

Meeting Minutes

Board of Directors Meeting

May 19, 2016

Millennium Biltmore Hotel – 506 South Grand Avenue, Los Angeles

9:00 am to 4:00 pm

In Attendance: Kristina Powers (President), Juan Ramirez (Vice President), Ryan Cherland (Treasurer), Kelly Wahl (Secretary), Waddell Herron (Director), Paula Krist (Director), Ron Lopez (Director), Brianna Moore-Trieu (Director)
Absent: Bob Daly (Director)

Prior to the meeting, the Board toured the conference space. The meeting was called to order at 9:22 a.m.

1. January Minutes (Wahl) – The minutes from the January 22, 2016, Board meeting were reviewed and approved.
2. Financials
 - a. Tax update (Cherland) – The tax return and supporting information are in the folder on the Google drive and on the CAIR website. Ryan reviewed the Wells Fargo monthly statements and found that some charges were entered twice, and the issue was addressed. We need to determine what to do with the boxes of records that have accumulated and been stored by Ryan, with interest in scanning the documents, even if we don't reconcile everything. We need a history/understanding of the older records, which include the transition between banks (from Bank of America (the account was closed) to Wells Fargo. The taxes have been wrapped up (we are pleased with the accountant and find no need to change the arrangement, given the modest increase in the cost of their services. Kelly committed to posting the tax documents that haven't been made available on the web yet as well as this year's minutes. Regarding the records boxes, Kristina mentioned the potential to use a high-speed scanner at her institution. The box (which includes additional records from Ryan's predecessor) can be shipped to Kristina. Ryan will determine how many boxes it is and can arrange for them to be shipped to Kristina at her office. Ryan reviewed the balances in our accounts. There has been money coming in via Eventbrite for upcoming conference registrations, as well as the AIR travel grant money being deposited.
 - b. Financial Review (Powers) – Do we want our financials audited? We asked our tax person for an estimate and a reference's estimate. The options included compilation, review, or audit. An audit would cost \$10,000, based on our org taxes, which is high. The other options – compilation, compared to review and audit, were considered. Ryan

completed the compilation already. He put our financials into a CPA format. The accountant would charge \$2,000 to \$3,000 for that. Any value for this? There is interest in capitalizing on all tax advantages because of spending patterns or classification patterns. Largely there is no immediate need to proceed further, and if a need changes, whatever it would be, we would at least for now have a general estimate, were we to need to secure further services. In the future, we could stage our own audit with people running it per instructions as to what an audit is. This could be good as an exercise when Ryan hands off the Treasurer role to another person. The Board unanimously accepted the financial report.

3. CAIR at Conferences (Powers)

- a. WASC ARC – Paula and Kristina were there – more than 50 attendees of their session learned about CAIR and our upcoming conference – they presented a slide deck about CAIR. This presentation will be given again at the AIR conference, and we’ve confirmed we’re on their agenda for next year.
 - b. AIR – There will be listserv outreach next week about our special interest group session at AIR. Typically, there is a dinner out afterwards, but it can turn into a logistical issue, because of the 15 people or so who sit together, and the check can’t be broken up. We won’t stage such a dinner event this year – small group formation would be encouraged as an alternative. In spite of having a list of restaurants that would break up checks last time, this arrangement still didn’t work. New Orleans might be different, but there persists a desire to avoid that. Quick service restaurants in New Orleans, however, were suggested, in which patrons order at a counter and then have the food delivered. After having been there for a couple days, suggestions from experience will be helpful for gathering and heading out in small groups.
4. Guest Speaker and Board Discussion – (Krist) -- Preliminary results and information from the multi-year analysis of conference results were presented. It’s been a great committee – they’ve reviewed both evaluations that we currently have and offered some small tweaks to consider. In the evaluation folder of the Google drive, there’s an evaluation trend analysis available. Past President Jeannette Baez compared 2014 to 2015, which was very helpful. She considered who comes and evaluates the conference: 40-50% of attendees complete the evaluation. In one year it was scant (19% -- 2013). Evaluation of the overall conference indicated the opinion that quality of the event is high, relevant to jobs, including networking. The mobile app has been appreciated. Attendees recommend the conference to others, and they rate the keynotes high if they are relevant and stimulating. AV problems can present a big issue when the presentation technology goes wrong. The new panel format for the closing session was very well was rated high. Attendees want the keynote sessions to relate to the conference theme. Sponsor exhibit evaluations vary, with more satisfaction in recent years. Regarding the breakout presentations: Length of concurrent sessions were considered good, as well as the integration of

