wahl) – Two sets of minutes were reviewed and approved (from the November 3, 2015, Board meeting and from the by-phone meeting of November 25, 2015).
3. CAIR 2015 Revenues and Expenses Report (Cherland) – Account balances and revenue and expenses reports were reviewed. All reimbursements, honorariums, and other expenses have been paid for the 2015 CAIR Conference. A summary of the conference's profit and loss report was reviewed. Ryan noted that the software line item included the Eventbrite hosting charge plus the app. Bob requested a three-year trend of such expense reports for the Board's review, with this time frame suggested by Ryan in light of data quality and consistency. Kristina proposed using year's conference budget as a guide for the next conference. Conference sponsorship levels were discussed. The Board's management of its retainer for legal advice was discussed. Ryan will request a cost estimate for our current tax company to handle this year's filing (it was \$880 for last year). Reimbursement for the best paper winner has been processed, with those expenses included in the Board costs, not the conference costs. The Board unanimously accepted the financial report.
4. Travel Reimbursement Form (Cherland) – Ryan has updated the travel reimbursement form, which the Board reviewed. The Board's consensus was that conference site visits (for scouting conference locations) should include food when there is travel, while avoiding the reimbursement constituting compensation for the Directors. It was proposed that up to \$75.00 per day for meals and incidentals (with receipts) would be reimbursed, with the Board unanimously approving this change in policy retroactive to this Board meeting.
5. Guest Presentation/Board Development (Hoey) – In a presentation to the Board, Dr. Hoey discussed issues and practices the Board should consider as it

transitions from being a working board to being a managing board. These included:

- a. Materials the Board has stored on the Google drive for subsequent review and reference
- b. The Board Source organization being a resource dedicated to excellence in non-profit board governance, with documents authored by this group being particularly relevant (e.g., its twelve principals of governance)
- c. The importance of board member recruitment and selection (evaluation of fit)
- d. The list of desired skills, experiences, and values of potential members, for evaluation and gap/fit analysis in choosing new members (generating a matrix of needs to select toward)
- e. The importance of board orientation, including mentorship among board members and immediate board committee service
- f. Establishing board committees with assignments, deliverables, and time lines
- g. Distribution of board responsibilities to committees will both foster greater participation within the organization and allow the board to manage more than it can if it is constituted as a working board
- h. The board manual needing to cover the mission, vision, and values as well as operating style of the board, with an ethics statement and transparency statement
- i. The board needing to focus on strategic discussions, with committee structures attending to other business

The Board discussed the nominating committee involving a longer term of commitment, versus other committees, as well as the optimal board size for CAIR. This may involve growing the board. It now stands at nine.

6. Other Administrative Matters: Hiring a part-time person (Daly/Cherland) – The potential to hire part-time assistance to help with conference planning and other administrative and operational tasks (those not covered by volunteers) is being explored. There are professional association management companies, with one called Sterling being in Laguna Beach. Such companies leverage better deals because of the volume of their business in planning conferences, and they handle effort such as website maintenance and bookkeeping. Were we to price out particular services we desire, we may be able to arrange something affordable with such a company. The board decided to submit an RFP for itemized management services to such companies identified by the Directors to explore this further. At the next Board meeting, Bob and Ryan can present options for proceeding. In light of this development, the Board was inclined to defer discussion about the size of its various financial awards (e.g., scholarships) until a decision as to whether a firm will be hired.

7. CAIR at Conferences (Powers) – The group discussed its attendance and special interest group meetings at the following upcoming conferences:
 - a. WASC ARC
 - b. AIR

8. CAIR 2015
 - a. Evaluation Results (Baez) – The conference valuation results were reviewed and discussed. The group’s consensus was that the conference has outgrown the mid-sized hotels and needs to use larger facilities. The Biltmore will have a larger reception space, and the meeting rooms have thick walls – so it’s slightly larger and will be a better facility for next year’s conference, in light of the evaluation comments received. The closing keynote was extremely well received, and the 30-minute breaks were valued for networking. Paula proposed that the assessment committee review satisfaction rates trends over time to establish context for reactions to the event location. Individual session evaluations were saved as a separate file for further review. Evaluations of the workshop at the conference regarding how to make better presentations were reviewed, and the workshop received favorable comments, which justified its expense.
 - b. Best Presentation Award/AIR Travel Grant (Daly/Cherland/Powers) – The AIR travel grant will continue, and CAIR will be part of that program in the coming year again. The selection committee proposed using a rubric, such as last year, to identify a list of the top scorers and then select from among them.
 - c. Photo authorization (Daly) – A photo authorization was discussed for future conferences, at which participants may be photographed and their image subsequently used by CAIR. Bob committed to draft a document for review at the next Board meeting. The document would announce to conference attendees that CAIR will be taking pictures at the conference events and presentations. Following use of such a document, the Board could consider if there was resistance to the photographic documentation effort. Further, the document would be reviewed by the Board’s legal counsel.

