

# BOARD OF TRUSTEES AGENDA



U.S. CHAMBER OF COMMERCE FOUNDATION  
Institute for Organization Management

## FALL 2018 MEETING MINUTES

### MEETING MINUTES OCTOBER 5, 2018 8:30 A.M.–10:00 A.M. EDT U.S. CHAMBER OF COMMERCE WASHINGTON, D.C.

**In attendance:** Chris E. Wallace, IOM, CCE; Megan A. Lucas, IOM, CCE, CEcD; Jeremy L. Arthur, IOM; Joseph B. Henning, IOM, CAE, ACE; Christin W. Berry, CAE; Rich Cantillon, IOM; Catherine S. Dority, IOM; David Johnson, IOM, CAE; Dawn Johnson, IOM; Nick Kieffer, IOM, CP; Jack Lank, IOM; Kelle Marsalis, IOM, CCE; Matt R. McCormick, IOM, CCE; Carrie Stuart, IOM; Scott Waller, IOM; Raymond P. Towle, IOM, CAE; Karyn K. MacRae, IOM, CAE, CMP; Caitlin Gayles; Katelynne G. Cox; Andrew Y. Weller, IOM; Megan Kastner

**Not in attendance:** Bryan Daniels, IOM, CCE, CEcD; Brad Lacy, IOM, CCE; Timothy M. McKee, IOM; Crystal Moore, CAE

**Observers:** Peter J. McNamara, IOM, CAE, J.D.; Angela Whitcomb, IOM

#### I. Welcome and Introductions

Chris E. Wallace, IOM, CCE welcomed everyone to the meeting and introductions were made. Recognition was given to the incoming Board of Regent chairs who were invited to observe the meeting.

#### II. Approval of Minutes

The February 6, 2018 minutes were unanimously approved.

#### III. Approval of Nominating Committee Reports

The Board of Trustees, Curriculum Committee, Midwest Board of Regents, Southeast Board of Regents, and Northeast Board of Regents nominating committee reports were all approved with no changes. The West Board of Regents nominating committee report was approved with an amendment (included below).

#### BOARD OF TRUSTEES

##### Chair

Megan A. Lucas, IOM, CCE, CEcD  
Chief Executive Officer and Chief Economic  
Development Officer  
Lynchburg Regional Chamber Alliance  
Lynchburg, VA  
Term: 2018-2019

##### Chair Elect

Jeremy L. Arthur, IOM  
President and CEO  
Chamber of Commerce Association of Alabama  
Montgomery, AL  
Term: 2018-2019

##### Vice Chair

Matt R. McCormick, IOM, CCE  
President  
Columbia Chamber of Commerce  
Columbia, MO  
Term: 2018-2019

# BOARD OF TRUSTEES AGENDA



U.S. CHAMBER OF COMMERCE FOUNDATION  
Institute for Organization Management

## FALL 2018 MEETING MINUTES

### Past Chair

Chris E. Wallace, IOM, CCE  
President and CEO  
North Texas Commission  
Irving, TX  
Term: 2018-2019

### Board of Regents Chairs (one-year term):

Tony Felker, IOM, CCE  
President and CEO  
Frisco Chamber of Commerce  
Frisco, TX  
Term: Through 2019

Nick Kieffer, IOM, CP  
President and CEO  
Goshen Chamber of Commerce  
Goshen, IN  
Term: Through Winter 2019 (*confirmed February 6, 2018*)

Christine Kennedy, IOM, CCE, CPC, ELI-MP  
COO and Executive Vice President  
Lynchburg Regional Business Alliance  
Lynchburg, VA  
Term: Through 2019

Peter J. McNamara, IOM, CAE, J.D.  
President  
New Hampshire Automobile Dealers Association  
Concord, NH  
Term: Through 2019

Angela Whitcomb, IOM  
President and CEO  
Shakopee Chamber of Commerce  
Shakopee, MN  
Term: Through 2019

### Curriculum Committee Chair:

Jeremy L. Arthur, IOM  
President and CEO  
Chamber of Commerce Association of Alabama  
Montgomery, AL  
Term: Through 2019

### At-large position (one-year term):

Steve Clark, IOM, CFE, J.D.  
President and CEO  
Fayetteville Chamber of Commerce  
Fayetteville, NC  
Term: 2018-2019

Kimberly Dahlsten, IOM  
Vice President of Operations  
Catawba County Chamber of Commerce  
Hickory, NC  
Term: 2018-2019

