

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, February 2, 1998**

President Debra Hammond called the meeting to order at 3:01 p.m. (Eastern). The following Executive Board members answered roll call: President-elect Sue Maul, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee/Network Affairs Victoria Angis, At-Large Member Pat Coleman-Boatwright, Student Member Duncan MacLellan, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes. At-Large Member Gary Ratcliff joined the call at 3:05 p.m. Immediate Past President Bernard Pitts joined the call at 3:07 p.m.

**Minutes Approval**

Ms. Coleman-Boatwright moved, Mr. Henthorne seconded and it passed that:

*The minutes of the October 1997 Executive Board conference call be approved.*

**Volunteer Opportunities**

Mr. Henthorne said the position of CEPS research chair had only one applicant, Bill Vadino of the University of Minnesota-Twin Cities. Mr. Henthorne recommended him for the position. Ms. Coleman-Boatwright said she worried that the Board was compromising the process by accepting a late application. Mr. Henthorne said Mr. Vadino was nominated and applied before the deadline, but that he and Mr. Rouzer held up the process by discussing Mr. Vadino's transition from regional representative to CEPS research chair and as a result, Mr. Vadino's application was sent to the Board later than the other applications. Ms. Angis asked if this was an exception to the rule of not holding two volunteer positions at once. Mr. Rouzer said he would bring the new regional representative early, so this would not be an exception. Ms. Maul suggested having Affirmative Action Officer Whit Hollis look at the process to examine whether late applications should ever be accepted. Mr. Pitts suggested that when someone submits an application late who would fit the job, to be fair the deadline should be extended for all applicants. Mr. Rouzer suggested spending time on two relevant issues during the meeting at the annual conference: Is the application deadline real or fuzzy; and the balance of the applicant pool. Ms. Coleman-Boatwright said that when she was affirmative action officer a mechanism was set up to reopen the application process when the pool didn't fit the goals for diversity balance. Ms. Hammond said it was not in the handbook. Ms. Coleman-Boatwright later found reference to the application procedure in Handbook starting on page 8-20, which applied to the president-elect and vice presidents only.

Ms. Angis moved, Mr. MacLellan seconded and it passed that:

*The discussion of when to extend the volunteer application deadline be continued and the item be put on the Executive Board agenda at the annual conference.*

Ms. Maul moved, Mr. Rouzer seconded and it passed that:

*Bill Vadino be appointed CEPS research chair.*

Mr. Henthorne said all three applicants were strong for Conference Program Committee chair for 2001, and he recommended Minnie Austin of Tuskegee University for the position.

Ms. Maul moved, Mr. MacLellan seconded and it passed that:

*Minnie Austin be appointed chair of the 2001 Conference Program Committee.*

Mr. Henthorne recommended Denise Galey of Western Oregon University for CEPS at-large member for seminars. She was the only applicant. Mr. Pitts asked about her references. Mr. Henthorne said the references were from Region 14 and they said she was ready for the position. Mr. Pitts said he felt uncomfortable with having only one applicant. He said that if there was only one applicant why other nominees weren't sought. Mr. Henthorne said he contacted everyone who was nominated, but they declined to apply.

Ms. Maul moved, Mr. Rouzer seconded and it passed 6-1 with two abstentions that:

*Denise Galey be appointed CEPS at-large member for seminars.*

Mr. Henthorne recommended Ed Slazinik of the University of Illinois-Urbana for CEPS at-large member for special projects.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed 6-1 with two abstentions that:

*Ed Slazinik be appointed CEPS at-large member for special projects.*

Mr. Rouzer said he sent letters to solicit applicants and input, but still only had one applicant for some positions. He said that in some cases, the one applicant was the chosen representative of the regions' steering committees. Board members expressed discomfort with the region steering committees designating a representative and that the procedure should be examined. Mr. Rouzer recommended Roland Shelton of Syracuse University for Region 2 representative. He was the only applicant.

Ms. Angis moved, Mr. Henthorne seconded and it passed 8-0 with one abstention that:

*Roland Shelton be appointed Region 2 representative.*

Mr. Rouzer recommended Christine Chergi of the University of Pittsburgh for Region 4 representative, because she has more Associationwide experience than the other applicant.

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*Christine Chergi be appointed Region 4 representative.*

Mr. Rouzer recommended Mary Edgington of the University of Notre Dame for Region 9 representative based on a great interview with her and the recommendation of Mark Guthier, the current representative.

Ms. Angis moved, Ms. Coleman-Boatwright seconded and it passed that:

*Mary Edgington be appointed Region 9 representative.*

Mr. Rouzer said both applicants had strong regional support. Mr. Rouzer recommended Wanda Overland of North Dakota State University for Region 10 representative because he believed she would be best able to build on the work Mr. Vadino has done in the region.

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*Wanda Overland be appointed Region 10 representative.*

Mr. Rouzer recommended Mike Madecky of Wichita State University for Region 11 representative. He was the only applicant.

Mr. Henthorne moved, Ms. Maul seconded and it passed that:

*Mike Madecky be appointed Region 11 representative.*

Mr. Rouzer said the choice was difficult, but he recommended Carol Burke of California State University-Stanislaus for Region 15 representative.

Mr. MacLellan moved, Mr. Henthorne seconded and it passed that:

*Carol Burke be appointed Region 15 representative.*

Mr. Rouzer reported that no one applied from Region 8. He said Pat Freer had a list of six people who had expressed interest, but none applied. Mr. Rouzer suggested seeking more applicants after the annual conference. In Region 16, Andrew O'Brien of Monash University-Caulfield Campus was elected during the regional meeting at the ACUMA conference. Mr. Rouzer said it is standard practice for the Executive Board to endorse Region 16's chosen representative.

Mr. Rouzer moved, Mr. Henthorne seconded and it passed that:

*Andrew O'Brien be accepted as Region 16 representative.*

Ms. Angis recommended Judi Schwartz from the University of Toronto for chair of the Committee on Arts-Related Activities because of her arts connection. Ms. Angis said Chair Don Luse has given his blessing for Ms. Schwartz to leave the 2000 Conference Program Committee.

Ms. Coleman-Boatwright moved, Ms. Maul seconded and it passed 8-0 with one abstention that:

*Judi Schwartz be appointed chair of the Committee on Arts-Related Activities.*

Ms. Angis said only one candidate applied for chair of the Gay/Lesbian/Bisexual/ Transgender Concerns Committee, but Mary Finley of the University of North Texas is a strong candidate and the committee supports her .

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*Mary Finley be appointed chair of the Gay/Lesbian/Bisexual/Transgender Concerns Committee.*

Ms. Angis said both candidates for chair of the Small College and University Network are strong. She recommended William Brown of Davidson College because he has a longer history within the Association and he knows how to get things done within the system.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*William Brown be appointed chair of the Small College and University Network.*

Ms. Angis recommended Keith Allen of Indiana University for chair of the Student Network , because he is planning to pursue a graduate degree in college student personnel and was able to articulate his goals for the position.

Mr. Henthorne moved, Mr. Ratcliff seconded and it passed that:

*Keith Allen be appointed chair of the Student Network.*

Ms. Angis said the position of coordinator of the international network is being advertised through the Union Connection and via broadcast e-mail.

Ms. Maul said both candidates for Executive Board at-large member for service learning are strong. Ms. Maul recommended Duane Oakes of Chandler-Gilbert Community College because he believes anything is possible. Mr. Henthorne seconded the recommendation.

Mr. Henthorne moved, Ms. Angis seconded and it passed that:

*Duane Oakes be appointed Executive Board at-large member for service learning.*

Ms. Maul recommended Mark Hoffman of Dartmouth College for volunteer development coordinator . Mr. Rouzer said he was impressed with Mr. Hoffman when he applied for regional representative the previous year .

Mr. Rouzer moved, Ms. Angis seconded and it passed 8-0 with one abstention that:

*Mark Hoffman be appointed volunteer development coordinator.*

Ms. Hammond recommended Jim Drnek of the University of Arizona for chair of the Product Exhibits Committee because of his experience on the committee.

Mr. Henthorne moved, Ms. Coleman-Boatwright seconded and it passed that:

*Jim Drnek be appointed chair of the Product Exhibits Committee.*

Ms. Hammond stressed the need to contact applicants soon to tell them if they were appointed.

## **Interassociation Task Force on Alcohol and Other Substance Abuse Issues Proposal**

Ms. Hammond said Dan Adams asked the Board to reconsider his request to allocate \$2,000 to the Task Force for a symposium. Mr. Henthorne said he is concerned that the symposium does not reach out to student groups. He suggested the Board urge the Task Force to seek more student input. Mr. Rouzer asked if an allocation would divert money from long-term debt reduction, and it was concluded that it would. Mr. Ratcliff said he was concerned about allocating more expenses from the Association budget, since the Board had to make tough budget decisions. Ms. Herman-Betzen said she was concerned about what the money would be spent on: the operating budget, part of which would be travel money for college presidents. She said Dan Adams also may request more money so he and the executive director can attend the symposium. Ms. Angis said she would rather see the money go toward getting Mr. Adams and Ms. Herman-Betzen to the symposium than have it go to the symposium operating budget. Mr. Pitts asked for and received confirmation that ACUI would remain a member of the group even if no money was allocated for the symposium. The Board decided it would not allocate additional money from the budget.

Mr. Pitts moved, Mr. Henthorne seconded and it passed that:

*The Association direct Dan Adams to continue with the Task Force and evaluate ACUI's involvement in the symposium, and that if he decides to go to the symposium, Mr. Adams should try to do that within his existing budget.*

## **Preconference Leadership Team Letter**

Ms. Maul discussed the Preconference Leadership Team Letter. Mr. Henthorne and Ms. Angis supported putting the Leadership Handbook on disk. Mr. Rouzer suggested not throwing out the work done during the last strategic planning process. Ms. Maul said she will offer the history of the process and the findings of the previous strategic planning group.

## **Items and Language on Contracts in Handbook.**

Ms. Maul gave a summary of items and language on contracts in the Handbook.

## **Recommended Changes to Constitution, Bylaws, Articles, and Handbook**

Ms. Maul explained the changes she suggested. Ms. Maul said these changes would have to be presented at the business meeting at the conference. Ms. Maul mentioned changes that would clear up confusing language as seen in the Rutgers University case. Mr. Rouzer asked what would be done if there is an inter-campus policy board. Ms. Hammond said that would qualify a multiple-campus union for a single membership. Ms. Maul said she would do more research to clean up the language of Article III, Section 2.

## **Dues Structure**

Mr. Ratcliff discussed the findings of the dues structure survey. He said two-thirds of respondents want everyone to pay on the same rate schedule. One-third said international schools should pay a flat rate below the U.S. member rate. Mr. Ratcliff said this is a philosophical issue. He said there may be concern that ACUI will lose its international flavor. Ms. Herman-Betzen said the Board should not ignore the membership who responded to the survey. Mr. Rouzer suggested using the same dues schedule but offering an international discount of a certain percentage. Mr. Ratcliff will meet with Mary Ann Cannon, Ms. Maul, and Mr. Rouzer to come up with a suggested change to the bylaws. Ms. Hammond said the Board needed to get it done via e-mail so it could be addressed at the conference.

### **CPC Keynote Speaker Issues**

Mr. Henthorne updated the Board about allegations of sexual misconduct against scheduled keynote speaker Edward James Olmos. Ms. Herman-Betzen talked with Jim Kepplar of Kepplar & Associates about the possibility of breaking Mr. Olmos' speaking contract. Mr. Kepplar said he would not be surprised if Mr. Olmos took legal action if the contract was broken. She said the least ACUI would lose by breaking the contract would be the \$2,500 guaranteed by the contract, but the Association could incur great legal costs. The Association's attorney said it would be hard for Mr. Olmos to prove loss of livelihood, but the court costs could be extensive. Ms. Hammond said since there is a contract, the Executive Board has to endorse or decide against canceling the contract. Mr. Rouzer said if ACUI would break a contract based on unsubstantiated allegations, it would hear more complaints about it than the few concerns about Mr. Olmos voiced so far. Mr. Kepplar offered to insert a clause that if more delegates cancel, then they would break the contract. Mr. Olmos has offered to pay for a conference call with the Board if they would like to talk to him about the allegations .

Mr. Pitts moved, Mr. MacLellan seconded and it passed that:

*The Board recommend that the Conference Program Committee keep the scheduled keynote speaker and that Ms. Herman-Betzen monitor the situation.*

### **Adjournment**

The meeting adjourned at 5:30 p.m. (Eastern)

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Anaheim Conference Minutes**  
**Wednesday, March 25, 1998**

These minutes cover preconference and postconference meetings as well as check-ins of the Executive Board. Items are generally reported in the order they were addressed by the Executive Board; however, some effort has been made to group related items and integrate several discussions on the same topic.

President-elect Susan Maul called the preconference meeting to order at 3:09 p.m. Pacific Standard Time March 25. The following Executive Board members were present: Immediate Past President Bernard Pitts, Vice President for Committee/Network Affairs Victoria Angis, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Student Member Duncan MacLellan, At-Large Member Patrice Coleman-Boatwright, At-Large Member Gary Ratcliff, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes. President Debra Hammond joined the meeting at 3:21 p.m.

The postconference meeting of the Board was called to order at 8 a.m. April 2 by President Susan Maul. Present were President-elect Matt Cameron, Immediate Past President Debra Hammond, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee/Network Affairs Curtis Smout, Student Member Duncan MacLellan, At-Large Member Gary Ratcliff, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes.

**1997 Financial Report and Audit**

David Teske, director of administrative services, reported the Association's first ever totally clean audit. Mr. Teske reported a \$21,583 increase in net assets. The deficit has been reduced from \$121,378 to \$99,795. Mr. Teske said dues income came in below budget and said the problems were in projecting the income. Mr. Teske said legal assistance was way over budget C\$13,294 for a line budgeted at \$400. Unbudgeted and unplanned travel accounted for some overspending. Publications came in under on income and expenses, so that almost evened out. Seminars came in over budget for expenses but also for income, which covers the additional expenses. Mr. Ratcliff asked about dues projections. Ms. Herman-Betzen said the individual memberships are at an all-time high with a retention rate of about 85 percent. She said there also has been good response for institutional campaigns targeting Historically Black Colleges and Universities, small colleges, and two-year schools.

Ms. Maul moved, Mr. Ratcliff seconded and it passed that:

*The 1997 financial report and audit be accepted.*

**Approval of Conference Call Minutes**

Mr. MacLellan moved, Mr. Henthorne seconded and it passed that:

*The minutes of the February 2 conference call be approved.*

**Review of To Do List**

The Board reviewed the To Do List from the July 1997 meeting. All but the following were either completed or on the agenda for the March meeting.

1. Lead information gathering as to the Association's concerns about College Bowl and its options. Ongoing.
2. Write an article about what the Association will do with the recommendations of At-Large Member Charles Rausch's task force. Mr. Teske and Mr. Pitts will write an article for the May Bulletin.
3. Talk to the Recreation Committee about the possibilities golf offers to the Association. Ongoing.
4. Ask Thomas Lane, Whit Hollis, and Charlie Potts to develop a comprehensive plan for increasing our demographic information on members. Ongoing.

### **Association Assessment**

Mr. Ratcliff shared his time line for completing the survey. He said his ultimate goal is to analyze results by the July meeting. He discussed notifying members the survey is coming and sharing with them the findings. Mr. Ratcliff plans to do the analysis. He said he could do an executive summary for discussion at the July meeting. Mr. Rouzer asked if the timing of the survey was too close to the Constitution and Bylaw changes ballot that would be mailed after conference. It was decided that there would be at least two weeks between the mailings. Mr. Ratcliff discussed confusion in language for people who have unions and student activities units who report to them. It was decided to include a way for respondents to indicate if they are responding for a particular unit. Mr. Ratcliff also said he will do a follow-up survey of non-member institutions.

### **Educational Programs and Services**

Mr. Henthorne said the conference has 983 registrants, and extra volunteers will direct delegates to meetings, especially in light of smaller meeting rooms on the site. Volunteers will redirect delegates from full sessions to alternative sessions. Mr. Henthorne said the 2000 Conference Program Committee has had its site visit. The first two professional development seminars scheduled did not meet the minimum number of registrations. CEPS is examining possible delivery systems for seminars and how they are promoted. The at-large member for educational media is excited about the "A New Role to Play" video, and is proceeding with the change video. I-LEAD is full, and 90 were accepted. Mr. Henthorne said there are 12 facilitators to go along with the increase in participants.

Ms. Maul moved, Mr. Rouzer seconded and it passed that:

*The report of the vice president for educational programs and services be accepted.*

### **Compensation for ACUI Members**

Mr. Henthorne brought the issue to the Board's attention because it is on the CEPS agenda. He said new delivery methods for programs and services may justify compensating members. Examples include the Evaluation Team, which is an exception to ACUI rules, and other projects, such as consultations that call for expertise and a significant time commitment beyond the normal volunteer commitment. Other groups that provide such compensation are CASE and NACUFS. Ms. Herman-Betzen said she is often asked to recommend consultants on different topics. She said the Association could act as the broker, handle the contracts and particulars, and get a cut. Mr. Henthorne said the problem will be drawing the line on what should receive compensation and what should not. Mr. Pitts brought up the point that compensating members could affect the Association's non-profit status.

### **Conference Registration for Student Delegates**

Mr. Henthorne discussed this as a gauge for how well we are fulfilling our commitment to student members. He showed that some organizations offer discounts to promote student registration, and others do not offer a discount. He said CEPS is looking at the matter and he will bring their recommendations back to the Board. Ms. Herman-Betzen said that a concern in the past has been that there is more money available for students to get assistance attending the conference than professionals.

### **Public Forum Protocols**

Ms. Herman-Betzen explained the document and that it will be disseminated to speakers at the annual conference and added to the Leadership Handbook.

## Multi-Year Conference Site Proposal

Ms. Herman-Betzen explained that a multi-year contract leads to a better deal. She said the Washington, D.C., site has a room rate at \$119, and Reno the room rate is \$89. Ms. Hammond said they looked at Kansas City following a suggestion from Mr. Pitts that we should look at second-tier cities, and she said she was pleased. Ms. Herman-Betzen said she could get a New Orleans rate that is much less than what was paid just last year by shifting the conference days of the week. She requested the Board's approval to negotiate an airfare deal with Delta.

Ms. Angis moved, Mr. Henthorne seconded and it passed that:

*The report on pursuing a multi-year conference site contract be accepted and the Association proceed with having the annual conference at the Crystal Gateway-Marriott in Arlington, Va., in 2004, at the Reno Hilton in Reno Nev., in 2005, at the Kansas City Marriott in Kansas City, Mo., in 2006, and at the New Orleans Marriott in 2008 pending further negotiations with the New Orleans Marriott and Delta Airlines.*

## ACUI Leadership Position Selection Process

Ms. Maul said there are no procedures or policies with regard to late applications or the diversity balance of the pools. Ms. Hammond said that when she was volunteer coordinator she would call the person doing the interviewing when there were few or not a diverse pool of applicants. Ms. Angis suggested leaving the choice to accept late applications to the discretion of the person conducting the interviews.

Mr. Rouzer moved, Mr. Henthorne seconded and it passed that:

*the following be added to "Appointment Procedures: Guidelines for annual timetable for volunteer leadership opportunities" in the Leadership Handbook, Section VIII, D-2.*

*Acceptance of late applications for ACUI leadership positions will be at the discretion of the appropriate Executive Board member conducting the interviews for that position.*

Ms. Maul moved, Mr. Rouzer seconded and it passed that:

*the following be added to "Nominations Committee Procedural Guidelines: Phase II" in the Leadership Handbook, Section VIII, R-2:*

*7. Acceptance of late applications will be at the discretion of the Nominations Committee chairperson in consultation with the affirmative action officer.*

Ms. Coleman-Boatwright said the question is how much accountability we want to hold for ourselves. Ms. Angis said we should decide whether we are committed to diversity instead of "proceeding as outlined." Mr. Rouzer said we should proceed and then look at the front end of the process about recruiting volunteers. Ms. Maul recommended tabling Proposal D and sitting in on the open session on the nominations process.

Mr. Pitts moved, Ms. Maul seconded and it passed with one abstention that:

*the following be added to "Appointment Procedures: Guidelines for annual timetable for volunteer leadership opportunities" in the Leadership Handbook, Section VIII, D-2:*

*If the affirmative action officer determines that the pool is not balanced, he/she will discuss options with the respective Executive Board member conducting the interviews for that position. If all options have been exhausted, the selection process will proceed.*



### **People of Color Candidate Pool for ACUI Leadership Positions**

Mr. Pitts said there is a lack of diversity of the candidate pool in regard to people of color as well as people from two-year schools, gay men, lesbians, and bisexual and transgender people. Mr. Pitts proposed that volunteers at the regional level make sure people from these demographics are nominated for available positions, because regional people are the closest to these people. Mr. Henthorne said part of the problem is that there is no complete perspective of what the Association does to insure a diverse pool of applicants as well as a diverse membership. Ms. Herman-Betzen said it should be a priority to build a base of demographic information, so we don't have to make assumptions about whether the leadership is representative of the membership, and the membership is representative of national demographics. Ms. Coleman-Boatwright said the information is there, we just need to organize our efforts and gather it.

### **Endowment for ACUI Minority Scholarship**

Mr. Pitts proposed establishing an endowment at an initial level of \$10,000 to benefit minority scholarships for groups determined to be underrepresented. That \$10,000 would come primarily from the proceeds of the Golf Tournament with the difference coming from unrestricted Development Fund money. Mr. Henthorne said it should be a charge to the selection committee that the groups identified as underrepresented are determined each year by the affirmative action officer, but representatives of no groups should be excluded from applying.

Mr. Rouzer moved, Ms. Coleman-Boatwright seconded and it passed that:

*An endowment be established for affirmative action scholarships funded by the net proceeds of the Golf Tournament and unrestricted Development Funds at a starting level of \$10,000.*

Mr. Rouzer moved, Mr. Henthorne seconded and it passed that:

*The term "affirmative action endowment" replace "CEPS scholarship," "minority scholarship," and "multicultural endowment."*

Mr. Pitts moved, Mr. Rouzer seconded and it passed that:

*The net proceeds from the annual Golf Tournament and other designated gifts will go to increase the Affirmative Action Endowment Fund.*

Ms. Angis moved, Ms. Coleman-Boatwright seconded and it passed that:

*Annual affirmative action scholarships will be funded by \$1,000 from unrestricted Development Funds and the interest minus inflation from the affirmative action endowment fund.*

### **Annual Conference Direction From The Executive Board to CPC**

Mr. Pitts said since the conference makes up such a large percentage of the operating budget, the Board should take a larger role in its direction in regard to educational sessions, budget, corporate sponsorship and involvement, Exhibit Hall, fund raising, conference property issues, and keynotes. He said he felt uneasy getting a report about the conference and just approving or rejecting it. Mr. Henthorne said the theme and direction of the conference generally is set at their first meeting in June. He said much of the decisions about operation and program tracks come from annual conference evaluations. Mr. Henthorne said CEPS provides direction, and he said the CPC may not need or appreciate getting direction from two sources. Ms. Herman-Betzen said the Association income aspect of the annual conference is directly attributable to the economy as well as the conference program. Ms. Hammond said if the Board has concerns about the conference program, then the Board should put it on the agenda, and the Board's comments should be relayed to the CPC through the proper channels. Mr. Henthorne said the time to discuss the Board's concerns is at the July meeting a year and a half before the conference.

### **Proposed Financial Incentives for ACUI Volunteer Leadership**

Mr. Pitts proposed offering discounts on products and services to help ease volunteers' financial burden. Ms. Angis said she recognized that people are motivated for different reasons and she liked individual incentives, but institutional incentives would be harder to administer. Mr. Pitts said he would like to come back with proposals if the Board thinks it's a good idea. He said he thinks incentives would be an aspect of motivating more applicants for volunteer positions. Ms. Herman-Betzen said she doesn't know of any sister organizations that offer such incentives for volunteers. Mr. Ratcliff said he will add questions about what encourages leadership involvement to the assessment survey.

## **Regional Affairs**

Mr. Rouzer discussed the report, and pointed out that the number of schools attending regional conferences is consistent, but the number of attendees is down. The number of schools in recreation tournaments is consistent, and the number of participants have increased. He said that financially, the regions are doing well. Compared to 1985, recreation tournaments are doing poorly---down 1,300 participants.

Mr. Pitts moved, Ms. Maul seconded and it passed that:

*The report of the vice president for regional affairs be accepted.*

## **Nominations Committee Recommendations**

Mr. Rouzer submitted his nominees for the Nominations Committee, along with a chart of their race and institutional background. There was concern that Patti Picha is serving in another leadership role. Mr. Rouzer said she was selected to fulfill the goal of diversity.

Mr. MacLellan moved, Ms. Coleman-Boatwright seconded and it passed that:

*The recommended nominees for the Nominations Committee be approved.*

## **Committee/Network Affairs**

Ms. Angis said the committees and networks improved their exposure with good representation at the 1997 annual conference and documents on FaxNOW. She said there has been a problem with volunteer commitment: Some volunteers were unable to fulfill all that had been expected of them because of job commitments. Educational sessions have been a problem because some presenters for committee/network-generated sessions were unable to get funding to attend the conference. Ms. Angis said there also is a problem with communication with chairs.

Mr. Rouzer moved, Mr. Henthorne seconded and it passed that:

*The report of the vice president for committee/network affairs be accepted.*

## **Accreditation and Credentialing**

Ms. Coleman-Boatwright discussed the final report of her ad hoc committee and asked the Board to discuss whether to proceed with a certification program. She said one option would be to create a task force that would produce a list of core competencies for the profession. She said the report still leaves lots of questions. She said people may want to participate in a certification program for their own professional development. She said a lot depends on how people see the program. Ms. Hammond asked how long it would take before certification was recognized by people outside the program. Tony Ellis, director of educational programs and services, said most organizations that certify say that after creation, they spend a lot of money on promotion. Mr. Henthorne proposed starting with a program for entry-level people, then adding a mid-level track, and then adding a track for senior-level professionals. Mr. Henthorne said educational components should be developed. Mr. Rouzer said he doesn't want to create another barrier for someone getting a job by giving credentialing a lot of weight in hiring. Ms. Hammond said she isn't sure if a credentialing program will solve her main problems with hiring: Graduate students don't have the training or knowledge of basic management to do the job, and students who come from undergraduate jobs in the union don't understand student development theory. Ms. Coleman-Boatwright said she believes the Association should fill the gaps that people missed in graduate school to do their jobs, whether it is a credentialing program or not. She said a lot of people in the profession become rooted in their positions and don't feel motivated to learn more or develop their skills. Ms. Angis said maybe the development of a core curriculum and core competencies will be enough to spur people toward more professional development. Ms. Coleman-Boatwright recommended bringing in an outside consultant to assist with the development of credentialing and/or professional standards. Mr. Henthorne recommended someone work with CEPS on developing an educational program for entry-level professionals without credentialing as a goal. Mr. Ratcliff said Association seminars and sessions could be identified as fulfilling core competencies.

Mr. MacLellan moved, Mr. Rouzer seconded and it passed that:

*The final report of the Ad Hoc Committee to Study Accreditation and Credentialing be accepted and a task force be created to identify core competencies for the profession.*

### **Proposal for Task Force on Core Competencies**

Ms. Hammond submitted for Ms. Coleman-Boatwright a draft of the proposal for the task force. Mr. Ratcliff said one consideration is whether the competencies would apply to all employees in the field or at a certain level and above. Ms. Coleman-Boatwright was nominated to be on the task force, and Mr. Rouzer and Mr. Henthorne volunteered. The Board said members should be solicited broadly.

### **Policy on Corporate Sponsorship**

Mr. Rouzer said he, Mr. Teske, Mr. Henthorne, and Mary Ann Cannon, director of membership and development, developed a proposed policy. The first piece of the policy is that there needs to be a budget for the process. The second piece is that the director of membership and development be included in the process. And the third piece is documentation. Mr. Teske said there will be a small transitional period in regard to the '99 CPC budget. Mr. Henthorne suggested having the CPC set a goal for corporate sponsorship and come back in July and give an update. Ms. Cannon said the director of membership and development should be contacted before solicitation because he/she holds the history of support from different corporations and has expertise in development that should be drawn upon. She said the process should be helpful and not a source of humiliation if attempts are unsuccessful. Mr. Pitts asked whether existing corporate sponsorships would fall under that policy. Ms. Cannon said they should because the records of sponsorships should be kept at the Central Office. She said it is her hope that people will give reports whether the gift was secured or denied so it will benefit people in the future.

Ms. Coleman-Boatwright moved, Mr. MacLellan seconded and it passed that:

*The Associationwide policy on corporate sponsorship be adopted as amended.*

### **Lapel Pins**

Ms. Cannon presented the new lapel pins with the ACUI logo, the sales of which benefit the Development Fund.

### **Development Fund Report**

Ms. Cannon submitted the Development Fund preliminary report.

### **Gretchen Laatsch Student Scholarship**

Ms. Laatsch and her husband have proposed establishing a scholarship endowment through the Development Fund for graduate students. Ms. Laatsch has asked that as part of the application process the applicant submit an article about their graduate school and assistantship experience and that the award of \$500 be unrestricted. CEPS would work out the criteria and present it to Ms. Laatsch for her approval.

Mr. Henthorne moved, Ms. Maul seconded and it passed that:

*An endowed scholarship be established for graduate students with donations from Gretchen Laatsch.*

### **Forum on Service Learning**

Mr. Ellis reported on the progress in organizing the Forum on Learning Through Service in Higher Education. A planning group with representatives from ACPA, NACA, NASPA, and ACUI will meet in Bloomington in May to discuss the forum, which is slated for June 19B22, 1999. Ms. Herman-Betzen said there is a chance for there to be 1,000 in attendance. Ms. Herman-Betzen said the group is pursuing a high profile keynoter such as Jimmy Carter or Colin Powell. She said the planning group hopes to line up speakers after the May meeting.

### **No-Cost or Low-Cost Initiative to Reach Students**

Mr. MacLellan said the idea is to motivate students to join ACUI and to gather information about students. Ms. Cannon said e-mail and broadcast fax were chosen as vehicles for disseminating information and that the information should be "feel good" in nature. She said they want the students to be aware of ACUI and have a good impression of the Association. Ms. Cannon said they hope to have a plan to present at the July meeting.

## Recreation Committee

Ms. Angis said she had discussed how to bring the Recreation Committee into the mainstream of the Association with regard to publications, corporate sponsorships, and accounting. She said she wanted this change to come through the committee, but it has not. She said she believes the plan has not been well received by the committee. Mr. Rouzer said he wondered, based on the decline in participation since 1985, whether recreation tournaments should be discontinued. Ms. Herman-Betzen said the decline fits with Arthur Levine's new research regarding today's college students. Ms. Angis said there is a constituency out there who believe recreation is their only connection to the Association. She said she hears a lot from regional representatives that the system in place makes implementation of the recreation tournaments difficult. Ms. Angis said a reason the tournaments have become difficult is because Recreation and College Bowl Committees have isolated themselves. Ms. Hammond volunteered to join the discussion with the Recreation committee. Ms. Angis said she asked the Chair Dana Lee Haines to work on a publication procedure, and Ms. Haines is sending a draft of their booklet through Mr. Rouzer for someone to review and a copy for Ann Vest, assistant director of publishing and marketing, to review. Ms. Haines also has a corporate sponsorship booklet that she will forward to Ms. Cannon. Regarding personnel, Ms. Angis told Ms. Haines that committee members who have been on the committee for years are in violation of ACUI policy. Ms. Haines said she understood that the committee was an exception to the rule. Ms. Angis told her that was not the case. Ms. Angis asked her to write a plan to bring new volunteers on the committee. Ms. Angis said she didn't get to talk with her about finances. Mr. Rouzer said the bookkeeping and paper work practices of the committee are driving regional coordinators away from tournaments. Ms. Herman-Betzen said the Association's accountants are uncomfortable with the committee having a separate budget and checking account unlike any other ACUI group, but the practice is not illegal. Mr. Smout said he will talk to Rollie Hughes, the committee's secretary/treasurer, about the finances. Ms. Hammond said there needs to be fresh blood on the committee, especially in light of figures that recreation attendance is down more than 1,000 participants from 10 years ago. Mr. Henthorne said he would like a letter from the accountants outlining their concerns.