workshops into the regular schedule. Special interest workshops have been free or low-cost, and they've been highly rated. Sector meetings were considered informative, and their placement in the schedule was appropriate. Variety of attendee experience: 40% are new. The amount of time between sessions was good for networking. People liked variety of sessions, including professional development workshops. It was proposed that a "New to IR" track could be developed. There was a desire for more sessions on assessment and accreditation. The conference could continue to offer sessions on analytics, office and data management, and IR functions, too. In the future, there was hope that presentation selection for the conference could consider an examination of comments and ratings for specific presenters from their past sessions at CAIR. In some instances, conference feedback will help make the decision. With a committee reviewing evaluations, we could incorporate information into decisions for presenters in the future. The question was asked whether we have guidelines for presenters, regarding knowledge and experience/etiquette. AIR has something like that and tries to filter out bad presentations. Moderator responsibilities could include note of audience response, an assessment of walk-outs, etc. Assessment materials can be made into something more useful for improvement by collection and organization. Paula plans to contact the Scantron people who process our evaluation data with her wish list of data needs. Raw data would be helpful. Venue and food: locations should be selected because they are easy to get to via transportation. Breakout rooms should be larger than 50 – Wi-Fi needed (strong) – with ample electrical outlets. Ensure mics are available for larger sessions. There was a stated desire for vegan options at receptions and meals. We'll be tasting today at this location, and will need to ask questions about the meals. For access at this location, there's a freight elevator, and we will need an escort to it from the hotel. They regularly host conferences here at the Biltmore, and thus they've likely worked it out. Jeannette is working with Paula on a sponsor evaluation – AIR does it, so our assessment committee will consider their approach – it's for the sponsors to evaluate us. In the future, to overcome technical issues, all speakers must bring their own laptop. Waddell expressed concern that, in the event we flag individuals who consistently receive poor/low evaluations, if they continue to submit proposals, we offer remediation. We could pair them with better presenters – we should keep them off the "New to IR" track. Paula volunteers to do the "effective presentation" session for "New to IR" track. Effective proposals can be described – a panel can consist of good presenters who have done well in the past. Brianna offered to help. Bob, it was noted, talks about this issue a lot, too. We could include our last best paper winner on such a panel (to show how they won the AIR scholarship). Make it a tradition to ask the winner to come to the next year's panel. Considering the program overall, it was suggested that the conference planners analyze what percent of sessions are analytic, assessment, etc., and seek a balance among the presentations.

5. Best Presentation Award Winner/AIR Travel Grant (Krist) – Jeannette, Bob, and Paula reviewed the presentations to select the winner. Michael Le of Humboldt State stood out and was the recipient. Paula recommends calling the winner – she spoke to him and told him that he won and would receive a formal letter

with details. As an aside, we have a different contact at AIR, Laura, who was very helpful. For the first time, we selected a best first time CAIR presenter this year, too, with a nominal prize: Lisa Castellino, also at Humboldt State, won that award. Maybe put the panel about presentations early in the next conference, so that presenters who are new can receive presentation tips in advance. Other people could attend the session, not just new people – it could serve to help guide presenters to the new presenter award, too.

