Meeting Minutes

Board of Directors Meeting
January 20, 2017
Western University of Health Sciences
350 S Garey Ave
NSC, 2nd Floor Conference
9:30 am to 4:00 pm

All Present (12)
Juan Ramirez (president); Brianna Moore-Trieu (vice president); Ryan Cherland
(treasurer); Kelly Wahl (secretary); Kristina Powers (past president); Erin DiSantis
(director); Deborah Lee (director); Ron Lopez (director); Kris Krishna (director); Paula
Krist (director); Jessica Luedtke (director); Leeshawn Moore (director)

9:30 a.m. –President, VP, and New Members

0. New Board Member Orientation (Ramirez/Moore-Trieu)
    a. New Members – DeSantis, Krishnan, Lee, Luedtke, and Moore
    b. Navigation of Drive
    c. CAIR email addresses and Group email
    d. Travel Reimbursement
    e. Bylaws and Director's manual
    f. Expectations of a Board Member
    g. Overview of Board Roles

10:00 a.m. – General Session for All Board Members

1. New Board Member Welcome (Ramirez)

At 9:58 a.m., Juan called the meeting to order.

Introductions

2. Review/Accept November Minutes (Wahl)

Kelly noted that he had received corrections to the minutes, and they will be
published following their distribution to the Board.

Paula moved to accept the minutes, and the motion was seconded. They were
unanimously approved by those present at the November meeting (new members
abstained).

3. Financial (Cherland)
    a. Revenues and expenses report – Ryan shared the report, which was
        reviewed by the Board. An IRS Withholding was discussed, with it noted that
        this withholding stems from activity that took place when the Board's
        accounts were with Bank of America (more than six years ago) and relates to

the manner in which business was transacted. With our transition to the web-based version of QuickBooks, the treasurer will be able to share materials with the rest of the Board more easily. Transition to this software will allow Ryan to eliminate this $57.76 item (the IRS Withholding) from the financial records. Conference expenditures can vary, and thus the Board has been building up balances to ensure the conference is covered. The Board also buys insurance. The balance cannot climb too high ($250,000) because it will cause us to enter a different tax bracket. Were we to continue to earn money with our conferences at our typical rate, we will need to spend down this balance or lower the cost of the conference for attendees. Wells Fargo checking balances on the report don't take into account outstanding checks. This past year, $15,000 moved to checking from savings. The report indicates we are financially healthy as an organization. QuickBooks has been the software used by the Board for the past few years. Our current version is 2011. A modest concern is that the software is getting older. In the ex-officio status, multiple members of Ryan's office will provide treasury support. Using a cloud-based version of the software is a better idea in this case, to avoid a need for multiple licenses. The cost for having class reporting will be $40-50 per month (i.e., subscribing to that version of the software). As a consequence, we'll also have 1099 processing and not need a third party vendor anymore. Conference expenditure reporting and cost reports will use the class reporting feature we will have, so that separate conferences with expenses bridging multiple years will be able to be held specific to the event, even though the expenses occur in a different calendar year. The president and vice president will be able to see the reporting in this cloud version, too. An alternative would be to have a dedicated CAIR laptop with a license of the software, but it wouldn't have the transparency for executive leadership. Also, by using the cloud version, leadership would be able to process an invoice by virtue of their access to the system. An alternative is to buy multiple licenses for multiple machines. Ryan will experiment with a trial version to be sure that his class structure transfers into the cloud version. His plan is to have something officially in place by the transition point in June. Ryan has increased our financial system infrastructure during his term thus far, and this is a reasonable next step. He'll check on whether there's a not-for-profit version. The Board supports this transition.

