



2019 BOARD OF REGENTS

CHAIR

Tony Felker, IOM, CCE

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tfelker@friscochamber.com
Term: 2018-2019

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Term: 2018-2019

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Term: 2018-2019

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Term: 2018-2020

Jim Johnson, IOM

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Term: 2016-2020



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WEST

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

2019 BOARD OF REGENTS

Katie Stice, IOM, ACE

Executive Director
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71905 Highway 111, Suite H
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Term: 2016-2020



AGENDA

OCTOBER 4, 2019

10:15 A.M. – 12:00 P.M. EDT

U.S. CHAMBER OF COMMERCE
WASHINGTON, D.C.

- | | | |
|------|--|-------------------------------|
| I. | Welcome and Introductions | Tony Felker, IOM, CCE |
| II. | Approval of Minutes | Tony Felker, IOM, CCE |
| III. | Institute Staff Update | Institute Staff |
| | A. Program Updates and Looking Ahead | |
| IV. | Nominating Committee Report | Ryan Evans, IOM |
| V. | Analysis of 2019 West Institute | Board Members/Institute Staff |
| | A. Final Enrollment Report | |
| | B. Survey Results and Discussion of Institute Week | |
| VI. | 2020 West Institute | Ryan Evans, IOM |
| | A. Create 2-3 Strategic Goals | |
| | B. Discussion of Week/Assign Regent Responsibilities | |
| VII. | Other Business/Adjournment | Tony Felker, IOM, CCE |

*****Remember, our Institute attendees represent associations, chambers, and other nonprofit organizations.*****

MINUTES
JULY 17, 2019
11:30 A.M. PDT
BOARD OF REGENTS AND CLASS ADVISOR BRIEFING

In attendance: Tony Felker, IOM, CCE; Ryan Evans, IOM; Brad Lacy, IOM, CCE; Juliet Abdel, IOM; Jason Camis, IOM; Lisa Hermes, IOM, CCE; Jim Johnson, IOM; Kelle Marsalis, IOM, CCE; Erica Mulder, IOM; Robert Newman, IOM, CAE; Jennifer Reiser, IOM, CCE; Kuma Roberts, IOM; Katie Stice, IOM, ACE; Gene Terry, IOM, CAE; Matthew Ferraro, IOM; Dexter Freeman, IOM; Shontel Mays, IOM; Yvonne Pickering, IOM; Karyn K. MacRae, IOM, CAE, CMP; Katelynne G. Cox; Mandy Pan

I. Welcome and Introductions

Tony Felker, IOM, CCE welcomed everyone to the meeting and introductions were made.

II. Staff Updates and Week Overview

The group reviewed the schedule of activities for the week, which included a detailed review of evening events. Regents signed up for various on-site responsibilities and classes to audit throughout the week. Final enrollment and scholarship numbers were given, as well as updates on social media, fundraising, and incentives.

III. Photos and Joint Lunch

A group photo was taken and participants caught up over lunch.

IV. Class Advisor Responsibilities

Specific Class Advisor responsibilities were discussed in detail. The first Class Advisor Broadcast was reviewed with the group and questions were answered. The role of the Regent Partner was also reviewed.

V. Other Business and Class Advisor Adjournment

Additional Class Advisor business was discussed prior to advisors being dismissed.

VI. Board of Regents Business

- Approval of minutes
 - The minutes from the May 20, 2019 conference call were approved with no changes.
- On-site regent responsibilities
 - Regent roles and expectations during the Institute week were explained. This included, but was not limited to: information on when to arrive at University Hall every day; how they should network with attendees during meals and social functions; after-hours interaction with attendees; what to do while attendees are in class, etc.

MINUTES
JULY 17, 2019
11:30 A.M. PDT
BOARD OF REGENTS AND CLASS ADVISOR BRIEFING

- Visiting Homeroom
 - Regents discussed the possibility of visiting each Homeroom.
- Importance of fundraising
 - The group was reminded of the various ways to fundraise and that all funds raised on-site go to Institute scholarships.
- Additional business and adjournment
 - Any remaining business was discussed prior to adjourning the meeting.

*****Remember, our Institute attendees represent associations, chambers, and other nonprofit organizations.*****



WEST

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

2020 SCHEDULE OF ACTIVITIES

****PLEASE NOTE THIS SCHEDULE IS TENTATIVE AND SUBJECT TO CHANGE****

Wednesday, July 15

11:30 a.m.–1:30 p.m.
2:30 p.m.–4:00 p.m.
2:00 p.m.–4:00 p.m.
3:30 p.m.–4:00 p.m.
3:30 p.m.–4:00 p.m.
4:00 p.m.–4:45 p.m.
5:00 p.m.–5:30 p.m.

Board of Regents & Class Advisor Briefing: University Hall, 3999
Registration: University Hall, East Atrium
LMU Housing Check-in: Xavier Hall, Room 112
Tour: University Hall East Atrium
Graduation Rehearsal (*4th year participants*): University Hall
Homeroom: University Hall, Individual Classrooms
Institute Kickoff: University Hall, Auditorium

Thursday, July 16

7:00 a.m.–8:00 a.m.
8:00 a.m.–11:30 a.m.
11:30 a.m.–12:30 p.m.
12:30 p.m.–4:00 p.m.
1:30 p.m.–2:00 p.m.
4:15 p.m.–6:15 p.m.
Evening

Registration: Institute Office, University Hall, 1857
Core Classes: University Hall, Individual Classrooms (*Break: 9:30–10:00 a.m.*)
Lunch: University Hall, East Atrium
Core Classes: University Hall, Individual Classrooms (*Break: 2:00–2:30 p.m.*)
Class Advisor Meeting: Faculty/Regent Office, University Hall, 1857
Elective Classes: University Hall, Individual Classrooms
Class Dinners

Friday, July 17

8:00 a.m.–10:00 a.m.
10:30 a.m.–12:30 p.m.
11:00 a.m.–11:30 a.m.
12:30 p.m.–1:30 p.m.
1:30 p.m.–5:00 p.m.
2:00 p.m.–2:30 p.m.

Elective Classes: University Hall, Individual Classrooms (*Break: 10:00–10:30 a.m.*)
Elective Classes: University Hall, Individual Classrooms
Board of Regents Meeting: Faculty/Regent Office, University Hall, 1857
Lunch: University Hall, East Atrium
Core Classes: University Hall, Individual Classrooms (*Break: 3:00–3:30 p.m.*)
Class Advisor Meeting: Faculty/Regent Office, University Hall, 1857

Saturday, July 18

8:00 a.m.–11:30 a.m.
9:00 a.m.–9:30 a.m.
11:30 a.m.–12:30 p.m.
12:30 p.m.–4:00 p.m.
6:30 p.m.–9:30 p.m.

Core Classes: University Hall, Individual Classrooms (*Break: 9:30–10:00 a.m.*)
Class Advisor Meeting: Faculty/Regent Office, University Hall, 1857
Lunch: University Hall East Atrium
Core Classes: University Hall, Individual Classrooms (*Break: 2:00–2:30 p.m.*)
Graduation Ceremony and Big Bash: TBD

Sunday, July 19

8:00 a.m.–11:30 a.m.
9:00 a.m.–9:30 a.m.
10:00 a.m.–10:30 a.m.
11:30 a.m.

Core Classes: University Hall, Individual Classrooms (*Break: 9:30–10:00 a.m.*)
Class Advisor Meeting: Faculty/Regent Office, University Hall, 1857
Board of Regents Meeting: Faculty/Regent Office, University Hall, 1857
2020 West Institute Concludes



2020 BOARD OF REGENTS RESPONSIBILITIES CHECKLIST

Class Advisors

Lisa Hermes

Silent Auction/Fundraising

1. _____

2. _____

3. _____

4. _____

Industry Consultations

1. _____

2. _____

Scholarships

1. _____

2. _____

3. _____

Opening Welcome

1. _____

2. _____

3. _____

Graduation Ceremony and Big Bash

1. _____

2. _____

3. _____

State Photos

1. _____

2. _____

Lunch Roundtable Discussions

1. _____

2. _____

Volunteer/Faculty/Staff Dinner

1. _____

Social Media Strategy (Optional)

1. _____

2. _____



WEST

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

GEOGRAPHIC BREAKDOWN

2019 West Institute

104 Attendees from 26 states, the District of Columbia, and Lagos

State, Number of Attendees, %

Alaska,	1,	0.96%	Missouri,	1,	0.96%
Arkansas,	9,	8.65%	Montana,	2,	1.92%
California,	19,	18.27%	Ohio,	1,	0.96%
Colorado,	4,	3.85%	Oklahoma,	3,	2.88%
District of Columbia,	6,	5.77%	Oregon,	2,	1.92%
Florida,	4,	3.85%	Pennsylvania,	1,	0.96%
Illinois,	2,	1.92%	South Carolina,	3,	2.88%
Indiana,	1,	0.96%	South Dakota,	2,	1.92%
Iowa,	4,	3.85%	Tennessee,	1,	0.96%
Kansas,	2,	2.88%	Texas,	23,	22.12%
Kentucky,	2,	1.92%	Utah,	1,	0.96%
Lagos	1,	0.96%	Virginia,	1,	0.96%
Louisiana,	3,	2.88%	Washington,	1,	0.96%
Maryland,	1,	0.96%	Wyoming,	3,	2.88%