## College Bowl

Ms. Hammond said she had not gotten a report from Frank Gencur about the meeting with the College Bowl executives. Ms. Herman-Betzen said they talked about financial issues. She said she told them Honda Campus All-Star Challenge was carrying the College Bowl program and that it was too much effort for too little revenue. The College Bowl people said it is the same way for them, and they talked about different promotional strategies. Ms. Hammond said they discussed making the relationship more of a partnership. She said we need to recognize that the management of College Bowl Inc. is not going to change. Ms. Hammond said ACUI wasn't living up to all of its responsibilities, namely promoting College Bowl on the regional level. Ms. Herman-Betzen said we need to develop a standard of how the tournaments will be run, and that is what Mr. Gencur's report should include. Ms. Herman-Betzen said the bottom line is that we have to sign a contract, but she doesn't feel comfortable signing a two-year deal without having the issues resolved. Ms. Hammond said if we don't work with College Bowl, we don't have the program. Ms. Angis said the committee believes the Board does not support them, and it needs to decide whether it wants to support the educational mission of the committee and program. Ms. Angis said Mr. Gencur submitted his annual report at the conference and in it requests a task force to examine College Bowl. Ms. Hammond said Mr. Gencur submitted an annual budget, which is not the same as the one approved by the Board, at the conference. The budget does not show the same net income of \$6,000. It includes a summer meeting for training, which was cut from the approved budget. Ms. Herman-Betzen said there is a consistency problem with the contracts College Bowl signs with the host school for the National Championship Tournament, and there needs to be more consultation with the Central Office on it. Ms. Hammond discussed concerns Mr. Gencur brought up in his report. He said he knows the Board and Central Office wants College Bowl to be more profitable. Mr. Gencur has submitted a budget that shows a smaller net income than was approved in the Association budget, because the approved budget does not include a summer meeting. Ms. Hammond said their summer meeting is not the only way to train regional coordinators. She said she requested that he submit a new proposal to address the Board's concerns with College Bowl, but he didn't submit his report until the conference. She said something needs to be done soon, because their summer meeting probably is being set up for late July. Ms. Hammond suggested signing another one-year contract with the following recommendations: the Board get the evaluations from HCASC and the College Bowl National Championship Tournament, a representative of the Board be at the HCASC debriefing meeting, and the Board get the results of the College Bowl feedback session.

Ms. Hammond moved, Mr. Rouzer seconded and it passed that:

*The Association sign another one-year contract with the following recommendations: the Board get the evaluations from HCASC and the College Bowl National Championship Tournament, a representative of the Board be at the HCASC debriefing meeting, the Board get the results of the College Bowl feedback session.*

Ms. Hammond moved, Mr. MacLellan seconded and it passed that:

*The College Bowl Committee be informed that it is expected to meet the budget that was approved during the October conference call.*

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*A task force be chaired and formed by Ms. Angis, to examine the College Bowl program.*

### **International Fees**

Mr. Rouzer said that if the proposed increase in international dues passes, he suggests that their dues be raised over a five-year period, that Canadian and Mexican institutional members be allowed to drop to the same rate as other international members and then be increased over a five-year period, and that all individual members be assessed the same dues rate, instead of international members paying a higher rate. He said lowering Canadian and Mexican dues is a show of good will, and hopefully it will help bring protesting Canadian schools back into the Association. Mr. Rouzer said any dues increase will cause a lot of international members to drop. Ms. Hammond said that we need to be prepared for major repercussions and a mass exodus. Mr. Rouzer said he believes it is something we need to do. Ms. Hammond said that if we raise their dues, the Board needs to commit to addressing their concerns that we aren't fulfilling their needs. Ms. Maul said the Association needs to decide what our commitment to international membership is. Mr. Henthorne said that it is up to international schools to make sure their needs are addressed with Bulletin articles and conference sessions, just like it is up to two-year schools and other constituencies. Mr. Ratcliff said there needs to be extra outreach to invite them into these roles. Ms. Herman-Betzen said she wants to make sure there is equity with all schools, whether they are international schools, small schools, two-year colleges, or HBCUs, that can't afford to attend conference. Mr. Rouzer said the Board needs to present the proposal to the members as something that it is not comfortable with, but that the Board is seeking a more equitable dues structure. Mr. Ratcliff said the survey results clearly state Canadian and Mexican schools should be charged the same rate as all other international schools. Mr. MacLellan said that one concern of the Canadian schools is that they are not part of the United States, so they should be classified as international. Ms. Cannon said none of our sister organizations offer an international discount. Ms. Maul said it is going to be harder to fulfill international schools' needs with fewer international schools to help provide those services. Ms. Maul said the question is what we want to look like in 10 years.

Ms. Maul moved, Ms. Coleman-Boatwright seconded and it passed that:

*If the ballot goes out as proposed or amended, an informational piece containing the pros and cons of the issue be sent to members prior to the ballot being mailed.*

Mr. Rouzer moved, Mr. Ratcliff seconded and it passed that:

*If the ballot passes to change the dues structure, international members move from the current single rate dues to their appropriate FTE dues over a five-year period with their dues increasing by 20 percent of the difference between the two rates each year; Canadian and Mexican institutional members be allowed to pay the same transition rates as other international institutional members; and all professional members be assessed the same dues.*

Mr. Rouzer said many Australian schools are not planning to renew and plan to join SUSOC as their secondary college union association. Mr. Rouzer said that for the informational mailing about the dues structure, we can include bulleted pros and cons, as well as narratives written by people on either side. Mr. Henthorne said a list of comments might be better than narratives.

After meeting with international delegates, Ms. Maul suggested removing the proposed international dues structure change. She said the international schools want to talk more about the change, and she doesn't want them to feel they were not included in the process. Mr. Pitts said he wanted to see it discussed at the meeting because it shows the Board did address the topic and is working toward a resolution. Ms. Maul said if the Board proposes the suggested change as a motion and then moves to withdraw, the membership could still vote not to withdraw it.

Ms. Maul moved, Ms. Angis seconded and it passed with two dissenting votes that:

*The proposed change to the international dues structure be withdrawn at the Business Meeting.*

### **International Cooperation**

Ms. Angis said Ian King proposed that the Board sign the International Cooperation agreement that would include appointing an officer who will be a contact to facilitate sharing information between professionals at other college union organizations, be a contact for visiting international professionals, etc. Mr. Rouzer said there is not a lot in the agreement that we are not already doing. Ms. Angis pointed out that one point is that the agreement includes letting members of other associations in the agreement attend our annual conference at member rates, and that they can pay subscription rate to receive our mailings. Andrew O'Brien, Region 16 representative, said, in so many words, that Australian schools want ACUI to sign the international pact because then they could get the benefits of membership without paying dues. Ms. Maul said in light of our proposed Bylaw change, she could see Canadian schools dropping their membership and taking advantage of this clause. Ms. Maul suggested and the Board agreed to table the issue and revisit it at the July meeting after the bylaw vote.

### **Meeting with Region 16 Representative**

Ms. Angis told Mr. O'Brien the Board wasn't ready to sign the international agreement. Mr. O'Brien said he would like a host coordinator to be designated for international professionals to contact to discuss unions to tour. He suggested having a mechanism for input from international members, and suggested having a preconference seminar on international issues or a session about what's happening internationally. He suggested having a Board member who would be a designated contact for international schools. He questioned the need for Region 16, and suggested blending its members into Region 15.

### **Student Member**

Mr. MacLellan said the year has been good for learning about his position. He said the student brochure has been a good vehicle for reaching students. He said he was pleased with student involvement and sessions and activities for students at regional conferences. He said there are three sessions primarily for students at the annual conference. He said he has identified three areas that he will be working on in the coming year, including working with the Central Office on the Students First Website and continue work on no-cost or low-cost student initiatives.

Ms. Coleman-Boatwright moved, Mr. Rouzer seconded and it passed that:

*The report of the student member be accepted.*

### **CAE Certification Plan**

Ms. Herman-Betzen presented a report on the status of obtaining her CAE certification. Ms. Maul said CAE certification is not a priority, and the Board agreed. Ms. Hammond said we should focus on professional development as opposed to certification.

### **Recruiting People of Color for Central Office**

Ms. Herman-Betzen said the Board needs to make a financial commitment to recruit people of color. She said she wants to have a paid internship in the Central Office so it can recruit across the country. Ms. Herman-Betzen said there are inherent difficulties in recruiting applicants of color. She said we need to strive for it because diversity makes us a stronger organization. She said it would cost \$18,000-20,000 to offer an assistantship. She said the staff has been aggressive in recruiting interns by sending people to market the internships to classes at Indiana University.

### **Collecting Demographic Information**

Ms. Herman-Betzen said she asked other CHEMA and ASAE organizations the extent of the demographic information they have about their memberships. All collect some information, only one asks about sexual orientation. The American College Personnel Association (ACPA) sends a confidential letter to members, then the results are kept separate from membership records at the central office and only seen by the volunteer affirmative action officer. She said no organization feels it is successful in gathering the information. Ms. Maul said an approach like ACPA could solve the problem of getting a demographic profile of the organization but not in recruiting people for volunteer positions.

### **Mission Statement**

Ms. Hammond said she has not received consensus about the alternatives compiled by Mr. Stowers. Ms. Hammond said she will work on a mission statement based on people's comments, and work toward something that captures the passion for the profession. She said she would work on it after the core values of Association are identified in the strategic thinking process.

Mr. Rouzer moved, Ms. Maul seconded and it passed that:

*Ms. Hammond continue working on a mission statement for the Association.*

### **I-LEAD Problems**

Four students who came for I-LEAD had problems getting into the program after it started, one because of a language barrier, and the others because there was miscommunication. The facilitators said it wouldn't be fair to the new students or the other groups to put the students into the program that late. The facilitators said they will improve communication next year. The facilitators, students, and their advisers had breakfast and talked about the situation. CEPS has talked about improving the information process between I-LEAD and CEPS. The students are attending conference, and will be admitted without screening next year, if they apply.

### **Christian Singing Group**

Jay Boyar, Prince George's Community College, was upset with the choice of a Christian singing group as entertainment for the Opening Banquet. Ms. Hammond said the keynote was all about diversity, and it was about being open to different groups. Ms. Herman-Betzen said she talked with him, and Mr. Boyar also talked to a member of the Host Committee. He said he was hurt and felt the selection of the group was insensitive to Jews.

### **Multiple Campus Institutional Dues**

Paul Breitman was concerned about the language in the proposed Constitutional change regarding institutional dues, because his union has three advisory boards, which may mean his union needs three institutional memberships. He has proposed other language. He said he was upset because the procedures included in the packet said members had to be notified before the conference. The Board agreed that the procedures included in the packet apply only to members who wish to propose changes. The Board said the procedures for submitting a proposal to change the Constitution or Bylaws should be disseminated to the membership before conference, in the conference overview, in the Web Wire, or the Directory. Ms. Maul said Mr. Breitman has suggested changing the wording of the proposed change from "governing board" to "institution." Mr. Oakes brought up that the term "institution" could apply to an institution that includes several campuses, which could under these terms all be covered by one institutional membership. Mr. Henthorne suggested adding language that says when classification is not evident, the Board has the final say in classification. Mr. Pitts said this may not be a good idea because it would lack consistency between Boards. Ms. Maul suggested withdrawing the proposed change. Mr. Henthorne suggested examining language used by other associations.

Ms. Maul moved, Mr. MacLellan seconded and it passed that:

*The proposed change to Article III, Section 2 of the Constitution be removed from consideration at the Business Meeting.*

Mr. Rouzer suggested looking at other associations and how they handle institutional dues in regarding multiple unions and multiple governing boards. Mr. Rouzer said he would like to work with Ms. Herman-Betzen and Ms. Cannon and look at the numbers for international dues. Ms. Maul said she would like to put together information and show it to interested members.

### **1999 Conference Program Committee**

Jim Eustrom submitted the report and described why the theme was chosen and how it relates to where the Association is today. He said one of the strengths is the representation on the CPC of members from nine regions and five committees. Mr. Eustrom said he has met with Renee Perreault Ashlock about better incorporating I-LEAD into the conference. He said he wants the conference to have a collaborative feel to it. Mr. Eustrom said he and Ms. Cannon developed a survey to identify topics for sessions and then seek them. He said he is working with Mr. Oakes on how to incorporate aspects of the Forum on Learning through Service so attending the Forum would be a continuation of things learned at the conference. Mr. Eustrom said they have lots of ideas about keynotes and have received 52 suggestions from members. He said the CPC is working on how best to make the conference accessible and inviting to undergraduate and graduate students. Mr. Rouzer suggested putting a section in the overview for international delegates. Ms. Angis mentioned that many international delegates plan union tours before and after conference and suggested that the Host Committee organize such tours. Mr. Eustrom submitted a budget that is a \$3,000 increase over the current conference, which covers increased audio-visual costs. Mr. Eustrom said he is reading the corporate sponsorship guidelines and working with Ms. Cannon to supplement the budget. Mr. Eustrom said the site is in a place where the entire educational component will be there, but delegates will have to leave the site for nightly entertainment. He said he plans to get people off site, so they will have more of a Texas experience. For instance, the CPC is trying to plan the Opening Banquet for the Fort Worth stock yards. Mr. Eustrom said they are proposing having a formal closing banquet and are working with tuxedo rental shops in Dallas for a discount on at least tuxedo jackets that can be worn with jeans and cowboy boots.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The report of the 1999 Conference Program Committee be accepted.*

### **Educational Programs Survey Results**

Mr. Ellis discussed the findings of a faxed survey to the membership, which was completed and returned by 268 members. 148 respondents said they participated in 2B3 professional development activities during the past year. The results show that one-day, 2B3-day, and 3B5-day seminars, followed by on-site seminars, were the most preferred delivery methods. The price respondents said they would pay for seminars is similar to what is being charged. Respondents preferred a host site that was "a campus" or a "major city." The preferred way to receive information about programs are e-mail, direct mail, member mailing, and The Bulletin. Mr. Rouzer said it is hard to make conclusions from such data, since there is a small response rate and the sample is skewed. He said the respondents are the most likely members to be aware of the way the Association does things, so they would be more likely to describe the existing system. He said the results need to be balanced with other information. Mr. Henthorne said the more data we have the less likely we will be canceling seminars in the last two weeks as has happened twice this year. Ms. Herman-Betzen said the seminar topics for the two canceled seminars are typically areas that haven't done well. She said we have gotten away from topics that would have no other competition, such as reservations and operations. Mr. Ellis said CEPS is looking at topics such as operations, which should be done on a campus. Mr. Ratcliff suggested making a short list of possible topics and putting it on the listserv. Mr. Henthorne said one topic that came up that they want to move on is a video to give to architects to tell them about college unions and how to deal with college union people. Mr. Ellis said he would like to attend regional conferences and conduct a stratified survey.



## **CEPS Issues**

Mr. Henthorne said CEPS believes that offering discounted student registration could be done, but that it probably wouldn't cause a great increase in attendance. They said the more important area would be to improve programming for students. Mr. MacLellan said students agreed that there should be more programming options for them and that some sessions could be better at addressing students. Mr. Henthorne said CEPS would like to look at making conference more inclusive. The Board said the group looking at the issue would include Mr. Henthorne, Student Network Chair Keith Allen, and Mr. MacLellan. Mr. Rouzer said he would ask for regional representatives to volunteer to join the group.

Mr. Henthorne said CEPS believes the proposal for reimbursement for seminar presenters is something that should be studied, but there are lots of red flags. Mr. Henthorne suggested an Executive Board task force study the issue for presentation at the July meeting. Ms. Hammond said if we give discounts, then the sessions need to be juried to insure quality. Mr. Rouzer said we need to approach this cautiously because there are volunteers who do a large amount of work. Mr. Henthorne said what they have in mind is creating a level of information delivery that would be considered professional faculty, but CEPS cannot provide the regional and committee/network perspectives on the issue. Ms. Hammond said CEPS has the most information on the topic and can request information from other components as needed. Ms. Maul requested that CEPS work on the proposal.

Mr. Henthorne said I-LEAD will go through administrative changes. He said there will not be repeat attendance; informational and process changes will be implemented, including having a separate section in the conference overview about I-LEAD; and two letters of recommendation will be required. Mr. Rouzer said the regional representatives have suggestions that will be offered in July.

## **Nominations Process Open Meeting**

Affirmative Action Officer Whit Hollis said the new Nominations Committee said they appreciated the history and guidelines of the process. Mr. Hollis said attendance was not very good at the meeting, and they are looking at a time when it would be better attended. Mr. Hollis said the biggest road block is getting people to accept nominations. He said there needs to be something about nominations in The Bulletin, the Wire, and other avenues, including regional newsletters. Mr. Hollis said one suggestion is to make the nominations process easier, requesting only the name and school, then we will gather the rest of the information. Mr. Hollis said he emphasized to the committee that they were in charge, and he was there to answer questions and the chairs were there to provide a historical perspective. Ms. Hammond said a candidate she talked with who was not selected said they were pleased with the process but that the committee needed to relate more of how the process worked. Mr. Hollis said they decided not to tell volunteers what they did wrong, because they wanted candidates to feel like they could come back later with the same qualifications and be selected. Mr. Ratcliff suggested sharing the volunteer coordinator's report with the committee. He said it includes barriers nominees see to becoming volunteer leaders. Mr. Rouzer said the information that is going out is very helpful. Mr. Rouzer asked if the written application could be shortened. Mr. Hollis said the information gathered this way was useful to the process. He said he would have a list of recommendations concerning the process for the July meeting. Ms. Maul said we would address the tabled motion about the nominations process at a later date.

## **Amendment Process Review**

Ms. Maul said she would finish writing the procedures and return it to the Board.

## **Adjournment**

The Executive Board meeting adjourned Thursday, April 2, at 10:54 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**E-mail Discussions 4/28, 5/4, and 5/18**

**Tuesday, April 28, 1998**

Association President Susan Yung Maul initiated the following e-mail discussions. Executive Board members participating in the discussion were President-elect Matt Cameron, Immediate Past President Debra Hammond, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee and Network Affairs Curtis Smout, Student Member Duncan MacLellan, At-Large Member Gary Ratcliff, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio).

These minutes cover e-mail discussions on two days.

**Central Office Computer Upgrade**

On April 28, Ms. Maul submitted a request from Ms. Herman-Betzen and Director for Administrative Services Dave Teske to allocate an additional \$750 for the current fiscal year for computer upgrades for the Central Office.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*An additional \$750 be allocated for Central Office computer upgrades for fiscal year 1998.*

**AMICCUS-C Meeting Attendance**

On May 4, Ms. Maul proposed sending Mr. Cameron to the AMICCUS-C meeting in Vancouver, British Columbia, at the end of May. She said it is important to maintain contact and discussions with the Canadian delegation on relationships with ACUI. She proposed sending Mr. Cameron because the cost is cheaper than it would be for her to attend and because the international dues issue probably would not be resolved during her term as president. The estimated cost for Mr. Cameron to attend is \$765, which includes \$150 for transportation, \$550 for five nights lodging, and \$65 per diem. Stephen Miller of AMICCUS-C said they would be willing to waive the registration fee if ACUI would do the same for them for the 1999 annual conference, which is the same kind of arrangement ACUI has with other associations. Ms. Maul said Mr. Miller would arrange a special meeting for Mr. Cameron with other AMICCUS-C members.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*Funding estimated at \$765 be allocated for Mr. Cameron to attend the AMICCUS-C meeting.*

**Dues Task Force Proposal**

On May 4, Ms. Maul submitted the following proposal on behalf of herself, Mr. Rouzer, Mr. Ratcliff, Mr. MacLellan, and Director of Membership and Development Mary Ann Cannon. They proposed establishing a task force to review the dues structure of all ACUI member institutions, with special attention on dues for member institutions overseas and in Canada and Mexico.

The task force would be composed of:

- former ACUI president (someone who understands the complexity of the issue)
- International Network coordinator
- Mr. Ratcliff (to represent the Executive Board and because he conducted the dues survey)
- two-year college representative
- small college representative
- HBCU representative
- overseas representative
- Canadian representative

Mr. Henthorne proposed adding to the task force one representative each from a moderate-size and a large institution.

unknown moved, unknown seconded and it passed when Ms. Maul requested a vote that:

*A dues task force be established as proposed and amended.*

### **International Network Coordinator**

On May 18, Ms. Maul asked that Jack Sinnott of Queen's University be considered for the vacant post of International Network Coordinator.

unknown moved, unknown seconded and it passed when Ms. Maul requested a vote that:

*Jack Sinnott be appointed International Network Coordinator*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**July Meeting  
Friday, July 10, 1998**

Association President Susan Yung Maul called the meeting to order Friday, July 10 at 9:05 a.m. Executive Board members in attendance were Immediate Past President Debra L. Hammond, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee/Network Affairs Curtis Smout, Vice President for Educational Programs and Services Michael Henthorne, Student Member Duncan MacLellan, At-Large Member Gary Ratcliff, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes. President-elect Matt Cameron joined the meeting July 13.

These minutes cover meetings held over a seven-day period. Items generally are reported in the order they were addressed by the Executive Board, however some effort has been made to group related items and integrate several discussions on the same topic.

**Approval of Minutes**

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The minutes of the March 25-April 2 Executive Board meeting be approved.*

**Review of To Do List**

The Board reviewed the To Do List from the March meeting. All but the following were either completed or on the agenda for the July meeting:

Ms. Maul sit in on open Nominations Committee meeting and revisit the proposal for selecting president-elect and vice president positions after an extension of the deadline. Not done.

Ms. Herman-Betzen have the Association's accountants write a letter outlining their concerns about the Recreation Committee's financial procedures. The accountants said they are not comfortable with this request, and this is an Executive Board decision.

Mr. HenthorneCWork with CEPS to create proposals for volunteer reimbursement. On CEPS agenda.

**Review of E-Mail Minutes from April-May**

Mr. Rouzer moved, Ms. Hammond seconded and it passed that:

*The minutes of the e-mail discussions from April 28, May 4, and May 18, 1998, be approved.*

**Mission Statement**

Ms. Hammond gave the history of the mission statement for the Association. She said there has been concern about the statement reflecting what the Association should do for members as opposed to the Role of the College Union statement. She said she has read the core values, but worries that these values dealt more with the profession than with the Association. Mr. Ratcliff said we should have a mission statement in place for our self-study part of the external evaluation by September. Ms. Hammond presented five drafts of a mission statement for the Board to discuss. Mr. Rouzer offered another option based on the Central Office's mission statement: "The mission of the Association of College Unions International is to advance the college union idea by supporting the efforts of individuals engaged in college unions and student activities at member institutions around the world." Mr. Ratcliff suggested changing "by supporting" to "and support." Mr. Rouzer suggested changing "the college union idea" to "the role of the college union." Ms. Maul suggested changing "individuals engaged in college unions and student activities at member institutions" to "individuals at member institutions."

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*The following be adopted as the Association's mission statement: "The mission of the Association of College Unions International is to advance the role of the college union by supporting the efforts of individuals at member institutions around the world."*

### **Presidential Notebook**

Ms. Hammond said former President Shirley Plakidas has almost finished the notebook that outlines what needs to be done over the course of a president's term. It will include drafts of forms. Ms. Hammond said the Board needs to come up with a process for updating and disseminating the notebooks. Mr. Oakes suggested notebooks be made for all board members that can be passed on that include guidelines, a time line, publication deadlines, and intangibles such as what to wear in Bloomington in July.

### **Business Meeting and Sturgis**

Ms. Maul asked Ms. Herman-Betzen why the Association uses Sturgis when most of the members are more familiar with Roberts Rules of Order. Ms. Herman-Betzen said she doesn't know why, but it seems to have been used for years. Ms. Maul requested that the vice presidents ask their component groups if they prefer Sturgis or Roberts Rules. The vice presidents reported back that their groups supported the change to Robert's Rules.

Mr. Oakes moved, Mr. MacLellan seconded and it passed that:

*The parliamentary procedures for the business meeting be changed from Sturgis to Robert's Rules of Order.*

### **Conference Golf Outing**

Ms. Herman-Betzen said the Host Committee is responsible for appointing a coordinator. She said the activity needs a tournament director who can add continuity by knowing the setup and tournament rules. The Board said the Recreation Committee is the logical group to coordinate the activity. Mr. Henthorne suggested that Mr. Smout check with the committee to see if they would appoint a director, then the Host Committee would appoint a coordinator, and the Central Office would continue marketing the event. Mr. Smout said he would discuss it with the committee's representative. He later reported that the Recreation Committee agreed to appoint a director for the Golf Tournament. (Mr. Smout informed Ms. Maul later that the Recreation Committee members had changed their minds about appointing a director for the Golf Tournament. She subsequently asked Greg Tatham of Southern Illinois University-Carbondale, and he agreed to be the director.)

### **Council of Higher Education Management**

Ms. Maul said there was a lot of discussion of the Forum. She said it was suggested that the president-elect be taken to the November CHEMA meeting with the executive director and president to provide more continuity. Ms. Herman-Betzen suggested that to keep it from being a budgetary consideration, that the president-elect go to CHEMA at the end of their term and at the beginning of their term as president. For the next meeting, Mr. Cameron, Ms. Maul, and Ms. Herman-Betzen would go; after that, only one president would go with Ms. Herman-Betzen.

### **College Bowl Contract Update**

Ms. Hammond said they have gone forward with recommendations made in Anaheim, and they have added things to the one-year contract that College Bowl Chair Frank Gencur and Mary Ann Cannon, director of membership and development, wanted to see. Changes were made in the marketing section, the invitation to the president to come to the national tournament was eliminated, and it was added that the committee is free to seek commercial sponsorship for regional tournaments. Changes in HCASC contract were made regarding the date and that members of ACUI would be at the tournament debriefing. Mary Oberembt, vice president of College Bowl Company Inc., wanted it added that the company would book flights for volunteers to the national tournament. Ms. Hammond said there is still a stipulation that if the Committee decides training of volunteers is needed, they will do so through conference calls or similar methods, and the cost will come out of the Association's profit. Ms. Hammond said she and Ms. Oberembt are happy with the contract. Mr. Henthorne said we need to look at whether we want to continue working with the College Bowl Company and whether there is another student development program with another corporate sponsor that can take its place. Mr. Rouzer said there is a no-compete clause with the right of first refusal for five years. Ms. Herman-Betzen said the leadership needs to take the responsibility of making sure there is a strong student development component to the program. Ms. Hammond said that is something the College Bowl task force should look at.

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*The College Bowl contract be approved as submitted.*

## College Bowl Task Force

Ms. Maul said there are differences between Mr. Gencur's proposal for the task force and the proposal from Victoria Angis, former vice president for committee/network affairs, namely in the group's composition. Mr. Gencur proposed that he be the chair; Ms. Angis' proposal states that the Board would appoint the chair. Mr. Gencur wanted two representatives from the company; Ms. Angis wanted one. Mr. Rouzer questioned why company representatives should be on the task force. Ms. Hammond said they should be because they have information no one else has. Mr. Rouzer said there are ways ACUI could run the program itself by setting up a mechanism for participants to submit questions. He said he would like the task force to examine alternative programs to fulfill the same student development niche. Mr. Smout asked that the discussion be postponed until after he can discuss it with Mr. Gencur.

Mr. Henthorne moved, Mr. Oakes seconded and it passed that:

*"Examining alternatives to our relationship with College Bowl Company" be added to the charge of the College Bowl task force.*

Mr. Smout moved, Mr. MacLellan seconded and it passed that:

*The motion be tabled for later consideration*

After speaking with Mr. Gencur, Mr. Smout said he was supportive of Ms. Angis' proposal for a College Bowl task force. Mr. Gencur said he would be supportive of not having a College Bowl Company representative on the task force.

Mr. Oakes moved, Mr. Henthorne seconded and it passed that:

*The College Bowl task force not include a College Bowl Company representative, but a two-year college representative should be added.*

Mr. Cameron moved, Mr. Rouzer seconded and it passed that:

*The College Bowl task force include a representative from historically black colleges and universities.*

Mr. Rouzer recommended including consideration of alternative trivia games to College Bowl in the charge to the task force.

Mr. Rouzer moved, Mr. Ratcliff seconded and it passed that:

*The charge of the College Bowl task force include identification of alternative trivia games.*

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The charge of the College Bowl task force include that it should address the special considerations of two-year colleges and historically black colleges and universities.*

Mr. MacLellan moved, Mr. Oakes seconded and it passed that:

*The chair of the task force be Ms. Angis, and Ms. Hammond serve as the past president.*

Mr. Smout said Mr. Gencur told him he did not want to serve on the task force. The Board agreed that he should serve.

Mr. Rouzer moved, Mr. Cameron seconded and it passed that:

*The composition of the task force be changed from "Two current or former members of the College Bowl Committee to be appointed by the College Bowl Committee chair" to "The College Bowl Committee chair and one current or former member of the College Bowl Committee member to be appointed by the College Bowl Committee chair."*

The Board agreed that the time table should be adjusted such that the preliminary report is due on Feb. 1.

Mr. Ratcliff moved, Mr. Henthorne seconded and it passed that:

*The proposal for the College Bowl task force be accepted as amended.*

### **Andrew O'Brien's Proposals**

Ms. Herman-Betzen said Mr. O'Brien would like ACUI to promote the Australasian Campus Union Managers' Association 2000 conference and U.S. professionals visiting Australia to participate in the conference and tour campuses. He also would like ACUI to set up a program to provide people visiting from overseas a list of unions that have features they are interested in so they can tour them. He also would like ACUI and ACUMA to coordinate an international exchange program.

Mr. Oakes moved, Mr. Rouzer seconded and it passed that:

*A study tour program be set up to assist people traveling overseas to tour unions that would interest them.*

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*The Board endorse the plan to promote U.S. members' participation in the ACUMA conference and tours of Australian unions in 2000.*

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*An international exchange program be studied in conjunction with ACUMA.*

### **Agreement on International Cooperation**

Ms. Maul said the part of the proposed agreement that troubled her and Mr. Cameron is the part about attending conferences for member prices. Mr. Rouzer said the same can be said for our publications. Mr. Henthorne said there are other parts of the agreement that don't correspond to our structure. Mr. Henthorne suggested the Board send the proposal back to the authors with what ACUI has done that supports their proposal and the Board's concerns about parts of the proposal.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The authors of the Agreement on International Cooperation be informed of the actions taken and previous commitments to international cooperation, that evidence from The Bulletin be offered, and that the Board's concerns about parts of the proposal be expressed.*

### **Student Member**

Mr. MacLellan explained that his report is based on his discussions with students at the annual conference. He said that they said the student brochure was helpful in getting them involved. He said some students became interested in the profession through participation in the I-LEAD program. He suggested that a conference session be developed to address the bridge between student and profession. Mr. Ratcliff recommended involving graduate schools in the session. Mr. Oakes said it also should include why it is important to be a member of ACUI.

