



CONSENT AGENDA

WINTER CHAIRMAN'S REPORT, FALL 2019

On behalf of the entire Winter Board of Regents, I'd like to begin by thanking the 2019 Chair, Nick Kieffer, IOM, CP, for his enthusiasm, dedication, and friendship. Nick's leadership on-site in January led to a successful Institute in the face of significant adversity, and attendees reaped the rewards of his leadership. Thank you, Nick.

The final attendance numbers are as follows:

- First-Year Attendees: 64 with the goal of 63, a 101.6% success rate
- Overall Enrollment: 238, with the goal of 240, a 99.2% success rate
- Association Representation: 63, or 26.5% of attendees

The final fundraising numbers for the 2019 Winter site are as follows:

- On-Site Silent Auction raised \$10,707.28
- 5K Scholarship Run raised \$1,212.29
- On-site donations raised \$5,021.00
- Total: \$16,940.57 with the goal of \$10,000, a 169.41% success rate

A long-standing tradition for the Winter Board is our ongoing communication throughout the year via email. Short, concise emails were sent to board members regularly with a variety of content and will continue until we are on-site in January. Andrew and the IOM team created effective social media resources throughout the year that we strongly encourage everyone on our board to share in their peer groups to drive recruitment, as well as present to professional groups throughout our networks to attract attendees.

Class Advisors, as we all know, play a vital role in the attendee experience and how the week progresses. Our slate of Class Advisors in 2019 were topnotch and they handled our "opportunities" extremely well. The idea of having advisors "self-select" into the role, rather than having been searched for and asked, proved to work well, as we did not have any late cancellations or other issues that occasionally plague volunteers. Furthermore, pairing our regents with Class Advisors as Regent Partners has once again proved to be extremely helpful in creating a great experience for attendees.

As for best practices, our silent auction leaned towards packaging items this past year to make larger gifts and experiences available. This led to significant increases in average bid amounts, and continued the fun of Bidr and competitive bidding for scholarships.

Registration was also run by the Class Advisors and Regent Partners from their respective classes. This connected names with faces and allowed for an exemplary level of customer service to be delivered from the onset of our week in Tucson.

As 2020 Winter is quickly approaching, our goals have been set and we are working diligently to exceed them. Our attendance goals are set at 223 overall, 68 of which are first-years, and over 30% association representation. Our fundraising goal is set at \$12,500. We also have adopted goals for customer service



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based on the attendee post-site survey results. Our team is already in the process of executing our plans and are eagerly looking forward to January.

We, as the Winter Board of Regents, would like to thank Raymond, Karyn, and the entire staff for how hard they worked this past year. Their dedication and professionalism make serving on the Winter Board of Regents a pleasure.

Finally, while I am the one who has the privilege of presenting this report, there are many who do the work. The Winter team is a family and passionately dedicated to Institute. They are innovators who work tirelessly to make each year better than the last – ensuring attendees have the best experience possible. They are the best of the best and I am truly honored to serve them as Chair.

Submitted by: Robert Medler, IOM
Chair, Winter Board of Regents



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MIDWEST CHAIRMAN'S REPORT, FALL 2019

On behalf of the attendees, faculty, Class Advisors, and my colleagues on the Midwest Board of Regents, it is my honor to deliver the yearend report for Midwest Institute.

When we gathered in D.C. last October to start planning, we were focused on three areas: recruitment and retention, customer experience, and of course fundraising.

The goals set for us by staff were lower than they've been in years past, and being a competitive group, that didn't sit well with us. We spent the year laser focused on recruitment, and I'm proud to report that our final enrollment number was 146 with 43 of those being first-years, hitting 111% of our goal. We exceeded numbers for first- through third-years, even with the transition to one first-year class instead of two. We missed the fourth-year retention goal by two.

We were also focused on diversifying our attendance between chambers and associations. Several of us presented at our State Association events, as well as made cold calls to associations in our respective areas that we'd not connected with before. Believing that seeds planted today will help us grow in the future, we also worked on calling people from Institute's prospect list. While that may not have netted as many results as we'd hoped, it allowed us to help staff update that information, making that list more effective for future years.