b. Paper registration policy – The conference had a number of attendees asking for paper registration this year. As the conference approached, some checks hadn't arrived, and this led to complexities in arranging payment in lieu of our having the check in advance. Paper registration requires additional information to be submitted regarding dietary needs, etc. Ryan requested guidance from the Board in setting the deadline date for paper registrations. Community colleges were asking for the paper registrations at a higher rate this year. Sometimes it's the institution's policy for reimbursement and payment practices that creates the complications. Thirty paper registrations occurred this year. Clarity of timing for deadlines would be helpful. Requiring payment by the early-bird deadline, or a similarly early deadline, may remedy the late payment problem. The Eventbrite system will need to be the source of communication to people – on the form for registration itself

as well. Six weeks (the early-bird date) is the deadline for checks being received. People could hand-deliver checks from their purchasing organization or pay with a credit card on site. A submission by the early-bird deadline would enable a paper check to be sent. The plan is for the registration forms to be re-worked a bit, finalized, and approved by the president and vice president.

    c. Refund Policy – Questions arose regarding the refund policy – we received some requests. Ryan processed refunds by October 3 or 4 – he provided these refunds because that deadline was met. Family medical or emergency requests after the deadline were processed, too; there were a couple of those. It wasn't a huge issue for Ryan. Before that deadline, the refunds were handled well in the Eventbrite system.

    d. History of the profits and losses for the conferences was distributed as well.

4. CAIR 2016

    a. Registration report (Moore-Trieu) – The Dashboard is nearly updated. We rose in number of attendees this year. Growth occurred in the proportion of analysts among our attendees. About a third of the conference was new to CAIR (first-time attendees). There were 204 registrants who were early-birds (of the 372), and four retirees. With Eventbrite, people are encoded by email address – one person registering a number of their office's attendees, by entering only their own email address, prevents all registrants from joining the conference's the communication stream. It must be clear in Eventbrite that each registrant's email address must be entered.

    b. App activity report (Krist) – We'll look into whether there is a report from the app system that describes its activity.

    c. Conference evaluation report (Lopez Ramirez) – Gaining new skills, networking, and learning new things were attendee priorities for the conference, and they were met. Sixty percent of responses found the app useful. There were some complaints about one speaker and about rooms for the sessions being small. Overall, there was a very favorable response to the conference. If the app could tally interest for sessions in advance, we could adjust assignments of rooms by size, accordingly. AIR used to do that, and we will investigate what they do as well as talk to the app people. In our experience, there are always complaints about the location and the venue/facility.

    d. Best Presentation Award/AIR Travel Grant (Krist) – Nida Rinthapol and Kelly Wahl won the best presentation. The highest rated first-time presentation was Christopher Brooks (topic: making the move to modernize reporting processes). A lot of positive comments described the sessions. The 101 series was very well received. The Board also noted there was a lot of positive buzz heard. The best presentation has an award of support to attend AIR, with support from AIR, too. The winners will be contacted this week.

    e. Sponsorships report (Ramirez) – There were 13 sponsors this year. This support was steady. Issues relating to sponsors included three or four sponsors wanting to change the language of the contract. "Contractor" as a word used in the document was an issue for one vendor. Sometimes specific words were requested to be changed or added. We ran contracts past legal

and fashioned specific contracts for some vendors. In light of the difficulty of getting a single contract past multiple legal staffs, we should expect this issue. The package of materials and benefits we give sponsors might warrant review. Certain levels of sponsorship come with a single free registration. A committee can review this. The prospectus indicates what sponsors get for their money. We discovered an ability to promote sponsors in the app, which is a benefit of sponsorship that we can include formally as an offering. We need to remove the raffle from the prospectus. Registration of sponsors is cumbersome because of the different ways people can register; when sponsors register, they're charged a fee in our system. We can pass the fee on to them or take care of it ourselves. They can also submit a paper check, to avoid the fee. More than half did that this time. Submitting fees online kept the contract separate, and notifications of online registration would need to be communicated to the sponsorship committee. Connecting everything – sponsorship commitment and the registration of sponsors – would be helpful. This past year, the contract, the fee for registration, and the sponsorship check all came separately (for example, the vice president gets the contract and is told the check is in the mail). Connection and online submission of everything would be worthwhile. Attempting to get all the pieces at once would be helpful. We were able to arrange with a sponsor this year for their sponsorship status to change and to forward remaining sponsorship funds to a future conference.

