

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

MEETING MINUTES OCTOBER 4, 2019 8:30 A.M.–10:00 A.M. EDT U.S. CHAMBER OF COMMERCE WASHINGTON, D.C.

In attendance: Megan A. Lucas, IOM, CCE, CEcD; Jeremy L. Arthur, IOM; Matt R. McCormick, IOM, CCE; Christin W. Berry, CAE; Rich Cantillon, IOM; Steve Clark, IOM, J.D., CFE; Kimberly Dahlsten, IOM; Tony Felker, IOM, CCE; Mark L. Field, IOM, CCE; Christine Kennedy, IOM, CCE, CPC, ELI-MP; Jack Lank, IOM; Kelle Marsalis, IOM, CCE; Robert Medler, IOM; Peter J. McNamara, IOM, CAE, J.D.; Stephanie M. Parton, IOM, CAE; Jodie A. Perry, IOM, CCE, CCEO-AP; Scott Waller, IOM; Angela Whitcomb, IOM; Raymond P. Towle, IOM, CAE; Karyn K. MacRae, IOM, CAE, CMP; Katelynne G. Cox, IOM; Mandy Pan; Andrew Y. Weller, IOM; Megan Kastner

Not in attendance: DJ Johnson, IOM, CAE; Crystal Moore, CAE; Gene Terry, IOM, CAE; Chris E. Wallace, IOM, CCE

Observers: Erin Carney, IOM; Teri H. Smiley, IOM, GCCE; Ryan Evans, IOM; Douglas O'Flaherty, IOM

I. Welcome and Introductions

Megan A. Lucas, IOM, CCE, CEcD 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 5, 2019 minutes were unanimously approved.

III. Approval of Nominating Committee Reports

The Board of Trustees, Curriculum Committee, Midwest Board of Regents, Southeast Board of Regents, West Board of Regents, and Northeast Board of Regents nominating committee reports were all approved with no changes.

BOARD OF TRUSTEES

Chair

Jeremy L. Arthur, IOM, CCE
President and CEO
Chamber of Commerce Association of Alabama
Montgomery, AL
Term: 2019-2020

Chair Elect

Matt R. McCormick, IOM, CCE
President
Columbia Chamber of Commerce
Columbia, MO
Term: 2019-2020

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

Vice Chair

Kelle Marsalis, IOM, CCE
Interim President and CEO
Plano Chamber
Plano, TX
Term: 2019-2020

Past Chair

Megan A. Lucas, IOM, CCE, CEcD
CEO and Chief Economic Development Officer
Lynchburg Regional Chamber Alliance
Lynchburg, VA
Term: 2019-2020

Board of Regents Chairs (one-year term):

Robert Medler, IOM
Vice President
Tucson Metro Chamber of Commerce
Tucson, AZ
Term: Through 2020 *as Chair of Winter Board of Regents*
(confirmed February 5, 2019)

Jeff Griffin, IOM
President and CEO
Peoria Chamber of Commerce & The CEO Council
Peoria, IL
Term: Through 2020 *as Chair of Midwest Board of Regents*

Teri Smiley, IOM, GCCE
President
Walton County Chamber of Commerce
Monroe, GA
Term: Through 2020 *as Chair of Southeast Board of Regents*

Ryan Evans, IOM
Executive Director
Chambers for Innovation and Clean Energy
Sandy, UT
Term: Through 2020 *as Chair of West Board of Regents*

Douglas O'Flaherty, IOM
South Carolina Director of Operations
South Carolina Restaurant and Lodging Association
Columbia, SC
Term: Through 2020 *as Chair of Northeast Board of Regents*

Curriculum Committee Chair:

Matt R. McCormick, IOM, CCE
President
Columbia Chamber of Commerce
Columbia, MO
Term: Through 2021 *as Chair of Curriculum Committee*

At-large position (two-year term):

Nick Kieffer, IOM, CP
President and CEO
Goshen Chamber of Commerce
Goshen, IN
Term: 2019-2021