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*The report of the student member be approved.*

### **At-Large Member for Assessment**

Mr. Ratcliff shared the findings of the assessment survey. He said the challenge is to use the findings. He said he would like to disseminate the information to members, including through a Bulletin article. Mr. Ratcliff said 500 respondents is a good amount if used split by institutional type to generalize about subgroups that are well represented in the responses. Ms. Herman-Betzen said the findings will be just a slice of what goes into our decision making, which also includes the external review, current trends, and past studies. Mr. Henthorne said based on interest in college union tours via the Internet, the Association Web site should take ownership of linking to individual union sites.

### **External Review**

Mr. Ratcliff explained the review process. He said ASAE has a peer review process that will supply people with no connection to ACUI but who are experts on associations. He said the Association will have the report by the time of the annual conference. He said the Association needs to do a self-study before the ASAE visit in January. Ms. Herman-Betzen said the cost for the external review has increased because our budget has moved into a higher scale in their price structure. The Board agreed that the president and president-elect would come to Bloomington to meet with the review team. Mr. Henthorne suggested and the Board agreed to fly the ASAE assessment presenter to Dallas for a presentation.

Mr. Rouzer moved, Ms. Hammond seconded and it passed that:

*The Association move forward with the ASAE external review.*

### **At-large Member for Service Learning**

Mr. Oakes said the word is out about the Forum. He said the best part of the Forum right now is the partnership with other associations. Tony Ellis, director of educational programs and services, explained how the Forum will meet the programming needs of the various participants. Ms. Herman-Betzen said if the Forum doesn't happen, each partner will lose \$14,000. She said the potential for the partners to make money on the Forum is tremendous. Mr. Rouzer said it is important that "leading" was added to the title because it gives a lot of ACUI members the tie they need to service learning and the Forum.

### **State of the Association**

Ms. Herman-Betzen made a presentation that covered current trends, past studies of the Association, and forecasts for the future based on association literature. Mr. Rouzer pointed out that not all the recommendations made in the past were ignored, though they may not have evolved in the ways originally recommended. Ms. Herman-Betzen said the Executive Board needs to communicate what recommendations are accepted and what are not so various constituencies know their views are not being discounted but that the Executive Board is following through on recommendations.

### **New Initiatives**

Ms. Herman-Betzen discussed proposed initiatives to train presidents as association leaders and to streamline the decision-making structures of the Executive Board that would leave time for planning. She discussed the value of the Symposium for Chief Elected Officers and Chief Executive Officers. She said the president-elect would go shortly before becoming president or as president right after assuming office.

Mr. Oakes moved, Mr. Smout seconded and it passed that:

*The president and executive director attend the Symposium for Chief Elected Officers and Chief Executive Officers.*

Ms. Herman-Betzen recommended purchasing Leading the Association for each new member of the Board.

Mr. Oakes moved, Mr. Rouzer seconded and it passed that:

*A copy of Leading the Association be purchased for each member of the Executive Board.*

Ms. Herman-Betzen said Holly Van Buren, former student member of the Board, suggested an evaluation of the Board. She submitted an example of a self-evaluation the Board could perform. Ms. Hammond suggested getting appraisal from the leadership team. Ms. Herman-Betzen said the Board could do self-evaluations before conference for the preceding year. Mr. Rouzer said he would at least like such a mechanism for component groups to evaluate their vice presidents.

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The Board adopt a method of self-evaluation.*



Ms. Herman-Betzen discussed the business plan request procedure. She explained that forms would be required each time a person or group requested funding for a new program or project. The procedure would outline whether the program or project is compatible with our mission and strategic initiatives. Mr. Rouzer recommended including parts to account for corporate sponsorship. He also recommended including budget outlines to make it easier to meld into the budget process.

Mr. Oakes moved, Mr. Henthorne seconded and it passed that:

*A business plan request procedure be adopted for use with each request for funding.*

Ms. Herman-Betzen discussed her proposal to have a summary of motions distributed to Board members in time for them to study the issues before they would vote on them.

Mr. Rouzer moved, Mr. Oakes seconded and it passed that:

*The Board adopt a procedure to have a summary of motions drafted in a separate document.*

Ms. Herman-Betzen suggested creating two Board meeting agendas: one for action items and one for consent items. Mr. Rouzer said the vice presidents would have trouble putting together their reports earlier. He said it is a good idea to split the items, but all the consent items could not be done at one time. Mr. Henthorne said he would like the Board to spend more time planning when it is physically together. Ms. Herman-Betzen said the creation of two agendas would leave time for planning. Mr. Rouzer recommended doing the consent items, then planning, then addressing action items. He said he would like to see the procedure instituted for the next conference call.

Mr. Oakes moved, Mr. MacLellan seconded and it passed that:

*The Executive Board redesign and standardize their agenda into action items and consent items for the October conference call and subsequent meetings.*

### **Membership Report**

Ms. Cannon said the early projection of dues income coming in \$18,000 below budget is now up to \$ 11,000 below budget. She said the shortfall shows the problems that arise when the Association doesn't focus on institutional recruitment and retention. She said there are some initiatives of little budgetary impact that will help reverse the trend this year. Mr. Ratcliff asked what the demographics of the members who dropped are. Ms. Cannon said they were mostly smaller institutions. Mr. Oakes asked if all regions have volunteers to call members who are being dropped. Ms. Cannon said some are good, some are not so good. She said it is a big job and the lack of volunteers to call and write notes is related to the overall feeling that there is not enough time to give to the Association. Ms. Cannon said the real issue is not retention but that individual members don't get anything extra. Ms. Hammond said she is worried about the drop in institutional memberships. Ms. Cannon said there are initiatives that target institutions this year. She said it is reason for concern but not reason to panic. She said it is going to take some serious steps to overcome negative perceptions that former members have. Mr. Oakes said the Forum could be good public relations to gain members. Mr. Ratcliff suggested targeting deans, who often expect their department heads to be members of their respective associations.

### **Development Fund Report**

Ms. Cannon said the Fund Raising School at The Indiana University Center on Philanthropy gave her a good view of where ACUI needs to be. She said she has proposed spending \$5,000 to start developing a profile of possible donors. She said as a group we can identify these people. She suggested the Board keep a list of things to be funded by the Development Fund to show potential donors what their donations could fund. She said she has requested \$950 to take another class at the Fund Raising School. She discussed the project to have photos of founding schools, past presidents, and Butts-Whiting winners framed for the Central Office. She asked the Board to allocate \$300 from the Development Fund to frame the executive directors' photos. Ms. Cannon asked the Board to consider a Credit Card Affinity Program. She said it would not be a benefit of membership; it would not be restricted to members. MBNA would do telemarketing. The proceeds could benefit the Development Fund, if the Board decides. Mr. Oakes asked if this would be good public relations or bad public relations for the Association. Ms. Maul asked Board members to ask their component groups what they thought of affinity credit cards. The Board asked Ms. Cannon to get for them a sample telemarketing script from MBNA.

## Salary Process and Administration Program

Ms. Herman-Betzen explained her proposed salary administration program. Mr. Henthorne recommended taking a second look at the "exempt" and "nonexempt" classifications based on recent court rulings. He said the classifications as listed on the proposal may not hold up in court. Ms. Herman-Betzen said she would reexamine them. Ms. Maul suggested Ms. Herman-Betzen get Indiana University's criteria for exempt and nonexempt classifications.

After some investigation, Mr. Teske reported that according to Indiana University Human Resources, the office manager and the administrative records and services manager should be non-exempt employees, which could greatly impact the budget for overtime, especially at conference. Mr. Henthorne said it is a federal law. Mr. Teske said if the Central Office deals with the issue with comp time after conference, temporary employees would have to be hired to handle the responsibilities of employees taking comp time. Mr. Teske said the office could go forward with the proposal and then amend it with a proposal in October.

Ms. Hammond moved, Mr. Cameron seconded and it passed that:

*The salary policy proposal be adopted as proposed with the designation that grades 2 and 3 be classified as non-exempt.*

## 1999 Preliminary Budget

Mr. Teske discussed the preliminary budget. Mr. Ratcliff suggested doing member surveys about The Bulletin and the Directory. Mr. Henthorne said he would like to have at least two more issues of The Bulletin per year. Mr. Ratcliff suggested a readership survey. Mr. Oakes asked why FaxNOW is budgeted to lose money. Mr. Teske said it has not been the revenue generator that we had hoped it would be. Ms. Herman-Betzen said it is a service to members with minimal staff involvement. Mr. Rouzer asked why ACUI can't offer the FaxNOW documents on-line for members. Mr. Oakes suggested informing members better about what FaxNOW is. Ms. Herman-Betzen said it has been a great help that Ms. Maul set a June 1 deadline for component group budgets. Mr. Oakes suggested that the deadline be set as standard procedure.

## Dues Task Force

Ms. Maul discussed the call for volunteers for the task force. She said she has gotten some applicants, but none from historically black colleges and universities, two-year schools, Canadian schools, or Australian schools. Mr. Ratcliff said that in the assessment, schools with less than 1,000 FTE indicated the most financial burden with maintaining membership. Ms. Maul recommended Winston Shindell be the chair. The Board discussed the applicants and agreed that Michael Baron be the United Kingdom representative.

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*Winston Shindell of Indiana University-Bloomington be asked to serve as chair of the Dues Task Force.*

Mr. Henthorne moved, Mr. Ractliff seconded and it passed that:

*Joel Zarr of California State University-Fresno be accepted as the medium-size school representative.*

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*Jane Stachowiak of Berklee College of Music be accepted as the small school representative.*

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*Joe Cavalla of the University of Pittsburgh be accepted as the large school representative.*

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The motion be amended such that Annemarie Kougias of Boston University be accepted as the large school representative and Joe Cavalla of the University of Pittsburgh be accepted as a former vice president for regions.*

## Open Volunteer Positions

The Board identified the following as positions that will be open in 1999-2000: representatives for Regions 3 and 7, at-large member of CEPS for I-LEAD, 2002 CPC chair, chairs for the Recreation and Women's Concerns Committees, president-elect, vice president for regional affairs, and student member of the Executive Board. Mr. Smout later added that the chair of the Computer and Technology Committee does not want to serve his third year.

## Nominations Process

Affirmative Action Officer Whit Hollis said one of the problems with the nominations process is that we didn't achieve the balance of applicants ACUI strives for. He said one way to overcome this would be to consider all nominees as the pool of applicants. He said ACUI needs to do a better job of explaining what affirmative action means: that everyone has equal access to the process. He said many members think it means quotas. He said he would like to meet with people during the July meetings to start writing an article for The Bulletin to explain the importance of diversity and our affirmative action policy. Mr. Rouzer said he would like the educational articles to come out every year to accompany the call for nominations for leadership positions. Mr. Hollis said if the Board does act on his recommendation, that action still doesn't address the problem of knowing the demographics of the Association. Mr. Ratcliff said that instead of paying a firm to gather demographic information, ACUI should spend the money on scholarships for people from perceived underrepresented populations. Mr. Hollis suggested sending a letter explaining the importance of affirmative action and asking members to self-disclose demographic information. Mr. Oakes suggested putting the nominator's name on the letter that is sent to those nominated.

Mr. Rouzer moved, Mr. Henthorne seconded and it passed that:

*The wording in the Nominations Committee procedural guidelines (handbook R2, phase III) be changed from "applicants pool" to "nominations pool."*

## Student Institute

broadening it to four days of content. He said I-LEAD cannot grow within the conference. CEPS proposed moving I-LEAD in 1999 to June, July, or August. Mr. Henthorne said the student component in Dallas would be a two-day experience that would include community building, examining union governance models, preparing them for conference participation, and orienting them to the profession. Ed Slazinik's subcommittee would design the curriculum. Ms. Herman-Betzen said the proposal would impact the budget in that it is an unproven program, so she would recommend cutting the conference projection by 70 students. Mr. Henthorne said the proposal makes the most sense educationally, but another plan is to run I-LEAD at conference and then a second I-LEAD program in June/August. Mr. Oakes suggested keeping the I-LEAD name at conference, changing it to a two-day program, and making the program between June and August a separate entity with a different name. Mr. MacLellan said he would like to see if there is support for the program from I-LEAD participants. Mr. Henthorne said the proposal was modeled on feedback from 1998 I-LEAD participants and facilitators. Ms. Herman-Betzen said she was worried that the student preconference would be too expensive for students. Mr. Rouzer suggested getting feedback from component groups and gauging support. The Board recommended making a shortened version of I-LEAD that flows within the conference and orients them to the conference program. After talking with members of the leadership team, Mr. MacLellan said there is a lot of confusion about what the proposal for I-LEAD outside of conference is. The Board discussed the best way to bring it to the leadership. Mr. Rouzer said the regional representatives are supportive of the proposal. He said he has heard no one say it was a bad idea for students. Mr. Henthorne said there was no support for keeping the I-LEAD name at conference. He said CEPS is looking for titles that show less separation between student sessions and professional sessions.

## Conference Program Committee Reports

Chair Don Luse discussed the report of the 2000 CPC. He said they will be actively seeking session topics based on various assessment data that have been collected. He said they expect learning to take place outside the conference site. He said the conference will emphasize the international aspect of the Association. He said they want to identify critical issues and focus on them with the educational components. He said they will involve the arts. He said the CPC wants to hear critical comments so they can change things before the conference. Mr. Rouzer asked if the CPC would be open to including a student on the CPC. Mr. Luse said it would be. Mr. Henthorne said there are implications to making it policy. Mr. Rouzer said it is not policy to include members from other constituencies, but that it is identified as a strength for the CPC. Mr. Henthorne said the way it is structured, a CPC member is on board for 22 years, and that is a long commitment for a student. He suggested having a student participate in an advising role.

Jim Eustrom, chair of the 1999 CPC, said space is tight at the conference site, but the changes in I-LEAD will help. He said the committee borrowed much of its schedule from the Anaheim conference. He said they will incorporate a lot of the area unions into tours, but only one tour will conflict with Exhibit Hall time. He said a ropes course preconference will be added, as well as a preconference for students. He said with I-LEAD moving to June, July, or August, they are looking for 10 more educational sessions on student interests. He said they are planning to compile a list of hints for presenters that would include things such as who the audience is and how to discuss things without offending them. Mr. Ratcliff suggested finding keynoters from higher education. Mr. Rouzer requested that the CPC make it clear that formal dress is not required for the closing banquet. Mr. Eustrom said the committee is considering putting a "what to wear" section in the conference overview.

## Committee/Network Affairs

Mr. Smout reported that all the committees and networks were represented at the July meetings except the International Network. He said one of the highlights of their meeting was getting together with the regional representatives. He said they agreed to form a task force to address communication challenges between the regions and the committees and networks that will be chaired by Rebecca Parker and will include Jeanni Winston-Muir and William Brown. The task force is seeking members from among the regional representatives. The chairs recommended allowing retirees and people between jobs to hold individual memberships for longer periods. He discussed the reports of the committee and network chairs. Mr. Smout mentioned COARA Chair Judi Schwartz's proposal for note cards that will benefit the Development Fund.

Mr. Oakes moved, Mr. Rouzer seconded and it passed that:

*The proposal be referred to Ms. Cannon to develop a budget for note cards to benefit the Development Fund.*

Mr. Smout mentioned COARA's seminar proposal. It will be referred to CEPS. Mr. Smout discussed the College Bowl report. The 1999 budget request is for a net income of \$4,100, which is lower than the \$6,500 in the preliminary budget request from the Central Office. The budget request includes \$2,000 for summer training. Ms. Maul recommended tabling the budget request until the Board is provided a more detailed budget for training.

Mr. MacLellan moved, Mr. Rouzer seconded and it passed that:

*The College Bowl budget request be tabled pending more detailed information about training budget line.*

Mr. Smout discussed the Recreation Committee report. There was discussion about the accounting practices of the committee. The checks go through the committee's treasurer instead of going straight to the Central Office.

Mr. Henthorne moved, Mr. Cameron seconded and it passed that:

*The Anaheim minutes be changed to remove the term "checkbook" and to note that the Recreation Committee has an atypical accounting system.*

Mr. Smout said that Vice Chair Randy Johnson would like to serve as chair of the Recreation Committee . Mr. Rouzer recommended creating a task force to examine the Recreation Committee, the recreation tournament processes, and other types of tournaments.

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*A task force be created to examine the Recreation Committee, its processes, and other options for recreational tournaments.*

Mr. Rouzer said the committee has done good work in putting together a training manual for running tournaments. Mr. Smout discussed the Outdoor Programs Education Network. Chair Patti Picha said she is serving on the Nominations Committee, and other people had questioned whether she should be allowed to serve in both positions. The Board agreed the members of the Nominations Committee are not considered members of the leadership team. Mr. Smout said he will talk with Ms. Picha and ask her to remain for a third year. He submitted the committees' budget requests, which totaled \$10,500.

Mr. Henthorne moved, Mr. Cameron seconded and it passed that:

*The report of the vice president for committee/network affairs be accepted.*

### **CEPS Report**

Mr. Henthorne discussed the CEPS report. He said the commission used a variety of data to institute several changes. He listed follow-up assessment that CEPS will conduct. He said CEPS recommended establishing I-LEAD as an institute separate from the annual conference and a commitment to growing student involvement in the conference. CEPS plans to develop an international glossary publication that will sensitize session presenters to concerns and terminology for international members. He said a task force will be established to develop a management institute. CEPS also created a curriculum committee--Ed Slazinik, Mr. MacLellan, Mary Connelly, Lincoln Johnson, and Keith Allen--to develop a student orientation for the 1999 conference and assist in designating sessions for students, committed to developing a monthly commitment calendar for '98-99, and approved a draft of the Laatsch Scholarship guidelines. Mr. Henthorne said his preliminary budget proposal needs to be adjusted to include the proposed changes.

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*The report of the vice president for educational programs and services be accepted.*

### **Laatsch Scholarship**

Mr. Henthorne discussed the criteria that CEPS developed for the scholarship. He said it is a draft that will be sent to Gretchen Laatsch for her comments. He said it addresses her requests as he understood them.

Mr. Smout moved, Mr. MacLellan seconded and it passed that:

*The draft of the Gretchen Laatsch Scholarship criteria be sent to Ms. Laatsch for her review.*

## CEPS Fee

Mr. Henthorne discussed the distinction between fee-bearing and non-fee-bearing programs before, after, and during conference. He said there was a need for such a distinction because in the past, volunteers have had to make arbitrary decisions regarding fees. CEPS made a list of distinctions, and decided that if a program met any of the fee criteria, a support fee should be charged. Mr. Oakes recommended making committee-based preconference seminars exceptions to the fee. Mr. Ellis said that wouldn't be practical because if an issue is important enough to be a successful program over several years, a committee could be created to address the topic. Ms. Hammond suggested tabling the proposal so CEPS could examine it further, incorporating data from past years. Mr. Henthorne said he would prefer to address it now because Mr. Eustrom was facing decisions. Mr. Ellis said a support fee is justified because they get a room, Central Office support, and sometimes staff and materials. Ms. Hammond said she feels uncomfortable making a policy decision without more research, but that the Board should make decisions about the 1999 preconference programs. Mr. Rouzer proposed not charging a support fee for programs that relate directly to the conference because the conference registration includes a support fee, but that if there are additional costs, those be assessed. Ms. Herman-Betzen said there always has been a support fee for preconferences. She said exceptions have been made for groups within the Association to meet. Mr. Rouzer said he doesn't want to make exceptions, but that preconference sessions should be priced to recover cost. Mr. Henthorne said preconference programs have overhead costs for tracking registration and for promotion, so why should attendees not be expected to cover those costs.

Ms. Hammond searched past minutes and the leadership handbook for related items. She found that in the past, most seminars had prices, and workshops did not, but that was not consistent. She found in the 1992 minutes that the Board decided a \$10 support fee should be charged for preconference seminars. Mr. Rouzer said he agreed that a fee be charged, but not merely for the proposed criteria that it appear in the overview. Mr. Henthorne said the distinction he wants to make is that preconference activities that do not have a support fee do not appear in the overview listing on the page with other preconference programs.

Mr. Rouzer moved, Mr. Ratcliff seconded and it passed that:

*Any activity that takes place before the formal start of conference or after the formal end of conference will have a fee if there is a registration process, a formal fee, or a presenter from the Central Office.*

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*The support fee for a preconference or postconference program in 1999 that requires such a fee will be one-third of the CEPS support fee or a percentage thereof.*

## Speaker and Educator Compensation

Mr. Henthorne said there has been confusion about what non-ACUI presenters have been compensated. CEPS made distinctions as far as reimbursement of direct expense, conference registration fees, and honorarium for different classifications of presenters. Mr. Henthorne said CEPS will submit a proposal to the Board.

## Regional Reports

Mr. Rouzer discussed the reports from the regions. He said the regions would like better connection with CEPS and the director of educational programs and services. He said the regions would like to be included in the development of the summer I-LEAD program and the annual conference student component.

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*The development of the I-LEAD institute include input from the regional representatives.*

Mr. Rouzer revisited the volunteer voucher program. The proposal is to have vouchers that would cover the out-of-pocket expenses (\$100 per delegate for one each per region) plus overhead. The cost would be covered by profits from the previous year's conference. Mr. Henthorne asked that if that cost would be at the expense of deficit reduction. Ms. Maul suggested that the program be tied to the Association's bottom line. Ms. Herman-Betzen said if these are people who would not attend anyway, the actual cost would be less than \$100 per delegate. Mr. Rouzer suggested the decision be made annually during the October conference call based on the financial statements of the first three quarters.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*Volunteer educational vouchers be created to be administered by the regions and an actual cost of attendance be taken as an expense, and that the decision be made during the Executive Board's October conference call based on the financial state of the Association from the first three quarters of the year, and that the program be reviewed each July by the Executive Board.*

Mr. Rouzer announced that Ms. Cannon will be the adviser to the regional representatives. Mr. Rouzer then discussed wording that he would like changed in the minutes of the Feb. 2 conference call.

Mr. Rouzer moved, Ms. Hammond seconded and it passed that:

*The Feb. 2, 1998, conference call minutes be revised to say: "Mr. Henthorne said the position of CEPS research chair had only one applicant, Bill Vadino of the University of Minnesota-Twin Cities. Mr. Henthorne recommended him for the position. Ms. Coleman-Boatwright said she worried that the Board was compromising the process by accepting a late application. Mr. Henthorne said Mr. Vadino was nominated and applied before the deadline, but that he and Mr. Rouzer held up the process by discussing Mr. Vadino's transition from regional representative to CEPS research chair and as a result, Mr. Vadino's application was sent to the Board later than the other applications."*

Mr. Smout moved, Ms. Hammond seconded and it passed that:

*The report of the vice president for regional affairs be accepted*

#### **AMICCUS-C Report**

Mr. Cameron said his experience at the Association of Managers in Canadian College, University, and Student Centres conference was that most of the attendees were not familiar with ACUI. He said their sessions addressed issues he is facing on his campus. He said the big difference is that the student component was meeting simultaneously at another location in Vancouver, and the two groups had a joint gathering. The feeling was that AMICCUS-C was not comfortable with ACUI going to Toronto, because the University of Toronto is not a member of AMICCUS-C. Mr. MacLellan said Judi Schwartz was planning to talk to their warden about Hart House joining AMICCUS-C. Mr. Cameron said they would like ACUI conference presenters to be more globally aware. The delegates said they look to AMICCUS-C for nuts-and-bolts seminars, and they look to ACUI for social programs. He said the biggest issue is the exchange rate. Mr. Henthorne said he wants to keep Minnie Austin, chair of the 2001 CPC, out of the discussions about the international dues structure but to keep her aware of what is happening. Mr. Cameron's feeling was that if he had done a session, he would have had 15 people request more information about the Association. He recommended that the Board continue sending a representative to the AMICCUS-C conference. Ms. Hammond asked which overseas conference the Board would send a representative to, and the group decided to send a representative to the AMICCUS-C conference in Montreal.

#### **Union Wire Columns**

Mr. Cameron proposed having the members of the Executive Board write on a rotating basis for publication in the Union Wire. The Board members could use their column to promote their projects. The Board members in general agreed with the proposal for the vice presidents, at-large members, and student member each to write one column for the Union Wire.

#### **Readership Survey for the Bulletin**

Mr. Ratcliff said he will be submitting a budget to perform a Bulletin readership survey. Mr. Henthorne suggested that any questions concerning more issues include that it would affect dues. Mr. Ratcliff said The Bulletin was identified as an important benefit of membership, and that justifies taking a closer look at what the members want. He said it would cost \$1,200 for a mailed survey. Mr. Henthorne said it should be a two-page survey. Mr. Rouzer suggested sending it out in the Wire, which would cut the cost.

## 1998 Second Quarter Financial Statement

Mr. Teske discussed the financial statement. He explained that publications are below budget, though non-ACUI publications came in over budget. Mr. Ratcliff suggested making the Bookstore at conference bigger next year. Ms. Hammond asked about the shortfall in video income. Mr. Teske said there will be no "Change" video, so there is no production expense for that, but income is expected to be well short. Mr. Henthorne requested an update in the format of an annual report about Development Fund projects.

## 1999 Preliminary Budget

Mr. Teske explained that the latest version of the budget incorporated CEPS program changes and a change in the College Bowl budget proposal. He showed that the summer I-LEAD program is included in the seminar line. Mr. Teske requested guidance from the Board on the budget. He also requested a vote on a proposed 5 percent dues increase and a proposed increase in conference registration from \$335 to \$350. Mr. Henthorne said he will work with CEPS to clean up the budget projections for preconference seminars.

Ms. Hammond moved, Mr. Rouzer seconded and it passed that:

*Membership dues be increased in every category by 5 percent.*

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The registration price for the 1999 annual conference be raised to \$350.*

Mr. Teske said the net for the bottom line is in the red by \$7,000, and the goal is to be \$10,000 in the black. The Board discussed areas to focus on to balance the budget. Mr. Henthorne said it may not be the best year to add a graduate assistant to staff. Mr. Teske said about \$11,000 could be saved by scaling back the amount put toward the contingency fund to the required minimum of 5 percent.

## Initiatives Update

Ms. Maul said there is a collection of reports for the Board to read. She said LeNorman Strong would like to stay in his benchmarking position. She said Floyd Land would like to continue as the coordinator of the Evaluation Program, but he would like to get a percentage of the profits. Ms. Herman-Betzen said she would like to see a proposed job description. Mr. MacLellan suggested asking Mr. Land to see what he had in mind.

## Plan for Recruitment

Ms. Herman-Betzen discussed her plan for recruitment, which is to seek a graduate assistant of color. She said it will help grow the profession and get a more diverse pool. Mr. Ratcliff recommended paying \$5,000 more for an entry-level person full-time. The Board agreed that it would cost more than that to hire a person with a graduate degree. Ms. Maul said it was a great plan and it addresses a need to recruit people of color.

## Proposed Amendment

Ms. Maul discussed her proposal to change the Bylaws. Mr. Oakes said members may be turned off by the language "Amendments of an insignificant or housekeeping nature." Mr. Rouzer recommended revising the process completely so the Board can propose changes at any time during the year and not have decision making tied to the annual business meeting. Ms. Maul said one reason it is tied to the business meeting is to allow for debate. Mr. Rouzer said ACUI could set up vehicles for debate. Ms. Maul said she would revise the proposal for discussion in October.

## Financial Incentives Proposal

Ms. Maul said past President Bernard Pitts proposed compensating volunteers who perform a significant amount of work. There was nothing additional to add to the proposal.

## Golf Proposal

Ms. Hammond said Jerome Green reported that there was no interest from golf companies for a partnership with ACUI. The Board agreed that the topic was closed.



### **Committee Membership Discussion**

The group interpreted the leadership handbook to say individuals have to be members of the Association, whether it be honorary or professional memberships, to serve on a committee, unless the Board decides to let them do work. The Board decided that the rules in the leadership handbook, Section VIII-D-1, provide enough latitude to allow retirees to serve on committees.

### **Additional Assessment**

Mr. Ratcliff said he also would like to survey non-members about why they are not members of ACUI. Mr. Henthorne suggested that a survey be drafted and the Central Office staff develop the methodology for discussion in October. Mr. Ratcliff said he would do that and develop a methodology and a short script for the non-member survey.

### **Leadership Meeting Work Schedule**

Ms. Maul said it would be nice to get an Associationwide work schedule. She requested all schedules by Sept. 1, and she will compile them into a schedule. She asked for comments about the reorganized July leadership meeting schedules. Mr. Smout said he valued the meetings before and after the component meetings. Mr. Rouzer asked how the new procedure for separate agendas would affect the meeting schedule. The Board agreed that they should come in early enough for dinner on Thursday and then not plan meetings the next week on Friday, but that Board members would plan to fly out the second Friday morning. Ms. Maul asked about the component groups that finished earlier than scheduled. Mr. Rouzer said the last half day is never conducive to meetings, because people start drifting out. He suggested having no meetings on Wednesday and having that as the travel day. Mr. Rouzer said they would like more time to meet with the committees and networks. Mr. Henthorne said CEPS needs the three hours on the last day. Ms. Herman-Betzen said the special appointments and the presidents working on strategic planning was a good idea because they offered great insight and felt needed. Ms. Maul said some special appointments chose not to come. Ms. Maul asked about the schedule for the June or July leadership meeting in 1999. Mr. Oakes said he would like as many people in Atlanta for the Forum as possible. The Board mapped out how the meetings would work right after the Forum. Mr. Henthorne recommended Mr. Cameron work with Mr. Teske on the fiscal implications of moving the July meeting to June in Atlanta and present a proposal to the Board within two weeks.

### **October Conference Call**

The Board decided the call would be on Oct. 27 at a time to be determined.

### **Future of the Association**

Ms. Maul said the SKUNK group looked at the future and made a list of products, programs, and services, a list of sigs (which have products, programs and services), and a list of councils that would serve constituent groups. Ms. Herman-Betzen said under the SKUNK group's structure, institutions would buy a membership, then they or their staffs would buy in to the sig groups that relate to them, and those groups would cater to their interests and needs. Mr. Oakes proposed an at-large member for the future of the Association. Mr. Rouzer recommended that a presidential appointee look at the future of the Association and implement a plan for instituting it. Mr. Henthorne recommended an appointment be made as soon as possible.

Mr. Cameron moved, Mr. Oakes seconded and it passed that:

*The president appoint a person or people to look at the future organizational structure of the Association.*

Mr. Cameron recommended putting the dues task force on hold while the presidential appointee examines alternative organizational models that could affect the entire dues structure. Ms. Maul said she would talk with the Canadian individuals who are concerned with the international dues structure.

### **Leadership Handbook**

Ms. Herman-Betzen offered to reorganize the information in the leadership handbook.

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*Ms. Herman-Betzen examine the leadership handbook and offer a proposal for a better organization or delivery method.*

### **Adjournment**

The Executive Board adjourned Thursday, July 16, at 5:32 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**E-mail Discussions 8/17, 9/1, 9/16, and 9/24**

**Tuesday, August 17, 1999**

Association President Susan Yung Maul initiated the following e-mail discussions. Executive Board members included in the discussion were President-elect Matt Cameron, Immediate Past President Debra Hammond, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee and Network Affairs Curtis Smout, Student Member Duncan MacLellan, At-Large Member Gary Ratcliff, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex-officio).