We had several successes this year on-site, with our biggest being fundraising. I'm very proud to report this fact, especially since historically our site has not been a fundraising leader. Our board made a commitment to raise enough money amongst ourselves for a full scholarship on Giving Tuesday, raising \$1,455. Our on-site auction and fundraising efforts raised over \$4,400 for Midwest Scholarships and \$1,197 for National Scholarships through the INVESTED program. We want to recognize and thank Institute Staff for the implementation of the Bidr platform, which helped our efforts tremendously.

Another big success was the addition of an after hours bonus session on Tuesday night. Corey Hutcherson, IOM organized a fantastic Best Practices After Hours event at the Fluno Center. Participants were invited to share their best practices via the Tricider Web Platform. The group voted on the best ideas in the categories of events, non-dues revenue, and membership, and prizes were awarded. We had twice as many attendees as we anticipated, and a good representation from all four years, including faculty. This turned an unscheduled night on a long class day, where we would have typically all gone our separate ways in small groups, into a great networking, bonding, and idea sharing night.

Under the leadership of incoming board chair Jeff Griffin, IOM we will continue to focus on our recruitment and industry diversification efforts. There will also continue to be a focus on leveraging relationships with recent graduates, encouraging them to send their staff through the program, or to help spread the word by reaching out to other organizations in their communities. Recruitment, retention, and relationships have been a focus of this board since before I joined it. Midwest has consistently received high marks on customer service and on-site experiences. We will continue to make this a focus with industry consultations and strong Regent Partnership relationships.



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Our social media efforts were once again structured and scheduled, with Jenna Armstrong, IOM leading the initiative to keep the board on track with pre-scheduled post times and messaging leading up to our week on-site, as well as the week after. We will continue to tweak and revise our social media strategy as we keep up with technology and the on-site app.

2019 Midwest Institute was by all accounts a success. And as much as we can report on what WE as a board did, the successes we recognized are due in a large part to the incredible IOM staff. Without their organization and innovative minds, attention to detail, and impressive ability to herd cats, none of this would be possible. On behalf of the entire Midwest Board of Regents, we say thank you.

It has been an honor to serve as Chair this year, and for the last five years with the incredible Midwest team. I look forward to next year's leadership under Jeff Griffin and seeing what other great things we can accomplish together in Madison.

Submitted by: Angela Whitcomb, IOM
Chair, Midwest Board of Regents



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SOUTHEAST CHAIRMAN'S REPORT, FALL 2019

Greetings from Virginia! It has been an honor to serve as chair of Southeast Institute and to serve the profession that I love. Our goal was 246 attendees and we reached 97% of that goal. We also had a goal of 86 first-year attendees and we finished with 70, resulting in 81% of goal.

Our challenge continues to be attendee diversification, as we are a “Chamber heavy site.” We reached out to associations and encouraged registration, which resulted in 21 attendees. This will remain a strategic priority as we attempt to grow this number.

But beyond just numbers, as we wrapped up Institute, our board discussed Southeast success as measured by several things:

- The resurrection of an opening reception with special thanks going to the Georgia Chamber, Athens Chamber, and PSP Group, who all sponsored this event at a local brewery.
- The addition of class ambassadors, who were voluntarily solicited by our board members, greeted the attendees, provided information about general logistics, and assisted with state photos when needed. These third- and fourth-year attendees provided a peer-to-peer connection with the students and helped Institute express our collective appreciation and acknowledgement for their participation in the program.
- Southern hospitality through regent visibility and engagement. We set the goal to be as hospitable and visible as possible so the students truly felt our passion for Institute and their attendance. We implemented a new format at Kickoff involving creative introductions. We visited every class on the first day and continued our tradition of playing music each day to get the attendees pumped up. And, as I walked around at breaks and in the dining hall every day, I noticed our board members conducting industry consultations and chatting with attendees to ensure they were making the most of their Institute experience.
- Social media engagement resulted in increases in all forms of social media promotion and engagement and we attribute that to our board being very “social media” savvy! Last year, we spoke at the Fall Board Meeting about how we would grow Institute through emphasizing the power of the personal story. Because business IS personal. Institute IS personal. We challenged each other to schedule just 30 minutes on a recurring basis to do personal outreach--to share personal stories on how Institute can make a difference in your life. This was meant to keep Institute top of mind for busy professionals and to cut through the “noise of mass communications.” We believe Southeast was successful because we did this and we modeled Southern Hospitality!