Term Renewals (At-large, one-year terms):

Steve Clark, IOM, CFE, J.D.
President and CEO
Fayetteville Chamber of Commerce
Fayetteville, NC
Term: 2018-2020

Kimberly Dahlsten, IOM
Vice President of Operations
Catawba County Chamber of Commerce
Hickory, NC
Term: 2018-2020

Gene Terry, IOM, CAE
Executive Director, American Society of Hand Therapists
Association Headquarters, Inc.
Mt. Laurel, NJ
Term: 2018-2020

Term Renewals (At-large, two-year term):

DJ Johnson, IOM, CAE
Vice President, Membership and Volunteer Engagement
Association of Women's Health, Obstetric & Neonatal
Nurses (AWHONN)
Washington, DC
Term: 2015-2021

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

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

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):

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
Plainville, 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

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

ROTATING OFF BOARD

Board of Regents Chairs (one-year term):

Tony Felker, IOM, CCE
President and CEO
Frisco Chamber of Commerce
Frisco, TX
Term: Through 2019 *as Chair of West Board of Regents*

Christine Kennedy, IOM, CCE, CPC, ELI-MP
COO and Executive Vice President
Lynchburg Regional Business Alliance
Lynchburg, VA
Term: Through 2019 *as Chair of Southeast Board of Regents*

Peter J. McNamara, IOM, CAE, J.D.
President
New Hampshire Automobile Dealers Association
Concord, NH
Term: Through 2019 *as Chair of Northeast Board of Regents*

Angela Whitcomb, IOM
President and CEO
Shakopee Chamber of Commerce
Shakopee, MN
Term: Through 2019 *as Chair of Midwest Board of Regents*

Past Chair:

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

CURRICULUM COMMITTEE

Chair

Matt R. McCormick, IOM, CCE
President
Columbia Chamber of Commerce
Columbia, MO
Term: 2019-2021

Vice Chair

Morri Yancy, IOM
President
Lake Guntersville Chamber of Commerce
Guntersville, AL
Term: 2019-2021

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

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

Jenna Armstrong, IOM
Chief Executive Officer
Lake Houston Area Chamber of Commerce
Humble, TX
Term: 2019-2020 *as Vice Chair of Midwest Board of Regents*

Erin Carney, IOM
President
Metrocrest Chamber of Commerce
Carrollton, TX
Term: 2019-2020 *as Vice Chair of Winter Board of Regents (confirmed February 2019)*

Lisa Hermes, IOM, CCE
President and CEO
McKinney Chamber of Commerce
McKinney, TX
Term: 2019-2020 *as Vice Chair of West Board of Regents*

Pammie Jimmar, IOM
Vice President, Small Business and Events
Huntsville-Madison County Chamber
Huntsville, AL
Term: 2019-2020 *as Vice Chair of Southeast Board of Regents*

Michael Smith, IOM, CAE, CPA
Chief Business Officer
Solar Energy Industries Association
Washington, DC
Term: 2019-2020 *as Vice Chair of Northeast Board of Regents*

At-large (two-year term):

Christine Kennedy, IOM, CCE, CPC, ELI-MP
COO and Executive Vice President
Lynchburg Regional Business Alliance
Lynchburg, VA
Term: 2019-2021

Robert Medler, IOM
Vice President
Tucson Metro Chamber
Tucson, AZ
Term: 2019-2021

Libby Spears
Owner
Bravo cc
Lantana, TX
Term: 2019-2021

Term Renewals (two-year term):

Desiree Bennyhoff, IOM, ACE
President and CEO
Edwardsville/Glen Carbon Chamber of Commerce
Edwardsville, IL
Term: 2017-2021

Kelle Marsalis, IOM, CCE
Interim President and CEO
Plano Chamber
Plano, TX
Term: 2017-2021

Allison B. Walden, IOM, CFRE
Senior Vice President of Resource Development
Tulsa Regional Chamber
Tulsa, OK
Term: 2017-2021