f. Other conference thoughts and observations (All) – The Board discussed the features that the app and Eventbrite have in common. Email is the key for both systems. Default org structure in app and Eventbrite is to alphabetize by first name. Paula is working with the app's technical support to change this, because it's awkward. We received a refund for the inconvenience we experienced with the unexpected filming at our venue. Hotel rooms were criticized by attendees – some being upgraded and considerably nicer than others. We should consider how many rooms are comparable or less comparable than others at future venues. Yelp and Tripadvisor might be good sources of information regarding room quality and other site details (per the accommodations). Walkability of the hotel neighborhood and the hotel lobby's appeal were great. Brianna's dashboard can be used to attract sponsors – the attendance data presented there is a great selling point. The Board showed interest in a competitive analysis of sponsorship opportunities for CAIR versus other regional IR conferences. An early-bird rate for sponsorships should be considered, too. Our planning purposes are best served if we know what our sponsor roster will be well in advance. One or two sponsors signed up early this year, and then the rest committed in September and October. Elements needed from the sponsors – like marketing materials – weren't always easy to receive. It would be ideal to clarify presentations from sponsors earlier, too. The sponsors receiving presentations can work out whatever they want to do, and there may be options that they should consider – whether they break up a large block of time into multiple sessions, etc. Parking at this site was expensive. Site selection might need to consider this expense more closely in the future.

5. CAIR at 2017 Conferences (Ramirez)
    a. WASC ARC – We have a session as CAIR. Paula and Kris will represent us – Kristina will be there for support in the audience. Paula will work with Kristina and Juan to update the selected presentation slides. Others from the Board will be in attendance, too. Last year, there were 50 or 60 attendees of the session. There was a networking piece with introductions, and there are a lot of options to consider for the time.
    b. AIR – We'll have a SIG at AIR, too. A number of Board members will attend. Brianna volunteered to do the SIG, with Erin.

6. Mid-year Board Meeting (Ramirez)

    The meeting is scheduled for June 22, 2017 – 9:30 to 4:00 (tentatively). Our conference hotel in Concord is the location. Some folks are planning to spend the night at the hotel before the meeting, which is typical if they're not local. Juan will work through those arrangements. Ryan offered to call in or do a screen share for the financial report at this meeting, in the spirit of conserving resources.

7. CAIR 2018 Site Selection Update (Moore-Trieu, Ramirez, Powers)

    Waddell, Kristina, Juan, and Brianna did site visits. In 2018, in San Diego, there was a conference already planned in the area, and prices of some hotels went up. Wyndham Garden Grove was best for us, given their size. One ballroom has been renovated. All the hotel rooms upgraded by the conference. We signed a contract with them. It's a very comfortable place to stay. The food was great, the staff was accommodating. Parking has a fee. The hotel rate is $139 per night, with 10 dollars for parking/wi-fi/shuttle to Disney. A good deal was made here.

    Planning too far out can be difficult, but we've always had the vice president, who will be president the year of the conference, involved in the site selection. We might consider the timing of this in 2019.

8. CAIR Website (Ramirez)
    We've had various issues with website hosting. We moved one and a half years ago to web.com for hosting. Last year, we adopted Wordpress – our process involves Juan, Carl, and a couple others in using the content management system to update the site. There are a number of things that are harder to do than basic editing, which is easy. Finding where things are on the web server can be hard, and certain features are not accessible to any of us (web.com is the only party that can access them). The Board discussed customer service needs for our web management, including response time and convenience in contacting our host. Our website has certain custom features – and they are what we can't get to on our own. Our scrolling pictures at the top are a custom feature. The left side isn't set up with the pictures the way a lot of websites are set up. Editing options at the top and bottom of the site are currently custom. A subcommittee of the Board needs to make recommendations as to how we proceed – companies to work with, a bigger website overhaul, and other options to be considered. Our hope is to gain more control over the site. Juan has staff – Carl – who has knowledge and has been very helpful, but we need a group to review the situation more seriously. We pay $150.00 per month for access to Wordpress. We could move to another hosting situation. We need to

consider our resources and whether/how to use them to avoid our web presence missing its mark.