**College Bowl Task Force**

On Aug. 17, Ms. Maul reported that she had compiled a College Bowl Task Force for the Board's approval. She thanked Mr. Rouzer, Jeannie Winston-Muir, chair of the Two-Year Colleges Committee, and Frank Gencur, chair of the College Bowl Committee, for their recommendations.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*The following 11 people be approved as the composition of the College Bowl Task Force : Victoria Angis of Castleton State College, chair, Debra Hammond of California State University-Northridge, Frank Gencur of Ohio State University, Stephanie Dixon of the University of Oregon, Sally Hammock of Georgia Institute of Technology, Lohse Beeland of the University of Florida, Chris Sloan of Vanderbilt University, Eric Tammes of Ripon College, Lisa Walters of Lincoln Land Community College, James White of the University of Maryland-Eastern Shore, and Dave Teske of the Central Office.*

**Laatsch Scholarship Criteria**

On Sept. 1, Ms. Maul shared the proposed Laatsch Scholarship criteria with the Board. She wrote that approving the criteria was to be on the October agenda, but since there was a Sept. 15 deadline for including the information in the October Union Wire mailing, it could not wait. She said Mr. Henthorne had sent the draft to Gretchen Laatsch, and she approved it. Mr. Henthorne suggested including a release statement on the application form that says the names of non-winning applicants would be shared with Managing Editor Jim Stowers so he can follow up about publishing their submissions. Ms. Maul asked Mr. Henthorne to incorporate the information into the form.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*The criteria for the Laatsch Scholarship be accepted as submitted.*

**Inter-Association Task Force on Alcohol and Other Substance Abuse Issues**

On Sept. 14, Ms. Maul said Dan Adams, ACUI's representative to the Inter-association Task Force on Alcohol and Other Substance Abuse Issues had requested that the Association send him to the group's October conference in Washington, D.C.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*ACUI send Dan Adams to the Inter-association Task Force on Alcohol and Other Substance Abuse Issues conference in October in Washington, D.C.*

**Region 7 Representative**

On Sept. 16, Ms. Maul wrote that Colleen Barker-Williamson of Case Western Reserve has agreed to serve as the interim regional representative for Region 7. Ms. Maul said Ms. Barker-Williamson likely will be a candidate for the next regional representative term as well. Mr. Cameron said Ms. Barker-Williamson will do a great job.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*Colleen Barker-Williamson be approved as interim Region 7 representative.*

### **Region 5 Representative**

On Sept. 24, Ms. Maul wrote that Joanna Iwata of Wake Forest University is willing to serve as the interim regional representative for Region 5.

unknown moved, unknown seconded and it passed when Ms. Maul called for a vote that:

*Joanna Iwata be approved as interim Region 5 representative.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Wednesday, October 28, 1998**

President Susan Maul called the meeting to order at noon (Eastern). The following Executive Board members answered roll call: President-elect Matt Cameron, Immediate Past President Debra Hammond, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee/Network Affairs Curtis Smout, At-Large Member Gary Ratcliff, At-Large Member Duane Oakes, Student Member Duncan MacLellan, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes. Ms. Hammond left the call at 1:25 p.m. (Eastern).

**Minutes Approval**

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The minutes of the July 1998 Executive Board meeting be approved*

**Speaker Compensation Policy**

Mr. Henthorne said there are restrictions concerning who can be paid. He said the Commission on Educational Programs and Services wants to clean up and consolidate several references to compensation in the Leadership Handbook and the Annual Conference Planning Manual. He said CEPS is not ready to open the doors for payment of honoraria except to members of the College Union and Student Activities Evaluation Program. Mr. Henthorne said he wanted to leave open the possibility of paying direct expenses and waiving registration fees, but such expenditures would be pointed out in the annual budget process. Ms. Hammond asked if CEPS considered paying authors. Mr. Henthorne said they were not looking at that issue.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*The following be added to the general policy section of the Leadership Handbook, section VII-I-1 Policies/Procedures, Financial, subsection on Expenditure of Association funds: "ACUI's general policy on reimbursement of direct expenses, payment of honoraria to members, and waiver of registration fees to members. Payment of honoraria to members, other than for ACUI's College Union and Student Activities Evaluation Program, is prohibited. Reimbursement of direct expenses and waiver of registration fees for members is generally prohibited, however, exceptions to this policy may be granted by action of the Executive Board as part of the annual budgeting process."*

**Author Recognition Policy Proposal**

Mr. Henthorne said the proposed policy spells out behavior and steps in the process for recognizing authors. He said he feels strongly about awarding plaques to authors, and he would like plaques to go to the most recent authors also. He also said action should move quickly on display materials for regional conferences. Mr. Ratcliff suggested also sending letters of congratulations to the university presidents. Mr. Oakes suggested adding that the plaques be presented at the annual conference. Mr. Cameron suggested adding that letters from the president and executive director go to the contributors.

Ms. Hammond moved, Mr. Rouzer seconded and it passed that:

*The author recommendation policy be adopted as amended*

### **Revised Amendments on Amendment Procedures**

Ms. Maul said she proposed the changes to the amendment process to create a system that is not tied to the annual conference. Mr. Rouzer said some language should be included to address the opportunity for discussion of a proposed amendment. Ms. Maul suggested eliminating Sec. 3 and adding in Sec. 2 that it be added that discussion of a proposed amendment be conducted using venues not limited to the annual conference, regional conferences, listserves, and the July leadership meeting. It also was suggested that the word "first" be deleted from the first sentence of Sec. 2 of the proposal.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The proposed change to the amendment process be presented as amended for a vote following the annual conference.*

### **Affinity Card**

Ms. Herman-Betzen presented the proposal. Mr. Rouzer pointed out that the required 10,000 names would reach further than those active or even familiar with the Association. Mr. Henthorne said ACUI would be putting itself at risk of having its first contact with some professionals not be positive. Mr. Smout requested a role call vote.

Mr. Henthorne moved, Mr. MacLellan seconded and it failed unanimously that:

*The Credit Card Affinity Program be accepted.*

### **Development Advisory Committee**

Ms. Herman-Betzen said her proposal to dissolve the Development Fund Advisory Committee and the position of Development Fund chair is house cleaning.

Mr. Rouzer moved, Mr. Cameron seconded and it passed that:

*The Development Fund Advisory Committee and the position of Development Fund chair be dissolved.*

### **Core Competencies Task Force**

Ms. Maul said another application came in since she sent the Board a list of members, and there is no set number of people for the task force. She said she is still looking for a leader. Patrice Coleman-Boatwright had suggested Ronna Sanches as the chair because she plans do the work for her dissertation. Mr. Ratcliff said Ms. Sanches would be good for the committee, but she would not be the best person to serve as the chair. Mr. Rouzer said Gail Olyha would do a good job. Mr. Rouzer also suggest Keith Kowalka, and Mr. Henthorne said Mr. Kowalka has been good in I-LEAD. Ms. Maul said she was looking for someone who has been in the field for a while. The Board said Ms. Maul should talk to candidates and appoint the chair.

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*The following be accepted as members of the Core Competencies Task Force : Joel Zarr of California State University-Fresno, Jan Javinar of the University of Hawaii-Manoa, Joseph Comeau of Bentley College, Lillian Dees of Southwest Texas State University, Cheryl Grew Gillen of Montana State University, John Jury of the University of Wisconsin-Stevens Point, Keith Kowalka of the University of Houston, Gail Olyha of Northeastern University, Ronna Sanches of Texas Tech University, Trevor Page of the University of Central England, Patrice Coleman-Boatwright of the College of New Jersey, and Tony Ellis of the Central Office.*

### **COARA Postcard Proposal**

Mr. Smout presented the Committee on Arts-Related Activities' proposal. Mr. Ratcliff asked if the Board would be comfortable with COARA selecting the art. The Board agreed to add Production Manager Kelly Carnahan, Mr. Smout, and Mary Ann Cannon, director of membership and development, to the jury to select the art for the post cards. Mr. MacLellan suggested including on the packaging that proceeds benefit Development Fund.

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*Up to \$2,500 be released from the Development Fund to print post cards, and the sales of the post cards will benefit the Development Fund.*

### **Readership Survey**

Mr. Ratcliff said the Association assessment showed The Bulletin was highly valued but it wasn't useful. He said it is a good time to perform a readership survey, considering the magazine was just redesigned. He explained that he would like the survey to be mailed and extra copies to be distributed to staff. He said there are less costly alternatives but they would not be as effective. Ms. Herman-Betzen suggested looking at the third quarter statement before agreeing to expend more money. Mr. Ratcliff said he could postpone the survey until 1999 or fax the survey. Mr. Oakes suggested conducting the survey in 1999 for fiscal reasons and so respondents could better differentiate the redesign from the old design. The Board agreed.

### **Third Quarter Statement**

Dave Teske, director of administrative services, explained that at the end of the year the Association will be putting be putting \$14,664 into the contingency fund instead of the planned \$30,000.

### **Voucher Program for New Professionals**

Mr. Rouzer said the program would require having Association cover the cost for 16 people to attend the conference, which is about \$100 each. Each region would award a voucher to one new ACUI volunteer. Mr. Oakes suggested making the voucher good for all but the ACUI expenses for them to attend conference. Mr. Rouzer agreed that it is a good idea that would not cost the Association.

Mr. Henthorne moved, Mr. Oakes seconded and it passed that:

*Each of the 16 regional representatives annually award an educational voucher that would cover all but \$100 of the registration fee for an ACUI volunteer to attend the annual conference.*

### **Executive Director Portraits of Butts and Whiting**

Ms. Herman-Betzen said the issue is whether Porter Butts and Ed Whiting should be recognized as executive directors. Ms. Hammond said ACUI shouldn't do it because Butts and Whiting were not executive directors.

Ms. Hammond moved, Mr. Oakes seconded and it failed that:

*Porter Butts and Ed Whiting be recognized as executive directors with their photos framed and displayed as such in the Central Office.*

### **\$3,400 Request to Frame Butts-Whiting Award Recipients**

Ms. Cannon said the past presidents' institutions already are paying to frame the presidents' photos for display in the Central Office, and most of them were also Butts-Whiting Award winners. They believe ACUI should pay for photos of the award winners.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*\$3,400 be allocated from the Development Fund to frame the photos of Butts-Whiting Award recipients for display in the Central Office.*

### **1999 Budget Approval**

Mr. Teske explained the changes to the budget since the summer. Ms. Maul asked about the impact of doing the readership survey as proposed. Mr. Teske said that would bring the net operating funds to \$8,880. Mr. Rouzer asked about membership dues projections. Mr. Teske explained the process, which takes into account retention rates, dues increases, and accrual.

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The 1999 Budget be approved.*

### **College Bowl Training Budget**

Mr. Smout said the College Bowl Committee would like money included in the budget in case they need to train new committee members. He said they may not use the money, but this way they would have the money if it is needed. Mr. Rouzer suggested a formal request be made at the Board meeting at the annual conference. The Board agreed it would remain in the budget.

### **Honda Sponsorship**

Mr. Henthorne asked if Honda's possible \$7,500 sponsorship of the 1999 annual conference would go into program enhancement. Mr. Teske said the Conference Program Committee would like to use the money for programs, but they haven't heard what Honda's wishes are. Mr. Teske said the committee has received a verbal commitment about sponsorship but nothing in writing.

### **I-LEAD and STEP**

Mr. Oakes said members in Region 13 were still concerned about the changes to I-LEAD and the student program at conference. Mr. Oakes said Region 13 needs to get information on the programs. Ms. Herman-Betzen said Tony Ellis, director of educational programs and services, would make sure information would be sent to the region.

### **Service Learning Forum**

Mr. Oakes said Mr. Ellis is doing a great job with the Forum on Volunteerism, Service and Learning in Higher Education, and the call for programs is out. Ms. Herman-Betzen said Robert Goodwin, CEO for the Points of Light Foundation, will keynote, and Martin Luther King III has expressed interest in speaking at the Forum. She said honorary member Greer Wilson is working on securing Maya Angelou, and NASPA is working on Jimmy Carter. Mr. Ratcliff said the Montana president seemed interested in the Forum, but he needs more information on how he and other university presidents would be involved. Mr. Oakes suggested a panel discussion of presidents. Mr. Rouzer asked if the call for sessions went out in The Chronicle of Higher Education. Mr. Ellis said no, it went to more than 14,000 people in the four partner associations. He said the time line was too tight to put the call in The Chronicle. Mr. Ratcliff asked if an ad for the Forum would be placed in The Chronicle, and Mr. Ellis said the planners decided it wouldn't be necessary.

### **Surveying Non-Members**

Mr. Ratcliff described how he would like the survey of non-members to be administered. He said it would be a phone survey by regional representatives to schools in their regions. The regional representatives would do five surveys each. Mr. Rouzer said the representatives are ready and willing to conduct the survey.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*A survey of non-members be administered by the regional representatives.*

### **External Review**

Mr. Ratcliff said two people are available for the external review team who ACUI had requested: Wayne Leroy and Bernard Imming. Mr. Ratcliff said that leaves a third spot to be filled. He requested guidance from the Board for the third position. The Board said he should work with Ms. Herman-Betzen and Ms. Maul to choose the final member.



### **College Bowl Task Force**

Ms. Maul said she saw College Bowl Chair Frank Gencur the previous month, and he hadn't heard from Victoria Angis, task force chair. Ms. Maul said she has discussed the lack of activity with Ms. Angis, and Ms. Angis said she is working on it. Mrs. Maul said if there is no timely progress, she will appoint a new chair.

### **Interim Representatives for Regions 5 and 7**

Mr. Rouzer said both interim representatives--Colleen Barker-Williamson in Region 7 and Joanna Iwata in Region 5--are doing a great job. He said they are interested in serving a complete term.

### **Screening Committee for Student Member**

Mr. MacLellan said he and Ms. Hammond will serve as the screening committee for the student member of the Executive Board.

### **To Do List From July**

The Board reviewed the To Do List from the July meeting. All but the following were either completed:

Mr. Smout--Gather detailed breakdown of training line in College Bowl Budget. More detail will be provided in the March meeting.

Mr. Henthorne--Work with CEPS on budget projections for preconference seminar fees. In process.

Ms. Herman-Betzen--Examine the leadership handbook and propose an organization plan or better delivery method for the information. Not done.

Ms. Maul--Ask Floyd Land for a job description for his proposed role as paid Evaluation Program coordinator. In process.

### **Adjournment**

The meeting adjourned at 1:50 p.m. (Eastern)

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, January 25, 1999**

President Susan Maul called the meeting to order at 11:30 a.m. (Eastern). The following Executive Board members answered roll call: President-elect Matt Cameron, Immediate Past President Debra Hammond, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Vice President for Committee/Network Affairs Curtis Smout, At-Large Member Gary Ratcliff, At-Large Member Duane Oakes, Student Member Duncan MacLellan, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes.

**Minutes Approval**

Mr. MacLellan moved, Mr. Rouzer seconded and it passed that:

*The minutes of the October 1998 Executive Board conference call be approved.*

**Recreation Committee Task Force**

Mr. Smout submitted the proposed makeup of a task force to study the Recreation Committee and suggested changing the wording to say the preference for the student member of the task force would be someone who has been a competitor at the international level.

Mr. Smout moved, Mr. MacLellan seconded and it passed that:

*The proposal for the Recreation Committee Task Force be accepted as amended.*

**Volunteer Position Recommendations**

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*Chris Cottle be appointed Region 3 representative.*

Mr. Rouzer moved, Mr. Henthorne seconded and it passed that:

*Joanna Iwata continue as Region 5 representative.*

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*Colleen Barker-Williamson continue as Region 7 representative.*

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*Lanita Hanson be appointed Region 12 representative.*

Mr. Smout said 14 people were nominated for chair of the Recreation Committee. He recommended Jeff Davis from the University of Colorado-Colorado Springs.

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*Jeff Davis be appointed Recreation Committee chair.*

Mr. Smout said 16 people were nominated for Women's Committee chair, but no one applied. He said Sally Cayan has agreed to stay on as chair until someone is appointed.

Mr. Henthorne said 30 people were nominated for the CEPS at-large member for I-LEAD. He recommended Dan Maxwell from Western Illinois University.

Mr. Henthorne moved, Ms. Hammond seconded and it passed that:

*Dan Maxwell be appointed CEPS at-large member for I-LEAD.*

Mr. Henthorne said five people went through the selection process for 2002 Conference Program Committee chair. He recommended Charlie Salas from the University of Texas-EI Paso.

Mr. Henthorne moved, Mr. Smout seconded and it passed that:

*Charlie Salas be appointed chair of the 2002 Conference Program Committee.*

### **Honorary Memberships and Emeriti Awards**

Ms. Maul said there were three nominations for honorary membership, and all three meet the minimum requirements.

Mr. Rouzer moved, Mr. Cameron seconded and it passed that:

*Manny Cunard receive an honorary membership.*

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*Charles Roush receive an honorary membership.*

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*Bill Smriga receive an honorary membership.*

Ms. Maul said there were two nominations for emeriti awards.

Mr. Cameron moved, Ms. Hammond seconded and it passed that:

*Thurman Adkins receive an emeriti award.*

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*Paul Breitman receive an emeriti award.*

### **Educational Benchmarking Inc. Partnership**

Mr. Cameron said he and Ms. Maul met with representatives of Educational Benchmarking Inc. about entering a partnership to provide benchmarking services to college union professionals. He said ACUI would need to put together a task force to work with EBI. Mr. Rouzer volunteered to help with the program. He said it is something ACUI needs to be doing. Ms. Maul said Mr. Rouzer would be the lead person of the ACUI team working with EBI.

Mr. Henthorne moved, Mr. Smout seconded and it passed that:

*ACUI move forward with a partnership with Educational Benchmarking Inc. to provide benchmarking services.*

### **Institutional Membership Proposal**

Mr. Rouzer said he submitted a proposed change because he found the language defining who should hold institutional memberships a little fuzzy. Ms. Maul recommended dropping "union" from "union governing boards." Mr. Rouzer said the wording needs to indicate that we are not talking about the governing board of the institution. Ms. Maul suggested "union or student activities governing board." Ms. Maul said she would like to pull the proposal from discussion, talk with Neil Gerard, and deal with it at the preconference Executive Board meeting.

### **I-LEAD Limits**

Ms. Maul asked about limits on registrations and whether spaces were being held for regions who are offering scholarships. Mr. Henthorne said there is a limit and spaces are being held for the regions.

### **Volunteer Education Vouchers**

Mr. Rouzer submitted a draft of the voucher, which will be awarded to a new volunteer in each region. Ms. Hammond requested putting something on the voucher to let the recipients know the vouchers are from the Executive Board.

## **Presidential Appointment on Strategic Planning**

Ms. Maul said she has appointed Ms. Hammond and Winston Shindell of Indiana University-Bloomington to head future strategic process efforts. She recommended the leaders be permitted to consider people from non-member institutions for the committee and that all committee members be approved by the Executive Board.

## **Non-Member Survey**

Mr. Ratcliff said he gave the regional representatives a Feb. 12 deadline for completing non-member surveys. Mr. Rouzer said the representatives said the list included some member schools. He said only one representative has said he won't be able to complete the surveys. Mr. Ratcliff said if the Board is not satisfied with the responses, he recommends doing a mailed survey. Mr. MacLellan recommended pursuing a focus group breakfast at conference with non-members.

## **Forum Update**

Ms. Herman-Betzen said it has been a challenge working with different associations to put on the Forum. She said the February Wire shows that the educational program is coming together.

## **Staff Overtime Policy**

Ms. Maul asked that "and with the mutual consent of employee and supervisor" be added to the policy concerning the adjustment of schedules.

## **Screening Committee for Student Member**

Mr. MacLellan said all the members of the screening committee have been contacted, and all but the regional representative have confirmed. He said he is still searching for a student member, since the Student Network chair is being considered for the position.

## **Updates**

Ms. Maul said she was concerned that with Victoria Angis' new position, she has not been able to devote attention to the College Bowl Task Force. Ms. Maul will talk to Ms. Angis. Mr. Rouzer recommended extending the contract with College Bowl Inc. for another year.

Mr. Rouzer moved, Mr. Smout seconded and it passed that:

*The College Bowl contract be extended for one year.*

Ms. Maul said the College Union and Student Activities Evaluation Program leaders request direction as to whether to develop an advisory council. Mr. Smout suggested that someone at an institution that has been through the process be on such a council.

Mr. Smout moved, Mr. MacLellan seconded and it passed that:

*The CUSA Evaluation Program be encouraged to develop an advisory council.*

Ms. Maul said the Inter-Association Task Force on Alcohol and Other Substance Abuse Issues has been filled by Dan Adams for the past three years, and she asked if the Board needs to appoint someone else for the position. The Board agreed that Mr. Adams may continue in his role. Ms. Maul said she would ask Mr. Adams if he would like to extend his appointment.

## **Memorials**

Ms. Maul said former President Shirley Bird Perry would deliver Chester Berry's memorial. Ms. Hammond said she would deliver the memorial for Ernie Jones.

### **Authors Recognition**

Ms. Maul asked Mr. Henthorne if authors could be recognized at the Tuesday meeting, and he said it would be good.

### **October To Do List**

The Board reviewed the To Do List from the October 1998 conference call. All but the following were completed:

Mr. Smout--Gather detailed breakdown of training line in College Bowl budget. Will have for March meeting.

Mr. Henthorne--Work with CEPS on budget projections for preconference seminar fees. In progress.

Ms. Herman-Betzen and Ms. Maul--Examine the leadership handbook and propose an organization plan or better delivery method for the information. In progress.

### **Adjournment.**

The meeting adjourned at 1:10 p.m. (Eastern).

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Dallas Conference Minutes**  
**Wednesday, March 17, 1999**

These minutes cover preconference and postconference meetings as well as check-ins of the Executive Board. Items generally are reported in the order they were addressed by the Executive Board; however, some effort has been made to group related items and integrate several discussions on the same topic.

President Susan Maul called the preconference meeting to order at 2:05 p.m. Central Standard Time March 17. The following Executive Board members were present: Immediate Past President Debra Hammond, Vice President for Committee/Network Affairs Curtis Smout, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Rob Rouzer, Student Member Duncan MacLellan, At-Large Member Gary Ratcliff, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes. At-large Member Duane Oakes was absent.

The postconference meeting of the Board was called to order at 8 a.m. March 25 by President Matt Cameron. Present were President-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Dave Timmann, Vice President for Committee/Network Affairs Curtis Smout, Student Member Rachel Hall, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes. At-large Member Duane Oakes was absent.

**Approval of Conference Call Minutes**

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The minutes of the January 25 conference call be approved.*

**College Bowl Budget**

Mr. Smout reported that College Bowl chair still would like money for training. Ms. Hammond said there are problems in some regions, not the same ones each year, regardless of whether there is training.

Ms. Hammond moved, Mr. Henthorne seconded and it failed with six nos and one abstention that:

*The College Bowl Committee receive \$4,000 for training.*

**1999 Financial Statement**

Dave Teske, director of administrative services, said the audit was totally clean for the second year in a row. He pointed out that the deficit has been reduced by \$43,000 to \$56,617. He said at the end of 1996 the deficit was \$121,000. He said the accountants were concerned about how regional finances are recorded. He said when a region has money stolen or makes financial commitments, ACUI is liable. Mr. Rouzer said the regional representatives turn in a financial report to the Central Office, and Mr. Henthorne said the report doesn't include money owed. Mr. Teske said for the most part the regions are working on a cash budgeting system. He said the accountants see two ideal alternatives: each region becoming its own organization with its own federal ID number; and bringing the cash flow through the Central Office and setting up a system where an Association volunteer leader has to sign off on expenditures. Mr. Rouzer suggested moving toward having a Central Office signature on all regional checking accounts and waiting to act on regional autonomy until after the Strategic Process Core Team makes its recommendations. Mr. Smout recommended setting up a central bank account that would include all the regions and tie in a Central Office check off. Mr. Rouzer said he would like Mr. Teske to talk to the representatives about the concerns. Mr. Henthorne said an option would be to bring the regional accounting through the Central Office and leaving separate reserved lines. Mr. Teske said that is the only way it could be set up in the current system.

Mr. Teske moved on to the fourth quarter statement. He pointed out large seminar and video shortfalls, which took up much of the annual conference budget surplus.

Mr. Smout moved, Mr. MacLellan seconded and it passed that:

*The auditor's financial statement be accepted.*

## **Emeriti and Honorary Membership Process Problems**

Ms. Maul said the deadlines for Emeriti awards and honorary memberships were not met or consistent. She also said with the large number of retirements expected in the next five years, honorary memberships could put a large financial burden on the Association. Ms. Hammond said she thought 10 years was low as a requirement for Emeriti awards. She said she would rather the criteria not be tied exclusively to years in the field. Ms. Herman-Betzen said the award was set up to recognize service in the profession, not in ACUI. Ms. Maul said that distinction isn't clear. Mr. Cameron said the leadership needs to look at the criteria for both awards. He suggested having one representative from the component groups who would discuss the issues. The vice presidents said they would find representatives, and Mr. Henthorne said he would convene the meeting.

## **At-Large Member for Assessment Report**

Mr. Ratcliff said he received 19 responses from the non-member survey. He said despite the small number of responses, they contained good information. He said many of them were interested in ACUI. He submitted a summary of responses, in which he included some recommendations based on the responses. Mr. Rouzer said one of the reasons he heard from the regional representatives about why there was a low number was the lists they received included recent and lapsed members and another reason was that the contact name listed was usually wrong, so the process was more labor intensive than was originally anticipated. He said the two representatives who completed five surveys said although it was hard to get into, once they got into it, it was easy and they didn't feel like they were selling. Mr. Ratcliff said the responses reinforced what we believed about why people aren't members. He said some didn't think they fit because they don't have a building and others said the recruitment mailings go to the wrong person. Mr. Rouzer said it is possible through Web sites to find the name of the appropriate person if we could have a person to look for it. He said it is labor intensive but worth the effort. Mr. Ratcliff said he also is working on a Bulletin readership survey with Mr. Stowers that will go out in April. It will go to all professional and student members and institutional reps. Ms. Hammond thanked Mr. Ratcliff for his work on Association assessment.

## **Recreation Task Force**

Mr. Smout said the Board needs to appoint four members of the task force. He said recommendations for chair include Bernard Pitts of Kansas State University. Mr. Henthorne said he would like to nominate Ken Barrows from the University of New Hampshire. Mr. Smout recommended Steve Gnad of the University of Maryland as chair. Ms. Hammond said she would like Mr. Smout to talk with students and appoint a member. Mr. Henthorne recommended Greg Hampton of Boise State University for the task force. Ms. Maul said she would like Mr. Smout to make the two-year appointment. Mr. Rouzer said the regional appointments are Mr. Burrow and Monika Rodie of Weber State University.

Mr. Smout moved, Mr. Rourzer seconded and it passed that:

*Bernard Pitts be the past president member of the task force.*

Mr. Smout moved, Mr. Cameron seconded and it passed that:

*Steve Gnad be the chair of the task force.*

Mr. Henthorne moved, Mr. Smout seconded and it passed that:

*Greg Hampton be the former recreation chair on the task force.*

Mr. Smout recommended Jeff Davis of the University of Colorado-Colorado Springs as an at-large appointment to the task force. Ms. Berge said she was concerned about him and Mr. Gnad because of their close ties to each other and to the committee. Mr. Henthorne recommended Scott Sweirs as the student member and Mike Goode of Davidson College as a small school representative. Mr. Smout said he still is looking for a two-year college member and would like Mr. Cameron to ask Mr. Pitts to serve on the task force as the past president member.

Mr. Smout moved, Ms. Maul seconded and it passed that:

*The task force be enlarged by one to include a small college and university member.*

Mr. Cameron moved, Ms. Maul seconded and it passed that:

*Steve Gnad, Greg Hampton, Monika Rodie, Ken Barrows, Charlotte Thompson, and Mike Goode be appointed to the Recreation Task Force.*

## Exemplary Programs Proposal

Mr. Ratcliff said he suggests a program as a way for the Association to support and recognize exemplary programs . He said the National Association of Student Personnel Administrators has such a program in which the regions jury innovative and exemplary programs. A publication for purchase comes out each year and describes the programs in depth. He said he recommends a similar program because it promotes best practices. Mr. Henthorne said the project doesn't fall cleanly within one Board member's area, and he would like to talk with the new vice president for regions to discuss how the project would be implemented. Mr. Ratcliff said he would write up a detailed process for how NASPA produces its book.

## External Review

Wayne Leroy of the American Society of Association Executives Peer Review Program gave a summary of the peer review process. He said the two key areas the review team looked at were the governance structure and management practices with the goal of making continuous improvement. He said the needs assessment was a great starting place because ACUI now knows where to go. He said ACUI now needs to use the information and move forward . The review team next looked at the governing body, officers, and directors. Mr. Leroy said he has never seen such a dedicated group of volunteers, but he said there is a crunch on campuses that leaves less time for volunteer positions. He said the challenge is to find dedicated people who will commit their time to the Association . Mr. Rouzer said some members feel left out of the leadership process since they cannot vote for their leaders. Mr. Leroy said one problem with elected leaders is low ballot numbersC55 percent is a great return. He said voting can make people feel more a part of the process, but for a large number of people it is just an excuse. He said his association found that it is helpful to spend extra time training new officers. He said the third piece the review team looked at was organizational structure and documents. He said they found that the staff and leaders would like the Association to be more nimble and responsive . He said ACUI may be able to achieve this by looking at bylaws and procedures to see if they allow nimbleness and responsiveness. He said first the bylaws need to be stripped down to allow for proposals to be dealt with more quickly. He said ACUI needs to look at its committees to make sure they are needed and doing things the Board believes they should be doing. If not, the committees may need to be eliminated or be granted new leadership. He said the Association of Higher Education Facilities Officers (APPA) had three standing committeesCmembership, professional affairs, and educationCand dealt with other projects with task forces. He said there were other affinity groups that reported to the Board through a board member. He said the Board may want to look at the regional structure to make sure it provides an adequate link between the board and the field. He said the review team looked at programs, services and activities. He said there needs to be feedback mechanisms and the groups' individual plans need to be part of the strategic plan. He said the review team looked at the staff and said they are talented but the Association is coming to a point where it needs either more staff or to create partnerships with other groups to provide services and programs . He said the team looked at financial planning and reporting. He said there needs to be cost-centered accounting and the budget should be tied to the strategic plan. He said the team looked at membership development and retention, and it was disturbed by membership erosion. He said ACUI has had to get 10 percent new members just to maintain the membership levels. It costs \$3B5 more to get a new member than to retain an old one. He said at APPA membership is the responsibility of a board member, instead of regional officers whose responsibilities vary and among whom there is little concerted effort . He said the philosophy needs to be that membership is everyone's job. He said the team looked at communications and said the pieces are of high quality and high member satisfaction. He said there still are needs that should be addressed with new technologies. He said the team looked at government affairs and ACUI has a limited involvement . He said the amount of involvement should be a conscious effort. He said ACUI needs to let the members know about what is going on in the government that affects them. He said the team looked at office technology and information management and found the office is well equipped.

## Student Member Report

Mr. MacLellan said he felt more comfortable with the workings of the Board during his second year. He said he asked students about the directions for I-LEAD and STEP, and they overwhelmingly were supportive of both programs. He talked about the sessions he has put together for the conference to address student needs and concerns. He said he likes the relationship between the student member of the Board and regional student contacts. He said the number, 60B70, is good for dispersing information from the Board and gathering feedback. He said the relationship between himself, the Student Network chair, and the vice president for committees and networks needs to be spelled out as far as responsibilities and reporting lines.