Gene Terry, IOM, CAE  
Executive Director, American Society of Hand Therapists  
Association Headquarters, Inc.  
Mt. Laurel, NJ  
Term: 2018-2019

### At-large position (two-year term):

Rich Cantillon, IOM  
President and CEO  
Ponca City Area Chamber of Commerce  
Ponca City, OK  
Term: 2017-2020\*  
*\*Includes one-year at-large term (2017-2018)*

Mark L. Field, IOM, CCE  
Senior Vice President of Membership  
Knoxville Chamber of Commerce  
Knoxville, TN  
Term: 2018-2020

Jack Lank, IOM  
President  
United Regional Chamber of Commerce  
Attleboro, MA  
Term: 2017-2020\*  
*\*Includes one-year at-large term (2017-2018)*

Stephanie M. Parton, IOM, CAE  
Vice President, Communications  
Indiana CPA Society  
Indianapolis, IN  
Term: 2017-2020\*  
*\*Includes one-year term as Chair of Winter Board of Regents (2017-2018)*

Jodie A. Perry, IOM, CCE, CCEO-AP  
President  
Richland Area Chamber of Commerce  
Mansfield, OH  
Term: 2018-2020

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### Term Renewals (At-large, two-year terms):

Scott Waller, IOM  
Executive Vice President and COO  
Mississippi Economic Council  
Jackson, MS  
Term: 2015-2020\*  
*\*Includes one-year at-large term (2015-2016)*

### REMAINING ON BOARD, NO ACTION REQUIRED

#### Standing:

Christin Berry, CAE  
Senior Director, Business Analytics  
ASAE: The Center for Association Leadership  
Washington, DC  
Term: Standing

Crystal Moore, CAE  
Vice President, Professional Development and Convention  
Association of Chamber of Commerce Executives  
Alexandria, VA  
Term: Standing

Raymond P. Towle, IOM, CAE  
Vice President  
Federation Relations and Institute for Organization  
Management  
U.S. Chamber of Commerce  
Washington, DC  
Term: Standing

#### At-large (two-year term):

DJ Johnson, IOM, CAE  
Vice President, Membership  
American Society of Interior Designers  
Washington, DC  
Term: 2015-2019

Kelle Marsalis, IOM, CCE  
Vice President, Strategic Initiatives  
Dallas Regional Chamber  
Dallas, TX  
Term: 2016-2019\*  
*\*Includes one-year term as Chair of West Board of Regents  
(2016-2017)*

### ROTATING OFF BOARD

#### Board of Regents Chairs (one-year term):

Bryan Daniels, IOM, CCE, CEcD  
President and CEO  
Blount Partnership  
Maryville, TN  
Term: Through 2018

Dawn Johnson, IOM  
Vice President  
Muskegon Lakeshore Chamber of Commerce  
Muskegon, MI  
Term: Through 2018

Brad Lacy, IOM, CCE  
President and CEO  
Conway Area Chamber of Commerce  
Conway, AR  
Term: Through 2018

Carrie Stuart, IOM  
President  
Gettysburg Adams Chamber of Commerce  
Gettysburg, PA  
Term: Through 2018

#### At-large (two-year terms):

Catherine S. Dority, IOM  
Director of Marketing  
Charleston Area Convention and Visitors Bureau  
Charleston, SC  
Term: 2012-2018

Timothy M. McKee, IOM  
Chief Executive Officer  
Olathe Chamber of Commerce  
Olathe, KS  
Term: 2012-2018

Marnie L. Uhl, IOM, ACE  
President and CEO  
Prescott Valley Chamber of Commerce  
Prescott Valley, AZ  
Term: 2012-2018

#### Past Chair:

Joseph B. Henning, IOM, CAE, ACE  
President and CEO  
Aurora Regional Chamber of Commerce  
Aurora, IL  
Term: 2017-2018

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### CURRICULUM COMMITTEE

#### Chair

Jeremy L. Arthur, IOM  
President and CEO  
Chamber of Commerce Association of Alabama  
Montgomery, AL  
Term: 2017-2019

#### Vice Chair

Matt R. McCormick, IOM, CCE  
President  
Columbia Chamber of Commerce  
Columbia, MO  
Term: 2017-2019

#### Board of Regents Vice Chairs (one-year term):

Ryan Evans, IOM  
President  
Utah Solar Energy Association  
Draper, UT  
Term: 2018-2019