Faculty Member (two-year term):

Steven Swafford, IOM, Ed.D.
Balance Warrior and CEO
Leadership Outfitters
Santa Monica, CA
Term: 2015-2021

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

Faculty Member (two-year term):

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

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

At-large (two-year term):

Lowell Aplebaum, CAE, CPF
CEO and Strategy Catalyst
Vista Cova, LLC
Gaithersburg, MD
Term 2018-2020

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

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

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

ROTATING OFF COMMITTEE

Chair:

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

At-Large:

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

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

Ryan Evans, IOM
Executive Director
Chambers for Innovation and Clean Energy
Sandy, UT
Term: 2018-2019 as *Vice Chair of West Board of Regents*

Jeffrey Griffin, IOM
President and CEO
Peoria Area Chamber of Commerce & The CEO Council
Peoria, IL
Term: 2018-2019 as *Vice Chair of Midwest Board of Regents*

Douglas O'Flaherty, IOM
South Carolina Director of Operations
South Carolina Restaurant and Lodging Association
Columbia, SC
Term: 2018-2019 as *Vice Chair of Northeast Board of Regents*

Teri Smiley, IOM, GCCE
President
Walton County Chamber of Commerce
Monroe, GA
Term: 2018-2019 as *Vice Chair of Southeast Board of Regents*

MIDWEST BOARD OF REGENTS

Chair

Jeffrey Griffin, IOM
President and CEO
Peoria Area Chamber of Commerce and The CEO Council
Peoria, IL
Term: 2019-2020

Vice Chair

Jenna Armstrong, IOM
Chief Executive Officer
Lake Houston Area Chamber of Commerce
Humble, TX
Term: 2019-2020

Past Chair

Angela Whitcomb, IOM
President
Shakopee Chamber of Commerce
Shakopee, MN
Term: 2019-2020

The following individuals are nominated:

Justin Groenert, IOM
Vice President, Public Policy
Chattanooga Area Chamber of Commerce
Chattanooga, TN
Term: 2019-2021

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

Charlie Moore, IOM, CCE
President and CEO
McLean County Chamber of Commerce
Bloomington, IL
Term: 2019-2021

Term Renewals (two-year term):

Tracey Halliday, IOM
Vice President, Communications
American Beverage Association
Washington, DC
Term: 2015-2021

Peter Murphy, IOM
President and CEO
Illinois Association of Park Districts
Springfield, IL
Term: 2017-2021

Heidi Zich, IOM
Executive Vice President
Home Builders Association of the Fox Cities
Appleton, WI
Term: 2015-2021

REMAINING ON BOARD, NO ACTION REQUIRED

Jason Ball, IOM, CEcD
President and CEO
Round Rock Chamber of Commerce
Round Rock, TX
Term: 2018-2020

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

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

Corey Hutcherson, IOM
Vice President, Community Relations
Wake Forest Area Chamber of Commerce
Wake Forest, NC
Term: 2018-2020

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

ROTATING OFF BOARD

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

Dawn Johnson, IOM
Vice President
Muskegon Lakeshore Chamber of Commerce
Muskegon, MI
Term: 2012-2019

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

SOUTHEAST BOARD OF REGENTS

Chair

Teri H. Smiley, IOM, GCCE
President
Walton County Chamber of Commerce
Walton, GA
Term: 2019-2020

Vice Chair

Pammie Jimmar, IOM
Small Business and Events Director
Chamber of Commerce of Huntsville/Madison County
Huntsville, AL
Term: 2019-2020

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

Past Chair

Christine Kennedy, IOM, CCE, CPC, ELI-MP
COO and Executive Vice President
Lynchburg Regional Business Alliance
Lynchburg, VA
Term: 2019-2020

The following individuals are nominated:

Tammi Ford, IOM
Vice President, Chamber Operations
Blount Partnership
Maryville, TN
Term: 2019-2021