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

SOUTHEAST CHAIRMAN'S REPORT, FALL 2019

Serving Institute has been such a rewarding experience and I am sure you would agree that engagement with IOM refuels you as you lead in your respective communities. As we embark on yet another year, our Southeast site will excel under the leadership of Teri Smiley, IOM, GCCE, who leads with wisdom, joy, and passion.

Thank you Institute staff, Board of Trustees, and fellow Board of Regents members for serving and leading!

Submitted by: Christine Kennedy, IOM, CCE, CPC, ELI-MP
Chair, Southeast Board of Regents



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WEST CHAIRMAN'S REPORT, FALL 2019

On behalf of the West Board of Regents, I am pleased to give an overview from our 2019 West experience. While this year's West Institute faced a number of unusual and/or continuing issues, the overall experience had by our students, as well as our volunteers, was amazing, and I believe the overall energy and engagement this year was at a very high level!

West Institute hosted a total of 104 attendees this year, 34 of which were first-year students, up from 31 the previous year. The stated goals were 95 and 32, respectively, so our group exceeded goals by roughly 10% in both categories. Once again, we had a very diverse attendance with attendees from over 25 different states, but the largest number from any one state was again Texas! As will be detailed below, we were pleased with the overall numbers given certain challenges/opportunities thrown our way, but those same issues will provide new areas of attention in the coming year(s).

In 2017, the board identified several strategies to increase enrollment and remains committed to them for the future. The two strategies best suited for our site include a focus on metro chamber staff and utilizing a more geographically and industry diverse Board of Regents. While we still believe that metro chambers are a great untapped resource for the program, we have not yet been able to see tangible results in this area. Conversely, our strategic efforts to further diversify our board have produced results in reaching into new markets and to further increase the number of associations coming to West. For now, we intend to continue said strategies, but we will be evaluating throughout the process.

Our biggest success this year was working closely with an incredible Institute staff to make the most of the challenges created as a result of ACCE scheduling their national conference at the same time as West, and just next door in Long Beach. While this was initially viewed as a challenge, the board and staff worked tirelessly to turn it into an opportunity. Specific actions/ideas that were implemented included shifting West by four days to start immediately after the conclusion of Long Beach, working with ACCE to offer a package discount for those attending both events, playing up the "one flight only/two events" angle of things, and hopefully having more people in the area and getting to know the California environment that makes West such a fabulous venue and site.

Also, an additional success was a new event – our "Kickoff Bowling Night" – that proved to be a great and relatively inexpensive way to engage new attendees and get to know returning students in a fun environment. The event was estimated to have over 40 participants. And, continuing on our strong tradition of fundraising, we had another strong year raising just shy of \$8,000 through various means, including our on-site silent and live auctions.

In addition to the ACCE scheduling challenge, West experienced a number of campus/site factors that impacted many areas of the West experience. Staff is working with LMU to try and resolve and improve upon these factors, but with these being ongoing issues for several years now, it does raise questions in terms of the venue and facilities for coming years.



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Also, while the ACCE location and schedule ended up working to our advantage this year and likely contributed to higher enrollment numbers, we will be faced with new challenges in 2020 when ACCE is again at the same time (or immediately before) and in Dallas, TX, roughly a three-hour flight away from West.

Marketing and recruitment for next year will again continue to focus on the metro chamber opportunity, as well as continuing diversity efforts, while also working around the ACCE conflict. In addition, further attention will be given to highlighting the lifestyle that is present at West. While education is the foremost aspect of Institute, West offers unique experiences not present at the other sites.

Our board had a committee specifically tasked to work with Institute staff to leverage and maximize our use of social media during the year. This was positive, but we can always do more to promote the overall Institute experience and benefits, as well as West Institute specifically. As mentioned earlier, social media will also be used to highlight the West institute experiences that are unique to our site.