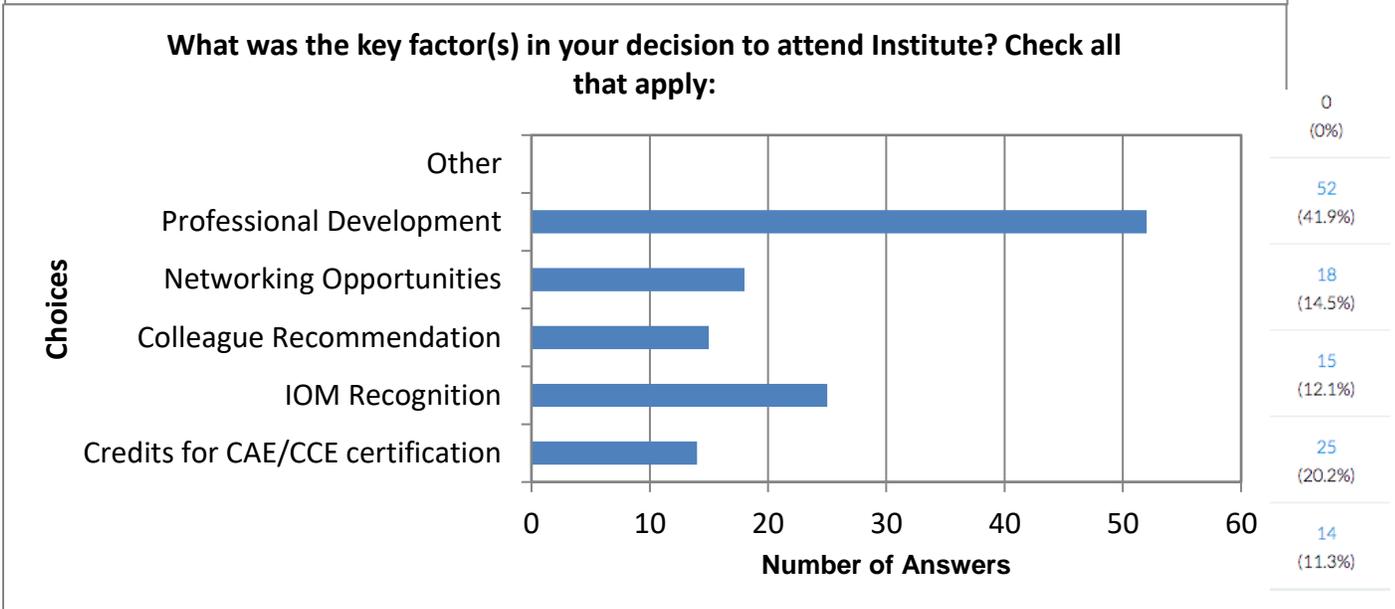
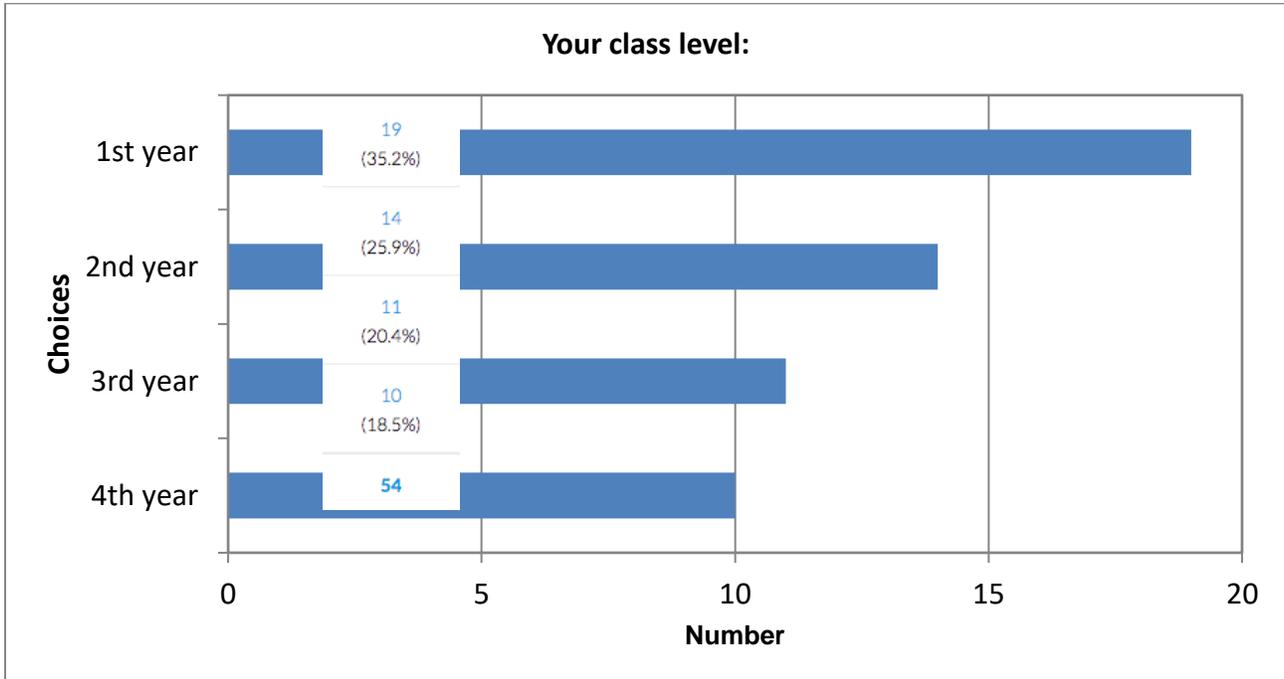
Top Increases Since 2018:

Florida	+3
Louisiana	+3
South Carolina	+3

Most Attendees in 2018, Texas with 25

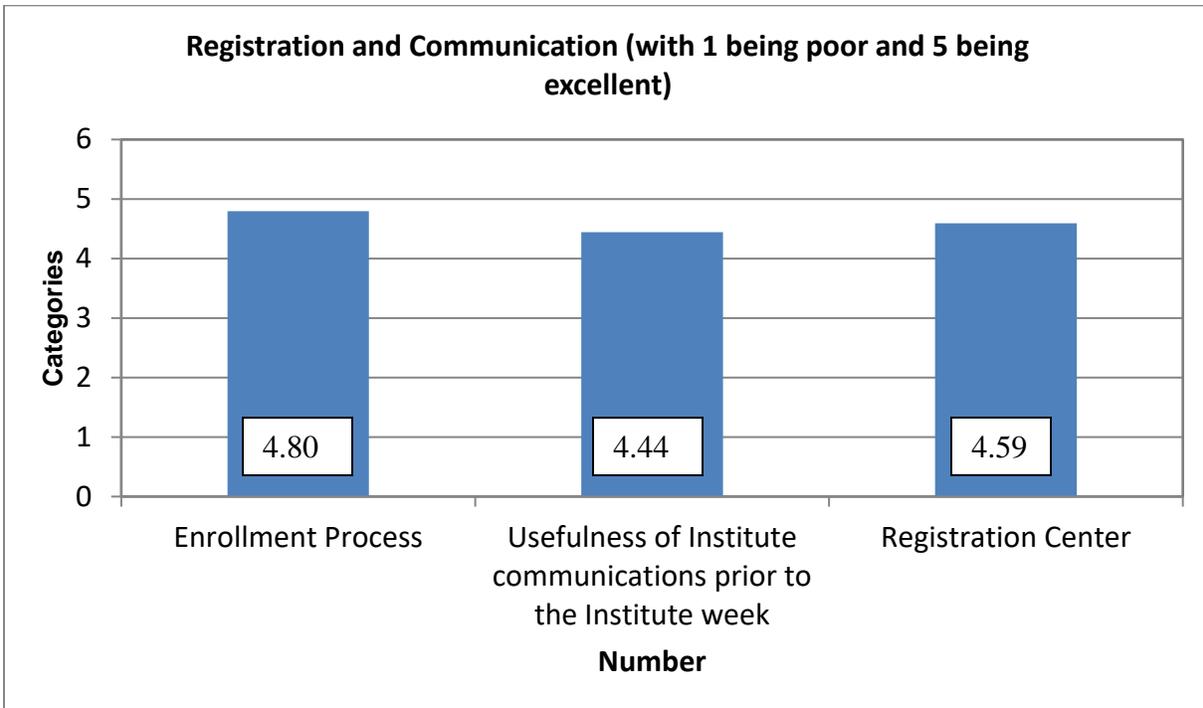
Most Attendees in 2019, Texas with 23

ATTENDEE SURVEY RESULTS AND FEEDBACK



*ATTENDEE COMMENTS ARE LISTED AS WRITTEN AND NOT EDITED FOR GRAMMAR.