12:00 to 1:00 p.m. – Lunch

1:00 p.m. – General Session for All Board Members (cont.)

9. CAIR Conference Pricing/Financial
    a. Registration Pricing (Ramirez) – The CAIR Conference registration fees are a bit higher than our peer organizations (AIR plus SAIR, AIRUM, TAIR, MIDAIR, FAIR, and LAIR). We're the highest of the regional conferences. We had a 35% increase in program proposals last year, so the fee does not seem to be suppressing this. An idea proposed was that we could make presenters pay a lower fee. The timing of being able to implement this proposal was considered, in light of proposal approvals and conference registrations coming so close together (early-bird registration is common among those presenting). Many attendees also make presentations, so that might have an impact on revenue. Our conference provides more in terms of meals compared to some of our competitors. We could instead provide a gift bag to those who present. Hypothetically, some individual presentations could grow in the number of presenters involved, to enable a greater number of attendees to receive the discount. Maybe just the workshop presenters would receive the discount. AIR gives you a free night and a small stipend for workshops, for example. If attendee numbers are growing for us, and if there isn't a complaint about the cost of coming, we might be at a good price point and not have to be concerned about discounts. California, too, is expensive. What about raising the cost? Perhaps we consider the cost of each location we choose and set our registration fee on that? If one location is less expensive than another, we could price accordingly. Incentives to attend are to be considered. We don't need to go up. We can impress upon people that it includes a number of meals. Discounting the fee for being a presenter may not work. The action taken is to keep the fee the same year over year, and come up with ways to prompt greater interest in attending.
    b. Sponsorship Pricing (Ramirez)
       Juan suggested this item be included in the conference planning discussion below.
10. 2017 Roles and Responsibilities
    a. Volunteer survey (Ramirez) – Each area receiving volunteers is to be led by someone on the Board. Thirty-one people volunteered, and 71 selections were offered among them. Juan has a spreadsheet showing the matrix for us to work through, with Board member assignments to committees and effort. Each leader will receive info for the committee to work through. Some guidance will be provided as to how to involve the volunteers.

    b. Conference Planning
       i. Program Proposal Review – It was a 6-8 person committee last year. First, a review of the application for proposals took place, then as proposals came in, a different bundle of proposals was referred to each committee member for their review, plus a review from Kristina

of all proposals. The more reviewers participating, the better. This coming year, twelve volunteers said they'd help with this. The call goes out in July, proposals are due in August, and the beginning of September will be the announcement of selections.

ii. Conference Program Construction – Two volunteers are involved. It's good to have more than one person available for proofreading checks. Adding things to the template can be needed, too. Were there any issues this past year? Was getting the information a challenge? No – the president is a source of the information. It was noted that final changes could have happened more easily on the google drive. The app has a similar issue with last minute changes. Sponsor information for the program comes from the vice president.

iii. Sponsorships Agreement Committee – With so many sponsors wanting to change the language anyway, the Board was reluctant to spend energy redrafting the sponsorship agreement. It was based on AIR's agreement. The prospectus is another issue, as we've discussed. Details of what is offered per level of sponsorship, including free registrations for sponsor attendees, must be communicated. Devices per booth for scanning visitors to their tables would be a worthwhile enhancement. The devices can be rented. We'd need a QR code on the badges to make this work. Benchmarking our sponsorship offerings with other regionals would be worthwhile. Maybe the vendors could participate in the presenters' gift baskets. Perhaps having a different sponsorship contribution amount per level for early sign-up would be worthwhile. Setting a deadline for early-bird versus a 15% increase after that day could be the approach. Payment and contract would be due at the same time, to make the deadline. What deadline would be best for that -- August 1? July 15? Fiscal year timing versus quarters could be considered. Perhaps the Platinum level would come with 3 free registrations and Gold with 2? We discussed more complicated arrangements for sponsorship benefits. A sponsor, for example, could get this year's rates if they commit and pay early – that kind of thing. The Board decided to receive all applications for proposals and remove the for-profit branching, but collect that information during the application – and then if someone represents a for-profit and proposes a presentation, they would receive review by the proposal committee and then have an additional Board review as to whether the presentation can be characterized as an increase in the knowledge base, and thus it won't strictly be a presentation for promotional purposes. Some sponsorship levels will pay for sessions that they can fill any way they like.

