

CURRICULUM COMMITTEE



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

MEETING MINUTES OCTOBER 4, 2018 9:00 A.M. - 12:00 P.M. EDT U. S. CHAMBER OF COMMERCE WASHINGTON, DC

In attendance: Jeremy Arthur, IOM; Matt McCormick, IOM, CCE; Desiree Bennyhoff, IOM, ACE; Christin Berry, CAE; Catherine Dority, IOM; Tony Felker, IOM, CCE; Christine Kennedy, IOM, CCE, CPC, ELI-MP; Kelle Marsalis, IOM, CCE; Tim McKee, IOM; Pete McNamara, IOM, CAE, J.D.; Robert Medler, IOM; Crystal Moore, CAE; Allison Walden, IOM, CFRE; Angela Whitcomb, IOM

Observers: Ryan Evans, IOM; Megan Lucas, IOM, CCE, CECD; Douglas OFlaherty, IOM; Teri Smiley; IOM, GCCE; Chris Wallace, IOM, CCE

Staff in attendance: Raymond P. Towle, IOM, CAE; Karyn MacRae, IOM, CAE, CMP; Andrew Y. Weller, IOM; Katelynne Cox; Caitlin Gayles; Megan Kastner

I. Welcome and Introductions

Jeremy Arthur, IOM welcomed everyone to the meeting and thanked them for attending.

II. Approval of Minutes – October 5th, 2017

The minutes from October 5, 2017 were unanimously approved.

III. Curriculum Overview

A. Benchmarking documents

- The committee reviewed the contents of the tabs in the curriculum binder.

B. 2018 Updates

- **New Faculty:** It is our goal to attract and engage in the program new faculty members to keep our curriculum current with fresh perspectives. 12 new faculty members taught during 2018. This is 18 percent of the total number of 2018 faculty members. Tab 9 has the course grids from 2018. The new faculty members are indicated on the grid by a yellow colored box.
- **Course Audits:** 54 audits were conducted in 2018. The course audit process began 6 years ago and is in need of an updated procedure. Due to the changed format with course feedback, we've noticed that course audits are not as instrumental as they've been in the past. In addition, with growing on-site responsibilities, regents are not able to devote as much time to course audits on site. We propose that course audits are shifted to a "need" basis for courses that are newly implemented or change during this meeting. A sample course audit form can be found on Page 1 in Tab 8.

C. Class Updates

CURRICULUM COMMITTEE



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

- After being approved for the curriculum during the 2017 meeting, the following courses had changes implemented in 2018: C110 Financial Fitness; C185 Recruit, Engage, and Retain Your Members; C341 Win-Win Partnerships; C380 Volunteer Development; C441 Industry Forecast; E210 Executive Finance; E340 501(c)(3) Foundations.
- **Absence Response Plan:** Our revised Absence Response Plan was put into place this year with great success. In total, there were 9 attendees in 2018 who needed to complete makeup work. In total, there were 23 attendees in 2017 who needed to complete make-up work. In 2016, there were 19 attendees who needed to complete make-up work. In 2015, there were 22 attendees who needed to complete make-up work. Please remember that the attendance policy is attendees must be in class at all times.

D. Curriculum Recommendations

The following changes were approved for the current curriculum and will go into effect in 2019.

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*.

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.

CURRICULUM COMMITTEE



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

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*.

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.

E110 Revving Your Revenue Stream

Objective Change: The first course objective now includes “Dues and non dues” as a sub bullet.

- Sub-bullets for the first course objective are now:
 - Grant writing
 - Dues and non dues

Objective Change: The third course objective now includes the monitoring revenue supply sub- bullet from C360.

- Sub-bullets for the third course objective are now:
 - Monitor revenue supply
 - Project-based budgeting (including staff time)
 - Working a step-by-step new product development process
 - Tax issues (royalty vs. unrelated business income)
 - Labor intensiveness vs. financial gain
 - Revenues exceed costs? (cost-benefit)

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

CURRICULUM COMMITTEE



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

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 and Approved

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
- **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

IV. Chairman’s Report

Jeremy Arthur thanked everyone for a great year and their participation as well as recognizing those who were rolling off.

V. Additional Business

Matt McCormick provided his thanks and reviewed the schedule for the rest of the day.

CURRICULUM COMMITTEE



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Institute for Organization Management

VI. Adjourn

The next meeting will take place on October 3, 2019 in Washington, DC.
There being no other business the meeting was adjourned.