Cory Skeates, IOM, FCCP, J.D.
President
Lakeland Area Chamber of Commerce
Lakeland, FL
Term: 2019-2021

Judd Wilson, IOM
Vice President, Chamber of Commerce
Community Development Foundation
Tupelo, MS
Term: 2019-2021

Term Renewals (two-year term):

Skip Alford, IOM, FCCP
President and CEO
Greater Palm Harbor Chamber of Commerce
Palm Harbor, FL
Term: 2017-2021

Beth Morrison, IOM
Vice President of Member Services
Greater Dalton Chamber of Commerce
Dalton, GA
Term: 2017-2021

Rick Roden, IOM
President and CEO
Greater Jackson County Chamber of Commerce
Scottsboro, AL
Term: 2015-2021

Carlton Tidwell, IOM
President
Terrell Chamber of Commerce
Terrell, TX
Term: 2017-2021

REMAINING ON BOARD, NO ACTION REQUIRED

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

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

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

ROTATING OFF BOARD

Bryan Daniels, IOM, CCE, CEcD
President and CEO
Blount Partnership
Maryville, TN
Term: 2012-2019

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

Michelle Kiely, IOM
Vice President of Development
Make-a-Wish East Tennessee
Chattanooga, TN
Term: 2017-2019

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

Ray Villegas, IOM
Term: 2015-2019

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

WEST BOARD OF REGENTS

Chair

Ryan Evans, IOM
Executive Director
Chambers for Innovation and Clean Energy
Sandy, UT
Term: 2019-2020

Vice Chair

Lisa Hermes, IOM, CCE
President
McKinney Chamber of Commerce
McKinney, TX
Term: 2019-2020

Past Chair

Tony Felker, IOM, CCE
President and CEO
Frisco Chamber of Commerce
Frisco, TX
Term: 2019-2020

The following individuals are nominated:

Josh Bonner, IOM
President and CEO
Greater Coachella Valley Chamber of Commerce
Indio, CA
Term: 2019-2021

Laura Grimes, IOM
Chief Financial Officer
Conway Area Chamber of Commerce
Conway, AR
Term: 2019-2021

Shontel Mays, IOM
Chief Executive Officer
Pflugerville Chamber of Commerce
Pflugerville, TX
Term: 2019-2021

Term Renewals (two-year term):

Jason E. Camis, IOM
President and CEO
Gardner Edgerton Chamber of Commerce
Gardner, KS
Term: 2015-2021

Robert Newman, IOM, CAE
Vice President and CFO
Independent Film and Television Alliance
Los Angeles, CA
Term: 2017-2021

REMAINING ON BOARD, NO ACTION REQUIRED

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

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

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

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

Katie Stice, IOM, ACE
Executive Director
Rancho Mirage Chamber of Commerce
Rancho Mirage, CA
Term: 2016-2020

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

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

ROTATING OFF BOARD

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

Mike Greene, IOM
Washington, DC
Term: 2018-2020

Brad Lacy, IOM, CCE
President and CEO
Conway Area Chamber of Commerce
Conway, AR
Term: 2011-2019

Kelle Marsalis, IOM, CCE
Interim President and CEO
Plano Chamber
Plano, TX
Term: 2013-2019

Heidi Peterson, IOM
Executive Director
Wyoming State Chamber of Commerce
Laramie, WY
Term: 2015-2019

NORTHEAST BOARD OF REGENTS

Chair

Douglas O'Flaherty, IOM
South Carolina Director of Operations
South Carolina Restaurant and Lodging Association
Columbia, SC
Term: 2019-2020

Vice Chair

Michael Smith, IOM, CAE, CPA
Chief Business Officer
Solar Energy Industries Association
Washington, DC
Term: 2019-2020

Past Chair

Peter J. McNamara, IOM, CAE, J.D.
President
New Hampshire Automobile Dealers Association
Concord, NH
Term: 2019-2020

The following individuals are nominated:

Roy McGrath, IOM, CAE
Chief Executive Officer
Maryland Environmental Service
Millersville, MD
Term: 2019-2021

Donna Morris, IOM
President
Greater Salem Chamber of Commerce
Salem, NH
Term: 2019-2021

Term Renewals (two-year term):

Kate Conroy, IOM
Director, Member Services and Programs
New Jersey Business & Industry Association
Trenton, NJ
Term: 2015-2021

Cheryl Kuhn, IOM
President and CEO
Southern Chester County Chamber of Commerce
West Grove, PA
Term: 2017-2021

REMAINING ON BOARD, NO ACTION REQUIRED

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

Amy Hager, IOM, CAE
Director of Communications
Virginia Chamber of Commerce
Richmond, VA
Term: 2018-2020

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

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

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

Carrie Stuart, IOM
President
Gettysburg Adams Chamber of Commerce
Gettysburg, PA
Term: 2012-2019

ROTATING OFF BOARD

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

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

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 L. Arthur, IOM, CCE, Chair of the Curriculum Committee, gave an update on yesterday's Curriculum Committee meeting. The following changes were unanimously approved and will be implemented in 2020. The board was also updated on the discussion that took place regarding the attendance policy and absence response plan, which will include a member of each Board of Regents serving as the absence response manager.

E330 Learning to Let Go

Title Change: The title of the course has been changed from "Learning to Let Go" to "Keys to Delegation and Empowerment" to signal what expectations attendees should have when taking this course.

C360 Culture of Innovation

Objective Change: Remove the third course objective "Innovate or Die"

Objective Change: The first course objective is now "Defining a creative and innovative culture." The percentage has changed to 25%.

- Remove sub-bullet: "Ways to create a creative and innovative culture"

Objective Change: The second course objective is now "Creating and cultivating an innovative culture." The percentage has changed to 50%.

- New sub-bullet: Leverage diversity and inclusion to drive innovation
- New sub-bullet: Seek out different perspectives

Objective Change: The third course objective is now "Making the business case for innovation." The percentage has changed to 25%.

- New sub-bullet: Using research to determine your members' needs and discern the real costs and returns
- New sub-bullet: Best practices for sustainability

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

C185 Recruit, Engage, and Retain Your Members

Suggested reading material addition: Add these resources so the course is more applicable to associations.

- *The Art of Membership: How to Attract, Retain, and Cement Member Loyalty* by Sheri Jacobs
- *7 Drivers of Membership* by the ASAE Foundation
- *Exploring the Future of Membership* by the ASAE Foundation Research, John Barnes, Jenny Nelson, Dean West, FASAE, Sheri Jacobs, CAE, Susanne Connors Bowman, and Lisa Dicke, PhD

Faculty recommendation: Faculty member with association experience to teach this course.

Audit recommendation: We will audit this course in 2020 at all sites.

E310 Dues and Don'ts

Title Change: The title of the course has been changed from “Dues and Don'ts” to “Evolving Membership Models” to highlight the ever changing nature of membership.

C341 Win-Win Partnerships

Title Change: The title of the course has been changed from “Win-Win Partnerships” to “Building Strategic Partnerships” to better convey the new objectives.

Objective Change: Remove second objective, “Identifying different types of coalitions and alliances.” and all related sub-bullets.

Objective Change: The first course objective is now “Understanding the importance of coalitions and strategic alliances.”

- New sub-sub-bullets under what are strategic alliances and coalitions?
 - Areas well-suited for partnering
 - Types of alliances and partnerships
 - Building alliances and coalitions within your own organization

Objective Change: The second course objective is now “Implementing steps for effective collaboration.”

- Change sub-bullet: Practical steps for forming, sustaining, *and/or sunseting* a coalition

Objective Change: The third course objective is now “Defining and evaluating outcomes of strategic partnerships.” The percentage is 20%.