ATTENDEE SURVEY RESULTS AND FEEDBACK



Q4: Additional comments about registration and communication*:

- First year students need more detailed communication. This is brand new information for us and we do not talk the talk yet. It would have been nice to have a the week detailed out more.
- I had registered later in the process so I had missed a lot of the emails about events and from the instructors. May want to send updated lists closer to the date so later registrations still get communications. I know there were a few of us in that situation.
- I really do not think that we should have been required to attend the first night. While I enjoyed connecting with folks, it could have been handled the next morning. Start us earlier instead.
- Registration was easy, however, I would have liked to have had more information about the shuttle to and from the hotel in advance. I did not know until a few days before the event that we would be shuttled and it was only because I explored the app once I downloaded it. A more detailed schedule would have been helpful for planning out daily activities as well.
- I don't remember seeing any information on the parking garages and that would be useful info for those driving.

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ATTENDEE SURVEY RESULTS AND FEEDBACK

- When I emailed about registration questions, I received replies quickly with useful information. The emails from our class rep, [removed] was helpful and timely as well. The registration process was a little disorganized. I was one of the first to register at 2:30 when I was told it opened. The greeters were friendly, however not ready to begin on time. I was not told where homeroom was until I asked someone else. I was told the wrong room and missed the tour given and almost missed the homeroom at 4pm because I was waiting on the wrong floor. That was frustrating to me. I feel there should have been a handout with times, room numbers etc.
- Being 1st year, more communication about what to expect and what to wear, etc. I know the link said to wear anything from shorts to business casual. That's a wide range and most people were more casual than expected.
- I didn't know there was a shuttle between the hotel and LMU...communication on that was not clear.
- I felt like going into this being a first year, the only thing that could have been better communicated was exactly what we needed for each core class. For example: the email we got said that we needed info about our form 990. Really, we need to bring a printed copy of pages 1-12 of our 990. Being specific about that part helps to eliminate us finding ourselves without a printout of our 990, and trying to create an account on guidestar, and having to read all that info on our phones.
- Hard to find where to register for housing.
- The enrollment process is fairly easy. I would like to be able to log into one service center (not different attendee service centers for different sites/years, which seems to be the case) to view invoices/receipts for payment, transcripts, etc. As a 4th-year, the level of pre-site communications generally seems not useful - not because they don't contain information, but because there are SO many emails that contain info I already know. Actually, this is really in regard to class email groups. It would be great if class advisors could preemptively create a groupme or the like so that inboxes aren't filled with incessant emails about choosing the class speaker/dinner location/etc.

ATTENDEE SURVEY RESULTS AND FEEDBACK



Q6: Additional comments about customer service*:

- All the staff was helpful. The board was great. [Removed] overheard me talking one day and he came up and said put that on the survey, i will be looking at the comments. I thought that was a great way to connect with the students and shows he wants to make it the best experience.
- Board of Regents were very friendly and helpful. Our class dinner could have been better planned. It was a lot of money and hassle for food that was fine... but not worth \$75 and getting back so late because of the process of paying being so poor. We were told drinks were included so the price seemed not bad, but then they were not and the portions small.
- Loved [removed]!
- I took the tour and it was fantastic. The Board of Regents were especially impressive!
- The staff, advisors and regents were friendly and helpful throughout the session. I stayed in the dorm which was a whole experience in its own.
- All service was excellent, you do a great job.
- Our particular class advisor did a great job of sending us info before the week of institute, but once we were onsite, she didn't have all the info so a lot of times when she would give us daily updates we would ask questions and she would have to go find out and then we would know last minute. I would have liked for her to be a little more personable and connect with the class. I didn't feel like she really had much of a connection with any of us.
- [Removed] did a good job - I think she was uncomfortable at times in the spotlight/in person. Information she conveyed through email was great. Having a first year class member coordinate our class dinner was not great, probably ending up costing many out of pocket expenses because it couldn't be well explained to the company.
- Everyone was very friendly and helpful once we arrived! I do not have anything negative to say about the staff.

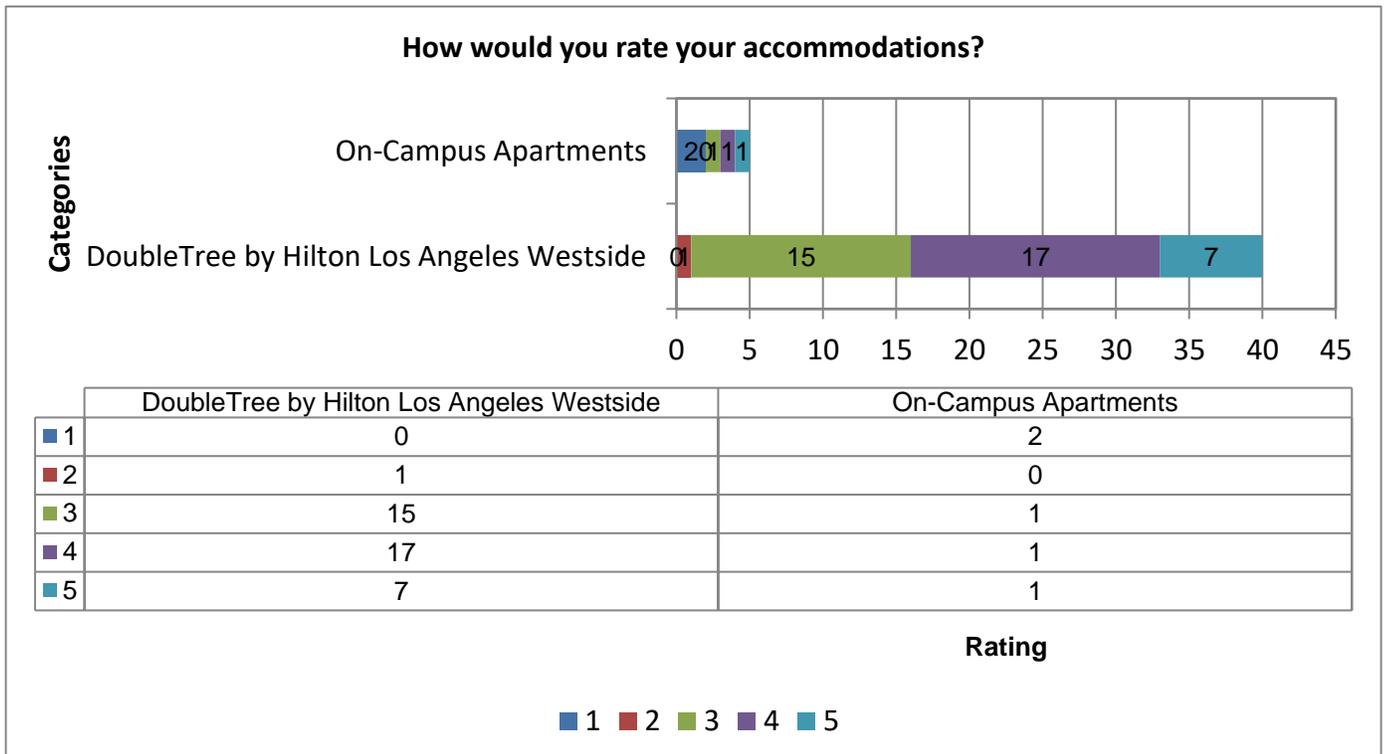
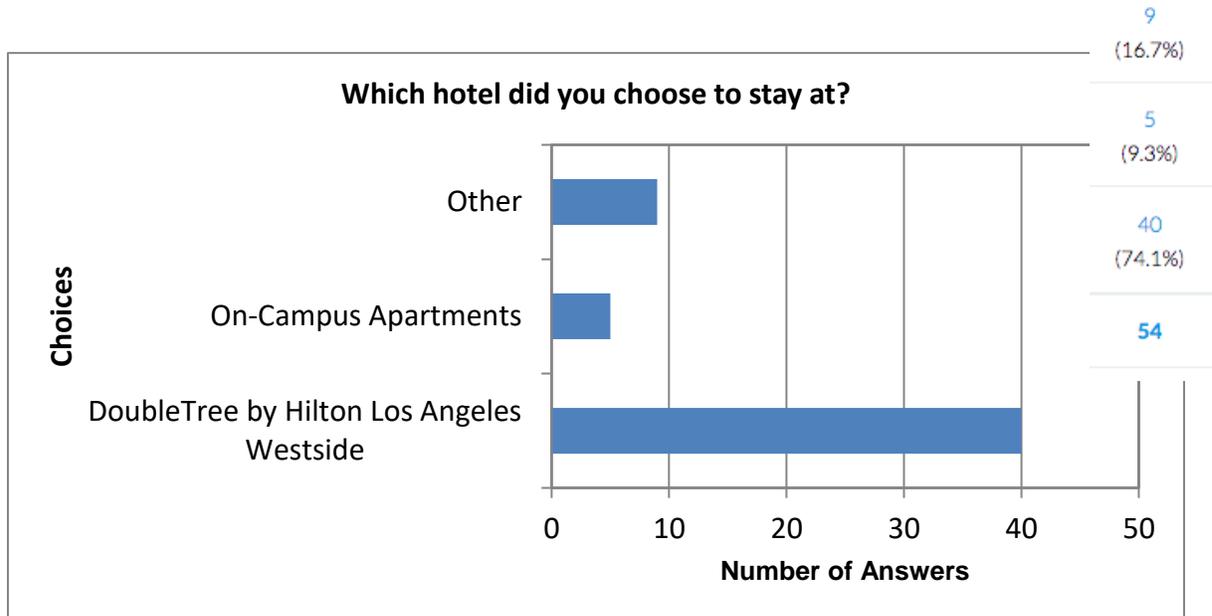
*ATTENDEE COMMENTS ARE LISTED AS WRITTEN AND NOT EDITED FOR GRAMMAR.