9. The Board’s next meetings (Powers) -
 - a. May/June will be the next Board meeting, to be held at the Biltmore, with the date to be determined through an upcoming Doodle Poll
 - b. The last meeting of the year will be held Tuesday, November, 15 – 10am to 3pm (approximate times), which is the day before the 2016 Conference. Board members were reminded to expect to travel early to the conference for this commitment in advance of the event.

10. CAIR 2016

- a. Roles and Responsibilities (Powers) The Board reviewed the CAIR 2016 Role and Responsibilities document created by Kristina, which included a matrix of responsibilities in terms of committees and task names. Directors are assigned to both leadership and participant roles, which balances workload and communicates what everyone is doing.
- b. Committees (All)
 - i. Volunteer survey (Powers) – The interest of volunteers is described on the matrix of roles and responsibilities as well. All volunteers are to be provided an opportunity to participate at least once among their selections of activities. The Directors committed to reach out for additional participation of individuals at our institutions, particularly those who have attended multiple CAIR conferences in the past (a list was distributed). Bob suggested the creation of a glossy and professional brochure to “recruit” volunteers and participants. The Board committees focusing on documents and communication can participate in developing it. Bob committed to working on a tri-fold publication to meet this purpose.
 - ii. Conference Planning (Powers, Ramirez, Herron, Moore-Trieu) – Kristina discussed planning the conference and the draft schedule.
 1. She proposed an early-bird reception in the president’s suite, in lieu of a board dinner night out. We could invite the sponsors to the reception, as well as conference attendees. She plans to assess prior years’ budgets, for the scope of this line item, which would include adult beverage options, sodas, and a few appetizers, not to be intended as a dinner replacement. The intention would be to use drink tickets and close the event by 8:00 p.m. that evening.
 2. The ballroom should be used more, as people were wanted greater access to the workshops.
 3. The first keynote is planned to be Ameila Parnell of NASPA (the student affairs professional group), who would share her recent research.
 4. The second keynote is to use more of a book club approach, with Gary Goodman’s book on negotiation to be at the center of the presentation, with it available electronically to attendees. The focus will be the topic of negotiation skills for career and work advancement, as professional development for IR people.
 5. Juan discussed securing our sponsors, including a deliberate outreach to those who have sponsored the event in the past. The Board discussed how to provide the sponsors with optimal exposure. The venue will determine the sponsor area’s configuration, and the hope is to arrange it near the registration area and outside the sessions.
 6. A variety of methods of promoting the sponsors and sponsorship opportunities were discussed:
 - a. Having lanyards naming the sponsors.

- b. Providing sponsors with brief program slots, which may be associated with individuals who use the products at their institutions.
 - c. Collecting information on the products used to conduct the research, during the presentation submission process, with this information presented in the program, to promote our sponsors' products and how they are used.
 - d. Selling a logo spot on our program at a glance document for \$500.
 - e. Distributing handouts on the round tables in the ballroom – giving sponsors the opportunity to put the materials on the tables.
 - 7. Waddell discussed local arrangements being made for leaders to take groups for dinner night out. He is assembling a restaurant list near the hotel, with the help of CAIR volunteers in that effort.
 - 8. Brianna has two volunteers to help with the conference program and Eventbrite registration materials. Topic areas in the program can be assigned to people based on interest. She plans to set up the process for receiving text and feeding it into the documents (the program and the app). Bob mentioned that a single Excel spreadsheet containing the program information can both be mail merged into the program and be loaded into Attendify. Brianna will receive orientation to the Eventbrite system (and the account) from Kristina.
 - 9. Ron will be assigned the evaluation of sessions.
- iii. Marketing (Powers) – Kristina plans to reach out, using LinkedIn and Facebook, for volunteers. Her WASC outreach led to this past year's post-conference workshop. She can similarly accommodate the community colleges accreditor in the programming for this year's conference. She has UC, CSU, and CCC representation on the marketing committee, and plans to reach out to listservs and groups, to share about the conference. The group has a CAIR LinkedIn profile, but hasn't leveraged it yet and hopes to advance that in the future. On last year's program, the LinkedIn workshop was popular, so Kristina would like to do it again.
- iv. Technology
 - 1. Part 1: Content Management System and Website Enhancement (Ramirez) – Juan is taking over this technology area. Formerly Suttie did all updates of the website. Now the content management system presents a painful update process. Juan has accessed our website and reported that the Board can make changes ourselves, as he has someone in his office working through these things. His impression is that it remains to be seen how well the Board can update the website