iv. Session Facilitators and Evaluation – We evaluate both sessions and the conference overall. A proposal described how the facilitator sign-up process could become like AIR's approach – on a webpage, people can sign up to facilitate any sessions they choose. Session evaluations administered in Qualtrics can be piped from a panel into the correct app location. This new approach will involve less effort in setting up the evaluations. Once again, we will need more than one person to

test the system (the Board served as the testers last time). The Board considered how the data are used. Also, the Board considered sending out summaries of evaluations. Considering what people liked, those ideas/elements could be sent out as tips. Criteria of how best papers were selected – 10 or more responses must be received, etc. – can similarly be recorded for posterity.

    v. Food and beverage selection – In hindsight, the Board considered it a good idea to get good, better, and best menus proposed by the location hotel for all three days, all options, for pricing. Then distribute them among group. Feedback from Board can be collected about what to select. From this conference, the Board has received yield rates for the food sign-ups. We're still collecting dietary info at registration.

    vi. Eventbrite Registration – It's a one-person job, and less stressful to have only one person – no communication among involved parties is needed. If the person running the app has access to Eventbrite to create a list – plus the treasurer (for refunds and entering people), this is ample. Setting it up is the hardest part. There is documentation on the google drive for doing this. When sponsors are trying to register, they'll need special codes to use for by-passing the fees. The student rate will be requested by email, too – those qualifying for the rate must be full-time students and not full-time employees, with a student id and a letter stating that they are not a full-time employee anywhere. Five asked about this rate, and two provided the info to qualify. What's the time-line for getting started, with information existing in the system already? By end of March/early April, the system can start it up, and then the president can begin the advertising. Downloading reports from the system has a documented process, too. The Board gets updates through these reports, which provide year over year comparisons.

    vii. Local arrangements: Restaurant guides are made available. It's a great chance for something unique and interesting to be offered – perhaps an event, karaoke, etc.

c. Marketing – There are three volunteers, in addition to Board involvement. Last year, we reached out to CCC. Five or six people were on the group for such outreach. Getting talk about the conference out there was worthwhile. We could do more on Facebook and Linkedin. Anyone on the Board can contribute their thoughts and offer ideas of what more we could do there. Reaching out to WSCUC and the community college accreditor, too, has been a goal. WSCUC's involvement has grown. What about other outreach partners? Specialized accreditors are another group to involve. Data demands are there for these organizations, and having a relationship with IR is important for them. Contacting institutional leadership is a way of passing info down to IR offices.

d. Technology

    i. Content Management System/Website Reorganization – We have five volunteers for reviewing our website.

ii. Conference Mobile App – Only one assistant is needed. Evaluation links are to be put into it. We don't enable all the features. As mentioned before, the alphabetization of attendees is by first name on the program. Some features are nice – such as the reminder feature.

c. Awards and Scholarships – We have seven volunteers – they can review applications for the scholarship (the Sam Agronow Award). The Best Presentation is the other component of the group's effort. There was discussion to have one leader for both components and then have other leader serve as the party the in-training to lead in the future. Not much assistance is needed.