WEST

ATTENDEE SURVEY RESULTS AND FEEDBACK

- [Removed] was awesome!
- The hotel was not great. The elevators were broken and a little dirty- not worth the price.
- Communication by advisor was a bit vague at times.



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ATTENDEE SURVEY RESULTS AND FEEDBACK

	1	2	3	4	5	N/A	
On-Campus Apartments	2 (6.7%)	0 (0%)	1 (3.3%)	1 (3.3%)	1 (3.3%)	25 (83.3%)	30
DoubleTree by Hilton Los Angeles Westside	0 (0%)	1 (2%)	15 (29.4%)	17 (33.3%)	7 (13.7%)	11 (21.6%)	51
Totals	2	1	16	18	8	36	81

Q9: Additional comments about accommodations*:

- The hotel was a bit worn and tired, but it did the job.
- My room would not cool.
- Bad room karma, various guests in room next to mine, loud in the middle of the night, very thin walls.
- Personally, I find the dorms to be fine (especially when the weather is cool like it was this time!). I would add something to your pre-Institute email to those staying on campus to mention what the sheets/pillow are like. I'm fine without a fan etc. but having a pillow from home makes an immense difference.
- I always enjoyed staying in the dorms. I felt sorry for the 1st year because no one gave them the heads up about the "paper sheets" and the need to bring their own, plus their own towels and a fan.
- The hotel in LA 2 years ago was very nice. Last year and this year they have not been nearly as good.
- Hotel is looking worn/older. Maybe better hotel next year.
- Location was convenient...but, hotel was substandard.
- Appreciate the transportation back and forth from the university to the hotel - well done!
- Location was good, not too far from campus. The elevator was broken one day, and the rooms were a little rundown and were expensive compared to the super nice, recently updated Hyatt we stayed at in Long Beach for ACCE. I would love to have a nicer hotel, even if it means driving an extra 10 minutes to get to class. Can I just say that your bus drivers were PHENOMENAL?! They were the nicest people in the world!! And clean buses. And they were always on time. Just Big Big kudos to them.
- For \$200 a night the hotel could have been better. My room had a leaking toilet, a stain on the ceiling, the air wasn't working the first day. The room was not properly cleaned. Very disappointed in the Doubletree. The Hyatt was \$215 a night and looked to be much better of a property.

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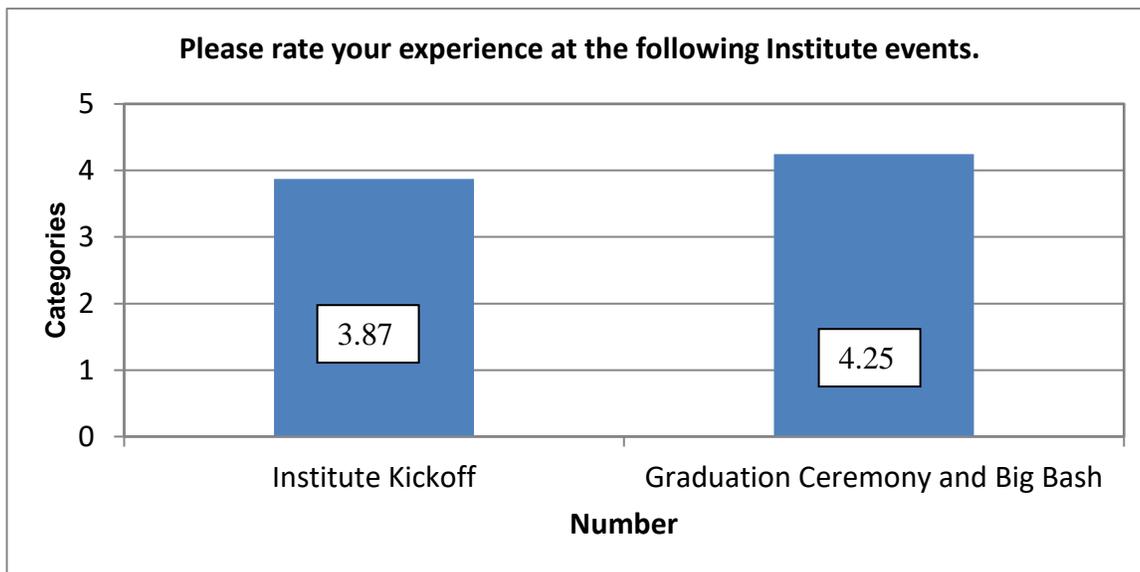
ATTENDEE SURVEY RESULTS AND FEEDBACK

- I would like to have a hotel that is closer to restaurants and grocery stores since I do not have a car.
- Bathroom needs work.
- The hotel was fine, I would suggest moving us to a location that allows for hotel and instruction to occur in the same place. I would pay more per night if we did not have to get in a bus. Take that money spent on transportation and move us to UCLA or another campus with a more conducive connection. Its wasteful and inefficient.
- The DoubleTree was nice, however, it was not close to any coffee shops or restaurants. The rooms were not as nice as I expected them to be for the price. There was a leak in my bathroom at one point as well and I heard that I was not the only one with a problem such as this. However, the food at the hotel was very good and the service was excellent.
- Apartment was well located and fun to be with other attendees but the cleanliness was third world. Mildew and calcified yuck on showers, sheets are not professional standard. My advice is to insist that people bring their own sheets-not a option!
- I arrived at Xavier Hall to check in to the dorms. They could not find my reservation, then when they did said I had not paid. Thankfully, I had a copy of the registration and the check my Chamber paid with. After getting that dealt with I was basically told my dorm was " Over that way" with a hand gesture. This was a 25 minute process, so I am glad I did not have a cab waiting for me! I walked with my suitcase (my own choosing to not have the cab wait) in search of my room. I finally found someone that I asked and was told how to get to my room. When I arrived at the room there was blue painters tape on the door that had marked, Bath not done. The lock was taped open so my card was not necessary. I called to check in and asked and was told that they would send maintenance to check on it. The suite was filthy with construction debris on the floor and the bath not clean. I took photos of the shower, floor and carpet should you want to see them. When maintenance came, he said everything was done and took off the tape to the door. We tested the card to make sure I could get in and left without even looking at the bath based on the note taped to the door. I walked into my room to find the sheets I paid \$20 for were no more than the thickness of papertowels. I know that an email stated I could bring my own, however, I had no idea I would get paper sheets. The bed was so hard that it was difficult to even get comfortable. More information here would be helpful to those in the future. In the end, I was able to connect with other 1st years that stayed on campus and it worked out. It is definitely convenient to be there on campus. My suggestion is to make it very clear to the school that the rooms need to be clean and ready and that email correspondence to those staying are very clear as to they type of sheets you get and the strong recommendation to either bring your own stuff or go to target when you arrive.

**ATTENDEE COMMENTS ARE LISTED AS WRITTEN AND NOT EDITED FOR GRAMMAR.*

ATTENDEE SURVEY RESULTS AND FEEDBACK

- No airport shuttle, price point didn't offer value - could have stayed elsewhere with better experience for the price, not really a walkable area - had to Uber everywhere. Classmates are discussing airbnb for next year.
- The hotel was fine, I didn't have any issues. One comment was elevators were slow when bus arrived, people had to wait for 2 to 3 elevators.