6. Photo authorization (Daly) – Deferred to a future meeting.
7. CAIR 2016 Committee/Tasks Updates – During this item on the agenda, speakers were encouraged to include information on their groups' agendas and describe which volunteers have been stepping up when giving their updates.
 - a. Program Proposals (Powers) There's a CAIR 2016 call for proposals document from the committee. The changes from last year include a slight reorganization of the tracks – the tracks are intended as more to stimulate ideas of proposals. We are offering that instead of just a speaker session there be an option for a workshop or roundtable. Some presentations will be invited, and we can put out the call for workshops as well. In the past workshops have been done in one room, because we have to keep a set-up style for morning and afternoon. The popularity of some workshops meant people didn't get to go because of room size. By moving workshops from registration in advance to the same availability as regular sessions, if we pick the right room for each workshop, we should be able to accommodate everyone. A new TedTalks/symposium option – like a panelist session – has been floated out to gauge the level of interest. It would consist of jazzier/shorter 10-minute presentations that would be put together into one session. People could propose these groupings – cobble a group of short presentations together with their colleagues. The call for proposals will go out immediately, with submissions due by August 1, and the committee would review and bring materials back to the Board for an announcement at the beginning of September. Also new is the call for leaders of round tables – at breakfast or a meal. This would be when ideas are put on the tables – like a lunch session with no real moderator. The idea is that this could be a good first step for people new to presentations and our conference. The Board unanimously approved using the materials.
 - b. Local Arrangements (Herron) – Waddell posted for the meeting a draft for first review of local arrangements committee – it's a layout of what's being proposed in terms of types of activities and information that will need to be gathered. CAIR response has been high throughout the system for this committee, with a lot of feedback regarding location, with all the changes and building downtown. It includes trying to assemble good restaurant list and sights to see. We want to use the traditional approach, too, gathering information from the hotel's concierge, building on logistics and transportation. The local arrangements should be forwarded to the app committee, too, with Bob, to put the information online and make it available prior to the conference. Last four bullets on

the document were Waddell's suggestions: Role of the committee to organize one or two nights of restaurant signups or coordinated groups; volunteering to escort groups to restaurants in area; being stationed at registration desk or during sessions, to be available to point people to where things are; volunteering as facilitator or moderator – being part of the hospitality and arrangements if they're on a committee, too; updating the app for conference and Brianna for dashboard/fact sheets/etc.; putting all online in due time. By volunteering to serve, guidance can be offered to people with a variety of interests. Waddell will get info today from hotel representatives, to start incorporating that.

- c. Registration & Hotel Update (Moore-Trieu) Registrations – we have no problems with Eventbrite – we have 37 tickets sold thus far. Ryan entered two paper updates. We have 1 sponsor that is registered through a code. Gross sales are over \$12,000. Twenty-four rooms have been booked – a total of 78 nights. All people booking rooms are registered thus far. For the conference, the Board should book the room now, using the link. Not a lot of rooms for Monday night. We might have to increase them, because we have the day-before IPEDS workshop.
- d. Sponsorships (Ramirez) – Juan distributed the prospectus to sponsors – we locked in platinum sponsor Stata right away. We have two others now. CampusLabs submitted payment. They're booked into comp registrations. We also seem to be getting HERI back as a sponsor, as the contract issues from the UCLA business operations may be resolved permanently through language changes that we're agreeing to make (i.e., altering one word). We have sent an invoice for HERI to pay. Following up with sponsors from last year on a monthly basis worked for Kristina, until they announce their decision schedule. Stata wanted to have a workshop in a room to accommodate more than 25 people.
- e. Marketing & Outreach (Powers) – Marketing is going well – LinkedIn accounts have new life, and Danyelle Norman is taking interest in the social media accounts – she's working toward posting ideas and how to make that happen.
 - i. Ron is in contact with CCC – their marketing person will propose something for our conference. Ron gave ideas to them – such as the pilot school involvement presentation, in which there is common assessment integration on the campuses. WASC is going to do another workshop. Alice introduced Kristina to people at junior college accreditors, and Kristina has reached out, but they have not responded. Also the RP group people were contacted to facilitate their involvement, but there has been no response. We want to continue to ask and invite them, in an effort to include everyone.
 - ii. Kelly mentioned that he has invited 190 conference attendees to the LinkedIn Group to date.
- f. Conference Mobile App – Attendify (Daly) – AIR's app stores the list of the sessions you plan to attend. Our app should tag sessions people are interested in attending. It would assist us in our room allocation of space, to ensure sessions will be able to accommodate the crowds.