Jeff Griffin, IOM  
President and CEO  
Peoria Area Chamber of Commerce and The CEO Council  
Peoria, IL  
Term: 2018-2019

Robert Medler, IOM  
Vice President, Government Affairs  
Tucson Metro Chamber  
Tucson, AZ  
Term: 2018-2019 (*confirmed February 6, 2018*)

Douglas O'Flaherty, IOM  
South Carolina Director of Operations  
South Carolina Restaurant and Lodging Association  
Columbia, SC  
Term: 2018-2019

Teri Smiley, IOM, GCCE  
President  
Walton County Chamber of Commerce  
Monroe, GA  
Term: 2018-2019

#### At-large (two-year term):

Lowell Aplebaum, CAE  
Chief Executive Officer and Founder  
Next Connexion  
Gaithersburg, MD  
Term 2018-2020

Jodie Perry, IOM, CCE, CCEO-AP  
President  
Richland Area Chamber of Commerce  
Mansfield, OH  
Term: 2018-2020

#### Term Renewals (two-year term):

Timothy M. McKee, IOM  
Chief Executive Officer  
Olathe Chamber of Commerce  
Olathe, KS  
Term: 2014-2020

Jacqueline Rakers, IOM, PFMM  
Executive Director  
Illinois Association of Mutual Insurance Companies  
Ohlman, IL  
Term: 2016-2020

#### Faculty Member (two-year term):

Nika White, IOM, CDE  
President and CEO  
Nika White Consulting  
Greenville, SC  
Term: 2018-2020

### REMAINING ON COMMITTEE, NO ACTION REQUIRED

#### Standing:

Crystal Moore, CAE  
Vice President, Professional Development and Convention  
Association of Chamber of Commerce Executives  
Alexandria, VA  
Term: Standing

Christin W. Berry, CAE  
Senior Director, Business Analytics  
ASAE: The Center for Association Leadership  
Washington, DC  
Term: Standing

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### Faculty Member (two-year term):

Steven Swafford, IOM, Ed.D.  
Balance Warrior and CEO  
Leadership Outfitters  
Santa Monica, CA  
Term: 2015-2019

### At-large (two-year term):

Desiree Bennyhoff, IOM, ACE  
President and CEO  
Edwardsville/Glen Carbon Chamber of Commerce  
Edwardsville, IL  
Term: 2017-2019

Catherine S. Dority, IOM  
Director of Marketing  
Charleston Area Convention and Visitors Bureau  
Charleston, SC  
Term: 2013-2019

Kelle Marsalis, IOM, CCE  
Vice President, Strategic Initiatives  
Dallas Regional Chamber  
Dallas, TX  
Term: 2017-2019

Allison B. Walden, IOM, CFRE  
Senior Vice President of Resource Development  
Tulsa Regional Chamber  
Tulsa, OK  
Term: 2017-2019

Morri Yancy, IOM  
President  
Lake Guntersville Chamber of Commerce  
Guntersville, AL  
Term: 2015-2019

### ROTATING OFF COMMITTEE

#### At-Large:

Robert E. Thomas, IOM, CAE, CMP  
Vice President of Operations, Michigan Chamber of Commerce  
Executive Director, Michigan Chamber Foundation  
Lansing, MI  
Term: 2012-2018

### Board of Regents Vice Chairs (one-year term):

Tony Felker, IOM, CCE  
President and CEO  
Frisco Chamber of Commerce  
Frisco, TX  
Term: 2017-2018

Nick Kieffer, IOM, CP  
President and CEO  
Goshen Chamber of Commerce  
Goshen, IN  
Term: 2017-2018 (*confirmed February 6, 2018*)

Christine Kennedy, IOM, CCE, CPC, ELI-MP  
Chief Operating Officer and Executive Vice President  
Lynchburg Regional Business Alliance  
Lynchburg, VA  
Term: 2017-2018

Peter J. McNamara, IOM, CAE, J.D.  
President  
New Hampshire Automobile Dealers Association  
Concord, NH  
Term: 2017-2018

Angela Whitcomb, IOM  
President and CEO  
Shakopee Chamber of Commerce  
Shakopee, MN  
Term: 2017-2018

### Faculty Member (two-year term):

Brian Baker  
General Manger  
Mayacamas Vineyards  
Napa, CA  
Term: 2014-2018

### MIDWEST BOARD OF REGENTS

#### Chair

Angela Whitcomb, IOM  
President  
Shakopee Chamber of Commerce  
Shakopee, MN  
Term: 2018-2019