Q11: Additional comments about events*:

- Slamming of the beach balls in the crowd was a little much. Graduation-I was a little sad about the ceremony not being held at the yacht club, but it was a wonderful experience and I really enjoyed it and felt like it was more personal. Great Choice to move it on campus.
- Having the ceremony outside had one drawback - it was too cold. I left on the early bus because i wanted to warm up.
- Didn't attend the Graduation Ceremony, I didn't like the idea that it was there at the campus mainly because we are there for almost a whole week.
- Dinner and ceremony at graduation/big bash was great. However, missed being off campus and near the beautiful water, it was too dark after sunset, and bathrooms were too far away.
- Too cold, and later, dark outside.
- It would be nice to have the Big Bash off campus. The Yacht Club in the past was nice due to the unique views.

**ATTENDEE COMMENTS ARE LISTED AS WRITTEN AND NOT EDITED FOR GRAMMAR.*



ATTENDEE SURVEY RESULTS AND FEEDBACK

- No one I spoke to realized the Big Bash and graduation would be outside. I would have worn something completely different. It wasn't enjoyable at all because of how COLD we all were. The food wasn't good at all either and was cold. I don't know where else to put this... we had someone who was deathly allergic to seafood and yet we had salmon for lunch one day. She could have died. You have to pay more attention to peoples allergies. Also, I would have loved to have had some protein at breakfast instead of pastries and fruit for both breakfast and snack. They were very good.. just wanted some more variety in choices.
- The kickoff in my opinion was very unprofessional. Many of us were excited to see each other again and were catching up while some of us were also dragging a little from a day of travel only to be met with beach balls being hailed at us. I'm attending a professional growth event and getting pegged in the face with a ball over and over was less than professional. We tried sitting in the back to avoid the situation but were asked by staff to sit up front. I realize that the staff were trying to make the event energetic and fun but there are better ways to do it. The graduation was great and everything looked amazing. We were hesitant that graduation had been moved from the previous location but I thought it was a lovely event and well executed. The lighting could have been better but overall it was great and I enjoyed it.
- Food at bash tasty, I would prefer Wednesday full day and no half day after the bash night.
- 1. Insufficient lighting at graduation. 2. restrooms too far away. 3. No cc accepted by bar - even though it was communicated that credit cards were accepted. 4. Graduating class picture, should have been done on the steps, some of the participants are not in picture/blocked.
- The kick-off was fun, but pricey and there wasn't enough food. I enjoyed the campus evening event for graduation.
- Kickoff - I usually don't get much out of it. Good that it is short. That said, it would be nice if we could do this later in the evening (6pm?) or else the first morning, to cut down on a day lost to travel the day before. Graduation - the campus location was beautiful. Given CA weather, I would recommend finding an indoor or semi-indoor (screened-in porch type venue, or indoor with an outdoor dance floor) because every year it's hot/cold/windy all at once.
- It got dark and there were no lights to support.
- I hate to say make this mandatory, but I think everyone would really enjoy this. You don't have to make people bowl, but if there was an actual meal or more food I think everyone would like it. I thought it was a lot of fun. Also, if you could include the price in the total Institute that would be helpful. Most people don't carry cash and those attending that aren't executives, don't have access to pay or possibly get it reimbursed.
- The bowling event was a bit loud to get to know people, and for those of us that arrived a little after the first round of food we had to wait for a very long time for more food to come out!
- Being from Texas, it was quite chilly outside for the big bash. Outdoor (patio) heaters would be a nice addition.
- Kick-off kind of wasted time. better to have a session for credit or add it in. Big Bash venue not so good. A/V was lacking and taking pictures into the sun is a common knowledge no-no.
- The graduation itself was nice but the venue is not the best. There was a lot of dead time before dinner was served, the bars only took cash and the the bathrooms were way too far away.
- DJ was fun!

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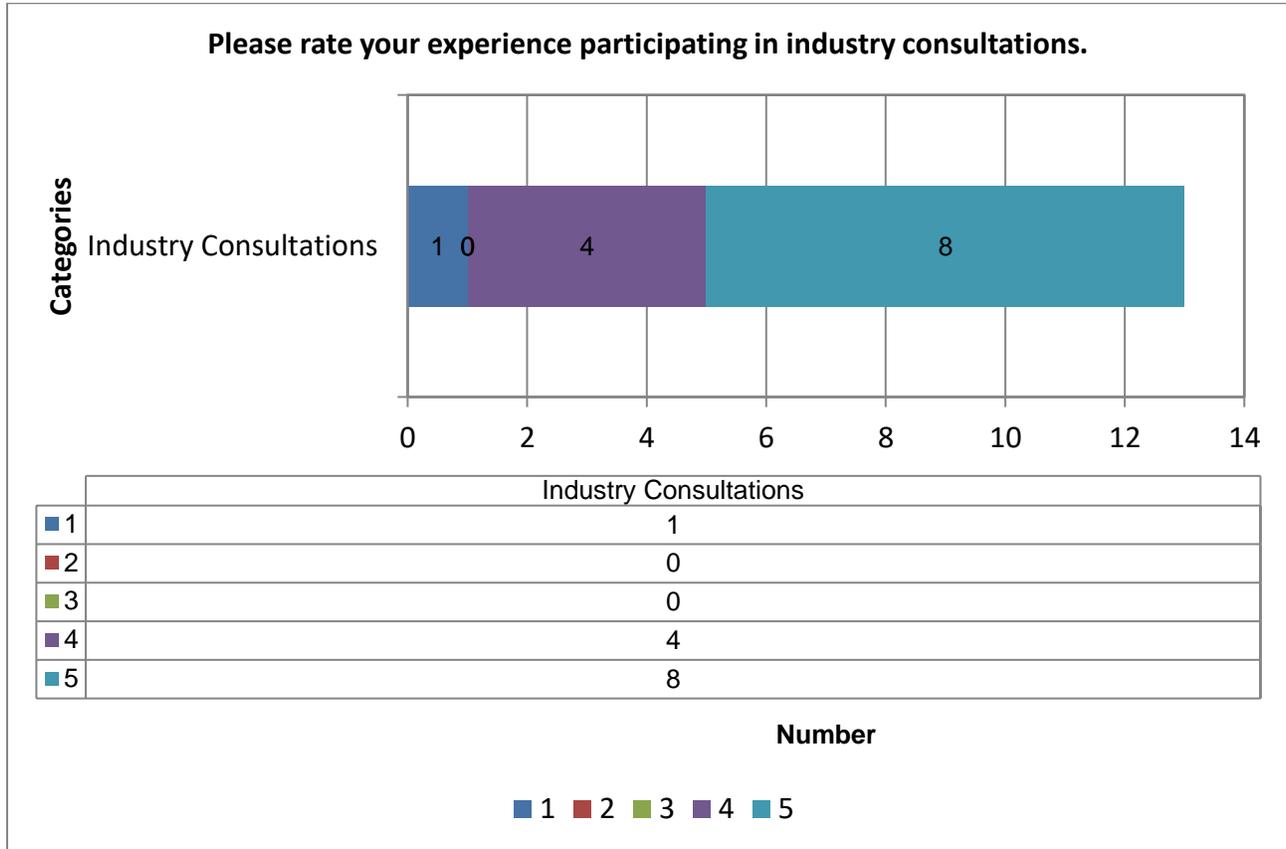


ATTENDEE SURVEY RESULTS AND FEEDBACK

- Kick off was a bit unorganized...we didn't know what we were supposed to do. Big Bash was nice outdoors, but, it was very dark. Maybe face a different direction and closer to more lighting. We were facing the sun when it was going down.
- The grad ceremony was really wonderful, minus the food. It was chilly (which I know can't be helped) but the food was really cold and not many people at my table ate it. Especially because we had just had chicken and broccolini for lunch that same day.
- Kickoff was great. Big bash:
 - It was cold, there should have been heaters.
 - The location of the bathrooms was very inconvenient.
 - Food was disgusting (chicken was served at lunch that day and should not have been served again a few hours later.) So many people went and got food after the event.
 - If hosting an event outside and on grass that should be communicated ahead of time. This would allow your guests to pack accordingly. A coat, wrap etc if it is cold and for ladies they may not want to wear heels with the grass.
- The Big Bash was outside and it was cold. They did the auction when it was getting dark so seeing everything was difficult. Some heaters/lights might have helped.
- I did not go to the big bash because I had been at the university all week. I would more likely go to the big bash if it was off site.
- Bowling is a harder activity to meet people for those attending the first time. The Ceremony should be inside with lights, closer bathrooms and not so cold. Just a suggestion, can we kill the Chamber chicken for this event? I would like to resend it's invitation.
- The bowling was fun but could have occurred another night. The session following check in was silly and wasteful. None of us like to waste our time and that's exactly what it was.
- The Institute Kickoff was great! The Big Bash was fun, however the food was not great and it was much colder than I think any of us expected. A head's up in advance that the Big Bash was going to be outside, would have helped us prepare with appropriate clothing. I did not know it would be outdoors until the day of the event.
- What is the benefit of having beach balls thrown at your head for 15 minutes? This does not feel professional. Great job with Big Bash-it was absolutely beautiful.
- Kickoff was lacking food. We paid expecting to get food and there were barely any options and it was hard to even get some food.
- The kickoff in the auditorium was good. It was good to see that the staff and regents are so committed to this program and really interested in the success of the students. The big bash was nice being on campus as I could just walk back to my room, however the bathrooms were pretty far away and I heard alot of complaints about that. The food was good and the wait staff efficient and friendly.
- Maybe have the stage facing to the west so people can see the graduates and offers better photos Also maybe have a few tall propane heaters or blankets, I noticed several women that were cold. (Even though you reminded them to bring sweaters and coats.)
- Loved the beach balls and fun kickoff. I like having a free evening after travel, prior to a long day of class. The bash was fun and while it wasn't the great marina spot, it was a good alternative. It would have been nice to have lighting when it got dark.