Mr. Henthorne moved, Mr. Cameron seconded and it passed that:

*The report of the student member be accepted.*



## Committees and Network Affairs

Mr. Smout said Jim Rogers would like to have a replacement for Computer and Technology Committee chair named by July because he will not be able to attend the New York conference. Mr. Smout said he still is searching for chairs for the Women's Concerns Committee and International Network. He said the chairs will be discussing the possibility of starting networks for environmental concerns and Catholic institutions. Ms. Herman-Betzen asked if the leadership should hold off on new initiatives such as starting new networks until the core team examines the committee and network structure. Mr. Cameron and Ms. Maul agreed that such new initiatives should be put on hold. The Board agreed that it was most important to appoint a Computer and Technology Committee chair because of that person's role in the annual conference. Mr. MacLellan said if no one steps forward for the other two positions, it may be a signal that there is not a need for them.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*The positions of chairs for the International Network and Women's Concerns and Computer and Technology committees be advertised.*

Mr. Henthorne moved, Mr. MacLellan seconded and it passed that:

*The report of the vice president for committee and network affairs be accepted.*

## Educational Programs and Services

Mr. Henthorne said he was pleased with the 1999 Conference Program Committee's willingness and graciousness to change their program to address the needs of the Association. He said this may be the model for future CPCs, especially as the strategic plan unfolds. He said the 2000 CPC is doing a lot of things out of the box. He said seminars have been a slippery problem, with three canceled in 1998. He said a couple of Central Office-driven initiatives are seeking to meet the needs of senior-level professionals that were identified in the assessment. He said they are having trouble getting people to submit seminar proposals. Ms. Herman-Betzen said this has long been a problem, and she has had to lead the effort for the senior-level institute. Mr. Henthorne said the seminar paradigm doesn't work because it calls for too much work for the host and is not financially feasible when consultants or outside speakers are added. He said he is optimistic about educational media. He said he likes the move toward CD-ROM projects.

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The report of the vice president for educational programs and services be accepted.*

Mr. Henthorne said the 2000 CPC plans a different approach to promotions. Tony Ellis, director of educational programs and services, said the bulk of the conference promotional material will be in the January Bulletin, and in late November a high-gloss small promotion piece will go out. The CPC has extended its session deadline consistent with the promotion schedule. Mr. Henthorne said this will mean the Board won't have a preliminary list of sessions at the July meeting. Instead, the CPC will discuss the critical issues facing the field coming out of the July meeting and jury sessions based on that information.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The conference promotion proposal be accepted.*

Mr. Henthorne said he is concerned about the decline in applicants for Affirmative Action Scholarships, especially in a year when the Committee on Multi-ethnic Programs is doing a seminar. Ms. Hammond said she is concerned that the information is not getting to enough potential applicants. Mr. Henthorne recommended the annual conference be included along with seminars as possible educational programs to attend using scholarship funds.

Mr. Henthorne moved, Mr. Rouzer seconded and it passed that:

*The funding criteria for the Affirmative Action Scholarship include the annual conference along with seminars and institutes.*

## **Regional Affairs**

Mr. Rouzer said overall participation at regional conferences is declining. He said content at regional conferences varies tremendously, with some attracting more students than staff and others attracting more staff than students. He said College Bowl participation is up and down and recreation tournament participation is down, especially over the past 10 years. He reported growing financial support for I-LEAD scholarships.

Mr. Smout moved, Mr. Cameron seconded and it passed that:

*The report of the vice president for regional affairs be accepted.*

Mr. Rouzer submitted recommendations for the Nominations Committee. He said there were no submissions from Region 16 and no international representatives from the other regions. Ms. Herman-Betzen said Michael Georgeson of the University of Technology-Sydney would be a good member from Region 16. Mr. Rouzer said another alternative is Jon Simpson of the University of New South Wales. He said he would like to find the Region 16 member and approve that person after conference.

Mr. Henthorne moved, Ms. Hammond seconded and it passed that:

*The list of recommendations and alternates for the 2000 Nominations Committee be approved.*

Mr. Rouzer later reported that Ms. Hammond contacted Mr. Georgeson about being the Region 16 member of the Nominations Committee, and he agreed.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*Michael Georgeson be approved as a member of the 2000 Nominations Committee.*

## **The Forum on Volunteerism, Service and Learning**

Mr. Ellis said Ed Slazinik of the University of Illinois-Urbana has done a lot for the educational program and bridging the cultural differences between partners. He said the contract with Georgia Tech should be ironed out in the next couple of weeks. He said the promotional booklet is in the proofing stage, and the information will be posted on the Web.

Mr. Cameron moved, Mr. Smout seconded and it passed that:

*The report on The Forum on Volunteerism, Service and Learning be accepted.*

## **CUSA Evaluation Program Advisory Council**

Mr. Ellis said the proposal for an advisory council would have them reporting to the Board through the immediate past president. The council will be composed of five members. He discussed the criteria and responsibilities. He said he anticipates it being a virtual group with no impact on the budget. Mr. Cameron suggested including in the proposal that every two or three years the council be reviewed as to its effectiveness. Ms. Maul suggested adding that the council be reviewed after two years. Mr. Rouzer suggested after the initial appointments that all members serve two years.

Mr. Rouzer moved, Mr. MacLellan seconded and it passed that:

*The proposal of the Advisory Council to the CUSA Evaluation Program be approved as amended.*

## Cooperative Buying

Ms. Herman-Betzen explained the proposal in which ACUI would be a broker for equipment for college unions, using the collective buying power of the membership. Members would buy equipment via a Web site. This would be a significant benefit of membership. She said she has talked to Garis Distelhorst at Association Initiatives about the possibility of testing assumptions and developing a formal plan for a for-profit subsidiary. She said if the proposal is accepted, she, Mr. Ellis, Mr. Teske, Martha Blood of Colorado State University, and Mary Ann Cannon, director of membership and development, would meet with the consultant in April to start developing a formal plan. If that goes as expected and the bylaw change passes after conference, a ballot for a constitution and bylaw change concerning the cooperative buying proposal would be sent to the membership in August. She said if that goes through, ACUI would hire at least two staff members: a director and a Webmaster. Mr. Henthorne said he would love to set up a system for the resale of furniture that his institution no longer needs. Mr. Rouzer said his school is in a smaller co-op with local schools and many state schools are in co-ops, and he wondered if they would be allowed to buy outside of their co-ops. Ms. Herman-Betzen said most if not all allow members to buy outside the co-op if they find a better price. Mr. Rouzer asked if we would be able to offer the lowest price and still make a profit. Ms. Herman-Betzen said the proposed consultants are excited to check the numbers. Mr. Cameron said he would like the consultants to look at the international potential of a cooperative buying subsidiary. He said the potential for the proposal is great, but there is also risk involved. Ms. Cannon said Ms. Blood is having a focus group with decision makers from suppliers who are exhibiting in the Exhibit Hall to talk about the proposal. Mr. Rouzer asked if ACUI lawyer Dick Leagre would review the business plan from a legal perspective. Ms. Herman-Betzen said he would. She said the consultant would cost \$17,000. Mr. Ratcliff asked why another association wouldn't start a proposal. Mr. Smout said he is a member of the National Association of College Auxiliary Services western board, and the reason he is a member of NACAS is because of their Exhibit Hall, and he believed ACUI should offer those projects.

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*The concept of cooperative buying be endorsed as a potential new revenue stream and investigation of starting a for-profit subsidiary be authorized.*

Mr. Smout moved, Mr. MacLellan seconded and it passed that:

*A consultant be hired to develop a business plan for a for-profit subsidiary.*

Mr. Henthorne moved, Mr. Rouzer seconded and it passed previous motion be amended to include: that:

*At least \$25,000 be borrowed from the Development Fund to pay a consultant.*

Mr. Cameron moved, Mr. Ratcliff seconded and it passed that:

*The money borrowed from the Development Fund be paid back with 6 percent interest.*

## Volunteer Coordinator Report

Volunteer Development Coordinator Mark Hoffman said he looked at the nomination process and simplified it. He said he revised the volunteer opportunities brochure. He said he solicited 125 nominations at the July leadership meetings. He was pleased with the number of nominees per open position. He said he would like to increase the budget for recruitment pieces. He said he would like to have volunteer coordinators in each region. Mr. Rouzer said the regional representatives would be talking about the topic. Mr. Hoffman said he would like the coordinators to serve on an international committee chaired by the volunteer development coordinator. He said he would like a database set up at the Central Office to track volunteers as they change jobs. He shared a guide to volunteering in ACUI that explains things about the Association and the opportunities that exist.

Mr. Smout moved, Mr. Rouzer seconded and it passed that:

*The report of the volunteer development coordinator be accepted.*

## **Affirmative Action Report**

Affirmative Action Officer Whit Hollis said he would like for ACUI to keep records of the numbers of nominees for the Executive Board. He said unofficially he thinks this year there are more people going through the interview process. He said he still doesn't want to list the names of nominees for the Board before conference, but he would like at least the information without names to be kept at the Central Office. He said that people aren't applying for president-elect. He said he believes people are discouraged by a myth that the position calls for a tremendous time and financial commitment from the person and their institution. He said he tries to tell people that the position is what they make of it. Ms. Herman-Betzen said it does call for a financial commitment from the school, so in that sense there is truth to the myth. Ms. Maul said there are responsibilities she would like to see shifted back to the Central Office. Mr. Ratcliff said he doesn't see that the system is broken. Mr. Rouzer said he would like the Nominations Committee to share the names of nominees to the Executive Board with the Board, then the Board can support the nominees pursuing the position. Mr. Hoffman suggested that the names be shared with the respective outgoing Board members. Mr. Henthorne said the affirmative action officer and volunteer development coordinator are the volunteers in charge of the system, and until they recommend such a change, it shouldn't be changed. Mr. Hoffman said he included the names of nominators in the initial letters to nominees. Mr. Hollis said a compromise would be to encourage nominators to call the people they nominate. Mr. Hoffman said an option would be to send letters to the nominators encouraging them to call the nominees. The Board agree that nominators would be encouraged to call nominees. Mr. Hollis requested guidance as to whether he should share information about the Executive Board applicant pool. The Board indicated that they would like the information for historical purposes after the close of the process. Mr. Hollis said he believes ACUI shouldn't be making databases with the demographic information concerning sexuality and gender we collect, but we should move toward a system where people could volunteer their information for a database.

Mr. Smout moved, Ms. Hammond seconded and it passed that:

*The report of the affirmative action officer be accepted.*

## **Core Competencies Task Force**

Jan Javinar, Core Competencies Task Force chair, delivered his report. He said in the first meeting the task force agreed on a framework, which holds four phases including two that are outside the charge of the task force: awareness and informing. The task force brainstormed on specific tasks and the definition of the field for input. He said the group is looking at a two-year time frame. He said they need to balance the work of groups with input. He said there was concern over utility and practicality, which illustrates the need for a framework. He said the Board needed to understand the task force's work is not a solution to all problems. He said the task force needs an additional face-to-face meeting, which could be at the 2000 annual conference, and perhaps one other meeting.

## **Institutional Membership**

Ms. Maul said she looked at different accrediting agencies to see if their systems can be used to define institutions for institutional memberships. Neil Gerard, task force chair, said other associations are all over the board, from taking the institution's word for it to using ZIP codes. He said the task force looked at whether the institutions are accredited separately or as one institution, which is the NASPA model. They recommend using those guidelines and investigating them on a case-by-case basis when there is a dispute. The task force looked at the current language, which mentioned union boards. He said the task force decided that since some unions and student activities departments are governed administratively instead of by union boards, that language doesn't apply to the entire membership. Mr. Gerard said the task force wanted to simplify the system and take the decisions about what are institutions out of the hands of the Board. Ms. Herman-Betzen asked if the proposal would have an impact on membership revenues, and Mr. Gerard said he did not think so. He said the new proposal would change little concerning who is defined as an institutional member. Ms. Maul suggested adding "or governing structure" after "governing board" in the proposed wording. Mr. Rouzer suggested adding "appropriate information items" to the proposal. Ms. Maul said if the amendment to change the amendment process passes, this change would be one of the first submitted to the membership under the new procedures. Ms. Maul said she and Mr. Rouzer would work on the wording and have it for the Board for the post-conference meeting.

## Educational Benchmarking

Glenn Detrick and Joe Pica of Educational Benchmarking Inc. discussed their company and plans for ACUI benchmarking. They said they plan to collect two types of data: administrative figures and customer satisfaction. Mr. Pica said they plan to start with a satisfaction survey. They will permit institutions to pick any six peer institutions by which they can compare findings about their own institution. Participants are restricted from releasing the information, and the six peer institutions aren't labeled in the report. The product development team would decide how to break down overall data to provide the bigger picture in reports, for example all two-year schools or size categories. Mr. Detrick said they have a draft of a survey to share with the product development team. Mr. Pica said confidentiality is important when asking people to share sensitive information, which also shows the importance in working with an outside group such as EBI. He said an added benefit of the data is to identify the top performers in certain areas so they can be recruited to present educational sessions and seminars. Mr. Pica said the satisfaction survey reports will cost about \$995, and the administrative findings will cost about \$1,950 per year. He said the price is tied to volume: the more reports, the lower the cost per report. Ms. Hall asked if international schools would be included and if the language of the questions will be adapted for them. Mr. Detrick said that is possible, and they would ask the product development team for guidance on those issues. Mr. Rouzer said one possibility is to link EBI and ACUI data with that of an existing Association for Managers in Students' Unions benchmarking program.

## 2000 CPC Report

Don Luse, 2000 Conference Program Committee chair, submitted the report. He said one member has left the committee because he was promoted out of the field. He identified goals for the committee. He said the group adopted a purpose during its site visit in August. He said the committee is inviting experts to present best practices sessions, with the goal of having three presenters for each area. He said the committee will strongly encourage people to submit outlines throughout the year and a session paper by March 1. He said the committee has extended the deadline for session proposals until Aug. 1 so they will not have all of the program in place by the July leadership meetings. He said they have gotten feedback that the deadline has been too early. He said they hope to receive more and better quality sessions by allowing people a couple of additional months to prepare. He said they plan to have tea time every day 4B5:15 p.m. for tea and discussions before the delegation hits the town for dinner. He said the room prices will be \$146 for a single. He said they will not have to organize city tours because buses stop in front of the hotel. He said they have asked Marriott to present sessions on room setups and other topics. He said they are discussing having the opening banquet at Ellis Island. Such an outing presents logistical and budgetary challenges, but the Host Committee thinks the event would be important. He said he hopes to have a speaker before the event who would talk about the numbers of people who entered the country there and how many left their ethnicity there. He said he will present costs to the Board in July. Ms. Herman-Betzen said the event could be paid for by adding about \$17 to the delegate fee, if the CPC decides it is important to have such an outing. Mr. Luse said he hopes to find sponsorships to help defray costs. Ms. Herman-Betzen said the audio-visual costs on the preliminary budget seem low, with those costs approaching \$20,000 for Dallas. She suggested the committee look again at the budget to make sure it allots the proper amount of money to do its job. Ms. Herman-Betzen said she would like to look at moving the audio-visual budget line out of the committee budget because it has little control over much of that. Mr. Ellis pointed out budget pitfalls: no budget increase for STEP whereas I-LEAD had its own budget, and that Ms. Herman-Betzen cashed in favors and frequent-flyer miles to bring in facilitators for senior-level sessions. Mr. Smout suggested explaining to presenters the costs involved with audio-visual equipment, then many presenters would rework their plans to work around audio-visual needs. Ms. Herman-Betzen suggested having a binder of all session handouts. She asked about the time allotted for keynotes, since all of the keynotes went over their one-hour time limit at the 1999 conference. Mr. Luse said the committee would look into that. Ms. Herman-Betzen asked what will be included in the Host Committee budget. Mr. Luse said the committee believes there will be unanticipated costs associated with bringing in some "no-cost" entertainment. He said they aren't planning to have entertainment during the evenings. Mr. Ellis said they plan to utilize the city's resources, but that will take more facilitation than anything a CPC has done before.

Mr. Smout moved, Ms. Berge seconded and it passed that:

*The report of the Conference Program Committee be accepted with a budget of at least \$46,000.*

### **College Bowl Task Force**

Victoria Angis, College Bowl Task Force chair, submitted her preliminary report. She said the task force generated more than 40 questions for which it needs answers before it makes recommendations. They said the task force will survey the membership to get the answers. Two surveys will be administered on the Web, one about College Bowl and one about Honda Campus All-Star Challenge. A broadcast e-mail will be sent to the membership alerting them about the surveys. She submitted a draft of the surveys. A survey was distributed during the conference. She said she had a lengthy discussion with Mary Oberempt, executive vice president of College Bowl Inc. She said Ms. Oberempt was concerned that the Association is showing her company disrespect by not including her on the task force. Ms. Angis said one member of the task force has not participated. She asked that Ed Snyder of Lake County Community College be added in place of Lisa Walters. Ms. Angis asked for guidance about the charge to look at alternative programs. Ms. Maul said the Board would like the task force to look at programs that would serve the same segment of the membership just to see what is out there, with the understanding that the non-compete clause of the College Bowl contract precludes something with a similar format. Ms. Herman-Betzen said she is concerned about the quality of the College Bowl National Championship Tournament, especially since ACUI's name is on it. Ms. Angis said the task force discussed this at length, but she said College Bowl Inc. said they are lacking quality ACUI volunteers, while volunteers say they are running the National Championship Tournament. Mr. Henthorne asked if ACUI should buy College Bowl and run it the right way. Ms. Angis said there is not a member of the task force who doesn't see a need for serious improvement for College Bowl.

Ms. Maul moved, Ms. Berge seconded and it passed that:

*Ed Snyder be added to the College Bowl Task Force in place of Lisa Walters.*

Ms. Maul moved, Mr. Henthorne seconded and it passed that:

*The interim report of the College Bowl Task Force be accepted.*

### **Education Commission Post-Conference Report**

Mr. Henthorne said at least three institutions showed up at a flash session interested in hosting seminars. He said the media flash session and group meeting also were successful, with new writers identified. He said he was concerned about some of the choices made for the entertainment program at the 1999 conference. He said he would talk to Mr. Luse and Host Committee Chair Meg O'Sullivan about making conscious decisions about what to include. He said he was concerned about the ability to supplement the budget to ensure the quality of presentations. He said CEPS At-Large Member Dan Maxwell would like to remove the barriers between STEP and other student delegates, having the facilitation and small group discussions be optional. Mr. Henthorne said there was some misunderstanding about sessions identified for STEP not being accessible or attractive to professionals.

### **Strategic Planning Core Team**

Ms. Hammond said the core team met Tuesday. She said the members discussed the time line and their planned procedure. They plan to have their report to the Board in March 2000. She said some Association members want to work on committees within the work groups. She said she has a list of resources they need. She said Mr. Leroy said they need a mission statement and a structure for the organization of the strategic planning process. She said she would like a vision statement for the Association before July if possible. She said the team would like to keep the Association informed about the process by using the Web site, The Bulletin, and the Wire. Ms. Herman-Betzen said she would like Mr. Cameron, Mr. Stowers, herself, Ms. Hammond, and Core Team Co-Chair Winston Shindell to develop a plan for informing the membership. Ms. Hammond said she would like to work with a consultant to help move the process forward. She said she will be developing a budget for the process. Ms. Maul suggested submitting a draft budget by June 1 so it can be incorporated into the Association's budget. The Board said it would like an interim report to be made public, perhaps delivered at the 2000 conference. Ms. Hammond said there was concern about the age and lack of representation of some groups among the core team members. Ms. Herman-Betzen recommended Todd Wurschmidt and Glenn Tecker as consultants. She said she would work on getting information about options to Ms. Hammond and Mr. Shindell by early May.

## **Regional Affairs Post-Conference Report**

Mr. Timmann said the representatives were excited about the College Bowl Task Force and the possibilities of the cooperative buying proposal. He said they discussed the strategic planning core team and how regions could get involved. He said they discussed the makeup of regional steering committees and what positions some regions have that others lack.

## **Committee and Network Affairs Post-Conference Report**

Mr. Smout said the chairs discussed concerns about the strategic planning core team. He suggested making the Women's Concerns chair an interim position. Ms. Berge said if the term "interim" isn't used, it may seem like the leadership isn't planning for change. Mr. Henthorne said that raises questions about how positions will be advertised in September. Mr. Smout said he didn't see a real need to fill the Women's Concerns position. Mr. Henthorne asked if it could be filled as a "network" chair. He said one option would be to ask outgoing leaders to serve a fourth year. Region 16 Representative Andrew O'Brien has expressed interest in the International Network chair, since he believes he is performing such a role already in his Australasian Campus Union Managers' Association presidency. The Board decided that the position of International Network chair be advertised, and Mr. O'Brien be asked if no one steps forward.

Ms. Maul moved, Mr. Smout seconded and it passed that:

*All leadership terms that expire in the next year be extended for an optional additional year during this transition period.*

Ms. Maul moved, Mr. Timmann seconded and it passed that:

*All open positions be advertised as "interim" positions, with the exception of 2003 Conference Program Committee Chair, during this transition period.*

## **President-Elect Comments**

Ms. Berge said she would like the Association to set up a crisis intervention program.

## **Student Member Comments**

Ms. Hall said she would like to set up a system for students to transition to becoming professionals. She said she would like the opportunity to work with I-LEAD and STEP. She said she would like to relate to the membership the importance of students in college unions outside of the United States. She said she sees that international issues are not integrated into all procedures. She said she was dissatisfied with Educational Benchmarking Inc.'s preparedness to take their efforts internationally. Ms. Herman-Betzen said one of the reasons ACUI is partnering with the company is its experience in working on international issues. Ms. Hall said she is working on putting together a package for student leaders that lets them know the resources available, and she would like to organize a sub-regional conference for Western Europe. She also would like to talk about putting together group rates to help students from Western Europe attend conferences more economically.

## **Vice President for Regional Affairs Comments**

Mr. Timmann said the secretiveness of the selection process was nerve-racking. He said he hopes to spend more time with other component groups to discuss issues and concerns. He said he would like to create a regional representative handbook that covers more day-to-day duties, and Bill Vadino of the University of Minnesota-Twin Cities has passed on what he had been working on along those lines, which includes instructions for submitting financial reports.

## **Attendance at July Meetings**

Ms. Maul said she didn't see the need for many of the special appointments to attend, saving that money for the strategic process core team or other projects. Ms. Berge said with the changes ongoing, the entire leadership team should be invited. Mr. Smout suggested bringing in special appointments for a shorter time.

Mr. Henthorne moved, Mr. Smout seconded and it passed that:

*Mr. Cameron, Ms. Maul, and Ms. Berge meet to discuss who should be invited to the July meetings and bring it back to the Board.*

### **AMICCUS-C Travel**

Ms. Herman-Betzen said she was asked to attend the Association of Managers in Canadian College , University and Student Centres conference in May. She also has been asked to speak in Brisbane, Australia, and in Scotland, and while there is no financial commitment for the travel, there is a large time commitment, especially since six regions have asked her to speak at regional conferences. She asked the Board for guidance on where her priorities should lie. Ms. Berge asked if it would be possible to deliver her message via satellite. Mr. Cameron said he would like to see her spend the majority of her time on the three biggest projects--the strategic process core team, the cooperative-buying proposal, and the peer review feedback--instead of traveling to regional conferences and overseas.

### **Nominations Committee Chair**

Ms. Maul moved, Mr. Smout seconded and it passed that:

*Gretchen Laatsch be approved as interim Nominations Committee chair-elect.*

### **Adjournment**

The Executive Board meeting adjourned Thursday, March 25 at 11:45 a.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**July Meeting  
Saturday, July 17, 1999**

Association President Matt Cameron called the meeting to order Friday, July 17, at 9:05 a.m. Executive Board members in attendance were Immediate Past President Susan Maul, President-elect Colette Berge, Vice President for Committee/Network Affairs Curtis Smout, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Dave Timmann, Student Member Rachel Hall, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes.

These minutes cover meetings held over a five-day period. Items generally are reported in the order they were addressed by the Executive Board, however some effort has been made to group related items and integrate several discussions on the same topic.

**CUSA Evaluation Program**

Ms. Maul discussed the CUSA Evaluation Program Advisory Council. She said the group is made up of people who have been on an evaluation team. She shared a list of people who have either been an evaluator or have been through the preconference training. Ms. Berge asked if the program would offer a more succinct training program in the future. Tony Ellis, director of educational programs and services, said that is a question to pose to the Advisory Council.

**The Forum on Volunteerism, Service, and Learning**

Mr. Oakes shared some feedback from delegates. Mr. Cameron commended Mr. Ellis for his leadership and the work he did to make The Forum happen. Mr. Ellis shared the numbers and budget figures from The Forum. He also shared feedback from the evaluation forms for the event. He said the Board needs to decide whether they want to be a part of planning the future of The Forum. He said the partner organizations that are approved by their boards will meet in August to discuss the future of The Forum. Ms. Herman-Betzen asked the Board for direction going into that meeting. Mr. Henthorne said the current structure of the Association isn't set up to facilitate The Forum, and that needs to be considered in the reinvention process.

Mr. Smout said it is important for ACUI to be involved significantly in the planning meeting to discuss the future of The Forum. Mr. Henthorne said ACUI should send only one person to the meeting to minimize expenses. Ms. Herman-Betzen said she believes she and Mr. Ellis should be there, because they serve very different roles in the planning. She said there is enough money in the Forum line over what it was budgeted to bring in to send two staff members. Mr. Ellis asked for Board guidance as to ACUI's commitment to future Forum projects. Ms. Hall said the Central Office representatives should be empowered to decide whether the program happens next year. She said her concerns are in the equity of work done by the partners and whether that is cost centered. Ms. Herman-Betzen said for the staff to be effective, the Board needs to trust them. Mr. Henthorne said he trusts them to make decisions about The Forum, but he would like the Board to discuss other possible collaborations that come out of the meeting.

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*ACUI send two delegates to participate in planning the future of The Forum on Volunteerism, Service and Learning as a conference and that other opportunities be brought back to the Board for approval.*

**Cost Centering**

Ms. Herman-Betzen said the Central Office decided it needs to cost center. She said it's going to be an evolving process and more will be known after a quarter and after a year of recording time allotted to each project.

## **Seminars and Institutes**

Mr. Henthorne said the main difference between the previous and the current year is that the primary marketing was done in the SourceBook in 1997-98. He said the Commission on Educational Programs and Services adopted a "just in time" marketing approach for 1998-99, which meant the Commission didn't have to have a full slate of programs in July. He said the programs are better off this year because of it. Ms. Maul discussed a leadership and community seminar to be facilitated by Peter DeLisle in 2000. Mr. Henthorne said changes for next year include conducting two I-LEAD programs. Ms. Herman-Betzen said CEPS has done a good job of using the needs assessment to identify topics. Ms. Berge recommended including a statement to the effect that students are invited or encouraged to attend seminars and that marketing be extended beyond the ACUI people on each campus.

## **Institutional Membership Definition**

Ms. Maul said the Task Force offered a recommendation in March, and she and Rob Rouzer, vice president for regional affairs at the time, revised their suggestion to reflect concerns about schools without union facilities. Ms. Hall said using whether an institution is accredited as one unit or campuses are accredited separately would work against some international schools in which every college on campus is accredited separately. Ms. Maul said she would like to discuss wording changes with her. Mr. Cameron suggested tabling the discussion to give the Strategic Process Core Team a chance to discuss it in terms of the Association's membership structure.

Mr. Henthorne moved, Mr. Oakes seconded and it passed that:

*Discussion on an institutional membership definition be tabled until March 2000 when the Strategic Process Core Team has had a chance to address the membership structure.*

## **Proposal for Election of Officers**

Ms. Maul offered a suggestion for what might work in instituting the election of Association officers. She said the discussion should be tabled, but the recommendation would be forwarded to the Strategic Process Core Team. She said under her proposal, officers would be elected via ballot before the annual conference so they could go through training at the conference.

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*Discussion on the proposal for the election of officers be tabled until March 2000 when the Strategic Process Core Team has had a chance to address the membership structure.*

## **Skeleton Draft of Constitution and Bylaws**

Ms. Maul offered a recommendation on a stripped-down constitution and bylaws, taking out everything that is procedural. She said the recommendation came out of the American Society of Association Executives (ASAE) peer review presentation in Dallas, Texas, in March. Mr. Cameron said the proposal would need to go to the membership for a vote, but the Strategic Process Core Team needs to do its work first.

## **Executive Director Evaluation Form**

Mr. Cameron proposed reducing the number of areas on which the executive director is evaluated by the Board from 25B30 to five. Ms. Maul suggested broader goals that wouldn't be constrained to a certain year. Mr. Smout said he liked the proposal because he didn't feel informed enough to evaluate Ms. Herman-Betzen on some of the categories. Mr. Henthorne said his sense was that the staff should evaluate her specifically and the Board should evaluate her broadly.

Ms. Maul moved, Mr. Timmann seconded and it passed that:

*Mr. Cameron and Ms. Herman-Betzen continue to work on revising the executive director evaluation form.*

## Reports from Task Forces

Mr. Cameron included in the notebook the responses he received from the special appointments and task forces: Core Competencies, College Bowl, Recreation, and Affirmative Action. He said it would be a good responsibility to give him as immediate past president to streamline reporting processes of special appointments and task forces to the Board. He said he would have more information on these areas for the October conference call.

In response to Nominations Committee concerns, Ms. Herman-Betzen said the ASAE external review recommended that a former president not be the chair of the committee because they are out of touch with the Board's agenda. Mr. Henthorne suggested that the affirmative action officer be the chair, since that person is trained in fairness and is already a non-voting member.

## CHEMA Proposals

Ms. Herman-Betzen said she is presenting a plan put forth by the National Association of College Auxiliary Services to compile best practices of the Council of Higher Education Management Associations (CHEMA) members. She said she and Mr. Cameron discussed and decided to vote against the proposal as presented because it was too much investment for too little reward. She said she didn't see why we would need a publication that included so many best practices that could not be related to ACUI and its members.

Mr. Henthorne moved, Ms. Maul seconded and it failed that:

*\$4,500 be allocated to the CHEMA Effective Practices Project.*

Ms. Herman-Betzen put forth a CHEMA proposal to educate vendors about selling to colleges and universities. She said there would be money needed up front. Mr. Timmann asked if vendors are interested in such a program. Ms. Herman-Betzen said she didn't know. She said she wondered why big companies would not already be educated on selling to colleges and universities. She said she would like ACUI to have a presence if the project happens so companies would know ACUI is a potentially valuable customer. Mr. Henthorne asked when it would happen. Ms. Herman-Betzen said she would know more at the end of the month.

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*ACUI participate in the planning of the CHEMA Project for Vendors to the Higher Education Community with no monetary commitment.*

## Hate Crimes Grant

Ms. Herman-Betzen said a big hurdle for the Hate Crimes Grant proposal is that college presidents don't want to sign on because it might be perceived as an admission to having a hate crime problem. Ms. Berge asked if someone could be assigned, maybe as an at-large member of the Board, to research and adapt the proposal to fit funding sources. Ms. Maul asked if Ms. Herman-Betzen had someone in mind to fill such a role. Ms. Herman-Betzen said she did not.