- g. Session Facilitators (Lopez) – Juan and Ron are starting to talk about what we did last year and get the facilitator arrangements underway. Ron connected to the Scantron people, too. Scantron does all our evaluations. We aren't doing paper anymore – a reduced cost for Scantron. What other analytics can we get out of the results, to receive full sponsorship benefit? We could make a coordinated request to them to address all of these issues at once. Their payment for last few years is our documentation of this, as well as correspondence regarding the arrangements of their sponsorship – it's on the Google drive. We could get in writing what we receive as benefits of their sponsorship discount. Paula, Ron, and Juan will get together what they want, and Juan will arrange the sponsorship. Have one main person organizing our contact with them about the sponsorship and their services. If we see other opportunities outlining of terms for being a presenter, to ensure they book tickets in advance, etc., we can add other agreements.
- h. Conference Program Construction (Moore-Trieu) – Brianna just started this – Ryan is on this group with Jesse Aldava. They are looking at program, what can be added or taken out. Ryan and Jesse have proposed changes – Brianna is sharing them. For our consideration, they are outlined on her handout:
 - i. Table of Contents (TOC) should have hyperlinks to navigate the document.
 - ii. Daily schedule – program at a glance schedule to be added to the TOC – all together as a one-pager.
 - iii. List items served at the break – remove them from here and put them all in one place (not program), so that people can see that food will meet their dietary needs. Need to indicate that it's subject to change.
 - iv. Highlight with a link to local arrangements offered (restaurant list, etc.)
 - v. Presenter directory? Presenters are posted on the website with their presentations. We have the poster board to help, too. If it takes time to generate the poster board, we should consider not doing it. It takes up space.
 - vi. Sponsor pages are contracted – maybe to include quotes from people – the platinum silver and gold sponsors get a session, too.
 - vii. Brianna has a list of what she needs to receive from people and when – from committees, information we'll need by what time, etc. A draft of the program is to come out in the third week of September.
- i. Listserv Announcements (Powers) – The Mailchimp application (drag and drop) is how Kristina creates documents to send out on our listserv. She gets listserv email addresses from Kelly and sends her messages out for tracking of how many messages were opened, links clicked, etc. Quick survey questions through Qualtrics can be added. She's done them once per month. Content in this application can be lifted and used, and it's free. Kristina can drop in any information that way, too. Local arrangements information can be added. Links can be checked for traffic – program and other information, for example. We can get more usage data this way.

- j. IPEDS pre-conference workshop – AIR pays for all of it – trainers, accommodations, AV, etc. -- and we pay nothing. AIR is thrilled that we do this with them. It's an easy application when we reach out to ask them to come – and it will bring people in who might have not otherwise attended the conference. We're doing it as a pre-conference workshop, instead of a post-conference workshop on Saturday. It's on Tuesday: 8:30 to 5:00 and will be held at the Biltmore. No cost to attendees. Can be non-CAIR area people attending. People receive promotional materials from various sources, so the attendees can come from anywhere around the country. This is the source for the Monday hotel room demand. There will be more than 20 people attending this workshop.
 - k. Early-bird reception -- We can look at the bar area near the lobby as we disband today, to scout it out. It will be on Tuesday from 5:30 to 7:00 – we can head to dinner afterwards – it's like a meet-the-Board thing, instead of the traditional Board dinner out.
 - l. Other items?
 - i. We definitely need advance conference room size information to be sure the facilities are arranged appropriately.
 - ii. Paula wants to be sure that we set a schedule for the registration desk. During the segment meetings for sure. On Tuesday, we can commit to some coverage at any time. It will be good as networking opportunity for us, too, to sit at the table.
 - iii. There was discussion about concerns people have regarding the manner we announce access for people who can't take stairs. We need information for attendees and need to figure it out ourselves before we leave the Board meeting today. We should ask if people have special mobility needs on the registration form (electronic and paper) and contact current registrants.
8. Food Tasting (Lunch) (Biltmore Hotel Staff) 12 -1pm
9. Non-Conference Committee Updates
- a. Board Selection Process (Herron) – The committee assembled the document on the drive. One goal was to make the Board egalitarian in its efforts. In light of there being interest in joining the Board, it's important to lay out key components of the Board and its composition and work.
 - i. Make recommendations for where we go from here.
 - ii. First draft, proposing requirements and changes we can make
 - 1. Especially expansion of the Board, per Joseph Hoey's recommendation
 - 2. Also, we have a fifth segment – for-profits – to represent.
 - 3. Equity issues to resolve if there is a resignation.
 - 4. Clarify duties and requirements, and commitment to perform duties.
 - 5. Vote in August on Board to start in January – it's time to replace Treasurer position, and to replace Waddell, Kristina, and Bob – the Vice President position will be open as well next

year, and Kelly could continue as Secretary, but that role may be open, too.