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ATTENDEE SURVEY RESULTS AND FEEDBACK



Answer Category	Choices						Totals
	1	2	3	4	5	N/A	
Industry Consultations	1 (1.9%)	0 (0%)	0 (0%)	4 (7.4%)	8 (14.8%)	41 (75.9%)	54
Totals	1	0	0	4	8	41	54

Q13: Additional comments about industry consultations*:

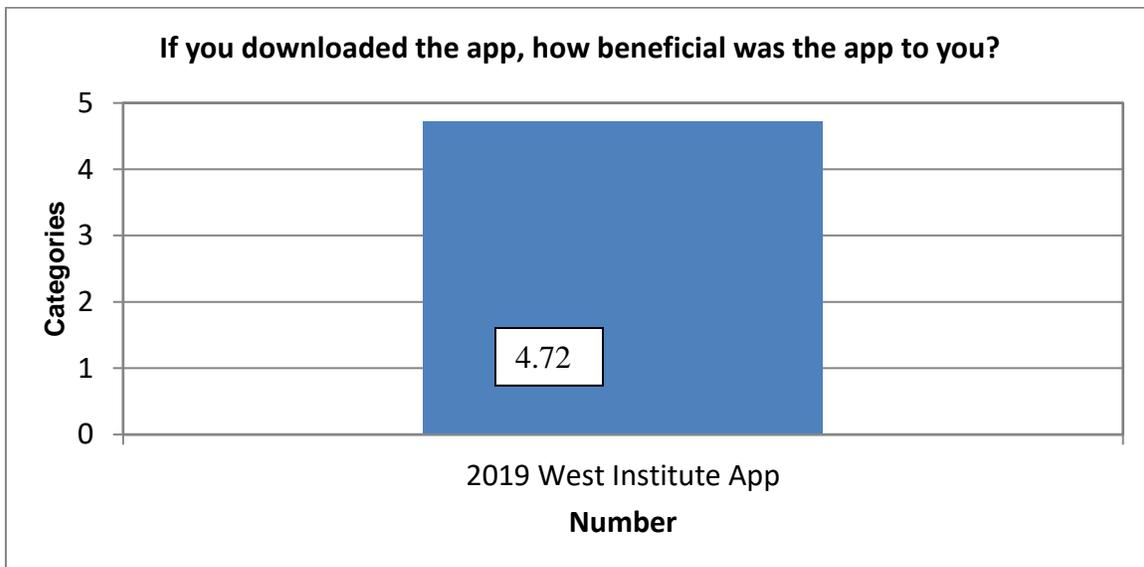
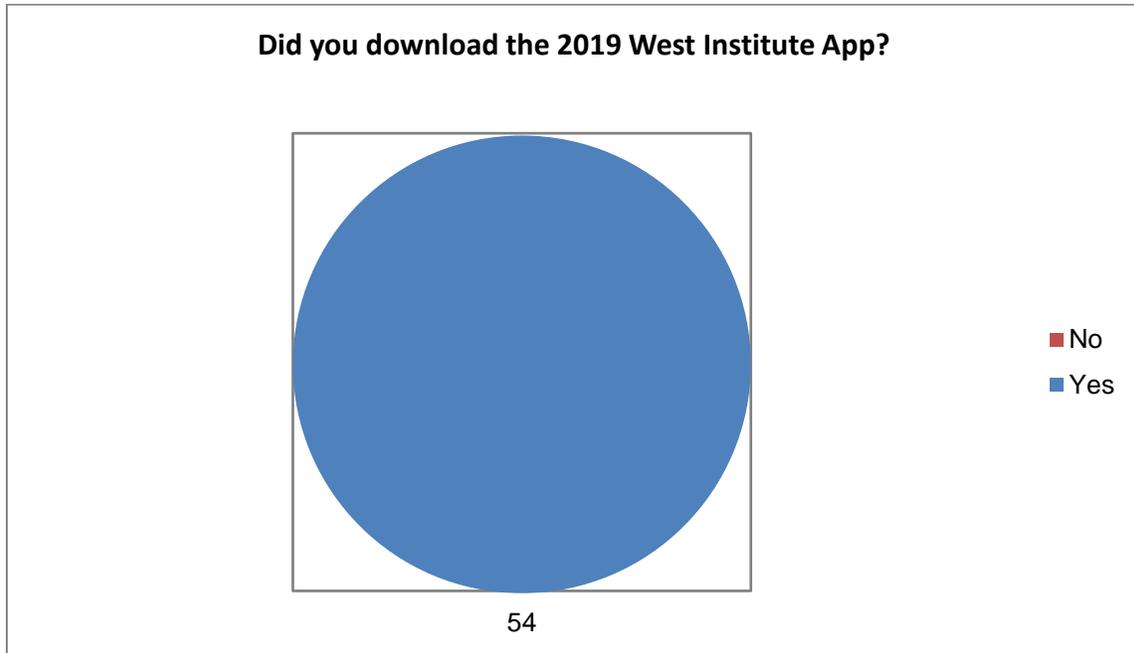
- This wasn't made very clear about what they were and how to get involved.
- I love that this is an option for us. I think it's important to consult the specialists, even if it's just in general conversation. Thank you for offering this! My meeting with [removed] was insightful and very much appreciated.
- My industry consultation was incredible. It was a major light bulb moment for me and I'd recommend anyone with an issue or concern utilize them.

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ATTENDEE SURVEY RESULTS AND FEEDBACK

- [Removed] was GREAT! [Removed] was also very good. Some of the others were not.
- [Removed] is the BOMB.
- So glad he was invited to West.
- Did not participate.



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ATTENDEE SURVEY RESULTS AND FEEDBACK

Q16: Additional comments about the app*:

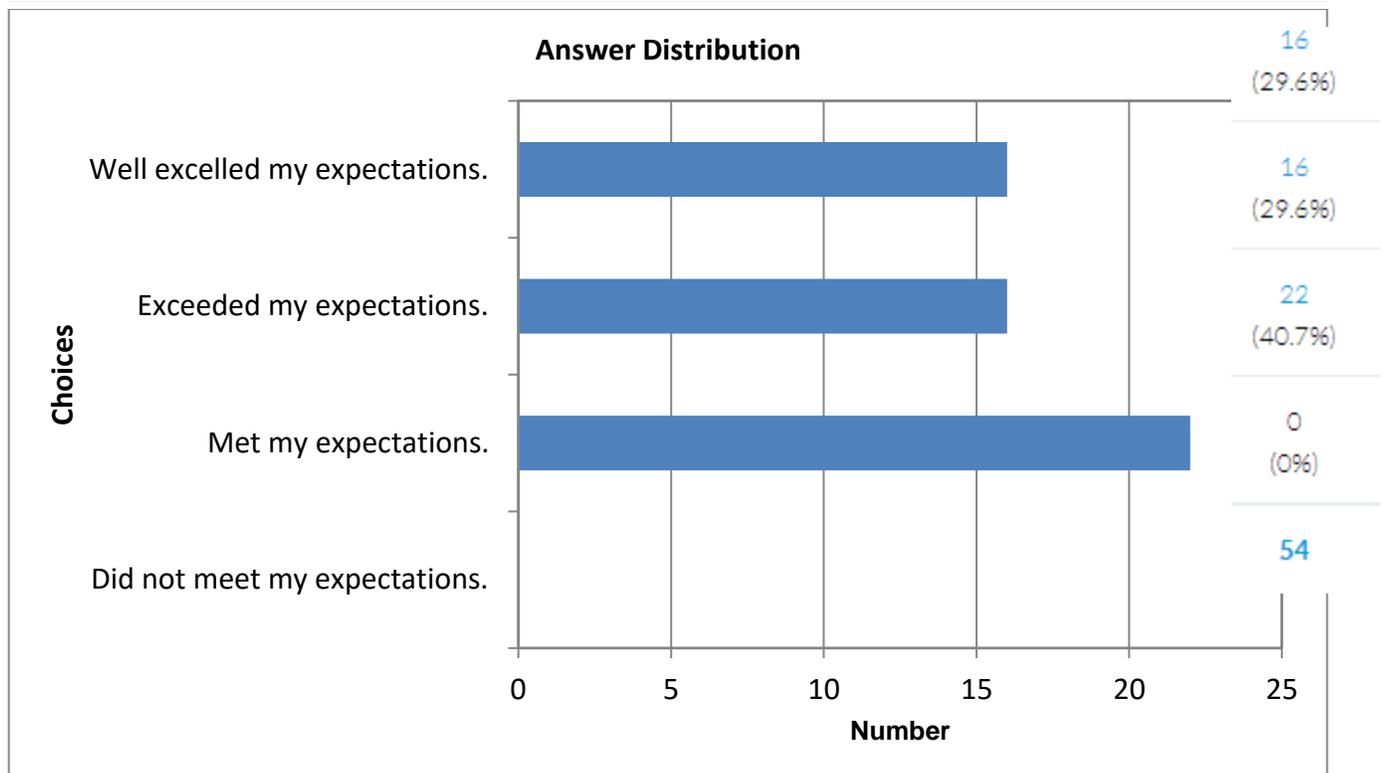
- App was nice...a few suggestions:
 - Put class lists in the app for elective courses. There were a few times we got talking in class but I did not know who the person was but wanted to follow up on the conversation so would have like to open up the class and see who was in there and find them by their photo.
 - Be able to search the app by state and association/chamber.
- Love the app.
- Easily able to reference the powerpoints and schedule which was very helpful.
- Would have been helpful to have instructor materials available prior to the start of Institute.
- I didn't like that you had to have the verification code everytime you went to the site on your lap top.
- I referred to the app several times a day while attending IOM. I can't think of any improvements to be made.
- The information in the app and the material that was sent to us did not always say the same thing.
- Having all the information at my fingertips was very helpful.
- Worked great.
- I relied entirely on the app.
- Great to have schedule info and course evals in one place. Otherwise I don't use the app for anything.
- Loved this app more than the one in the previous years.
- App was AMAZING! So beneficial!!!
- The app was FANTASTIC. There is nothing I would change about the app. It was a lifesaver for me, and having everything all in one place was so easy!
- I saw the app less beneficial and more required. It would be helpful if the instructions to download the app came early in the communication process. I didn't realize/understand that it would be required during the process (reviews, room numbers, general info) and didn't download until I arrived.
- It was fine, except that I had to log in often. Likely a tech issue but it made me use it less.
- LOVED having everything in my hand/phone. Not a fan of unnecessary paper. Easy to use. Enjoyed being able to see materials from other courses.
- The App was really helpful for keeping up with the schedule, changing electives, etc. It also helped to have the shuttle schedule on the app.
- It was beneficial in being able to see the schedule and download the presentations so I could email them to myself. A phone is too small to effectively see the files though. Communicating with others through the app would be better/funner if more people used it.
- I used the app for instructor ratings and to check schedule.

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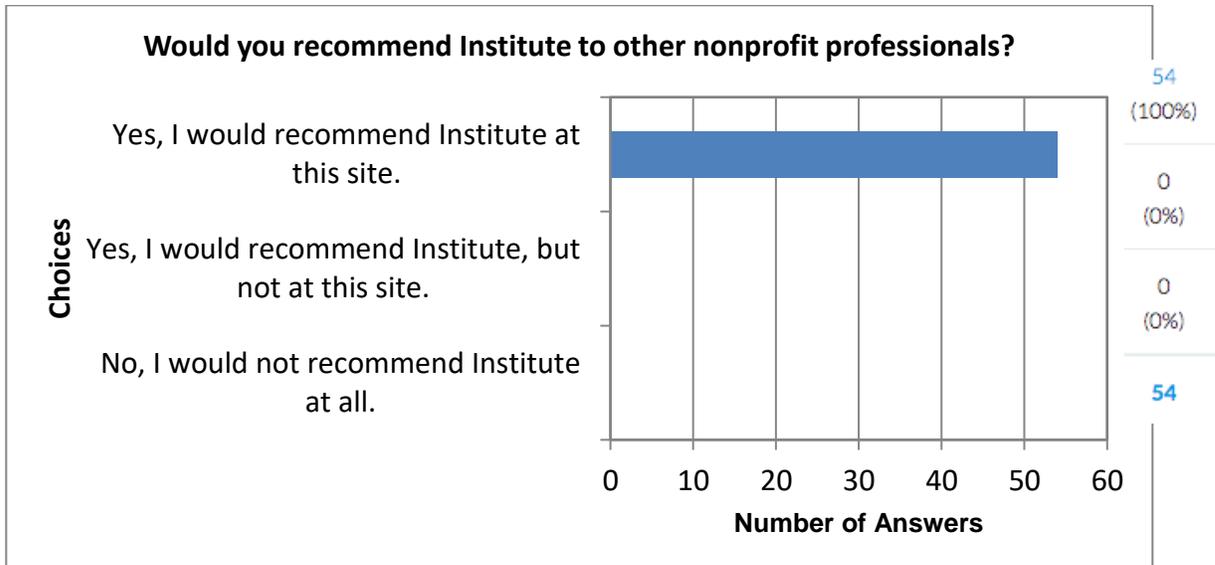
ATTENDEE SURVEY RESULTS AND FEEDBACK

Answer Category	Choices					Totals
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	
The Institute curriculum provided valuable professional development.	0 (0%)	0 (0%)	1 (1.9%)	24 (44.4%)	29 (53.7%)	54
The Institute courses were conducted at a suitably challenging level for me.	1 (1.9%)	4 (7.4%)	6 (11.1%)	22 (40.7%)	21 (38.9%)	54
Institute provides a good networking opportunity in nonprofit management.	0 (0%)	0 (0%)	2 (3.7%)	21 (38.9%)	31 (57.4%)	54
Totals	1	4	9	67	81	162



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ATTENDEE SURVEY RESULTS AND FEEDBACK



Q20: Additional general comments*:

- These are long days of using the brain and I'd prefer a heartier breakfast with some hot and protein options.
- West is BEST and I love this location! Curriculum is great, but some instructors needed to include associations in their content since a couple classes were irrelevant to association groups. [Removed] was an amazing speaker and instructor! Please have graduation off campus and near the water. The yacht club was beautiful!
- It's challenging to sit for extended periods of time like that and can make the day very long, especially when there are evening events going on as well. I'd recommend implementing some 15 min breaks if possible.
- The food was absolutely horrible.
- I would not recommend our class advisor again. She was unprofessional numerous times. I thought the way she dressed one day was inappropriate for a class advisor. We had a terrible time checking out at our class restaurant, but she behaved badly. She was yelling and cussing at the manager and telling him they were incompetent.
- Many of the courses I took this year, I had previously taken. I do appreciate hearing some of the information again and have even chosen to take [removed] course 3 times due to the value of the information but there were a few electives that seemed redundant to required courses. Several instructors started off by saying "I know you probably heard this earlier". So while the courses could have been a little more challenging, overall I still took away a wealth of information and felt that the program was of great benefit and helped me grow. I would recommend it to other chamber executives and plan to send one of my staff next year.
- I like the structured curriculum, IOM staff very friendly, helpful and supportive. As noted earlier, would prefer first day to be full day, end IOM after the bash event.

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ATTENDEE SURVEY RESULTS AND FEEDBACK

- Please please please get some diversity amongst your instructors. I didn't have one instructor of color. This really does matter. Diversity, Equity & Inclusion session. I was not aware that this session was solely going to focus on the LGBT community. I think it would've been helpful if we had covered the Latino and African American communities and what's being done to bring more of these businesses into the fold. Also, the instructor really wanted to make it known that he is a gay man. That's fine and all. But to insinuate the class attendance was small because people didn't want to hear about a gay chamber from a gay man is being very unfair to folks, especially if he's assuming this is the reason. If he really wants to be taken seriously, quit the name calling. And, don't spend two hours reminding us you're a gay man. We know this. Speak more of your business service to the gay community. Again, have this session be more well rounded, balanced. Admittedly, I was disappointed this was all he presented on. We're trying so hard to increase racial diversity within our chamber. Conversations on this would have been helpful. Here's where having more instructors of color will be helpful. [removed]??, the board member, would have been a fantastic speaker on DEI. Keep in mind though, there are just as many qualified professionals throughout the country who can speak to. Bringing more in will help to increase this institute's diversity. I thoroughly enjoyed being at this site. The weather was wonderful! I enjoyed my experience all week. Everyone was helpful. Is it possible to have the big bash wrap up that particular week of institute? Instead of having that one class on the last day, could we put it on the front end instead? Have homeroom then a core class? This is my second year in institute. This year and last there were folks dragging in, if they showed up at all, because they partied hard at the bash the night before. Let the bash close out the week. Besides, three hours in that marketing class waiting for 11:30 to come was brutal! Thank you again for a great experience. See you next year!
- Please work on redesigning the curriculum to 1) avoid duplication between core and elective classes and 2) make classes more intellectually rigorous. So many classes ARE good quality, but they are based wholly on a person's individual experience. That experience is useful to hear and was delivered well in every class I attended this year, but it feels very limited and situation-specific. More time spent discussing theoretical concepts/reasons WHY something matters/frameworks/systems (all context dependent, of course) would be great, and THEN we could move into personal experience.
- For 4th year, maybe add a panel of executives that we can ask questions.
- I loved my experience at IOM and learned more than I could've hoped. I would ask that next year for breakfast there be an addition of protein. The items provided were all carbs and sugar. I am grateful for all of the work that went into making West a great event!
- Very worthwhile program. as with any institute settings, things aren't always perfect. pretty good venue and presentations.
- I am concerned about the dates of next year's session. Having it back to back with the ACCE Annual Conference worked this year because the two events were across town. Next year we will be forced to leave ACCE early, missing either the last day of sessions or possibly the afternoon/evening before. Additionally, going from the intense hyperactivity of ACCE to the working intensity of IOM was tough. There really needs to be a little down time between the two and I prefer IOM be prior to ACCE.
- Would have liked more protein at breakfast like the quiche the last day. Most people do not eat a ton of pastries/muffins.