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## FALL 2018 MEETING MINUTES

### Vice Chair

Jeffrey Griffin, IOM  
President and CEO  
Peoria Area Chamber of Commerce and The CEO Council  
Peoria, IL  
Term: 2018-2019

### Past Chair

Dawn Johnson, IOM  
Vice President  
Muskegon Lakeshore Chamber of Commerce  
Muskegon, MI  
Term: 2018-2019

### The following individuals are nominated:

Jason Ball, IOM, CEcD  
President  
Sioux Falls Area Chamber of Commerce  
Sioux Falls, SD  
Term: 2018-2020

Desiree M. Bennyhoff, IOM, ACE  
President and CEO  
Edwardsville/Glen Carbon Chamber of Commerce  
Edwardsville, IL  
Term: 2018-2020

Corey Hutcherson, IOM  
Director of Membership  
Wake Forest Area Chamber of Commerce  
Wake Forest, NC  
Term: 2018-2020

### Term Renewals (two-year term):

Jenna Armstrong, IOM  
Chief Executive Officer  
Lake Houston Area Chamber of Commerce  
Humble, TX  
Term: 2016-2020

William T. Fleming, IOM  
Executive Director  
Pekin Area Chamber of Commerce  
Pekin, IL  
Term: 2016-2020

Lisa Hoyt, IOM  
Membership Director  
Petoskey Regional Chamber of Commerce  
Petoskey, MI  
Term: 2014-2020

Lisa Weitzel, IOM, CAE  
President  
Illinois Association of Chamber of Commerce Executives  
Springfield, IL  
Term: 2016-2020

### REMAINING ON BOARD, NO ACTION REQUIRED

Heidi Gullickson, IOM  
Executive Director  
Brookings Area United Way  
Brookings, SD  
Term: 2015-2019

Tracey Halliday, IOM  
Vice President, Communications  
American Beverage Association  
Washington, DC  
Term: 2015-2019

Andrew Johnston, IOM  
Vice President, Government and Corporate Affairs  
Grand Rapids Area Chamber of Commerce  
Grand Rapids, MI  
Term: 2017-2019

Peter Murphy, IOM  
President and CEO  
Illinois Association of Park Districts  
Springfield, IL  
Term: 2017-2019

Jodie A. Perry, IOM, CCE, CCEO-AP  
President  
Richland Area Chamber of Commerce  
Mansfield, OH  
Term: 2013-2019

Heidi Zich, IOM  
Executive Vice President  
Home Builders Association of the Fox Cities  
Appleton, WI  
Term: 2015-2019

### SOUTHEAST BOARD OF REGENTS

#### Chair

Christine Kennedy, IOM, CCE, CPC, ELI-MP  
COO and Executive Vice President  
Lynchburg Regional Business Alliance  
Lynchburg, VA  
Term: 2018-2019

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## FALL 2018 MEETING MINUTES

### Vice Chair

Teri H. Smiley, IOM, GCCE  
President  
Walton County Chamber of Commerce  
Walton, GA  
Term: 2018-2019

### Past Chair

Bryan Daniels, IOM, CCE, CEcD  
President and CEO  
Blount Partnership  
Maryville, TN  
Term: 2018-2019

### The following individual is nominated:

Heath Taylor, IOM  
President and CEO  
Dublin-Laurens Chamber of Commerce  
Dublin, GA  
Term: 2018-2020

### Term Renewals (two-year term):

Rita Berry, IOM, CCEC  
President and CEO  
Greater Summerville/Dorchester County Chamber of  
Commerce  
Summerville, SC  
Term: 2014-2020

Elisabeth Deville, IOM  
Vice President, Finance and Administration  
SWLA Alliance  
Lake Charles, LA  
Term: 2016-2020

Henry Florsheim, IOM  
President and CEO  
Wichita Falls Chamber of Commerce  
Wichita Falls, TX  
Term: 2016-2020

Pammie Jimmar, IOM  
Small Business and Events Director  
Chamber of Commerce of Huntsville/Madison County  
Huntsville, AL  
Term: 2016-2020

Allison B. Walden, IOM, CFRE  
Senior Vice President of Resource Development  
Tulsa Regional Chamber  
Tulsa, OK  
Term: 2016-2020

### REMAINING ON BOARD, NO ACTION REQUIRED

Skip Alford, IOM, FCCP  
President and CEO  
Greater Palm Harbor Chamber of Commerce  
Palm Harbor, FL  
Term: 2017-2019