6. It's a good idea to alert people as to segments into which we're trying to select, which may mitigate disappointments for individuals having been turned down in the past when we sought specific representation and had to go with someone from a particular segment. We should mention the four segments in the document at the top – the way we list the geographical areas.
7. Other change (once we decide) – Kristina will make amendments to the bylaws. It is implicit that the Vice President becomes the President, but nothing anticipates this in the documents. The multi-year term is part of being able to hold these offices. The Past President role would be a Board position that continues – and it would help with continuity.
8. To join the Board, individuals assume the director role – or Secretary or Treasurer – then can be Vice President, President, and Past President (Bryce was first for this succession) – Past President is to be on the Board (right now, don't have the Past President on the Board for first time since changing the succession pattern). Otherwise, individuals could come in as a Vice President too soon – immediately upon joining the Board – and could be assigned work they hadn't seen performed by anyone else.
9. That people can nominate themselves instead of being nominated by someone is new. The individual's institution must support their joining the Board and thus support the individual spending time on its activities and undertakings.
10. We must be clear that we will allow both self-nomination and nomination to the Board director jobs. Having an endorsement is important if you're nominating yourself. There were nine or ten applicants last time for four spots.
11. If someone were to come onto the Board as Vice President, the individual should have had previous CAIR Board experience. Language should suggest candidates have "current or former Board experience" for the position. Use the word "commitment" to clarify that serving on the Board is for that span of time, and the office terms are for one year. The Board can elect to extend a normal board term to allow an individual to assume the Vice President role and progress through to the Past President role.
12. The major changes will be: Cite that there will be 11 Board members from five sectors, with Vice President language to be added, too. We will consider segments as well as the skills matrix for Board talent needs. We decided that all three roles can be individuals from the same segment. Matching skills to roles is important.

13. We'll have a self-assessment by categories that Kristina is working out with Joseph's help, as part of the application process, and we can have outgoing members assess skills to ascertain what we are replacing.

The Board unanimously decided to move forward with the wording changes suggested by various Board members – accept the proposal, highlighting expansion to 11 members, prominently calling out that the Vice President/President/Past President role succession is a three year commitment, with Past President serving as a Board member.

- b. Factbook and Dashboard (Moore-Trieu) Mark Pavelchak, Michael Le, Gary Coyne, and Waddell worked to create the PDF version of the dashboard the Board reviewed today, including quotes and qualitative components as well. The dashboard is proposed as a tool to support the Board's decision making. A public-facing version can be developed. As a Board, we can ascertain the usefulness of this. The timeline for this dashboard's development– after feedback – will be another round of changes around early September, then we'll have a close-to-final version to launch on the website. The Board looked at dashboard.
 - i. As an aside, the name tag purchasing and creation information is on the Google drive. Kelly will be reimbursed for our nametags when he orders them.
- c. History of CAIR (Daly) – Deferred to a later date.
- d. Technology (Ramirez, Daly)
 - i. Part 1: Content Management System (Ramirez) -- Last time, not much was going on. We took it over, and we can manage it for the most part. Kelly has spoken to talk to Karl –to post the minutes and taxes. Michael Le talked about adding Google analytics to the website – now we can do it, because Juan is recognized by the company as our contact. Now we have a password that allows him to request access to cascading style sheets, so he can add analytics. Karl can take care of more specialized knowledge – going forward, someone needs to have the specialized knowledge – and knowing where things are is important, too. We want to look into the mobile website option. Our website's set-up can change to accommodate that – we're looking into it. Our long-term plan for the website is our standing question. We have access to the account – it's still Sutee's account – he needs to sign-off to pass domain registration to someone – CAIR (the association) should be the recipient. We have our organizational entity, and we need a postal address and a phone number. It will need to pass around among directors – some of our arrangements have been registered with past members' addresses and phone numbers. Is there a PO Box we could get – a business services company might have something like that, but to make such arrangements with that kind of company, we would have to pay them all of our profits for a conference– it's unclear that we're at that point yet. For interim – institution for website would be Juan. He has at least two more years in roles, and during that time, we can work out the address issue. It can rotate to next Vice President, after he is Past President, and it