The challenges we experienced this year, and have experienced over the years, both with LMU and ACCE, pose some interesting discussion and upcoming decisions for the Institute Board of Trustees. We appreciate the initiative to proactively notify the board that there are some questions regarding the future of the West site. For the benefit of the students and the volunteers who are committed to West, I simply ask that said decision be made sooner than later. Should West not continue, we owe it to the students and to the loyal volunteers (who have steadily committed their time and funds to work with staff to recruit and raise funds for Institute) to give them as much time as possible to plan accordingly if West should not continue at LMU this coming year or in the years to come.

Specifically, students and their organizations should be given as much time as possible to plan for alternate sites, and early enrollment pricing for Winter should be granted for everyone at West up to the final registration deadline. I would also ask that any regents, chair, or vice chair that wishes to continue to serve and work for Institute be given an expedited opportunity to engage with other sites. I look forward to working with my fellow regents and the Board of Trustees to make these upcoming decisions and to then do what is best and right for those involved at West and the Institute program as a whole going forward - regardless of where those decisions lead.

Having started my Institute experience at LMU 13 years ago, it has been a genuine honor and pleasure to serve as chair during this year at West. We know we have challenges ahead of us, but we have a highly engaged and committed group of volunteers who will do what needs to be done going forward for the greater good. With incredible upcoming leadership provided by incoming chair Ryan Evans, IOM, executive director of the Chambers for Innovation and Clean Energy, and incoming vice chair Lisa Hermes, IOM, CCE, president of the McKinney Chamber, along with past leadership that has put so much in place, the West Board of Regents will work for what is best for West and Institute.

Submitted by: Tony Felker, IOM, CCE
Chair, West Board of Regents



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NORTHEAST CHAIRMAN'S REPORT, FALL 2019

Final enrollment for 2019 Northeast Institute was 130 overall attendees with 40 first-years, and the goal was 146 overall with 46 first-years.

We believe our biggest successes to be re-invigorating the opening session and moving locations for Graduation and the Big Bash. Last year, we missed an opportunity to bring all the attendees together on the first day and we believe there was less cohesiveness. This year, we held an opening “pep rally” after Homeroom, which allowed us to set the stage for an energized week. This was followed by a reception at a nearby restaurant where attendees could continue to network. Graduation and the Big Bash were moved to the DoubleTree Hotel, which proved to be a roomier location with better sound. Thank you to the IOM staff for finding this new location. Additionally, the state photos were more organized this year will be tweaked even more next year.

Our biggest challenges are location and fundraising. The Villanova location is challenging on several levels. *Construction:* there is constant construction on campus, which forces attendees to negotiate around the work, hear the work during class time, walk further to the cafeteria, and deal with new hurdles each year. *Lodging:* (1) The Radnor Hotel is “ok” at best, but there isn’t another nearby hotel to use, although I will say that IOM staff did a nice job of searching for an additional hotel. (2) The dorms, well, are dorms. The attendees are split between the hotel and dorm, which impacts the networking and camaraderie. *Transportation:* Due to the split lodging, transportation is more complicated and more expensive. Fundraising was lower than hoped for this year, but similar to years past. We’ll need to do a better job of encouraging attendees to bring auction items in the future. The sale of “Institute Stars” through the Bidr platform was successful.

The Northeast Board of Regents will continue to build registration at this site by utilizing our professional and social networks. A focus on national association professionals will be key, as more than half the attendees come from the DMV area (DC proper, Maryland, and Virginia) in that market. Northeast area chambers will continue to be a target market due to the proximity and affordability of travel to the site. The board is also working on a program to utilize the Bidr platform to sell “Institute Stars” to past Northeast regents and Class Advisors as a way to keep them engaged and to help build the Northeast Regent Scholarship fund.

We haven’t utilized social media to the extent that we should in order to effectively recruit attendees. A plan is being developed for regents to be granted access to individual class Facebook groups each year to help facilitate dialog, share and post relevant information, and to remind attendees about registration deadlines, in addition to encouraging recruitment amongst coworkers and friends.

As noted above, the host location is challenging, and the Board of Regents would like to begin the process of exploring a new location for Northeast Institute. An ideal location would have all attendees’ lodging and classes on the same campus or conference center.

Submitted by: Peter J. McNamara, IOM, CAE, J.D.
Chair, Northeast Board of Regents