Elizabeth Horton, IOM  
Senior Vice President of Operations  
Greenville Chamber of Commerce  
Greenville, SC  
Term: 2013-2019

Michelle Kiely, IOM  
Vice President of Development  
Knoxville Chamber of Commerce  
Knoxville, TN  
Term: 2017-2019

Beth Morrison, IOM  
Vice President of Member Services  
Greater Dalton Chamber of Commerce  
Dalton, GA  
Term: 2017-2019

Rick Roden, IOM  
President and CEO  
Greater Jackson County Chamber of Commerce  
Scottsboro, AL  
Term: 2015-2019

Carlton Tidwell, IOM  
President  
Terrell Chamber of Commerce  
Terrell, TX  
Term: 2017-2019

Raymund Villegas, IOM  
Vice President and COO  
Seminole County Regional Chamber of Commerce  
Heathrow, FL  
Term: 2015-2019

Scott Waller, IOM  
President and CEO  
Mississippi Economic Council  
Jackson, MS  
Term: 2013-2019

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### ROTATING OFF BOARD

Kimberly Dahlsten, IOM  
Vice President, Operations  
Catawba County Chamber of Commerce  
Hickory, NC  
Term: 2012-2018

### WEST BOARD OF REGENTS

#### Chair

Tony Felker, IOM, CCE  
President and CEO  
Frisco Chamber of Commerce  
Frisco, TX  
Term: 2018-2019

#### Vice Chair

Ryan Evans, IOM  
President  
Utah Solar Energy Association  
Salt Lake City, UT  
Term: 2018-2019

#### Past Chair

Brad Lacy, IOM, CCE  
President and CEO  
Conway Area Chamber of Commerce  
Conway, AR  
Term: 2018-2019

### The following individuals are nominated:

Mike Greene, IOM  
Senior Vice President, Government Affairs  
Council for Responsible Nutrition  
Washington, DC  
Term: 2018-2020

Erica Mulder, IOM  
Vice President of Governmental Affairs and  
Communications  
Greater Irving-Las Colinas Chamber of Commerce  
Irving, TX  
Term: 2018-2020

Kuma Roberts, IOM  
Executive Director of Talent Attraction, Retention and  
Mosaic  
Tulsa Regional Chamber  
Tulsa, OK  
Term: 2018-2020

Nicholas R. Williams, IOM  
Chief Executive Officer  
Salem Area Chamber of Commerce  
Salem, OR  
Term: 2018-2020

### Term Renewals (two-year term):

Jim Johnson, IOM  
President and CEO  
Georgetown Chamber of Commerce  
Georgetown, TX  
Term: 2016-2020

Gene Terry, IOM, CAE  
Executive Director, American Society of Hand Therapists  
Association Headquarters, Inc.  
Mt. Laurel, NJ  
Term: 2016-2020

Jennifer Reiser, IOM  
Chief Operating Officer  
Billings Area Chamber of Commerce  
Billings, MT  
Term: 2016-2020

Katie Stice, IOM, ACE  
Chief of Staff  
Greater Coachella Valley Chamber of Commerce  
Indio, CA  
Term: 2016-2020

### REMAINING ON BOARD, NO ACTION REQUIRED

Juliet Abdel, IOM  
President and CEO  
Westminster Chamber of Commerce  
Westminster, CO  
Term: 2017-2019

Jason E. Camis, IOM  
President and CEO  
Gardner Edgerton Chamber of Commerce  
Gardner, KS  
Term: 2015-2019

Lisa Hermes, IOM, CCE  
President  
McKinney Chamber of Commerce  
McKinney, TX  
Term: 2015-2019



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## FALL 2018 MEETING MINUTES

Kelle Marsalis, IOM, CCE  
Vice President, Strategic Initiatives  
Dallas Regional Chamber of Commerce  
Dallas, TX  
Term: 2013-2019

Robert Newman, IOM, CAE  
Vice President and Chief Financial Officer  
Independent Film and Television Alliance  
Los Angeles, CA  
Term: 2017-2019

Heidi Peterson, IOM  
Manager, Marketing and Membership  
Wyoming Taxpayers Association  
Cheyenne, WY  
Term: 2015-2019

### ROTATING OFF BOARD

William Cobb, IOM  
President and CEO  
Greater Bentonville Chamber of Commerce  
Bentonville, AR  
Term: 2017-2019