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ATTENDEE SURVEY RESULTS AND FEEDBACK

- Possibly split some classes for Chamber vs Foundations or Associations. I have a couple organizations I'd like to refer to this program. It is very helpful and insightful for Executive Directors that are unaware of legal issues and/or financial issues.
- Exceeded my expectations and I can't wait to return. Hotel was a little shabby but it worked for the situation and the location was good. Conference food was typical but I was hoping for a step above considering the great food available there. Overall, though, FABULOUS EXPERIENCE and thank you to each of you for your hard work to make it so!
- I wasn't fully sure what to expect going into Institute. Most of the teachers had a very laid back approach and allowed a lot of class interaction - which I love most of the time. I was a little disappointed how sidetracked many conversations got though with people telling ""this one time at my chamber"" stories. I felt like valuable time was wasted hearing all those when I could have heard some best practices from the actual instructor.
- Roundtable discussions were more chamber based and should have been an even mix. I would suggest for first years there be a brief overview the first day on the difference and similarities between Associations and Chambers. This would help discussions during the week and build connections. I would love to see a class on generation differences. This was such a huge topic this year and to have a class would be helpful. Faculty that are teaching topics that are not attention grabbers should teach in a different format. For example Finance class...it was losing everyone's attention. Great information but boring delivery. If it could be delivered in another format that would be helpful. The survey should have comment section about food for the week. There should be two buffets and both double sided each day. Breakfast should include protein...boiled eggs, oatmeal, toast/toaster with cups of peanut butter and fruit. We do not need so many sweets in the morning and again at break. Everyone has to be there by 8am and this type of food is easy to grab and filling. Break-fruit, yogurt, granola bars(mix of kind bars and protein bars) if you want to add something sweet that is great but to have all sweets is not needed. People ate it because that is all there was. PM break-was great. If you could work something out with the outlets to be open during the conference that would be a great revenue source for them and make attendees happy.
- Mainly improvement on that class dinner which was quite a mess. I do not wish to pay so much for ok food, inability to pay timely, and sitting all separated so networking is limited.
- The timing with ACCE is a huge problem. This was a very rough week & I would really not like for them to be together again- especially with Institute to follow the convention. A break in between is definitely needed. Would hope that you all could communicate & work that out. I'd like to continue on with the program after graduation in a leadership role & this would deter me for future years if it's not separated again.
- Overall, it was a good experience. I'm looking forward to deeper dives' into the information, year 1 was very surface. I have 20 years corporate management background, and a lot of the information seemed geared for new leaders.
- I answered that I would recommend this site but from what I have heard about others, this is less effective due to the connection to the site and hotel.

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ATTENDEE SURVEY RESULTS AND FEEDBACK

- Great year! Learned a lot as usual. Probably the best year yet! As you know it was hot in our home room. I was a little disappointed it took so long and a lot of us to complain to get us moved on the second to last day especially since another class got moved. But glad you all were able to move us! I liked having a opening day/evening activity, but \$40 seemed like a lot for bowling and 2 slices of pizza. I know some people in my class didn't even get to eat and paid the \$40. I know you can't do anything about the dates, since they are set but I prefer the Sunday through Thursday schedule. It works better with my work schedule. I know ACCE causes a conflict with the dates. But just thought you should know my preference. Again, great year! Thank you for all you do!
- Many of the CORE classes were at a very basic level. I have more than 25 years of nonprofit experience, have a doctorate in Public Policy with nonprofit management and leadership, and a CAE. It would have been nice to match the course content with the experience of individuals -- maybe an advance course. I know this might take more management of the curriculum but it was really boring sitting through 4 hours when I could probably teach the course. For example, the Legal Core class discussed corporation articles of incorporation and filing for nonprofit status. I just started a new nonprofit, created the articles of incorporation, bylaws, incorporated it and applied for nonprofit status. The same can be said about events and marketing.
- Having to be on campus for 8-10 hours the body needs fuel! Some protein at breakfast or 1st break would be greatly appreciated, fruit, pastries and sugary cereals don't do it for everyone. Last year we had more options with the coffee shop and campus store being open. Also with classes being on the weekend, the trash was out of hand and the bathrooms were borderline just gross. I know this is nothing you guys did but just a suggestion for next year.
- Most professional development opportunities do not meet my expectations. Usually, there are moments of greatness in an overall average offering and IOM was unlike any previous experiences for me. I learned so much! In the courses where I have a fair amount of expertise, I learned critical information that was new to me. In the areas where I'm a novice, the instructors and classmates alike were motivating. I always enjoy networking, but this exceeded expectations. It felt competitive in the most inspirational way. If you cannot tell, I haven't come down from the IOM high. Folks in my office are likely finding it annoying.
- The food at institute was an issue. It seemed that most meals/ snacks provided were very carb heavy. I highly recommend adding some type of protein to the breakfast, whether that be yogurt or eggs or even some nuts.
- I would have liked to see a hot breakfast in the morning instead of the same thing every morning. More Protein perhaps. I did not attend the Big Bash because I had visitors in, but when I heard that it was at the campus, I was not going to spend \$80.00 for a guest. I really enjoyed the Yacht Club last year & really hope to have it there or somewhere similar for the next 2 years to come. Overall, the Institute was great.. I really enjoyed [removed] speaking. He was awesome!! Please bring him back!
- Attending IOM was a very positive experience for me. I learned that we all have the same issues and challenges in our chambers but more importantly, we all have the same opportunities and possibilities for growth and change. The instructors were exceptional and very much knowledgeable about the subjects they taught. I came home invigorated and inspired to make our Chamber even better! I am already looking forward to my 2nd year and looking for a way to get my staff to be able to attend.

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ATTENDEE SURVEY RESULTS AND FEEDBACK

- I thoroughly enjoyed my time at institute. I learned so much in each class, made some incredible connections, and look forward to attending again next year. I do have a few comments for improvement however: I would love to have more time to network and discuss among ourselves during the day. During our membership class, we received the opportunity to get together and discuss a specific topic with a group of our peers and it was one of the most informative 30 minutes of the entire week. Breakfast was good, however, I know that many people complained that it could use more protein and less sugar. The pastries, while delicious, were not a good way to start the day when you are sitting in a classroom. They made us sluggish and did not help to keep us going throughout the day. Some yogurt, boiled eggs, or protein bars would have been more beneficial. Lunch was good on all three days, however, on the last day, there was fish served and I know we had a classmate who was severely allergic to fish so it did not make sense that it was being served without more precaution being taken. Also, lunch and dinner at the Big Bash, were almost the same on the last day. The coffee place on campus was disappointing as it did not open until 8 am on Thursday and Friday and it was closed all day on Saturday and Sunday. I do not know if they would be willing to open earlier, but I know they would get quite a bit of business if they did. Lastly, the room that we were in, room 3999 was a gorgeous setting with the window walls looking out over the campus, however on Saturday and Sunday it was pretty warm which made it hard to concentrate. Overall, the experience was amazing! These are just a few minor details that I noticed during my time at Institute.
- Many speakers are older and a bit out of touch from the cutting edge. For example, a major movement in non profit world is "Generative Governance" -a term which none of my speakers knew! Most helpful is the boring stuff-legal accounting, etc. [Removed] closing was very strong.
- I was disappointed in the speakers. I really only had maybe two speakers that were outstanding. The others were either speaking below all of us in the class or were just poor speakers. The speakers in Tucson were much stronger.
- Even though I was able to download the presentations from the app it would be nice to have access to them and be able to download to my computer. Overall Institute is a great experience.