## Crisis Response Team

Ms. Berge said the preponderance of crises, both natural and human, begs the question whether ACUI should organize a team to help campuses with crises. Mr. Henthorne said the need he sees is for information sharing. He said the Central Office could take the lead in providing information in a variety of platforms. Ms. Berge said the structure could be a regionally based project. Mr. Cameron asked Ms. Berge to refine a proposal for presentation during the October conference call or annual conference Board meeting.

## Student Representative Book

Ms. Hall said she would like ACUI to create a book to assist student leaders, and she foresees the book to be Web based. She said she has heard that when students come onto a union board, they don't get the core ideas of the union until they are about finished with their term. She said the book would include training opportunities, current issues, and a list of things they need to know on their campus, i.e. the starting date of the fiscal year. She said she plans to create an outline for the book that she would share with the regional student representatives, the Board, and members of the leadership team.

## **Consolidated Tickets for International Travel to New York City**

Ms. Hall said she sent initial inquiries to different airlines to see if they could consolidate fares for international students to travel to the annual conference in New York City. She said it is important because one of her commitments is to international networking for students. She said she will be putting together a proposal for different airline partnerships. She said it could be buy-one-get-one-free or cheap seats from one city in Europe and one city in Australia to the annual conference site. Ms. Herman-Betzen recommended Ms. Hall talk to Mary Ann Cannon, director of membership and development, about the recognition for different sponsorship levels that already are set up. Ms. Hall said if more student sabbaticals attended the annual conference, she would like to have programs that address their needs and concerns.

## **U.K. Sub-Regional**

Ms. Hall said she would like students overseas to see more of ACUI, and one way to do this would be to set up a subregion in the United Kingdom. She said such a subregion should address region-specific concerns. She said the National Union of Students addresses some things well with training, but it doesn't conduct training on programming and inclusiveness. She said she would like to pursue ACUI's involvement in bringing these educational programs to them. She said it is a good opportunity as a service and for visibility.

## **CEPS-Research Job Description**

Mr. Henthorne said he has been talking with Bill Vadino since he assumed the role of CEPS member for research about updating the job description for the position. Mr. Henthorne submitted proposed changes to the description that Mr. Vadino wrote as an information piece, but he said it is something that needs to be changed.

## **Updates from Board Members**

Ms. Berge said a trend in the field is the dismantling of our colleagues' positions and departments, which could be related to not telling our story.

Mr. Henthorne said the Board should not underestimate the concerns that will be heaped upon it in the coming 12 months over changes to the Association. He said Board members need to be ready and willing to discuss all possibilities, and as we tear down to rebuild. He said it is all going to take more effort than we have discussed. He said it may be the right thing, but it won't necessarily be wonderful.

Mr. Smout related updates and concerns about the reinvention from the committee and network chairs. He said Sally Cayan has volunteered to resume her role as chair of the Women's Concerns Committee but said she doesn't have time to produce the committee newsletter.

Mr. Henthorne moved, Ms. Maul seconded and it passed that:

*Sally Cayan be appointed interim chair of the Women's Concerns Committee for one year with a modified job description at the discretion of the vice president for committee and network affairs.*

Ms. Hall said she came across a lot of feelings among international members that ACUI is an Americentric organization that doesn't serve international members. She said ACUI should reach out more to make sure programs and services have international components and participants. She said ACUI should iterate its dual roles of being a national organization for the United States and an international organization.

Mr. Oakes said one of the most important duties he has is to mold the vision for service learning into the Association's vision. Mr. Cameron asked Mr. Oakes to write a service-learning statement for ACUI for discussion during the October conference call.

Mr. Timmann said there was some suspicion among the regional representatives about the strategic process meetings. He shared issues of interest from the representatives. He recommended Warren Wiese of Moorhead State University be named the interim representative for Region 10, a position that is vacant.

Mr. Smout moved, Ms. Berge seconded and it passed that:

*Warren Wiese of Moorhead State University be appointed interim Region 10 representative.*

## 2000 CPC Report

Don Luse, chair of the 2000 Conference Program Committee, delivered the report, discussing the educational program and possible opening event on Ellis Island. He explained that Ellis Island would offer an excellent educational possibility. He explained different options for paying for the Ellis Island event and an option for an opening event at the hotel if Ellis Island doesn't work out. He said TIAA-CREF has expressed interest in offering \$50,000 in sponsorship for Ellis Island, but they haven't given their final answer. Aramark has been approached about helping with food costs, but they declined. Committee members are going back through regional contacts to ask again. Mr. Ellis explained that the current fee level covers only two contracted meals instead of the usual three, so the opening event is not covered under the usual fee amount. He said the best option for the money would be a closing banquet and a box lunch or an opening banquet and a box lunch. Mr. Luse said featured speakers would be Abraham Foxman, Marvin Hamlisch on Monday, and Manning Marable on Tuesday. Marian Wright Edelman has not confirmed to speak on Wednesday. Mr. Luse said the committee has been recruiting "best practice" sessions. He said tea sessions will be Monday and Tuesday afternoon at the same time as other sessions. It will be a round table format for various committees and networks and the Strategic Process Core Team. He said the committee would like to have a volunteer fair, in which service providers would be stationed to answer questions about service-learning opportunities. He said the committee wants to have a system set up for people to drop off policies, forms, and bylaws and a place to display photos and floor plans of renovations and constructions. He said there would be lots of tours around the city on Wednesday.

Ms. Herman-Betzen said the financial plan includes using the conference room as office space and possibly taking over the adjacent space. Ms. Berge said she would like a revised proposal for the business plan.

Mr. Smout moved, Ms. Berge seconded and it passed that:

*The executive director assemble a business plan for the buying group to put before the Board at her earliest convenience.*

Ms. Berge moved, Ms. Maul seconded and it passed that:

*The business plan include information about vendor development, financial considerations, time line, advisory board makeup, staffing search and screen committee, legal processes, operation plan, and marketing.*

Ms. Hall said she was concerned about Mr. Leagre doing the research about the tax-exempt question and whether ACUI should shop the market to find someone else to do the research. The Board agreed that it would probably cost more to have someone else start from scratch doing research.

Ms. Berge moved, Ms. Maul seconded and it passed that:

*\$7,500 be allocated to review the tax-exempt status of the buying group from a legal perspective.*

Ms. Herman-Betzen reminded the Board that governing a for-profit is different from governing a non-profit, and that is why different boards are needed.

## Regional Financial Structure

Mr. Leagre said he believed regional officers should not be allowed to sign contracts on their own. He recommended letting the Central Office act as a bank for the regions. Mr. Timmann said the real issue for him is why it is happening now without regional representatives present at the July meetings and with all of the other changes taking place. He said there is suspicion among the representatives. He said he supports the proposal, and he thinks contract issues are not a big deal, but there are issues associated with money going through the Central Office.

Mr. Timmann said he had concerns about the time line. He said he would like the time line to be spread out until after the regional conferences. He said that would make it easier to sell the action to the regional representatives. Mr. Teske said the plan would not preclude regions from setting up agency accounts such as by regional conference hosts. He said it would only affect funds kept in the name of the Association. He said a motion should include a due date for funds to be moved to the Central Office. Mr. Timmann said Dec. 1 is a reasonable date to accomplish this.

Mr. Smout moved, Ms. Berge seconded and it passed that:

*The Board go into executive session.*

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*All assets of the Association, including cash accounts and investments, be directly managed by the executive director, acting as the Association treasurer, in accordance with Article IV, Section 10, of the Bylaws, and that Section IV of the Leadership Handbook be revised as proposed.*

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*The executive director or individual designated by that position be the sole parties authorized to enter into any contract or execute any instrument on behalf of the Association in accordance with Article VII, Section 1, of the Bylaws.*

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*Executive Director Ms. Herman-Betzen Herman-Betzen, Director of Administrative Services David Teske, and Administrative Records and Services Manager Kaye Cross be the only authorized signers for all checks, drafts, or other orders for payment in accordance with Article VII, Section 3, of the Bylaws.*

Mr. Oakes moved, Mr. Henthorne seconded and it passed that:

*All cash assets of the Association be transferred to the Central Office by Dec. 1.*

### **Awards and Scholarships Nomination Procedures**

Ms. Maul proposed that all nominations and applications go through the Central Office to avoid confusion. The Central Office would make a copy, and the documents would be forwarded to the appropriate volunteer. Mr. Henthorne asked whether the Central Office should be responsible for making sure all the information is included. Ms. Maul said she believed the volunteers should be responsible for that.

Ms. Maul moved, Mr. Smout seconded and it passed that:

*All award, scholarship, and volunteer applications and nominations be sent to the Central Office first and that the Central Office copy and forward them to the appropriate individuals thereafter.*

### **Blackburn Award**

Ms. Maul proposed procedures for selecting the Blackburn Award recipient be changed such that all nominations and references be sent to the Central Office by Dec. 1, the Central Office forward them to the selection committee, and a recommendation be made to the president by January in time for the conference call. She proposed that the selection committee be composed of a regional representative nominated by the vice president for regional affairs, a past recipient of the award to be selected by the Executive Board at the preceding July meeting, and an Executive Board member, with preference for the student member, second preference for an at-large member, and third preference for the immediate past president.

Mr. Smout moved, Ms. Maul seconded and it passed that:

*The procedure for selecting the Richard D. Blackburn Award recipient be changed as proposed.*

Ms. Maul moved, Mr. Henthorne seconded and it passed that:

*Sally Tchang be appointed to the 2000 Richard D. Blackburn Award selection committee.*

### **Open Volunteer Positions**

Mr. Cameron said the Board needs to decide whether to appoint someone to the vacant volunteer coordinator position. He said his proposal would be not to appoint a new person until the Strategic Process Core Team has finished its work . Mr. Henthorne said it is essential to have a person in the position because it is a role that will need to be served no matter what the Association looks like. Mr. Cameron said the following positions need to be advertised: president-elect, vice president for educational programs and services, volunteer coordinator, interim CEPS member for media, at-large member to the Board, 2003 Conference Program Committee chair, and possibly Region 1 representative. Ms. Berge said the appropriate volunteer positions should be labeled "interim" to acknowledge that the Association is changing .

Mr. Smout moved, Mr. Timmann seconded and it passed that:

*The volunteer coordinator role be moved to the Central Office until the position is filled.*

Mr. Oakes moved, Ms. Maul seconded and it passed that:

*The position of president-elect be advertised without the term "interim."*

Ms. Maul said she would like an at-large member of the Board to be created to address community issues that come out of the Strategic Process Core Team's work. Ms. Berge said she would like an at-large member to follow through on the work of the Strategic Process Core Team and the Task Force on Core Competencies . Ms. Maul and Ms. Berge said they would work on job descriptions for discussion by the Board.

### **Nominations Committee Chair**

Ms. Maul said Gretchen Laatsch is in line to be the next chair-elect for the Nominations Committee, but she is not qualified according to the procedures to be chair because she is not at a member school.

Ms. Maul moved, Mr. Smout seconded and it passed that:

*The qualifications for Nominations Committee chair and chair-elect, as stated in section VIII-R-1 of the Leadership Handbook, be amended such that the person must be a former president and that the person either work in a college union role or be retired and an individual member of the Association .*

Ms. Maul moved, Mr. Smout seconded and it passed that:

*The qualifications for chair designate-elect of the Nominations Committee, as stated in section VIII-R-4 of the Leadership Handbook, be amended such that the person must be a former president of the Association.*

### **Meg Sutton I-LEAD Scholarship**

Anne Devaney of Marquette University sent a proposal that an I-LEAD scholarship be created in the name of Meg Sutton to Ms. Cannon who submitted it to the Board.

Mr. Smout moved, Mr. Oakes seconded and it passed that:

*Discussion of the proposed Meg Sutton scholarship be postponed until the October conference call pending more information to be gathered by Ms. Cannon.*

### **Regional Voucher Program**

Mr. Cameron said the program has been viewed as a success by the regions, and the representatives have requested it be continued. The representatives asked for clarification about who can receive the vouchers: just professionals or also graduate students.

### **I-LEAD Curriculum Development**

Mr. Ellis submitted a request for \$3,500 from the Development Fund to develop the curriculum and program of I-LEAD. The money would pay for a curriculum-planning retreat with a consultant, an overhead projector, a television, a videocassette recorder, and seven flip-chart easels, and to develop a unique team challenge course and materials. He said curriculum development is necessary because the institute has grown from a 22-hour, conference-based institute to a four-day, live-in experience. He said the equipment purchases would be for things that would otherwise have to be rented for each running of the institute. He said if grant money is not made available, I-LEAD would pay for the materials, and the program would not meet its budgetary goals. Mr. Oakes asked if there was storage space available for the audio-visual equipment. Mr. Teske said storage would not be a problem. Mr. Cameron asked if there was money available in the Development Fund. Mr. Teske said there is in excess of \$25,000.

Ms. Maul moved, Mr. Smout seconded and it passed that:

*\$3,500 be allocated to develop the curriculum and program of I-LEAD.*

Ms. Maul said she was concerned that the Board was using the Development Fund as an equipment contingency fund. She said the expenses should be paid out of the I-LEAD account. Mr. Ellis said he believes it is important to have the Development Fund support I-LEAD. Mr. Henthorne said this is the type of thing the Development Fund should be paying for. Mr. Cameron said he would like the curriculum development to be paid out of the I-LEAD account and the equipment to be paid out of the Association's operating accounts.

Mr. Henthorne moved, Mr. Smout seconded and it passed that:

*\$1,350 for I-LEAD curriculum development be allocated from the Development Fund and the remainder for I-LEAD equipment from the Association's operating funds.*

### **Second Quarter Financial Report**

Mr. Teske went over the financial report. He said salaries and commissions will be over budget because of overtime and temporary staffing needs.

Mr. Smout moved, Ms. Maul seconded and it passed that:

*The second quarter financial report be accepted.*

### **Naming of the Annual Conference**

Joe Benedict and LeNorman Strong sent a recommendation that the 2000 annual conference be named "The Edgar A. Whiting Annual Conference." Ms. Herman-Betzen noted that the Executive Board in 1996 moved to not name conferences after people. Mr. Henthorne said the Conference Program Committee will support the wishes of the Board in this matter. Ms. Berge said there are other ways to honor Whiting's service to the Association at the annual conference.

Mr. Smout moved, Ms. Berge seconded and it failed that:

*The annual conference be named "The Edgar A. Whiting Annual Conference."*

### **Approval of the March Minutes**

Ms. Herman-Betzen said she was concerned with a motion that was passed in the March meeting regarding leadership position terms.

Ms. Maul moved, Mr. Smout seconded and it passed that:

*The motion that "all leadership terms that expire in the next year be extended for an optional additional year during this transition period" include "except for Executive Board positions."*

Mr. Smout moved, Mr. Henthorne seconded and it passed that:

*The minutes of the March 17-25, 1999, Executive Board meeting be accepted as amended.*



### **Conference Registration Fee**

Mr. Henthorne said ACUI owes it to delegates to provide three meals for their registration fee . He said the Conference Program Committee would work with the fee the Board sets, and if they can get support for Ellis Island, they will include it in an opening event. If not, they will create another opening event.

Mr. Henthorne moved, Mr. Smout seconded and it passed that:

*The registration fee for the 2000 annual conference set at \$395.*

### **Adjournment**

The Executive Board meeting adjourned July 21, 1999, at 11:30 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, October 25, 1999**

President Matt Cameron called the meeting to order at 11:20 a.m. (Central). The following Executive Board members answered roll call: President-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Dave Timmann, At-Large Member Duane Oakes, Student Member Rachel Hall, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes.

**Sutton Scholarship**

Mary Ann Cannon, director of membership and development, answered questions the Board had posed during the July meeting regarding support for the scholarship. She mentioned proposed sponsorship money from Kaplan that could be earmarked for the Sutton Scholarship this year. She said Kaplan was positive about the idea because it would be an easily recognizable program that received their support. Ms. Hall said she had been concerned about having enough money to endow the scholarship, but the Kaplan money would help along those lines. Ms. Cannon said it is hard to raise money for the endowment before the scholarship is approved. She said fund raising would take place after the scholarship is established to get to the target endowment level. Up to \$400 each year has been pledged to fund scholarships during the first three years.

Ms. Maul moved, Mr. Henthorne seconded and it passed that:

*The Meg Sutton I-LEAD Scholarship Fund be established as proposed.*

**Honorary Membership**

Mr. Cameron said Jay Boyar will be changing jobs and would like to be considered for honorary membership. He discussed the qualifications and benefits and said Mr. Boyar meets the qualifications. Ms. Berge asked about the procedure for nominating people for honorary memberships. Ms. Maul said nominations typically are put to a vote during the January conference call, but notifications are received and voted on until just before conference.

Mr. Oakes moved, Ms. Hall seconded and it passed that:

*Jay Boyar receive an honoaray membership.*

**Resolutions Committee**

Ms. Maul said the idea of dissolving the Resolutions Committee came up at the Straegic Process Core Team meeting in September. She said the feeling was that the Resolutions Committee just comes up with a series of inside jokes. She suggested that the Conference Program Committee be given the opportunity to fashion a more appropriate send-off for confernece attendees. Mr. Timmann said someone could be assigned to summarize and bring closure to the conference. Ms. Herman-Betzen said the closing comments could be written and included in the amenities guidelines.

Ms. Maul moved, Ms. Berge seconded and it passed that:

*The resolutions committee be dissolved.*

**Minutes Approval**

Ms. Maul moved, Mr. Timmann seconded and it passed that:

*The minutes of the July 1999 Executive Board meeting be approved.*

## **Region 15 Representative**

Mr. Timmann said he approached Cecilia Ortiz of California State University-Fullerton about serving as interim regional representative to carry the region through the regional conference, at which time a search would begin for someone to serve the remainder of Carol Burke's term. He said five people had been identified by the regional leadership as possible candidates to complete the term. Mr. Cameron said the process should be open to nominations, with all member schools in the region notified about making nominations.

Mr. Timmann moved, Ms. Maul seconded and it passed that:

*Cecilia Ortiz be approved as interim Region 15 representative.*

## **Core Team Meetings**

Ms. Maul summarized the meetings of the Strategic Process Core Team. Mr. Cameron commended her for doing an outstanding job compiling the information from the meeting for the membership. Ms. Maul said eight regional conferences had discussed the recommendations at that point. Mr. Henthorne said the sessions have all been well attended. Mr. Cameron asked for reactions in the five focus areas.

Governance: Ms. Maul said there was one strong anti-voting voice, but most people have supported the proposal to let the membership elect the Board. Ms. Berge said she has heard from some that the president-elect should be elected by the membership, not the Board. She said that would give the impression that the Board was a board of directors and the president was chairman of the board. Ms. Herman-Betzen said Region 7 pointed out that students would be precluded from being president because of their term limit, and if we truly are knowledge-based, students should be eligible to be president. Ms. Maul said she heard that there should be a minimum of one student on the Board, phrased as the Board should include "at least one professional staff member and at least one student."

Work force: Ms. Maul said some members would like to see a better outline of the proposed regional structure. Ms. Herman-Betzen said the regional structure was the focus of the most discussion in Regions 6 and 7. Mr. Cameron said the recommendation to replace College Bowl raised a lot of concern. Several Board members said no one mentioned recommendations concerning committees and networks. Ms. Berge heard feedback that regions also should elect their leaders.

Membership: Ms. Maul said there was concerns that large schools would have more influence under the recommendations. Mr. Cameron said he heard that all individual members should have a vote, not just members at member schools. Mr. Henthorne said the international options were popular.

Finance.: No discussion. Programs and Services: No discussion.

Mr. Cameron noted that the feedback has been consistent across the regions.

## **2000 Annual Conference**

Mr. Henthorne said the Conference Program Committee has implemented some major changes. He said they have produced what will be a different conference. Mr. Cameron asked the Board to offer support to Don Luse, who is receiving criticism regarding the session selection process. Ms. Berge asked if the proposed opening excursion to Ellis Island will happen and was assured that it would.

## **Task Force Updates**

Ms. Herman-Betzen said members of the College Bowl Task Force has expressed concern about the chair and the lack of progress they have made. People on the task force have said they haven't heard from the chair. Mr. Cameron said he will look into it. He said the other task forces are progressing well.

## **Third Quarter Financial Statement**

Dave Teske, director of administrative services, discussed the third quarter financial statement. He explained changes brought about by ACUI Procure and other unbudgeted initiatives.

## **Preliminary 2000 Budget**

Ms. Herman-Betzen said the budget was hard to produce because of the possible changes to the Association in 2000. Mr. Teske explained the budget and that a separate budget was prepared for ACUI Procure. He pointed out highlights in the operating budget. He said membership income projections are down. He said although money will come from ACUI Procure for operating expenses, there will not be a cash exchange until December 2002. He asked for direction from the Board regarding spending for volunteer meeting expenses. Ms. Herman-Betzen asked for general guidance in the budget on where to trim \$89,625 to account for the deferred ACUI Procure income. Ms. Herman-Betzen said the budget includes salary for an additional education staff member, who would come on as soon as possible in the new year because the position is needed regardless of whether ACUI changes or not. Mr. Henthorne said the education staff member's salary should come out of education income, such as fees for seminars and institutes. Mr. Henthorne suggested the summer meeting might be an implementation group. Ms. Berge said the Board might be sending out the perception that they are changing the Association regardless of the membership's opinion by adding a staff member or altering the budget for the July meeting before the recommendations are voted upon. Ms. Hall asked if the Association's assets could be used to make the budget balance. She said she also is concerned about making changes to the budget before the vote. She said the Board could be flexible and make small changes during the year. Mr. Cameron asked the Board to provide further guidance on the budget via e-mail in the following eight days.

## **Computer and Technology Chair**

Mr. Cameron said he hasn't heard lately from the outgoing chair or a candidate for the position of interim chair of the Computer and Technology Committee. He said he hasn't been able to establish whether the candidate is qualified to serve in the position.

## **Vice President Search**

Mr. Cameron said there have been seven people nominated to serve out the term of vice president for committee and network affairs, and four were accepted as candidates. They are Victoria Angis, Jon Curtis, Becky Parker, and Bruce Zimmerman. They have been asked to submit an application and letter of institutional support.

## **Hate Crime Grant**

Ms. Herman-Betzen said she met with the American College Personnel Association, National Association of Student Personnel Administrators, National Association for Campus Activities, and Anti-Defamation League to create partnership that would yield, among other things, on-line interactive training programs, a journal of scholarly research, and a clearinghouse and resource center. The Markle Foundation has proposed donating \$5 million for staffing and equipment for the initiative. ACUI would be responsible for a conference, poster series, and videotapes.

## **ACUI Procure**

Martha Blood, chief operating officer of ACUI Procure, said there has been great response from vendors who are interested in being involved. She said there are campus purchasing regulations that have to be considered, but as long as ACUI Procure offers the lowest price, people will make it work.

## **Regional Finances**

Mr. Timmann said the conversation about moving regional finances to the Central Office essentially stopped when Ms. Burke died. He said he is waiting for information from the regional representatives. He said one region still doesn't want to go along with the plan, but some are supportive. He said more people are upset with the process in which the plan was adopted than the plan itself. He said a letter from Mr. Cameron about the plan hit the mark. Ms. Herman-Betzen said she has heard concerns from a couple of representatives. She said some representatives are getting opposition from their regional steering committees. Ms. Berge said some steering committees are voting not to participate in the plan. Mr. Timmann said it might have something to do with how the representatives have presented the plan to the steering committees. Ms. Herman-Betzen said she is concerned because it is getting close to the Dec. 1 deadline for transferring finances. Mr. Timmann said he will send letters to the representatives to let them know the plan is not optional and they are expected to comply. Ms. Berge said the word needs to get out that it is not an issue that should be voted on. Ms. Hall recommended including in correspondence with the representatives a deadline for feedback. Ms. Berge recommended including again the time line of what has occurred. Mr. Timmann said he would like to make personal contacts first and then follow up with the time line.

### **Research Job Description**

Mr. Henthorne said the group looking at research job description decided it shouldn't rewrite the descriptions until after the reinvention process.

### **Service Learning Position Statement**

Mr. Oakes said he looked around for other position statements on service learning from sister organizations and found none. He presented his draft paper and position statement. Mr. Cameron called on the Board to send feedback to Mr. Oakes and vote on the position statement during a future conference call.

### **Emeriti and Honorary Membership**

Mr. Henthorne said the work group decided the emeriti award and honorary membership programs work well. The only area they saw need for a change was in the amount of time taken for presenting the awards at the annual conference. He said that issue should be addressed in the amenities schedule by the staff and Conference Program Committee .

### **Adjournment**

The meeting adjourned at 1:45 p.m. (Central).

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Tuesday, November 30, 1999**

President Matt Cameron called the meeting to order at 12:05 p.m. (Eastern). The following Executive Board members answered roll call: President-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs David Timmann, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Director of Administrative Services Dave Teske, who took minutes. Student Member Rachel Hall was not on the call.

**Vice President for Committee and Network Affairs**

Mr. Cameron said he interviewed Rebecca Parker of Ohio State University, Victoria Angis of Castleton State College, and Jon Curtis of the University of North Carolina-Chapel Hill for the vacant vice president position. Mr. Cameron recommended Ms. Parker.

Mr. Henthorne moved, Mr. Timmann seconded and it passed that:

*Rebecca Parker be appointed vice president for committee and network affairs.*

**Fiscal Year 2000 Budget**

Ms. Berge questioned the timing of the dues increase of 5 percent for fiscal year 2000 and whether the increase should wait until the membership categories are confirmed through the reinvention process. Ms. Herman-Betzen explained the increase is needed to cover normal operating increases.

Ms. Maul moved, Mr. Henthorne seconded and it passed that:

*The proposed 2000 budget be approved.*

**Annual Conference Meeting Schedule**

Mr. Cameron said the Executive Board will begin meeting at the annual conference site the morning of March 1. It was suggested that ACUI pay for an additional night to bring the regional representatives in on March 2 so they can meet with the Executive Board the following morning. Mr. Oakes suggested exploring whether an external facilitator should be present.

The schedule for the leadership team in the days preceding the conference is as follows. The Executive Board will meet all day Wednesday and Thursday and will meet with the regional representatives Friday morning. The Board will dine as a group on Tuesday and Wednesday evenings. New leadership team members will meet at 1B2 p.m. Friday. The leadership team will meet as a group 2B5 p.m. Friday followed by the leadership team dinner. On Saturday, the component groups will meet 8 a.m. B3 p.m., and the leadership team minus staff will meet 3:30B5 p.m.

**Nominations Process**

Ms. Herman-Betzen said the letters have been sent to leadership team nominees, and everything is progressing. Mr. Cameron and Ms. Berge have written a joint letter that will be forward to Nominations Committee Chair Carol Prior to send the Executive Board nominees. Ms. Berge suggested sending an e-mail when applications are received that includes notification that the application was received, who will be contacting them, and that if they are selected they need to be at the leadership team meeting Friday afternoon before the annual conference. Mr. Timmann said letters are being sent to regional representative nominees in Regions 1, 4, 8, and 15. Ms. Herman-Betzen said the letters have been sent to leadership team nominees, and everything is progressing. Mr. Cameron and Ms. Berge have written a joint letter that will be forward to Nominations Committee Chair Carol Prior to send the Executive Board nominees. Ms. Berge suggested sending an e-mail when applications are received that includes notification that the application was received, who will be contacting them, and that if they are selected they need to be at the leadership team meeting Friday afternoon before the annual conference. Mr. Timmann said letters are being sent to regional representative nominees in Regions 1, 4, 8, and 15.

### **Regional Finances**

Mr. Timmann said Regions 1,5, and13 might not transfer the funds they have in separate regional accounts by the Dec. 15 deadline, and he asked for suggestions as to what to do next. Mr. Cameron recommended Mr. Teske and Mr. Timmann have a conference call with Eddie Daniels of the Region 5 leadership. Ms. Berge said she would talk with Region 13 Representative Monika Rodie. Ms. Berge said the Board needs a plan in case a region does not comply by the deadline. Suggestions for the plan included having the Association's legal counsel write a letter and possibly removing the representative from office. Ms. Herman-Betzen said she would outline consequences to be reviewed by the Board and legal counsel.

### **December Conference Call**

Mr. Cameron said the next conference call is set for Dec. 6 at noon eastern time. The agenda will include the leadership team schedule, the budget revision to include funds to bring regional representatives to New York a day early , an update on the new vice president for committee and network affairs, and more discussion about what to do if a region doesn't transfer its funds to the Central Office.

### **Adjournment**

The meeting adjourned at 1:18 p.m. (Eastern).

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, December 6, 1999**

President Matt Cameron called the meeting to order at noon (Eastern). The following Executive Board members answered roll call: President-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs David Timmann, Student Member Rachel Hall, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio), who took minutes.

**Budget Revision**

Ms. Herman-Betzen recommended that the cost of bringing the regional representatives to the annual conference a day earlier than usual be made up by altering the July leadership meeting. The Board agreed they would make midyear adjustments to the budget as needed.

Ms. Berge moved, Mr. Henthorne seconded and it passed that:

*\$2,240 from the July leadership meeting budget be allocated to the annual conference leadership meeting.*

**Leadership Team Meeting at Annual Conference**

Ms. Berge discussed the schedule for the preconference leadership team meeting. The Board discussed the format for the meeting of the Board and the regional representatives. Mr. Timmann and Ms. Parker will be in charge of that session.

**Leadership Position Searches**

The Board agreed that when advertising open leadership positions during the reinvention and possible transition period, the word "transitional" would be used instead of "interim" to be consistent.

**Adjournment**

The meeting adjourned at 1 p.m. (Eastern)



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Tuesday, December 21, 1999**

President Matt Cameron called the meeting to order at 12:10 p.m. (Eastern). The following Executive Board members answered roll call: President-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Regional Affairs David Timmann, Student Member Rachel Hall, At-Large Member Duane Oakes, and Director of Educational Programs and Services Tony Ellis (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes.

**Committee on Multi-Ethnic Programs**

Ms. Parker said Adrian Rodriguez of Lane Community College has not confirmed that he has institutional support, but she would like to put his name forward provisionally as chair of the Committee on Multi-ethnic Programs. She said Mr. Rodriguez has been active on the COMP listserve and as a session presenter. She said he is hispanic, which will help COMP overcome its image as a committee primarily for African Americans. Mr. Henthorne said Mr. Rodriguez would be excellent in the role, and though he is quiet, he is well spoken.

Ms. Parker said she is working to find a Computer and Technology Committee chair and is waiting for return phone calls from people former Chair Jim Rogers has recommended. She said Patti Picha, chair of the Outdoor Program Education Network, has agreed to serve through the transition. Sally Cayan, chair of the Women's Concerns Committee, has not confirmed whether she will continue to serve.