Thane Phelan, IOM  
Term: 2017-2019

### NORTHEAST BOARD OF REGENTS

#### Chair

Peter J. McNamara, IOM, CAE, J.D.  
President  
New Hampshire Automobile Dealers Association  
Concord, NH  
Term: 2018-2019

#### Vice Chair

Douglas O'Flaherty, IOM  
South Carolina Director of Operations  
South Carolina Restaurant and Lodging Association  
Columbia, SC  
Term: 2018-2019

#### Past Chair

Carrie Stuart, IOM  
President  
Gettysburg Adams Chamber of Commerce  
Gettysburg, PA  
Term: 2018-2019

### The following individuals are nominated:

Amy Hager, IOM, CAE  
Account Executive  
Associated General Contractors of America  
Arlington, VA  
Term: 2018-2020

Matt Myers, IOM  
Marketing and Communications Manager  
North Central Massachusetts Chamber of Commerce  
Fitchburg, MA  
Term: 2018-2020

### Term Renewals (two-year term):

Marvin Bond, IOM, CCE  
Vice President, Investor Relations  
Greater Irving-Las Colinas Chamber of Commerce  
Irving, TX  
Term: 2016-2020

Dan Lemyre, IOM, CAE  
Executive Director, Society for Biomaterials  
Association Headquarters, Inc.  
Mt. Laurel, NJ  
Term: 2014-2020

Jacqueline Lovejoy, IOM  
President  
Dearborn Area Chamber  
Dearborn, MI  
Term: 2016-2020

Patricia A. Montgomery, IOM, CAE  
Managing Director, Executive and Board Operations  
American Society of Civil Engineers  
Reston, VA  
Term: 2016-2020

Robert Uhler, IOM, CAE  
Community Development Director  
City of Fort Scott  
Fort Scott, KS  
Term: 2016-2020

### REMAINING ON BOARD, NO ACTION REQUIRED

Steve Clark, IOM, J.D., CFE  
President and CEO  
Fayetteville Chamber of Commerce  
Fayetteville, AR  
Term: 2013-2019

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Kate Conroy, IOM  
Director, Member Services and Programs  
New Jersey Business & Industry Association  
Trenton, NJ  
Term: 2015-2019

Cheryl Kuhn, IOM  
President and CEO  
Southern Chester County Chamber of Commerce  
West Grove, PA  
Term: 2017-2019

Michael Smith, IOM, CAE, CPA  
Vice President, Finance and Operations  
Solar Energy Industries Association  
Washington, DC  
Term: 2017-2019

### ROTATING OFF BOARD

Jeffrey S. Albright, IOM  
Director, Membership  
PA Chamber of Business and Industry  
Harrisburg, PA  
Term: 2016-2018

Elizabeth Knowlton, IOM, CCE  
Executive Director of Economic Development  
City of DeRidder  
DeRidder, LA  
Term: 2015-2019

### IV. Consent Agenda

The Winter Board of Regents, Midwest Board of Regents, Southeast Board of Regents, West Board of Regents, and Northeast Board of Regents Chairman's reports were all approved.

### V. Curriculum Committee Report

Jeremy Arthur, IOM, Chair of the Curriculum Committee, gave an update on yesterday's Curriculum Committee meeting. The new elective focusing on diversity, equity, and inclusion was brought to attention. The following changes were unanimously approved and will be implemented in 2019.

### 2018 Curriculum Changes

The Curriculum Committee approved the following changes to the curriculum. These changes will go into effect beginning at 2019 Winter Institute with the exception of a new elective proposed, which will go into effect beginning in 2019 summer. There were a number of changes made to small sub-bullet points and percentages, but those changes do not need to be approved by the Board of Trustees. All approved changes including sub-bullet point changes will be reflected in the 2019 syllabus.

### E161 Business Communication Technology Trends

- The Curriculum Committee has decided to remove this course in order to strengthen our portfolio of current technology courses and avoid overlap. Certain course points were moved into other classes including *C260 Marketing Strategies* and *C460 Integrating Strategic Technology Solutions*.

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### C260 Marketing Strategies

*Objective Change:* Two of the sub-bullets within the second course objective were moved into the first course objective.

- New sub-bullets:
  - Enhance methods to distribute your “product” by building awareness and visibility of the organization through marketing and communications.
  - Embrace member and market research as a key organizational driver.

*Objective Change:* The third course objective now includes information from *E161 Business Communication Technology Trends* that pertains to social media outlets and tools.