would stay with that person for three more. Our official business license – tax form address – is Ryan’s address now. We’re a 501c3 tax exempt corporation. The organization has multiple addresses for different purposes, both legal and web, etc., with the taxes at Ryan’s address. Ryan will round up all our addresses – perhaps we have a host address for perpetuity. Treasurer? Host institution? In November we can discuss this. We can, at that point, bring in legal for suggestions about what our exposure is and what she has seen happen. Paperwork for domain registration is next – we can fold it eventually into the other addresses when that happens. We can use Webmaster at cair.org for the domain name stuff.

ii. Part 2: Website Enhancement (Daly) Defer until a later date.

- e. Board Officers and Directors (Herron, Ramirez, Wahl) – This is the committee Juan will be chairing to bring on new directors. The call went out in the beginning of June – the Secretary makes that call – email blast – then applications at the end of July are to be voted on in August by the subcommittee making recommendations to the Board. The matrix will be helpful for this – Kristina will work on getting a draft together to circulate. More to come.

10. Other Administrative Items

- a. Hiring a part-time person (Daly/Cherland) – The Board estimated costs and benefits – what we would receive if we budgeted \$10,000 for this – if we committed to hiring half of a person – would that be worth it? More members of Board and greater committee action might allow us to continue to distribute our workload, as we have been at the present. Mundane and time consuming things were something we discussed before as covering – we could hire University of San Diego students as student workers for one-time expenses of mundane labor when needed, according to Paula. Being proactive with actively involved Board members and a larger board may be the best approach. When expanding the Board – we’ll have more reimbursement expenses – maybe we would better use money to cover that instead of have an extra part-timer. The Board ended discussion on this issue for now.
- b. Hotel and Site Selection for 2017 (Ramirez) – The site selection group looked at options – it was Kristina, Brianna, Waddell, and Juan. A suburban hotel in Concord is where we’re headed. There are things to do, places to eat, etc., in the vicinity. The hotel will shine for us – it has large rooms that are close together – we can even use courtyard atrium. Food was really good on site. The food featured organic ingredients. The only issue was the some may complain that chain restaurants are what’s nearby. It’s accessible – close to a major airport (Oakland). Having a broker work with us was a plus – the group couldn’t imagine having to do the broker’s leg-work. An expert doing that for us was perfect. There was an excellent spreadsheet laid out for us to describe the options to consider, which was incredibly valuable. The group confirmed that we need to stay on top of the contracts that result from our selections of locations to be sure we get what we need. The 2017 conference is going

to be different – not like this one in L.A. – but we chose this location because of comments on the venue itself in our evaluations for San Francisco. Mostly, it was about having enough space for attendees. Juan looks forward to choosing a theme. . Once the Board transitions for the next year, we should try to be on this hotel’s schedule as soon as possible and fix the schedule for our meetings in time to get their space for the mid-year Board meeting. Perhaps it will need to take place sooner – May or June.

- i. If we want to work with another broker we have options that are local. One that is headquartered in California makes a lot of sense. Board control in final decision making was important, so the group went forward as it did.
- ii. Juan first contacted the broker in October or November – it didn’t take long for him to do his work -- just a few weeks. Next time, perhaps the site visits can take place before the January Board meeting.
- iii. We had four great hotels to consider, with two great finalists. The hotel is excited to have us.
- iv. Juan recommends that we continue to use a broker – contact them in October to start sourcing and putting together information. It will be easier to find more choices in the southern region – San Diego is a possibility with many options – Omni, for example, wants us back. They have their own broker for the hotel.
- c. Administrative Management (Wahl)
 - i. Nothing to add.

- 11. Next meetings:
 - a. Tuesday, November, 15 – 10am to 3pm (approximate times) (Powers)

- 12. Other Business:

We’ll meet again in November, starting as early as 9:30, depending on the agenda size.

The meeting adjourned at 3:32 p.m.