Ms. Parker moved, Ms. Maul seconded and it passed that:

*Adrian Rodriguez be appointed chair of the Committee on Multi-ethnic Programs, contingent on confirmation of institutional support.*

**Regional Finances**

Mr. Timmann shared an outline that showed where the regions stand regarding compliance with transferring ACUI funds from the regions to the Central Office. He said he hasn't been able to contact Region 5 Representative Joanna Iwata. He said her last message said she would not comply by the deadline and that she would be out of her office until Jan. 6. She said she wanted to discuss the matter further with her steering committee and hopefully have more discussion with the Executive Board in March. Ms. Berge said Region 13 Representative Monika Rodie was planning to have a conference call with the steering committee and that they should be in compliance by the end of the year. Mr. Cameron asked for feedback about a letter he will send to Ms. Iwata. The Board said they preferred the letter he wrote. The letter states that if the region does not comply by the final deadline, the regional representative would be relieved of her duties, the bank would be notified that she is no longer a representative of ACUI, and an immediate transfer would be requested of the bank. Ms. Hall asked whether the letter should include that the institution could be contacted and legal actions could be taken. Ms. Berge said those points did not need to be included because the letter is worded strongly enough. Ms. Berge asked whether it would be appropriate to send a message to all regional representatives that says everyone is in compliance but Region 5. Mr. Timmann said he was considering sending his outline to the representatives. Ms. Hall said she supports Mr. Timmann forwarding his outline message to the representatives. Ms. Berge said she doesn't want to broadcast that the Board is extending Region 5's deadline because other regions that haven't yet complied could try to get the same extension. Mr. Timmann said he would not be sending the regions such a message. Mr. Ellis suggested sending a message only to Ms. Iwata that says her region is the only one not complying. Mr. Cameron asked whether Region 5 Business Manager Eddie Daniels should be included on the letter to Ms. Iwata. He said he didn't think Mr. Daniels should receive a copy because Mr. Cameron sees it as a personnel matter. Ms. Maul said Mr. Daniels should be carbon copied on the letter because it is a business issue. Mr. Cameron said he would send his letter to Ms. Iwata and Mr. Daniels.

Ms. Hall moved, Ms. Maul seconded and it passed that:

*The Board supports the terms mentioned in the letter to the Region 5 representative.*

### **Core Team Meetings**

Mr. Cameron asked whether the Executive Board should come in at the end of the Strategic Process Core Team's January meetings to work with the document and implement actions as it sees fit. Ms. Maul said she doubted a final document would be available at the end of the meetings. Mr. Ellis said that if the Board could attend the final day of the meetings and hear the recommendations of the work teams then the Board could stay a day or two afterward to conduct any business that is needed. Ms. Hall said she is concerned that there would not be a student at the final Core Team meeting. Ms. Maul clarified that the Board would be taking some actions regarding the Core Team's recommendations, and other actions would go to the membership for approval. Mr. Henthorne asked if the business concerning the Core Team recommendations could be conducted at the preconference meeting after the Board has received the recommendations and digested them. Mr. Cameron said he would be sure to schedule ample time for such actions. Ms. Parker said the Board will need to publish the time line for implementation and get it to the membership. Mr. Henthorne asked that the Core Team suggest a time line.

### **Affirmative Action Officer**

Mr. Cameron said Affirmative Action Officer Whit Hollis has accepted a nomination for another leadership position. Therefore, he can't be a part of the nomination process. Mr. Cameron said he wants to appoint someone else for that role. Ms. Berge said Mr. Hollis should resign or forgo the third year of his position prior to the conference. Mr. Cameron said he would be looking for a new affirmative action officer.

### **Adjournment**

The meeting adjourned at 12:54 p.m. (Eastern).

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Tuesday, January 18, 2000**

President Matt Cameron called the meeting to order at 12:05 p.m. (Eastern). The following Executive Board members answered roll call: President-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Regional Affairs David Timmann, Student Member Rachel Hall, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes.

**2003 Conference Chair**

Mr. Henthorne said he had six great candidates. He recommended Bob Mindrum of Purdue University. He said his interview was superb, he raises eloquent questions, and he takes care of people.

Mr. Henthorne moved, Ms. Hall seconded and it passed that:

*Bob Mindrum be named chair of the 2003 Conference Program Committee.*

**At-Large Member of the Executive Board for Hate Crimes**

Ms. Berge said Shane Windmeyer of the University of North Carolina-Charlotte was the best candidate, and he is passionate about the issue and has all the skills necessary.

Ms. Berge moved, Mr. Timmann seconded and it passed that:

*Shane Windmeyer be put before the annual conference delegation for approval as at-large Executive Board member for hate crimes.*

**At-Large Member of the Executive Board for Community Building**

Ms. Berge said there were six good candidates. She recommended Ed Slazinik of the University of Illinois-Urbana. She said his interview and written materials were outstanding.

Ms. Berge moved, Mr. Oakes seconded and it passed that:

*Ed Slazinik be put before the annual conference delegation for approval as at-large Executive Board member for community building.*

**Council for the Advancement of Standards Liaison**

Mr. Cameron said he interviewed two people for the position. He said both candidates gave great interviews and showed a lot of passion for the work. He recommended Gary Ratcliff of the University of Montana. He said Mr. Ratcliff's thoughtful remarks about how ACUI should work with CAS recommendations, such as workshops and conference sessions, were excellent.

Mr. Cameron moved, Ms. Maul seconded and it passed that:

*Gary Ratcliff be appointed liaison to the Council for the Advancement of Standards.*

## Regional Representatives

Mr. Timmann said Region 2 had two nominees and both are interested. He said he will complete the interview process and pass on to the Board a recommendation for a vote via e-mail. He said no one in Region 8 has expressed interest. Region 1 has six nominees, but the first five were not interested. The sixth nominee is interested but has some concerns. Region 10 had one nominee, and the person is not interested. The current representative, Warren Wiese of Moorhead State University, is interested in serving an additional year.

Mr. Timmann moved, Ms. Berge seconded and it passed that:

*Warren Wiese continue to serve as Region 10 representative for an additional year.*

Mr. Timmann said Region 4 had one nominee. He said Fay Sharman of the University of Maryland-College Park had a wonderful interview and has a solid background and grasp of where ACUI is going .

Mr. Timmann moved, Ms. Maul seconded and it passed that:

*Fay Sharman be appointed Region 4 representative.*

Mr. Timmann said Region 15 had numerous nominees for its vacant position, and two people expressed interest. Mr. Timmann said the applications and phone interviews went well for both . He recommended Mark Day of California State University-San Bernardino. Mr. Cameron said Mr. Day is a former College Bowl chair and did a wonderful job in that role. Mr. Timmann said the representative would take over immediately upon approval

Mr. Timmann moved, Ms. Berge seconded and it passed that:

*Mark Day be appointed Region 15 representative.*

Mr. Henthorne asked whether the reinvention was cited as a reason for the lack of interested nominees. Mr. Timmann said that was mentioned in Region 1 but not from anyone else. Ms. Maul asked if they were concerned about the time commitment. Mr. Timmann said that didn't seem to be an issue.

## Honorary Membership and Emeriti Awards

Ms. Maul explained that emeriti awards recognize people who have been in the profession for at least 10 years and honorary memberships recognize at least five years of service to ACUI at the international level . Ms. Maul said she has received nominations for Jim Carruthers and Gary Bartlett for honorary memberships and Colleen Hennessy and Lyle Ward for emeriti awards. Ms. Parker asked about the other people who were on her list. Ms. Maul said the other names on the honorary membership list are people who members of the Board know qualify. Ms. Herman-Betzen said if the people qualify, they are awarded honorary memberships. Ms. Parker said she would be comfortable voting on the people for whom the Board has paperwork and voting on others as their paperwork is filed. Mr. Henthorne said he would complete the paperwork for Curtis Smout, Ms. Maul said she would do it for Ed Snyder, and Mr. Cameron said he would for Carol Prior Heller.

Ms. Maul moved, Mr. Oakes seconded and it passed that:

*Jim Carruthers and Gary Bartlett be awarded honorary memberships.*

Ms. Maul moved, Ms. Berge seconded and it passed that:

*Colleen Hennessy and Lyle Ward be awarded emeriti awards.*

Ms. Maul said she would ask Gretchen Laatsch to present all the emeriti awards. Mr. Henthorne said the Board can change the amenities to address the problem that there are too many awards given at feature presentations. Ms. Maul said she agrees that honorary memberships should be moved from the closing banquet because there are too many. Ms. Herman-Betzen suggested spreading them out among the keynotes. Mr. Henthorne said some of the presentations during the keynote sessions are already long, especially the Wednesday keynote. Ms. Berge said it seems awkward to present awards at the beginning of the conference. Ms. Maul suggested just leaving the honorary membership presentations before dinner at the closing banquet. She asked for suggestions of presenters for the honorary members. The Board suggested Ryck Luthi for Mr. Smout, Barbara Slagle for Mr. Snyder, and Dan Adams for Ms. Heller. Ms. Maul said she would ask the honorees for more suggestions.

### **Nominations Chair Elect for 2000-01**

Mr. Cameron said the next person in order to be chair-elect of the Nominations Committee is Shirley Plakidas of Louisiana State University.

Mr. Cameron moved, Ms. Berge seconded and it passed that:

*Shirley Plakidas be named chair-elect of the 2000-01 Nominations Committee.*

### **Preconference Leadership Team Meeting**

Ms. Berge said she sent out ideas about the leadership team meeting and hadn't heard back from people. She said she hadn't heard from Debra Hammond and Winston Shindell, co-chairs of the Strategic Process Core Team, about doing a presentation for the leadership. Mr. Cameron said the work they are doing is something the leadership has to be able to explain to people who have questions, so 75 percent of the time should be spent on the reinvention initiative. Ms. Parker recommended a glossary of terms to pass out at the meeting. She said the cover letter is critical on any information sent to the leadership before conference. Mr. Cameron suggested that the New Leadership Team Member Orientation be considered a welcome session since it is not possible to actually orient them in that short time. Ms. Berge said she also would like to give a conference overview: where people need to be and when.

### **Friday Morning Meeting with Regional Representatives**

Mr. Cameron said it may be more important for the representatives to spend time with Mr. Timmann, and that the Board could bow out after a short period of time. Mr. Timmann said he doesn't think the meeting will go as badly as it may have seemed a few weeks before. Ms. Parker said someone should check with the representatives and ask if their concerns are the same or if we should change the agenda.

### **Preconference Board Agenda**

Mr. Cameron said the most time Wednesday should be devoted to the Strategic Process Core Team recommendations. Ms. Berge said the Board also should discuss the July meetings regarding dates and who should attend.

### **Service Learning Position Statement**

Mr. Oakes said he checked with sister associations, and none of them have position statements on service learning. He recommended the position statement be adopted as submitted. Ms. Parker suggested that "community service" be used as the central term, which would encompass service learning and volunteerism and would go well with ACUI's core purpose. Ms. Hall said the content is good, but she said the words should be more purposeful. She said she is concerned about the timing since it is coming in the middle of the strategic process. Ms. Berge said Mr. Oakes' work has gone on congruent with the strategic plan and supports the plan. Ms. Parker said she agrees that some of the operational processes should be put on hold until later in or after the strategic process is complete. Mr. Oakes said he had gone back and forth about whether he should move forward or not. Mr. Cameron asked that Mr. Oakes reread the strategic plan document, see how the statement fits, and make a plan for the next 12 months. Ms. Herman-Betzen explained that the strategic process is ongoing, while the strategic plan is in place and already adopted.

### **Transitional Leadership**

Ms. Berge said she is concerned that the special appointment who guides the process of implementing adopted changes that come out of the strategic process have a purpose that is shared in their training. Ms. Maul suggested asking people in the process for guidance. Ms. Berge said she would like the special appointment to offer suggested wording, for example, for the proposed changes. She said she wanted to have someone on board to shepherd the process. Ms. Parker said the strategic plan should be marketed so it is clear that it is different from the strategic process. She said parts of the process have been confusing to the membership. Mr. Cameron said the Strategic Process Core Team would talk about recommendations for the special appointment.

### **Kaplan Scholarship Proposal**

Director of Membership and Development Mary Ann Cannon said Kaplan Inc. has made a proposal to give 25 course scholarships to be auctioned off on member campuses with half of the proceeds benefitting the Development Fund. She said Kaplan would like the public exposure of giving ACUI a check, even though the money would come from the schools. She said Kaplan would help the campuses facilitate the auctions. The campuses would be put forward by Kaplan, and ACUI would verify their membership. Mr. Cameron asked why ACUI should be associated with Kaplan's project. Ms. Cannon said ACUI would not be a sponsor. Ms. Hall said it is a partnership since ACUI's reputation would be associated with Kaplan's program. She said it is a lot about helping each other. Mr. Henthorne said ACUI has to recognize that it has to utilize avenues beside charity to raise money. Ms. Hall said she is uncomfortable with the arrangement and that it is different than other sponsorships.

Mr. Henthorne moved, Ms. Maul seconded and it passed with one "no" vote and one abstention that:

*The proposal for a partnership with Kaplan Inc. to offer scholarships for its courses be adopted.*

### **Affirmative Action Officer**

Mr. Cameron said he still was waiting for a call from Whit Hollis as to whether he would continue serving as affirmative action officer through the upcoming annual conference.

### **Plaques**

Ms. Herman-Betzen asked that as quickly as anyone knows of someone who should receive a plaque that is coordinated through the Central Office, they should forward their names to the Central Office. Ms. Berge requested that Mr. Smout receive a plaque at the leadership meeting recognizing his service.

Ms. Berge moved, Mr. Oakes seconded and it passed that:

*Curtis Smout be awarded a plaque in recognition of his service on the Executive Board.*

Mr. Henthorne asked whether Carol Burke's husband would receive a plaque for her service.

Ms. Berge moved, Ms. Maul seconded and it passed that:

*Carol Burke's husband be awarded a plaque in recognition for her service as Region 15 representative.*

### **Association Awards**

Mr. Henthorne said he won't convene a committee for the Affirmative Action Scholarship because of the lack of applicants. Ms. Maul said four nominees were submitted for the Richard D. Blackburn New Professional Award. The committee has recommended Melinda Griffith at the University of Arizona to receive the award.

Mr. Henthorne moved, Mr. Timmann seconded and it passed that:

*Melinda Griffith be awarded the Richard D. Blackburn New Professional Award.*

### **College Bowl Bankruptcy**

Mr. Cameron shared a letter from College Bowl's attorney as an informational item. Mr. Cameron asked Ms. Parker to ask College Bowl Chair Frank Gencur to notify the regional coordinators.

### **Adjournment**

The meeting adjourned at 2:20 p.m. (Eastern)

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Pre/Post Conference/Checkins**  
**Wednesday, March 1, 2000**

These minutes cover preconference and post-conference meetings as well as check-ins of the Executive Board. Items generally are reported in the order they were addressed by the Executive Board; however, some effort has been made to group related items and integrate several discussions on the same topic.

President Matt Cameron called the preconference meeting to order at 9:10 a.m. Eastern Standard Time March 17. The following Executive Board members were present: Present-elect Colette Berge, Immediate Past President Susan Maul, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Michael Henthorne, Vice President for Regional Affairs Dave Timmann, Student Member Rachel Hall, At-Large Member Duane Oakes, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes.

The post-conference meeting of the Board was called to order at 8 a.m. March 9 by President Colette Berge. Present were President-elect Whit Hollis, Immediate Past President Matt Cameron, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Jim Eustrom, Student Member Rachel Hall, At-Large Member Ed Slazinik, At-Large Member Shane Windmeyer, and Executive Director Marsha Herman-Betzen (ex officio). Also present was Managing Editor Jim Stowers, who took minutes. Vice President for Regional Affairs Dave Timmann was absent.

Ms. Maul said the next step would be to go through the recommendations and decide what goes on the initial ballot. Mr. Henthorne said Ms. Maul has been charged by the Core Team to draft the proposed Constitution and Bylaw changes, and thus the Board can offer input into that draft. He said the Board needs to make sure the language does what the recommendations are intended to do. Ms. Maul said the time line for implementing decisions or putting recommendations to the membership rests with the Board, and sending everything out at once may be too much. She asked if there should be a vote on each recommendation.

Ms. Berge moved, Mr. Oakes seconded and it passed that:

*Recommendation 1 under governance in the SPCT final report be put to the membership for a vote.*

Ms. Berge moved, Mr. Timmann seconded and it passed that:

*Recommendation 2 under governance in the SPCT final report be put to the membership for a vote.*

Ms. Hall moved, Ms. Berge seconded and it passed with one abstention that:

*Recommendation 3 under governance in the SPCT final report be put to the membership for a vote.*

Mr. Henthorne asked whether a clarification should be added to Recommendation 3 to account for the minimum of one student member on the Board. Ms. Maul said the bullet in question concerning Board members being elected by plurality is a clarification, so that issue would be addressed under policies and procedures. Mr. Henthorne suggested making a voting guide that would explain how that proposal fits with others and what a "yes" or a "no" vote would mean.

Ms. Maul said the recommendation to set the number of members of the Board at nine addresses the current language, which allows up to 45 members. Ms. Hall asked whether the bullets explained the recommendation or whether they are a part of the recommendation. Ms. Maul said they are part of the recommendation.

Mr. Henthorne moved, Ms. Berge seconded and it passed that:

*Recommendation 5 under governance in the SPCT final report be put to the membership for a vote.*

Mr. Henthorne moved, Mr. Oakes seconded and it passed that:

*Recommendation 6 under governance in the SPCT final report be put to the membership for a vote.*

Mr. Oakes moved, Mr. Timmann seconded and it passed that:

*Recommendation 8 under governance in the SPCT final report be put to the membership for a vote.*

Ms. Maul said the terms "secretary" and "treasurer" need to include in Recommendation 8, according to the Association's attorney.

Ms. Berge moved, Mr. Henthorne seconded and it passed that:

*Recommendation 9 under governance in the SPCT final report to be put to the membership for a vote.*

Ms. Maul said Recommendation 10 would dissolve the Nominations Committee, which is the only committee discussed in the Constitution and Bylaws. Ms. Parker asked why the chair, affirmative action officer, and volunteer coordinator would be nonvoting members. Ms. Maul said the feeling was that they should remain impartial and direct the process. Ms. Parker asked whether one week was long enough to file election grievances and for the Board to address them. Ms. Herman-Betzen said one thing the attorney pointed out was that the Association is required by law to include certain procedures in the Bylaws. The attorney suggested those procedures be put there and that the Board be allowed to change the Bylaws. Ms. Maul asked that the issue of the Board's authority to change the Bylaws be put to the membership at a later time for a vote.

Ms. Berge moved, Ms. Hall seconded and it passed that:

*Recommendation 10 under governance in the SPCT final report be put to the membership for a vote.*

Ms. Berge moved, Ms. Hall seconded and it passed that:

*Recommendation 11 under governance in the SPCT final report be put to the membership for a vote.*

Ms. Parker asked whether nonmembers at member institutions would be permitted to volunteer. Ms. Berge said they would be but could not serve on the Board. Mr. Oakes said that needs to be clarified in the proposal.

Ms. Maul moved, Ms. Berge seconded and it passed that:

*The U.S. member definition proposed under membership Recommendation 1 in the SPCT final report be put to the membership for a vote.*

Mr. Oakes said the same clarification as above needs to be made for the membership definition for institutions in Canada, Mexico, and U.S. territories.

Ms. Berge moved, Ms. Parker seconded and it passed that:

*The international member definition under membership Recommendation 1 in the SPCT final report be put to the membership for a vote.*

Ms. Berge moved, Mr. Timmann seconded and it passed that:

*The definition of individual members at member institutions under membership Recommendation 1 in the SPCT final report be put to the membership for a vote.*

Ms. Maul suggested that the proposed definition of individual members at nonmember institutions be tabled pending advice from legal counsel.

Ms. Parker moved, Mr. Henthorne seconded and it passed that:

*The definition of individual members at nonmember institutions under the membership Recommendation 1 on the SPCT final report to be put to the membership for a vote.*

Ms. Parker moved, Ms. Maul seconded and it passed that:

*The motion be tabled pending legal advice.*

Ms. Maul said the recommendation for affiliates and associates should not include the label "member" but just "affiliates" and "associates." Ms. Berge asked whether individuals could be affiliates or associates. Ms. Maul recommended the eligibility of individuals who are retired or not currently in the field for associate and affiliate status should be addressed at a later date.

Ms. Maul moved, Ms. Berge seconded and it passed that:

*The definition of associate and affiliate status under membership Recommendation 1 in the SPCT final report be put to the membership for a vote.*



Ms. Berge moved, Ms. Maul seconded and it passed that:

*Honorary status holders be entitled to volunteer but not entitled to vote.*

Ms. Maul moved, Mr. Oakes seconded and it passed with one no vote that:

*The motion be tabled pending legal clarification of a "member."*

Ms. Maul moved, Ms. Parker seconded and it passed that:

*Recommendation 1 under work force in the SPCT final report be put to the membership for a vote.*

Ms. Parker asked what the differences are between Recommendations 2 and 5. Ms. Maul said Recommendation 2 includes a name change and that regional directors be selected by the region.

Mr. Henthorne moved, Ms. Berge seconded and it passed that:

*The title "regional representative" be changed to "regional director."*

Ms. Berge moved, Mr. Henthorne seconded and it passed that:

*Each region's membership select its regional director.*

Ms. Maul said she would leave the terms "committees," "commissions," and "networks" in the constitution. Ms. Parker said she would like "committees," "commissions," and "networks" deleted so there would not be confusion with the current system. Ms. Berge suggested using "work groups" instead.

Ms. Parker moved, Ms. Maul seconded and it passed that:

*Recommendation 3 under work force in the SPCT final report be put to the membership for a vote.*

Ms. Berge said she would like to address transition issues during the July meeting after the results of the vote are known.

### **Service Learning Report**

Mr. Oakes said his most recent draft of the Association's service learning position paper and position statement try to address community service and service learning and that both support the core value of community building. He said the Association's goal should be to become experts in the area. Ms. Parker suggested a friendly amendment to add "volunteerism" in place of "both" in the position statement. Mr. Oakes accepted. He said he would want to make sure the report helps the Association to continue to grow in this area. He said he would like the Forum on Volunteerism, Service and Learning in Higher Education to continue but said it should be studied in light of other conferences on the topic.

Mr. Oakes moved, Ms. Berge seconded and it passed that:

*The service learning position statement be adopted as amended.*

### **Nominations Committee**

Mr. Timmann submitted nominees for the 2001 Nominations Committee. He said he was unable to achieve much diversity in the pool. Only one two-year college person is in the pool, and the person isn't the leading candidate from that region because the leading candidate is the pool's only woman of color. Mr. Cameron said it might be easier to find nominees for the proposed Elections Committee since it wouldn't have the same requirements as the Nominations Committee.

Mr. Henthorne moved, Ms. Maul seconded and it passed that:

*The Nominations Committee be adopted as proposed.*

### **Scholarship Award Publication**

Mr. Henthorne said he is concerned with the dwindling numbers of scholarship applicants, and he attributed it to the poor presentation of the promotional publication. He suggested that if the awards and scholarships program is to continue, its promotion needs to be revamped. Ms. Berge said from her experience it is not a new problem. Mr. Oakes said it is reflective of the lack of scholarship applications in general, which he is seeing on his campus. Mr. Timmann said he is seeing the same lack of interest on his campus and in his region for scholarships. Mr. Henthorne said he would be glad to work with the new vice president for educational programs and services on a new annual promotional plan. He said he would like to see scholarships promoted in The Bulletin early in the conference promotion schedule. Ms. Berge suggested as more people retire and want to create scholarships that the additional money be combined with the existing scholarships to help with other funding needs, such as travel and lodging.

### **Transition and July Meeting**

Ms. Berge said the Board needs to develop a transition flow chart to assist in the process and to make sure everyone is on the same page. Mr. Cameron said he is concerned that previous July meetings have not spent enough time on strategic thinking, and he believed the transition process could set the tone for a new model for the July meeting. Ms. Berge said the first preconference leadership team meeting is designed to cover Association functions. She said the next afternoon she will hand out a contract that outlines the expectations for work during and preparation for the July meeting. Ms. Parker said if leaders choose not to work under that model, then they essentially are resigning their positions. Ms. Berge said a lot of leaders are in an interim status, are getting weary of the reinvention, and are ready to step down. She asked Ms. Maul to continue creating documents related to the strategic process at least through July and preferably through the 2001 annual conference. She said she would like to make that role official. Mr. Cameron said he would like the expectations to be laid out as well as the reporting lines. He said he would like the position to report to the immediate past president. Ms. Parker said she would like the process to be documented in Association records. Ms. Maul said she would produce those documents, and asked that the Board review the documents carefully. Ms. Parker said she would like Ms. Maul to map the process. Ms. Hall said she sees the position as a consultant.

Ms. Berge moved, Mr. Timmann seconded and it passed with one abstention that:

*Ms. Maul be named special appointment on the strategic transition, reporting to the immediate past president, to map the transition and continue to document for process.*

Mr. Cameron asked what the Board's stand on the role of special appointments at the July meetings is. Ms. Herman-Betzen said the appointments are a part of the leadership team, but presidents have ruled differently on whether they should attend the July meetings. She said few presidents have assigned them a task so they had nothing to do during component group meetings. She said it is a legitimate question whether their attendance is worth the travel expenses. Ms. Maul said since it is a transition year, this might be the last time the special appointments are considered part of the leadership team. Ms. Berge said this July is different because most of the time will be devoted to work groups instead of component groups. Ms. Parker said it is the Board's responsibility to make the leadership's time at the July meeting meaningful. Mr. Henthorne said with 70 people in attendance, it is a challenge to keep everyone engaged and productive. Ms. Berge said she foresees four or five work groups of 10 to 12 with specific tasks and a leader who is knowledgeable about the process. Mr. Timmann said the small numbers of special appointments won't significantly affect the budget for the meeting nor detract from the productivity. Mr. Cameron said the special appointments will be included in the meeting.

### **2000 Nominations Committee Substitution**

Mr. Timmann said the Region 2 representative appointed to the Nominations Committee will not be in attending the conference. He proposed that Don Blundell of SUNY College at Buffalo fill that role.

Mr. Timmann moved, Mr. Henthorne seconded and it passed that:

*Don Blundell of SUNY College at Buffalo be appointed to the 2000 Nominations Committee.*

### **Student Member Report**

Ms. Hall said the student publication has received positive response. She said she foresees it as a growing publication and would like it to be posted on the Web. She said the bulk of the publication would be updated periodically. A lot of interest is in what students' counterparts in other parts of the world are doing and are concerned with. She said the document's goal is to orient new student leaders and promote positive changes. She said Student Network Chair Keith Allen is working to create a network of student leaders. She said she is trying to develop a network of students who are active in ACUI on the regional level. She said she has been looking into corporate sponsorship to help get students to the annual conference. She said airline groups have been interested in the concept, but they don't see the return from conference travel. They are more interested in other programs, such as a student leader exchange program. She said they are excited about being able to sponsor such a program. She said she would like to make a proposal for Board action in July. She said she is excited about the reinvention process and what it means to students. She said she would like to create documents for advisers to help them explain the recommendations to students and what it means to them. Mr. Oakes recommended keeping two-year college students in mind when developing her proposals and materials.

### **Committee and Network Affairs**

Ms. Parker said she has spent the bulk of her time filling positions. She said she will spend time with the chairs explaining the reinvention process and its potential impact on committees and networks and their constituents. She discussed highlights from the committees and networks. She said College Bowl brought in about \$10,000 net. She said the Committee on Multi-ethnic Programs had a successful seminar and will have a follow-up tea session. She said she has filled the vacant chair position for the Computer and Technology Committee with two people. She said the Gay, Lesbian, Bisexual, and Transgender Concerns Committee has been active nationally in issues important to the GLBT community. She said many of the committee and network reports support the view that the proposed educational councils could better serve the membership with programs than the current structure. She said the chairs were concerned that their budgets were based on last year's expenditures and not last year's budget. She said she plans to discuss issues related to the reinvention process during the upcoming component meeting. Ms. Berge said to remind the chairs that these issues also will be addressed at the July meetings.

### **Immediate Past President**

Ms. Maul said most of her time has been spent on the reinvention process. She also has spent time on other duties that previously have been the responsibility of the president. Mr. Cameron recognized her as the impetus for the strategic process.

### **Executive Director**

Ms. Herman-Betzen said ACUI Procure has exceeded expectations. She said the excitement about the program has been what has kept the Central Office going through hectic and stressful times. She said Business Officer Sam Frank has been an important addition to the office. She said the reinvention has affected the Central Office, with two people losing director status. She said the office changes better align people with their skills and responsibilities. She said Martha Blood, chief financial officer of ACUI Procure, brings a lot to the staff, most importantly a recent college union perspective. Heather Creel, ACUI Procure vendor and member services director, also has a college union background. Ms. Herman-Betzen said all three recent hires took pay cuts to work at ACUI.

### **Budget FY '99**

Mr. Frank discussed the financial statement. He said ACUI met its budget on a balance line basis. He said recreation and development budgets overshot their budget for expenses. He discussed the management discussion and analysis for the operating fund.

### **ACUI Procure**

Ms. Blood discussed the status of ACUI Procure, saying the goal was to launch the service at conference with 12 vendors, and 17 will be involved in the launch. She discussed the deals signed with vendors concerning cash discounts and rebates. The income for ACUI Procure will be from the 1 percent management fee, cash discounts that many schools aren't efficient enough to earn, and rebates that schools can lose if they don't pay their bills on time. She said ACUI Procure is keeping the minimum orders low so small schools also can take advantage of the service. She said the extended budget plan is for ACUI Procure to pay back the money it has borrowed plus \$500,000 that will go to ACUI within three years. Ms. Herman-Betzen said ACUI also is seeing indirect benefits such as increased advertising in The Bulletin and increased Exhibit Hall participation.

### **Education Coordinator Position**

Tony Ellis, director of educational programs and services, discussed the new education coordinator position, which will work with seminars, institutes, annual conference, and ACUIRES. He said he expected that the candidate will be a recent graduate of a master's program. He hoped to have someone in place in time to go to Toronto for a site visit in June .

### **SPCT Diagram**

Mr. Ellis explained visually how the proposed educational councils would relate to each other and with the regional councils and how the regions would work with each other. He explained that the system would ensure regional feedback in each area, which doesn't happen for educational programs in the current structure. He said the councils also make it easier to find the experts on a topic because they already are gathered in a particular council. He said instead of a volunteer being in charge of the content and managing the process, a staff member would manage the process and a council or council designate would be in charge of the content.

### **ACUMA Travel**

Ms. Herman-Betzen said the Board decided a few years ago that the president or a designate would go to one conference of the three sister college union associations outside of the United States each year. She said sometimes the other associations invite the executive director to keynote a conference, which often means that association would pay the costs. The Australasian Campus Union Managers' Association is working with ACUI to promote a post-conference study tour. She said she has been asked to keynote the ACUMA conference and that they will pay her costs . She said if other members of the Board would like to attend, ACUMA would love to have them on the program. She said there are some creative financing possibilities to help representatives get there. Ms. Berge said the question is whether the Board would like to designate the funds to send a representative from the Board. Mr. Henthorne said the Board could make it a discretionary decision to send someone. Ms. Herman-Betzen said Association of Mangers in Canadian College, University and Student Centres has invited a representative to attend its conference, but ACUI has sent a representative to its conference the past three years.

Mr. Henthorne moved, Ms. Hall seconded and it passed with one abstention that:

*A discretionary fund commitment be made to send at least one Board member , with the first choice being the president, to the 2000 ACUMA conference.*

Ms. Herman-Betzen said Andrew O'Brien, president of ACUMA and Region 16 representative, is ill and the ACUMA leadership is discussing whether to postpone the conference.

### **Executive Board Meeting with Regional Representatives**

Mr. Timmann said the meeting was planned to discuss the issues surrounding moving the regional funds to the Central Office. He said he plans to meet with the representatives first, and then the Board will join them to hear their questions and feelings.