- New sub-bullet: Use technology in marketing communications (brief lead-in to *C460 Integrating Strategic Technology Solutions*) including social media outlets and tools, as well as, traditional media.
- New sub-bullet: Understanding analytics
- New sub-bullet: Recognizing how your target audience utilizes your social media

### C460 Integrating Strategic Technology Solutions

*Objective Change:* The sub-bullet within the first course objective now includes “e-commerce” as a technology tool set.

- New sub-bullet: Understanding the technology tool set, integration (i.e. CMS, CRM, ERP, e-commerce, and SM, etc.) and how it is needed to support association goals and activities

*Objective Change:* The second and third objectives were re-ordered to weight the objectives and align with the course description.

- New objective order: 2. Protecting and maintaining your technology solutions.  
3. Developing technology strategies for your organization

*Objective Change:* An additional sub-bullet was added within the second course objective to include cloud technology and cyber security.

- New sub-bullet: Cloud technology & cyber security.

*Objective Change:* The sub-bullet within the third course objective was changed to include “scalability” and add an instructor note about open dialogue.

- New sub-bullet: Best practices & scalability (instructor note: open dialogue encouraged)

### C360 Innovate or Die

*Title Change:* The title of the course has been changed from “Innovate or Die” to “Culture of Innovation” to highlight the importance of creating a culture of innovation within your organization.

*Objective Change:* Three of the sub-bullets from the first course objective were moved into *C230 Managers Who Motivate* and the additional smaller sub-bullets were moved into faculty notes to streamline the syllabus.

- Sub-bullets for the first course objective are now:
  - Balanced blend of methodologies, work practices, culture, and infrastructure
  - Embraces risks and wild ideas and tolerates the occasional failure
  - A culture of people first

*Objective Change:* The sub-bullet pertaining to “Monitoring revenue supply” was moved from this class to *E110 Revving Your Revenue Stream*.

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*Objective Change:* The third course objective was moved to *E110 Revving Your Revenue Stream* and replaced with a new course objective.

- New course objective: Innovate or Die

### **C230 Managers Who Motivate**

*Objective Change:* The second course objective now includes sub-bullets from *C360 Culture of Innovation*

- New sub-bullets:
  - Allows time for brainstorming, creativity, and innovation
  - Develops and honors talent, not seniority
  - Strives for, measures, and exceeds quality expectations

### **E340 501(c)(3) Foundations**

*Course Description:* The course description was changed by the committee to note this class is for attendees who already have a foundation in place.

- If you currently have a foundation, you need to be fully cognizant of how to make this powerful arrangement work. Explore issues associated with IRS governance and compliance, as well as accounting and audit rules impacted by received restricted funds from contributions and grants.

*Objective Change:* The sub-bullet “Why Start a Foundation” within the first course objective was removed.

*Bonus Session Proposed:* A bonus session focused on creating a foundation was suggested in order to gather data and better develop a portfolio of foundation related courses.

### **E150 Diversity, Equity, and Inclusion**

*New Elective Proposed*

Course Description: Inclusive leadership is paramount to successful organizations and thriving communities. Equip yourself with the tools necessary to create a community that is welcoming to all.

Course Objectives:

- **Understanding the economic impact of diversity, equity, and inclusion.**
  - 20%
  - Exploring identity groups and the collective impact of partnership
    - Associations and chambers centered on identity
- **Creating a climate that promotes an understanding and respect for diversity, equity, and inclusion.**
  - 40%
  - Recognizing unconscious bias
  - Launch and sustain an impactful initiative
  - Intentional leadership
  - Personal impact of exclusion
  - Analyzing programs, products, and communications for alignment

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- **Using policy to support the organization’s goal of diversity, equity, and inclusion.**
  - 40%
  - Analyzing company policies for unconscious bias
  - Creating, implementing, and communicating a DEI policy to your organization (staff and board) and community.

### VI. Updates

#### a. Opening Kickoff Session

Chris Wallace, IOM, CCE informed the group that based on feedback received over the summer, the speaking portion of the Opening Kickoff Session will return in 2019. It was explained that while volunteers will still have an opportunity to introduce themselves, staff will work with regents to be more intentional with the agenda, ensuring that the role of the Board of Regents is explained and expectations for the week are clearly defined. Regents are encouraged to further develop an optional event on Sunday evening.

It was also noted that staff is currently exploring the possibility of partnering with a local restaurant/bar for a scholarship fundraiser during this time.