d. About CAIR
   i. CAIR Dashboard – This subcommittee does not need eight people, although we have as many volunteers. The group is being introduced for the first time. The dashboard could be revamped now – updated with 2016 data – then opened up to do something different. The Factbook was discussed regarding how much interest is there in this. It was proposed initially as a one-sheet, and having a dashboard with a link would be worthwhile alone. A few info-graphics could be good to create, among the eight volunteers. Having some facts on hand would be worthwhile. This could be helpful for informing the social media presence, too. Multiple people working on the dashboard at once is hard – version control issues present themselves – so maybe the idea is to develop more content for it – ideas becoming valuable, instead of multiple people updating it. Some people could work on infographics, some on content, some on visualization. Pushing out a fast-fact per month could be a good thing, too. Some from CAIR (specifically) vs. from higher ed vs. from AIR. Some interesting work is ahead on this project.
   ii. CAIR Historical – Bob Cox gave us historical documents, and Kristina will scan the materials. Tongshan sent eight years of financials, too. Decide what to retain, discard, and put online. Put it in a shared folder for access, and the group can make decisions regarding all this. It can take the form of a one-time project, and then we're done. Materials won't be spread around everyone's office anymore. Bob Cox, Bob Daly, Alice van Ommeren, and Kristina – past presidents – could work together on this. A trend analysis is on the dashboard – so that's done. There's also a Board-oriented dashboard, too, for internal purposes.
   iii. Assessment of vendors – ask them to evaluate their experience with us. This was not done in 2016, but can be considered in the future.

e. Board Nominations and Selection – This has been two committees in the past. One recruits applicants and then the other selects from among them. The incoming president taking charge of the selection process makes the most sense, because it represents building the Board for the year of that president's leadership. The past president could build the nominations, maintaining this work as two separate functions. Recruiting and selecting as separate processes makes the most sense.

f. Hotel and Site Selection for 2019 -- The assistance we've received in the past from the planning person has helped start the selection process – narrowing the list down to finalists. A four-person committee has been a constant. They tour the properties. Visits take place over two days. Six hotels were visited for this latest planning process. The group suggested that we'll want to address this later in the year. Seeing the VP as being in charge is a good thing – September would be the earliest to start this, when we call for the VP and can start the process. The person to be president in 2019 should be the one leading the search during 2018 for that location. The person becoming the president wouldn't want to inherit someone else's decision, given all that is involved with the deal that's made and the conference that follows. We could move up the VP selection, too. Doing site visits right before CAIR is not idea. If the process could push that part back, so that it's after the conference, the timing would likely be best. Having the broker is very helpful – it's a lot simpler – and he includes a good list of options as a starting point, options with a variety of qualities. The group found it valuable to cast a wide net, and the broker was valuable with negotiation assistance. Perhaps the goal would be to conduct visits in January and February, after contact with the broker in the fall. A year and a half out was as far out as anyone recommended in the past, yet San Diego was booked during our most recent experience. The goal is to secure the best deals. Our scheduled days for the conference have an impact on whether hotel facilities want to hold out for a better deal, thus enabling them to schedule additional days from another group.

g. Administrative Management (Wahl)
    i. Listserv – It is being kept up without incident.
    ii. Emails, folders, etc. – There was nothing to report.
    iii. Update Directors manual – The Board discussed the status of this effort. Most recently, the document could not be printed – it had tax documents in it as well as a lot of other information, and it was too long to print. Orientation today involved a mention of it. Maybe a summary of orientation and FAQs could become a serviceable replacement or component of the document. As a homework assignment for the Board's new directors, fresh eyes being focused on this document, in its draft form, would be valuable. When it was written, the president composed all of it, and the Board did not have as many projects distributed to it for individual ownership.

h. CAIR Planning
    i. Surplus spending – The Board discussed decisions about this. We have a mission and our work that we have been charged as a Board to do, along with resources to put into action. We are all engaged in the big picture and long term planning, how we're spending our time and money, and how we're meeting our goals as a group. The CAIR planning group hopes to look at all we've done and make recommendations about what we do and how we're using our money. We have a dozen or so volunteers wanting to participate in this. This could this take the form of spending more on speakers at the

conference – getting 'names' or experts, or those who are both. Using the theme in the choice would be worthwhile.

11.   Next meetings (Ramirez)
  a.   Thursday, June 22 at the Hilton Concord, 9:30 am – 4:00 pm
  b.   Tuesday, November 7 at the Hilton Concord, 10 am to 3:00 pm

At 3:04 p.m., the meeting adjourned.