without help – some things are very simple to update and others aren't. Some of the issues stem from how our mobile app is separate from our website. If you're on the Internet or your phone, you technically are accessing different sites. Having a responsive webpage means that a single site responds to the screen you're using, and we currently do not have that capacity. We need to work with our web support company to accomplish this. Kelly will need to train for the website, so that he can post the minutes as they get approved. Ryan reported that Web.com is the name of the company who supports us on our bills. The designated contact recorded with that company should move to Juan. Ryan needs to be the auxiliary contact, to execute bill payment. By the next meeting, the Board hopes to receive a recommendation from Juan regarding our exit strategy from this situation. Initially, the goal is to learn how to use the website ourselves for updates, then to enhance the website to have more features. Bob mentioned that a management company may be able to provide this service for us as well.

2. Conference Mobile App – Attendify (Daly) – Bob discussed the conference mobile app, Attendify, and its printable agenda feature. The \$800 for the app as a budget line item is a good price. Paula will be coming up to speed for the next year, regarding the app. Bob mentioned that the organization should start announcing applications for the scholarship soon, in mid-February. The applications would be due in May and the decision made at the spring board meeting. The goal is to reach out to more candidates.
- v. About CAIR (Krist, Daly, Moore-Trieu) – Paula discussed the “About CAIR” effort, which includes the dashboard/fact book for the organization and its history. Jeannette’s conference summary sheet assembled information about the past conference. Usage statistics from the app are available, such as what sessions were saved for personalized schedule creation. A list of FAQs would be worthwhile to add to this effort. A target audience for the document would be our vendors and our potential audiences/attendees. Listserv info can further tell us who is and has been involved in the organization. The listserv includes approximately 700 addresses at present. There is a lot of room for creative effort with this project, in how institutional info can be connected to people on the listserv, to describe the organization’s participant institutions by linking to IPEDS information.
- vi. Board Officers and Directors (Herron, Ramirez, Wahl) – Waddell is on the nominations process group, charged with making an announcement to call for new board members and distributing the materials. The selection committee/decision process is headed by

Juan. Through these processes, the group can entertain how and when to grow to a larger membership, with appropriate revisions to the Bylaws. Waddell plans to bring to the next meeting a document that can be posted online and sent out for the call for nominations, something to notify people of the process, and how the process will work, thus promoting greater transparency. Joseph's matrix is helpful and will drive the qualities and skills we seek. The group plans to consider our list from the brainstorming session earlier in this board meeting, and then fill in the questions to be reviewed when candidates are considered, thus determining our gap-fit. Some roles that we need to fill will have to be cited in particular, and decisions must keep those roles in mind, as well as technical considerations such as web proficiency. The call for new board members will be in June for nominations – June or July – with the selection taking place in August (like this year). Ryan's role will need to be covered for six months by the new treasurer.

- vii. Hotel and Site Selection for 2017 (Ramirez) – At last January's board meeting, the group expressed its desire to get two years ahead in its planning. The 2017 conference will be in Northern California. It's a challenge, by virtue of being a tighter market and pricier. We're working with Todd Davis of Helms Briscoe. He put out a call in November or December regarding space availability. He submitted to the Board's conference planning committee a list of proposals, focusing on all the hotels that fit our criteria. There are two hotels to consider in Sacramento, and one each in Concord and San Jose; twelve or so were on the initial list; however, our options narrow given how we can't bleed the event into Saturday, and high rates make some locations unfeasible. The site visits will take place next week (Thursday, January 28, in Sacramento, and Friday in the Bay Area). The group will consider these four locations, and then come back with a recommendation for the Board soon thereafter. Food is set up for visiting group, but they must pay for rooms in Concord (there is a potential to receive credit for the stay if we book the conference with this hotel). The San Jose location has an overflow hotel across the street (a Fairfield Inn), which compensates for its smaller size compared to the other candidate locations. Thus far, the group has enjoyed working with the broker. Juan will need to sign the location contract before May/June, so the group hopes the decision will be clear after their visit. If the Board needs to meet by phone, we will.
- viii. Administrative Management (Wahl) – Kelly will be charged as Board secretary with responsibilities including the Google Drive, listserv, the LinkedIn account, the Facebook presence, minutes, and other responsibilities outlined in the Bylaws. Maintaining and managing the listserv moves to this job. Alice did it when she was on the Board. AIR formerly hosted listserv; however, Alice and Bryce hosted it for us after that arrangement ended. Technically, at present, we aren't in