#### b. West Institute and ACCE

Staff provided an update on 2019 West Institute and ACCE, sharing that word was recently received from the university that the new proposed dates of Wednesday, July 17 – Sunday, July 21 were approved. The dates were changed to avoid direct overlap with ACCE’s conference in California.

#### c. 2019 Winter Institute

Staff provided an update on 2019 Winter Institute and the University of Arizona. The group learned that the University of Arizona is no longer able to host the program on campus in 2019 due to a change in their academic calendar. As a result, Winter Institute will take place at the Marriott, which is the host hotel. There was discussion about the importance of managing attendee expectations, as well as the potential of moving sites in the future.

#### d. Diversity Taskforce Update

Megan Lucas, IOM, CCE, CEcD, presented the proposed Diversity and Inclusion Statement, and suggested that the title be amended to Diversity, Equity, and Inclusion Statement to align with the new elective. A suggestion was made to add “Visual marketing collateral should showcase the spirit of the statement” to the statement and a motion was passed to accept the statement as written below.

### **Diversity, Equity, and Inclusion Statement**

The U.S. Chamber of Commerce Foundation’s Institute for Organization Management (Institute) program values diversity and practices inclusion within the association and chamber and industries. For the continued advancement of the Institute program, we champion equal access and equity of opportunity through the intentional inclusion of all. Further, we encourage and provide leadership and resources to our

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association and chamber professionals so they can create D, E, & I programs and initiatives at their own organizations.

Institute for Organization Management values diversity and inclusion across identity groups and professional levels. Identity groups include and are not limited to age, appearance, disability, ethnicity, gender (identity or expression), geographic location, nationality, professional level, race, religion, and sexual orientation.

### Condensed Version for Collateral

Institute for Organization Management values diversity and practices inclusion for the advancement of the program. Institute's National Board of Trustees provides leadership and commits time and resources to champion equity through the intentional inclusion of all.

### Changes and Ideas to Implement

1. Include the statement in Institute's Policies and Procedures to apply to any situation involving bias, harassment, or discrimination.
2. Conduct one training per year for Institute Board of Trustees and Boards of Regents to help their personal and professional growth.
3. Add a course to the curriculum about diversity and inclusivity.
4. Incorporate the statement in recruitment messaging.
5. Add measures to track benchmarks and progression.
6. Create a challenge that Institute holds themselves accountable to and strives for.
7. Ensure that marketing and visual collateral reflects the spirit of the statement.

### VII. Chairman's Report

The chairman thanked all of the volunteers for their roles in a successful 2018 year and welcoming him to each site. In addition, he specifically mentioned:

- 2018 final enrollment
  - 253 first-years
  - 882 overall
- 2019 attendance goals. He recognized that these are based on real data from the past five years. The first-year projections include a 5% increase in order for Institute to strive to continue to grow the program.
  - 265 first-years
  - 859 overall
- He recognized and thanked all volunteers, giving special recognition to the 2018 Boards of Regents Chairs:
  - Winter: Stephanie Parton (no longer on the BOT due to Winter's different term schedule; 2019 chair Nick Kieffer was in the room)
  - Midwest: Dawn Johnson
  - Southeast: Bryan Daniels
  - West: Brad Lacy
  - Northeast: Carrie Stuart

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### VIII. Looking Ahead

Megan Lucas, IOM, CCE, CEcD recognized and thanked Chris E. Wallace, IOM, CCE for his year of service as Board of Trustees Chairman and presented him with the Chairman's award. She spoke about the focus and vision for 2019, highlighting first-year recruitment and word-of-mouth marketing. She also challenged everyone to thank the person who introduced them to Institute.

### IX. Other Business

Discussion regarding fundraising goals took place, and the board was challenged by fellow trustee DJ Johnson, IOM, CAE to exceed Institute's goals through contributions.

A larger discussion regarding potential partnership opportunities amongst West Institute and ACCE took place. Trustees were also encouraged to consider all sites when sending their staff and promoting the program.

### X. Adjournment

The Board of Trustees were thanked for their participation and their time. Past chair Joe Henning, IOM, CAE, ACE was recognized and thanked for his service, in addition to all other trustees rotating off the board. It was reported that the next meeting will take place via conference call on Tuesday, February 5, 2019 at 11:30 a.m. EST and the next in-person meeting will take place on Friday, October 4, 2019 in D.C.

There being no other business the meeting was adjourned at 9:30 a.m.