- New sub-bullet: Defining a collaborative win

E340 501(c)(3) Foundations

Title Change: The title of the course has been changed from “501(c)(3) Foundations” to “501(c)(3) Foundations Management” to align with what attendees want to learn.

Course Description: The course description was changed by the committee to note this class is for attendees who are looking to start a foundation.

- If you currently have a foundation or are thinking about creating one, 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: Three course objectives revolving around strategic alignment, resource alignment, and programmatic alignment. Sub-bullets have not yet been flushed out. Further discussion is required.

Faculty recommendation: Executive Director of a foundation to teach this course.

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

E150 Diversity, Equity, and Inclusion

Future discussion: Explored the opportunity to change this to a core class due to the importance of diversity in the non-profit industry. This will be discussed in the spring conference call to be implemented for all 2021 sites. Potential to change a current core class to an elective and change E150 Diversity, Equity, and Inclusion to a core. This will require discussion with the ACCE and ASAE curriculum committee members to ensure that the IOM core continues to reflect the bodies of knowledge for the CCE and CAE certifications.

VI. Updates and Brainstorming

a. West Institute

A discussion took place regarding the status and future of the West Institute site. Staff shared background information regarding the logistical challenges faced over the years. For the first time, trustees received a snapshot of finances (on-site costs only) and learned that due to the high expenses in California and lower attendance numbers, the West site has the highest per person cost. It was also mentioned that the site is not supported by its home state, unlike other Institute sites.

Throughout the discussion, a variety of factors to be considered if West were to close were mentioned, including attendee diversity, support and continued engagement from West Board of Regents members, and the impact on other four sites.

It was made clear that the decision as to whether or not to discontinue the West site would be made by higher-ups at the U.S. Chamber of Commerce and would, unfortunately, be out of the control of the Board of Trustees and Institute staff.

A motion for the Board of Trustees to provide support and stand behind whatever decision is made was passed. Additionally, the board will support the continued engagement of the West Board of Regents. It was noted that if the site were to continue, it would be for a period of at least three to five years and not a “year-to-year” situation with the full support of the entire Board of Trustees.

VII. Chairman’s Report

Megan A. Lucas, IOM, CCE, CEcD thanked all of the volunteers for their roles in a successful 2019 year and welcoming her to each site. She referenced the different personalities and engagement at each site, indicating that personal face-to-face connection is paramount to Institute’s success. In addition, she specifically mentioned:

- 2019 final enrollment
 - 251 first-years
 - 856 overall
- 2020 attendance goals. She 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.
 - 263 first-years*
 - 842 overall*

*It was noted that the numbers will be adjusted should West be discontinued.

BOARD OF TRUSTEES



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

FALL 2019 MEETING MINUTES

- She recognized and thanked all volunteers, giving special recognition to the 2019 Boards of Regents chairs:
 - Winter: Nick Kieffer (rejoining in 2-year at-large term)
 - Midwest: Angie Whitcomb
 - Southeast: Christine Kennedy
 - West: Tony Felker
 - Northeast: Pete McNamara

VIII. Looking Ahead

Jeremy L. Arthur, IOM, CCE recognized and thanked Megan A. Lucas, IOM, CCE, CEcD for her year of service as Board of Trustees Chairman and presented her with the Chairman's award. He spoke about the focus and vision for 2020, highlighting first-year recruitment, word-of-mouth marketing, and DE&I initiatives. He thanked the board for sharing their candid thoughts during the difficult discussion regarding West Institute and referenced a continued intentional and transparent relationship amongst volunteers and staff.

Jeremy also encouraged trustees to share their thoughts on ways for them to remain engaged throughout the rest of the year.

IX. Other Business

No additional business was discussed.

X. Adjournment

The Board of Trustees were thanked for their participation and their time. Past chair Chris E. Wallace, IOM, CCE 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 4, 2020 at 11:30 a.m. EST and the next in-person meeting will take place on Friday, September 25, 2020 in Washington, DC.

There being no other business the meeting was adjourned.