charge of it, but we'd like to be. It's not broken, so the issue is not urgent, but to add people to it, get the list ourselves, and to provide more input in its management are the board's goals. We need to have documentation to access it, and that is on our to-do list. Account management – the cair.org email accounts, Google Drive folders, LinkedIn and Facebook – must be updated into the secretary's role in the board manual. Kelly will get the manual location via email, and Kristina will discuss what he'll do from there. Paula volunteered to proofread the manual. In past, if an award needed to be made (a plaque, etc.) it was the secretary's responsibility as well. Name badges for the conference fell on this role. Correspondence with the award winners (best paper, scholarship recipient) was also among the secretary's duties.

11. CAIR 2016 - Costs (Powers)

- a. Registration Pricing – The Board discussed the 2016 CAIR fees and prices for each level of registration. The student fee was popular in 2015, and needed to be monitored to guard against inadvertent misuse. The Board decided to use a code in the future, for qualification for the student fee, after individual's contact us to receive the code. The Board determined to increase the early bird rate to \$325 and to leave the other prices as they are. The goal is to enhance quality of the program and to cover the expense of better wi-fi, as well as address increased food and beverage costs. The rates will be \$325 for early bird, versus \$375 for the full rate. The Board approved this change unanimously. The administrative decision is to hold the student/retiree code until they call and verify.
 - i. Refund Policy (Daly/Cherland) – The Board discussed the conference refund policy, and the difficulty of giving refunds after the food and beverage deadline without forfeiting funds. The decision was to maintain the current refund policy, as Eventbrite handles refunds very easily. In the event the policy becomes abused, the Board can revisit the issue. All materials about registration would explain the refund policy. October 4th – a month before the conference – was the deadline last time. There weren't that many requests, but they came as the deadline approached. The group discussed providing an option of transferring registration to a subsequent year, to stem a loss for participants who must cancel afterwards; however it was noted that it is difficult to maintain records of such deferrals. The hotel-specified deadline will be what drives the date that is set for this year's food and beverage deadline, and we can add a couple days ahead of that. When there's a cancellation, we lose the Eventbrite fee, and thus must confirm the amount for planning purposes.
- b. Sponsorships – The sponsorship cost amounts were reviewed, and the Board discussed changing them. The Board upped the Platinum amount last year. Over time, we've lost a couple sponsors, and thus the Board has concern for setting an appropriate price point. To make the values of the

sponsorship levels standard increments of \$500, the Board unanimously approved raising the silver cost to \$1,500 and the bronze to \$500.

- c. Local Board members expenses – The Board discussed local Board - member expenses when the CAIR conference is in town. In light of the increased responsibility placed on out-of-town board members when local Board members aren't available at the earliest morning hours of the event, the Board considered CAIR covering the room charges of local Board members when their institutions have policies that do not allow coverage of the expense of their local lodgings. The Board hopes to leverage the facility contract to add some rooms without charge, or to receive a reduced rate for the Board. Local Board members mentioned a chance that they could, indeed, receive funds from their institution to cover the expense. The Board unanimously approved the following: That CAIR pay for any Board member's hotel and meals when their institution won't cover the expense, for the purpose of the member being available to participate in the conference, with the stipulation that comp rooms would be applied first to this expense and that an effort would be made to negotiate discounted rates for such Board members.

12. Other Business –

- a. Bob asked if the evaluation of sessions of the conference would still use Scantron, or if there was a plan to use another service. The Board plans to stay with Scantron, but with paperless evaluations. If Bob finds something in the app to fulfill that function, that would prompt the Board to reconsider.
- b. The conference's schedule at a glance was discussed, in light of its continued usefulness to attendees and its availability for printout from the app. The large poster board schedule at a glance displays were noted as particularly well-received.

No other business was discussed.

At 2:32 pm, the group adjourned.