### **Executive Director Evaluation**

Ms. Maul moved, Mr. Timmann seconded and it passed that:

*In future executive director evaluations, the Central Office evaluations only will come from the department heads who report directly to the executive director.*

## **Educational Programs and Services**

Mr. Henthorne said the educational programs have been successful from a financial standpoint and the standpoint of people attending. He credited the assessment data as well as the people involved in the planning. He said the growth of the student education model also has been phenomenal. He said more than 100 hours of educational contact time, not counting conference educational sessions, are devoted to students. He said the Commission on Educational Programs and Services plans to discuss fears about the reinvention and shift that into how they can contribute. He said they also will discuss how to support a new vice president who is working on an interim basis with a large learning curve to get up to speed with Executive Board issues. He said there are successes in the educational media arena, with leadership on projects coming from the Central Office and support coming from the volunteers.

## **Regional Affairs**

Mr. Timmann said much of his time has been devoted to regional finance issues. He said it was a good experience from a learning perspective. He said regions were productive with educational programs and participation in College Bowl and recreation programs. He said conferences achieved a lot of success and the regions are financially healthy. He said 13 regions have functional Web pages, and many good regional newsletters are coming out. He said three new representatives had to be appointed. He said he is trying to find a representative for Region 8.

## **Reinvention Transition**

Board members shared feedback they had heard about the SPCT final report. Ms. Berge said she has heard from several people that they want to be a part of the transition team. She said there is opposition in Region 13, and she said she would be more vocal in her support for the process and the recommendations. Mr. Windmeyer said he heard from younger professionals who loved the presentation. He said there was discussion in his regional meetings about \$5,000 in a money market account and that they are waiting to hear from the Central Office about how to work together on it. He said Regional Representative Joanna Iwata did a good job answering questions about the report. Mr. Cameron said Mr. Frank doesn't know about the money market account. Mr. Windmeyer said he thinks the region believes it has been open with the Central Office.

## **2001 Conference Program Committee**

Chair Minnie Austin submitted a partial report for the 2001 Conference Program Committee. She said the theme is "Rhythms of Life: Vibrant Cultures and Communities." Mr. Henthorne said he is pleased that the CPC addressed the discussions about the Association and areas that were identified by the SPCT. Ms. Austin said the committee will use the "rhythms" metaphor throughout the program and plans to utilize the resources of the city. Proposed keynote presentations include Peter Jennings, Famous People Players for the opening, Diane Dupris, and Vera Kirk. She submitted a tentative conference program budget of \$31,100. She said it reflects the movement of the audio-visual budget lines to the conference operations budget. Mr. Henthorne said the budget doesn't reflect underwriting for portions of the program. Mr. Ellis said the committee took into account the strength of the U.S. dollar, the projected success of ACUI Procure, and information about getting to Toronto within institutional and customs rules. Mr. Slazinik said he was uncomfortable with a budget that plans for half the money that is to be spent coming from as-yet unsecured sponsorships. Mr. Ellis said the CPC would include contingency plans for programs in case sponsorship isn't secured. Mr. Henthorne said the CPC needs to have some guidelines from which to plan at its next meeting. Ms. Herman-Betzen said she was worried that the proposed budget might fall short on the needs, taking into account much less regional support in the Toronto area than in the New York area. Mr. Slazinik suggested setting up reserves that could be built upon by sponsorship. Mr. Cameron said he would like the budget to be set at \$33,000.

Mr. Henthorne moved, Mr. Oakes seconded and it passed that:

*The report be accepted with a conference program budget set at \$33,000.*

Ms. Hall asked if the CPC is where it needed to be at this stage. Mr. Henthorne said Ms. Austin isn't a prolific writer and didn't expound on what all the CPC has accomplished. Ms. Herman-Betzen said the July report should be much further along.

## Special Appointment Reports

Mr. Cameron said there are four questions regarding special appointments: Which do we continue, what is their charge, who should chair them, and who should they report to? He said the College Bowl Task Force is falling apart and doesn't know what the next step is. He said Joe Benedict, special appointment to the Partnering Initiative, recommended staying a part of the initiative for the next couple of months to see if there is a need to continue. Ms. Herman-Betzen provided the background for the Partnering Initiative and how the driving force behind the initiative, Jeremy Rifkin, has moved on to other things. Mr. Cameron said the work of the Benchmarking Task Force might be completed with the distribution of benchmarking surveys. He said the Recreation Task Force is doing good work. Mr. Hollis recommended listing expectations for all special appointments so they address and their reports cover the things the Board wants them to address. Mr. Cameron said he would work with Mr. Hollis to create expectations for the special appointments.

Ms. Hall moved, Mr. Cameron seconded and it passed that:

*The report of the special appointment to the Partnering Initiative be received.*

Mr. Cameron said he was concerned that the institution of the representative to the Inter-Association Task Force on Alcohol and Other Substance Abuse Issues is subsidizing parts of his expenses. He said this may preclude professionals from schools that won't or can't fund their activities. Ms. Parker asked what the benefits to being involved in this task force are. Ms. Herman-Betzen said it is important for the Association to be a part of such a group. Ms. Parker said other avenues are available for addressing student alcohol and drug abuse. Mr. Slazinik noted that attendees of the Big 10, Big 12, and PAC 10 union directors' meeting mentioned that their schools were spending a lot of money on alcohol abuse programs. He said ACUI should support those efforts with programs. Mr. Hollis said the Association needs to use the information coming out of the task force and make sure it gets to the members. If not, it is not worth the investment. Ms. Herman-Betzen said ACUI has gotten good information from the group and shared it through magazine articles, but she is frustrated that the group is not doing more, which she said is no reflection on the work of ACUI's representative. Ms. Hall said there needs to be dialog about whether the Association should be affiliated with certain groups.

Mr. Cameron moved, Mr. Hollis seconded and it passed that:

*The report of the special appointment to the Inter-Association Task Force on Alcohol and Other Substance Abuse Issues be received.*

Mr. Hollis discussed the affirmative action report. He said his biggest frustration continues to be the lack of information being shared about the composition of the leadership team. He said he is pleased with the breakdowns of committee membership that he receives, but he doesn't know about the applicant pool for most of them. He said he didn't include information about the breakdown for sexual orientation because it is skewed with more heterosexuals refusing to submit their data. Ms. Parker said it needs to be shared with the membership, though not necessarily with percentages, so certain groups will know the importance of the information. Mr. Hollis said he is most concerned with the demographic information for Latinos. He suggested that an answer might be keeping the information in the Central Office. Ms. Herman-Betzen said many sister organizations don't keep that information in their central offices because of worries about privacy. She said the lack of data makes it hard to identify underrepresented populations so they can be made to feel more welcome. Mr. Windmeyer said the Association's marketing needs to be as inclusive as possible, making everyone feel welcome. Mr. Hollis said a continuing problem is getting people from two-year and small schools to volunteer to serve in leadership roles.

Ms. Parker moved, Ms. Hall seconded and it passed that:

*The affirmative action report be received.*

The Evaluation Program report showed no activity, and Ms. Herman-Betzen said that reflects the lack of staff time to devote to its management and promotion. Ms. Berge said the program is valuable, especially to reviewers. Mr. Slazinik pointed out the recommendation from the report to return to schools to ask why recommendations weren't implemented. Ms. Herman-Betzen said one problem plaguing the program is that schools are pulling their own review teams together so they can guide the recommendations.

Mr. Hollis moved, Mr. Windmeyer seconded and it passed that:

*The Evaluation Program reported be received.*

Ms. Hall said she is concerned with the College Bowl Task Force and said a task force might not be the best way to address the issues. She said she is concerned because the report reflects the lack of activity and it doesn't reflect the work of the task force but the thoughts of the chair only. She said she has problems with accepting the report as a task force report. Ms. Herman-Betzen said the Board should take responsibility for letting the task force flounder despite concerns voiced by members of the task force and Board discussion to appoint a new chair. She said she has concerns with the program. She said she is embarrassed that ACUI's name is associated with the College Bowling National Championship Tournament and is concerned that College Bowl Inc. is walking away with the money while ACUI volunteers do all the work. She said she wanted the task force to address the finances and other issues. She said Honda Campus All-Star Challenge is a beautifully run program, but if ACUI is committed to the College Bowl program it should make the whole program something to be proud of. Ms. Parker said a new task force should be convened to address the issues. Ms. Hall said she disagrees because she doesn't think a task force is the best way to address the problems. Ms. Parker said the charges need to be specifically directed and addressed. Mr. Cameron suggested ending the task force and convening a new one with new questions. Mr. Slazinik said he is uncomfortable with disbanding the group because of the ineffectiveness of the chair.

Ms. Parker moved, Mr. Hollis seconded and it failed defeated unanimously that:

*The report of the College Bowl Task Force be received.*

Mr. Eustrom asked what the next step is. Mr. Hollis asked whether it would be feasible to have a task force that is given individual questions to address and that they submit recommendations for discussion at the July meeting. Mr. Eustrom said the current report shows the questions the board is interested in, but it is not clear whether they were addressed. Mr. Cameron said he would like the Board to pose questions and find the people to examine it. Ms. Parker said the task force should at least address standards for the program by the July meetings.

Mr. Windmeyer moved, Ms. Parker seconded and it passed that:

*A task force be appointed to address the issues concerning College Bowl.*

Ms. Berge asked who should work on the questions for the task force. Mr. Cameron and Ms. Parker said it should fall under educational programs and services. Ms. Herman-Betzen said she is uncomfortable putting a new staff member in charge of that. Mr. Cameron said he would craft the questions.

Ms. Berge said the Recreation Task Force report is actually a progress report. Ms. Herman-Betzen said the task force didn't receive information it needed from the Central Office and the glitches would be fixed. Ms. Berge said the task force has said its final report would be submitted by the July meetings. Ms. Parker said she would like to see the report in time for review before the meeting. Mr. Cameron recommended a deadline of June 15.

Mr. Windmeyer moved, Ms. Parker seconded and it passed that:

*The progress report of the Recreation Task Force be received.*

Mr. Cameron said the Core Competencies Task Force submitted a status report. The report clarifies that the task force is separate from the core values in the strategic plan. Ms. Parker said she would like the report to be merged with the educational council recommendations. Ms. Berge said she would like the report to be submitted first as a resource for the educational council recommendations. Mr. Cameron recommended the deadline for the report be June 15. The status report states the chair would like to conduct a survey.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The progress report of the Core Competencies Task Force be received.*

Mr. Cameron said the Benchmarking Task Force product has been well received. Mr. Slazinik asked if the surveys they produce mark the end of their work or whether they will be working with the feedback about the surveys to improve the instrument. Ms. Herman-Betzen said Educational Benchmarking Inc. will be taking and incorporating suggestions from feedback. She said the work of the task force will be completed with the production of the second survey. Mr. Slazinik said he has problems with the methodology. Ms. Herman-Betzen recommended Mr. Slazinik discuss his concerns with EBI.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*The report of the Benchmarking Task Force product be received.*

### **July Meetings Transition and Time Line**

Ms. Berge said she would send a recommended transition plan and time line from Ms. Maul to the Board for consideration. Mr. Cameron suggested spending about 85 percent of the time during the July meetings in work groups and 15 percent of the time doing component group work. Mr. Cameron suggested Ms. Berge send a letter to the membership outlining what is next in the reinvention process.

### **At-Large Member for Community Building**

Mr. Slazinik said he would work with groups to come up with a workable definition for community building. He requested from the Board names of people who could help in the process.

### **At-Large Member for Hate Crimes**

Mr. Windmeyer discussed his plan for the position and ideas that came out of his tea session discussion. He said he is going to define hate crimes and hate incidents and relate them to ACUI's role to serve community builders. He said he wants hate crimes to be an issue for everyone. He said good resources are available. He said he would like to create a Web-based clearinghouse for hate issues. He said he would like there to be a special issue of The Bulletin addressing hate crimes. He said he would like to set up ways for the Association to be a resource to help members cope with hate crimes. He said he would be working on gaining funding for programs. He said he is concerned that it is a lot of work to accomplish during his a one-year appointment. Mr. Cameron said he believed the work of Mr. Slazinik and Mr. Windmeyer should be institutionalized to continue after their one-year appointments. Mr. Hollis said he believes the Hate Crimes Grant proposal should not be lost in the shuffle. Ms. Berge said it is an important part of the position but that ACUI needs to do other things in the meantime. Ms. Herman-Betzen said she is concerned that Mr. Slazinik and Mr. Windmeyer have one-year appointments but no budgets, so any programs with budget implications likely would be put off until 2001.

### **Adjournment**

The Executive Board meeting adjourned Thursday, March 9, at 11:57 a.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, April 10, 2000**

President Colette Berge called the meeting to order at noon (Central). The following Executive Board members answered roll call: President-elect Whit Hollis, Immediate Past President Matt Cameron, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs David Timmann, Student Member Rachel Hall, At-Large Member Ed Slazinik, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Susan Maul, special appointment on the strategic transition, and Managing Editor Jim Stowers, who took minutes. At-large Member Shane Windmeyer joined the call at 1:15.

**Voting Ballot Issue**

Ms. Maul discussed the time line. She said the cover letter was self-explanatory. She said the language changes that would happen under the proposals would have been a 25-page document. There is a voter-information document that is one page. The ballot would be the other document mailed. Mr. Slazinik recommended adding simple instructions of how to vote. Ms. Berge suggested taking the period off after the Web address. Ms. Parker recommended putting membership before governance so voters will know what an individual member. Ms. Maul recommended including instructions for voters to go through entire ballot before voting. Mr. Timmann said he is against changing the order of the sections, which would not be consistent with other documents. Ms. Berge expressed concerns about the full recommendation not appearing on the ballot but instead of being tied to the voter information guide. Mr. Slazinik recommended making it clear that it is tied to the voter information guide. Ms. Maul recommended adding the previously tabled items to the ballot and deal with the wording issues later.

Mr. Timmann moved, Ms. Parker seconded and it passed that:

*The two tabled ballot items be taken from the table and put on the ballot.*

Ms. Maul discussed the institutional member definition and recommended putting off any decisions until the July meeting .

Ms. Berge said a member asked how the ballots would be tallied. She said it is a good question and a good time to discuss it. Ms. Parker said she is cautious about saying there are some things we can trust the Central Office with and some we cannot. Mr. Cameron said since the Central Office is not directly affected by the vote and therefore is a third party. Mr. Hollis said if there is a challenge, the Association can recount the votes. He said it is a matter of trust and he does not see why the Central Office should not tally the votes. Mr. Timmann said for perception's sake it might be worth it to include another party, such as volunteers from local campuses. Ms. Parker said the Board should not validate the perception of distrust.

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*The votes be received and tallied by the Central Office as ballot issues always have been.*

The Board discussed whether the ballots could be faxed and how the votes will be verified. Tony Ellis, director of educational programs and services, said the institutional representative needs to sign each. Mr. Cameron recommended having space for them to print their name also. Mr. Slazinik suggested including language that the leadership would plan the transition at the July meeting.

**Time Line for the Election of Officers if Passed**

Ms. Berge asked whether the election of officers would take place immediately. Mr. Cameron said half of a possible Election Committee is together as the Nominations Committee. He said the shorter time frame would make it tough to pull off as well as the leadership would like. Ms. Parker said if the decision is made, ACUI should move ahead with elections while holding the process to a standard of perfection. She said regardless, the Board should be up front on the issue. Mr. Slazinik and Mr. Eustrom concurred.

### **July Meetings**

Ms. Parker asked what "regular" work should go on as usual at the July meetings, especially in regard to committee and network chairs---for example, what do the chairs discuss in their component group meeting. She said she would rather the work go forward on the transition. Mr. Cameron said he thinks the chairs should discuss how they can fit their groups into the new structure. Ms. Berge asked the vice presidents to ask members of their component groups to make sure they turn in their participant response forms if they would like to be part the July meeting.

### **College Bowl Task Force**

Mr. Cameron discussed the proposed questions he distributed for the College Bowl task force to answer. Mr. Slazinik asked whether the Board needs 10 years of information or whether five would do. Mr. Cameron said 10 years would provide more perspective but three to five years may provide the most important trends. Ms. Hall said she would like to see the 10-year data. Ms. Herman-Betzen said it wouldn't be a problem to get 10 years of information. Ms. Hall asked whether the charge should direct the task force to think out of the box. Mr. Cameron said he believes the task force should assess where the program is and then the Board could direct them to make recommendations. Mr. Hollis mentioned an e-mail from College Bowl Chair Frank Gencur that said Ford Motor Company has signed on as a sponsor of the College Bowl National Championship Tournament. Mr. Cameron said the question for him is, regardless of the money, is College Bowl a program that meets ACUI's standards. Ms. Parker said the previous task force hadn't been informed that it has been dissolved. Ms. Hall asked whether Mr. Cameron had ideas about the membership of the task force. He said the members need to be familiar with the program. Ms. Parker said Mr. Gencur should be involved because of his personal investment in the program and his worth as a resource. Mr. Cameron said he would be in charge of putting the task force together to answer the six questions he proposed.

### **Next Conference Call**

Ms. Berge said it might be a good idea to set up a conference call for mid-June when the votes are in. Mr. Cameron proposed June 19 at noon (Central). The Board agreed.

### **Annual Conference Amenities**

Ms. Berge said former President Gretchen Laatsch has suggested that the lower head table for past presidents be eliminated at the annual conference closing banquet and that the presidents be allowed to sit at round tables in the front of the banquet room. Ms. Laatsch said she would ask other presidents for feedback. Mr. Eustrom, Ms. Hall, and Mr. Windmeyer said they liked having the presidents at a head table to provide a sense of history. The Board agreed that they would like to see the former presidents' table continue. Ms. Berge said she would convey the feedback to Ms. Laatsch.

Neil Gerard of Pomona College said in the absence of the Resolutions Committee, the photos shown at the end of the president's speech were a good way to close the conference. He said he worried about how to bring closure on a yearly basis. Ms. Herman-Betzen said she received several e-mail messages from people who said they liked not having resolutions.

### **Adjournment**

The conference call meeting adjourned at 1:40 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, June 19, 2000**

President Colette Berge called the meeting to order at noon (Central). The following Executive Board members answered roll call: President-elect Whit Hollis, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs David Timmann, Student Member Rachel Hall, At-Large Member Ed Slazinik, At-large Member Shane Windmeyer, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Susan Maul, special appointment on the strategic transition, and Managing Editor Jim Stowers, who took minutes. Vice President for Committee and Network Affairs Rebecca Parker joined the call at 12:15. Immediate Past President Matt Cameron joined the call at 12:55.

**Update on Fiscal Information**

Business Officer Sam Frank explained that publications were written off, which could play a large part in making the bottom line unfavorable at year end. He said it is something that should have been done in the past for the books, which have not sold. He said he met with the Recreation Committee for its summer meeting and now has a better handle on how the committee works and what its members need from the Central Office. He said he would like to have one-on-one conversations with leadership team members at the July meetings to find out what they need and so he can explain the cost-centering system.

**Updates form At-Large Members**

Mr. Windmeyer said he is working on a train-the-trainer preconference program. He said he would like the regions to send people to the program so they can train colleagues on the regional level. He discussed a special hate crimes edition of The Bulletin in March 2001. He said he has discussed with Tony Ellis, director of educational programs and services, having a community bulletin board concerning hate crimes. He said he also has discussed possible partnerships. Ms. Hall said she has problems with entering a formal partnership with one of the possible partners because of dealings she said are unethical. Ms. Berge said she hoped to have more information about possible partners at the July meetings. Mr. Windmeyer said he hoped to have a draft proposal for partnerships to the Board before the July meeting.

Mr. Slazinik said he has been doing research so he can further the definition of community in relation to the college union field and write Bulletin articles about his findings. He said he hoped to have a proposal and budget for the Board to consider in July. He said he plans to contact prospective partners.

**Outcome Voting**

Mr. Timmann said he was hoping for a larger voter turnout. Ms. Herman-Betzen said the number of votes reflects the reality that most members are only interested in the products and services and not the governance of the Association. Ms. Parker said she has not heard from the committee and network chairs regarding the results, and Mr. Timmann said he has heard little from the regional representatives. Mr. Hollis said the Board needs to pay particular attention to the concerns of the chairs and representatives.

**July Leadership Meetings**

Ms. Berge said she hoped to send to the Board more complete thoughts on the schedule for the July meetings by the end of the day. She said she would talk with Ms. Maul about what should be discussed at the meetings. Ms. Berge said the Board would take care of business that needs to be addressed Friday morning and participate in facilitator training that afternoon. She said about 40 leadership team members would be attending the meetings. She said the leadership would be divided into four work teams with two Board members as co-facilitators. She said the leadership needs to come away from the meetings with implementation plans that are as complete as possible for all of the changes and transition strategies. Mr. Windmeyer suggested asking members of the leadership beforehand what concerns they have so the facilitators would know what issues need the most discussion time. Mr. Eustrom suggested setting ground rules for the work groups, such as "Ano old stories." Ms. Berge said she, Ms. Herman-Betzen, and Ms. Maul would roam between the groups. She said the work groups would report back to the entire group, at which time others can provide feedback. Ms. Berge said after the regional representatives leave, the Board would spend time addressing action items that come out of the work groups. Mr. Hollis said the process can be designed so plenty of feedback is generated.

### **Time Line for Elections**

Ms. Berge asked whether the Board should move forward on an abbreviated election time line. Ms. Hall said she doesn't want to move forward before the meetings in light of the leadership's theme of openness. Ms. Parker recommended making the issue a priority in the schedule for the July meetings. Mr. Hollis said the Board wouldn't gain much in making a decision four weeks before the meeting. Mr. Slazinik said the Board could dictate that the elections would happen this year and then have the leadership address how to do it. Ms. Herman-Betzen said the Association didn't have the option of not holding elections since the Constitution and Bylaws have been changed. The Board agreed that the Association move forward with elections this year.

### **Update on Task Forces**

Ms. Berge said Recreation Task Force Chair Steve Gnad said he would have a report ready for dissemination before the July meeting. Mr. Cameron said he has been discussing with key members of the College Bowl Task Force the questions he submitted to the Board. He said the group is making progress.

### **July Meeting Agenda Items**

Ms. Berge said she had sent an e-mail listing possible agenda items and asked the Board to send any items she was missing. Ms. Hall raised concerns about the wording of the tabled institutional membership proposal from the standpoint of British campuses. She said the recommendations were made in a way that could be a problem for some international members. She said she would be happy to examine the recommendations and bring forward her specific concerns. Ms. Berge set a July 5 deadline for submitting agenda items.

### **Adjournment**

The conference call meeting adjourned at 1:45 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**July Meeting  
Friday, July 14, 2000**

Association President Colette Berge called the meeting to order Friday, July 14, at 8:39 a.m. Executive Board members in attendance were Immediate Past President Matt Cameron, President-elect Whit Hollis, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs Dave Timmann, Student Member Rachel Hall, At-Large Member Shane Windmeyer, At-Large Member Ed Slazinik, and Executive Director Marsha Herman-Betzen (ex officio). Also present were Susan Maul, special appointment on the strategic transition, and Managing Editor Jim Stowers, who took minutes.

These minutes cover meetings over a seven-day period. Items generally are reported in the order they were addressed by the Executive Board, however some effort has been made to group related items and integrate several discussions on the same topic.

**Transition Items for Leadership Team**

Ms. Maul discussed the handouts she prepared, which included a summary of action items, lists of transition project work teams, and Constitution and Bylaw changes. Mr. Cameron suggested an evaluation meeting at the 2001 annual conference consisting of the same work teams. Ms. Berge said the priority was the implementation time line. Ms. Parker asked whether the communities group should produce a position paper on communities. Ms. Maul said that was a good idea. Ms. Berge said the philosophy behind the Association's structure will never be completed, because if it is ACUI ceases to be a strategic-thinking organization. Ms. Maul went through discussion items that need to be addressed by the Board. She said the Bylaws state that institutional members have to approve membership dues increases above 5 percent, so if individual members were to have the power to vote on their own dues increases, the Bylaws would have to be changed through a vote by institutional members. She said the Board needed to set the direction for the elections group concerning the model for the transition to the new Board structure.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*The name of Executive Board be officially changed to "Board of Trustees" effective immediately.*

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*The elections work group be directed to proceed with the understanding that Board elections will take place this year.*

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The elections will include the president-elect and at least two at-large members of the Board, the number to be determined by the Board by the end of the July meeting.*

Ms. Maul raised the issue of whether an institutional membership would include an individual membership, so each institutional member would be assured of having a vote for president-elect and at-large members of the Board. Mr. Hollis said he would like to hold off on this issue because the leadership had many more pressing issues to address at the July meetings. He said he would like it to be added to an agenda in January, March, or July of 2001. Mr. Eustrom said it is urgent because it would affect the upcoming elections. Mr. Cameron said the membership approved the structure and the Board should not be so quick to interpret otherwise. Mr. Hollis said he wanted to assure that the issue is addressed at a later date. Mr. Slazinik suggested moving the issue from the action item list to the list of discussion items.

### **Institutional Membership Definition**

Ms. Maul discussed the history of the discussion regarding the definition of an institutional member and the recommendations of the Institutional Member Definition Task Force. The Board discussed the wording of the task force's recommended changes. Ms. Hall said the wording of the recommendation is specific to North America. Mr. Hollis asked why it had to be defined in one sentence with one country's terminology. Ms. Maul recommended a less specific Constitutional definition of an institutional member that would refer to policies and procedures for specific criteria. Ms. Berge recommended leaving the language as it was. Ms. Maul said the words "shall be entitled" should be changed to a more definitive phrase. Ms. Hall said since so much effort had gone into the issue that action should be taken, even if it is at a future meeting if it is not a priority. Mr. Slazinik said he didn't think there was enough information to take action and another task force may be needed. He said it should be moved from the action list to the discussion list. Mr. Hollis said it is not a priority and should be dealt with later. He said that at that time the definition should be paired down and the issue addressed in policies and procedures with attention given to the international perspective. Ms. Parker said related issues were being sidestepped, namely the budgetary implications of any definition change and the international aspect. Ms. Berge said there were three options: table it, intentionally leave it as is, or address changes. Ms. Parker added that a fourth option was to leave it the same, recognizing that there were issues that need to be addressed later.

Ms. Parker moved, Ms. Hall seconded and it passed that:

*The Association continue working under the current definition of institutional membership with the understanding that aspects of the definition need to be addressed with discussion resuming no later than January 2002.*

### **Australia Study Tour**

Ms. Herman-Betzen said the Board could use her airline miles to assist representatives to attend the Australasian Campus Union Managers' Association conference and options included sending two Board and/or staff members with the understanding that they would pay for the remainder of expenses or that additional hotel accommodations could be secured with the airline miles. She said ACUMA would love it for ACUI delegates to present educational sessions, especially sessions covering student development. Mr. Slazinik asked what would be done with the miles otherwise. Ms. Herman-Betzen said they would be used to help with the budget for other travel. Mr. Hollis said the Board had an opportunity to show its international commitment and supported using the airline miles for Australia. Mr. Timmann said the commitment could be shown by sending Board members and/or Tony Ellis, director of educational programs and services. Mr. Hollis said he might be able to take students if he were to make the trip, thereby increasing the U.S. delegation.

### **Central Office Diversity**

Ms. Herman-Betzen discussed questions she received about the lack of diversity in the Central Office staff. She said LeNorman Strong of Cornell University asked if the Central Office would be interested in starting a summer internship program in which his office would supply a paid intern of color the first year. Ms. Berge suggested creating a model that could be used by other schools to also send interns to the Central Office.

### **Binge-Drinking Partnership**

Mr. Stowers discussed a partnership with a public opinion firm on a campaign to discourage binge drinking among students. Mr. Slazinik questioned the usefulness of the data in light of Harvard already gathering the information and being the nationally recognized leader in the area of alcohol consumption social norms. Mr. Windmeyer questioned the anonymity of the funder.

## 2001 Conference Program Committee Budget

Minnie Austin, chair of the 2001 Conference Program Committee, discussed plans for the annual conference. The planned keynote speakers were Diane Dupui of the Famous People Players, Kim Young, who will discuss Internet addiction, and motivational speaker Patricia McCloud. Four feature presentations will take place simultaneously during the traditional keynote time slot on Tuesday. Mr. Cameron said he would like the Board to present sessions on the reinvention. Ms. Austin said that in the tradition of such gatherings in Canada, short ceremonies will open and close the conference. Ms. Berge said the Conference Program Committee would need to make sure the delegates know about the ceremonies, especially first-time delegates who might think the ceremonies are ACUI traditions. Mr. Slazinik said the Conference Program Committee would need to communicate the drinking age in Canada so delegates will know it could be an issue with some students.

Mr. Ellis discussed the two budget proposals for the conference, the second one reflected a conference with no corporate sponsorship. The primary budget proposal included a request that \$13,750 of the first \$15,500 of corporate sponsorship go toward direct sponsorship of the annual conference and the rest going to the Association's bottom line. Ms. Herman-Betzen said ACUI had verbal commitments that would far exceed the sponsorship request. The Board accepted the budget that included sponsorship.

Mr. Ellis said the requested conference registration is a \$15 increase for ACUI members over the fee for the 2000 conference. He said the increase covers "conditional" expenses that always occur but were never included in the budget. He said some of the increase would be used to purchase insurance that would help the Association recover some of the costs in case the conference is canceled.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The conference registration fee be adopted as submitted.*

Ms. Herman-Betzen said there was confusion about what honorary membership includes. She said the conference fee for honorary members was waived in the past. The Board changed that to where honorary members would pay part of their fee.

Ms. Berge said she received a letter from a former president saying he disagreed with the elimination of the Resolutions Committee's statements at the close of conference. It said he would rather the statements be improved rather than eliminated. He said the committee provided needed closure to the conference. Mr. Eustrom said the conference needs closure but that he agreed with the elimination of the statements because they included too many inside jokes. Ms. Berge said she and Mr. Hollis could collaborate on some comments that would address more common conference experiences. Mr. Ellis said in Toronto, the traditional Canadian closing could provide closure and could happen just prior to the incoming president officially declaring adjournment of the conference.

## Poetry Slam

Mr. Ellis said Robb Thibault of the University of Michigan-Ann Arbor had asked regions to stage Poetry Slam competitions to identify participants for the invitational at Michigan in April. He said Poetry Slam Inc. would like to partner with ACUI to facilitate competitions on member campuses to feed into the regional competitions. He said the partnership would allow member campuses to have the competitions without buying a license for the duration of the partnership. He said ACUI would promote the program through Bulletin ads and other media. He asked the Board for permission to partner with Poetry Slam Inc. Mr. Hollis said he was concerned about entering a long-term contract and what might happen in later years. He recommended legal review of the contract. Mr. Cameron said he was reluctant to approve of the partnership without knowing if the company would live up to the program standards of ACUI or even what those standards are. Mr. Timmann said the contract would be for one year, which would allow ACUI to evaluate the partnership. Mr. Slazinik recommended entering the partnership and that the Central Office come up with standards for partnerships.

Mr. Slazinik moved, Mr. Windmeyer seconded and it passed with one no vote and one abstention that:

*The partnership with Poetry Slam Inc. be approved.*

Ms. Berge asked Ms. Herman-Betzen to develop a formal checklist for use when considering partnerships.

Ms. Hall said she would like to retroactively abstain from the two previous Board decisions because she believed discussions were compromised for expediency.

## **Financial Report**

Business Officer Sam Frank discussed the financial situation of the Association . He said some of the items that were written down earlier were taken back, which left a forecast of \$19,600 of unfavorability on the budget. He said some of the unfavorability is offset by lower employee costs . He said advertising is unfavorable because the Directory will not be printed but the lack of printing costs of the Directory would more than offset the losses . He said unfavorability for recurring costs reflect MIS and legal costs. He said he would be looking at the cash situation, which was more than \$200,000 with regional and recreation funds. He said he would submit to the Board a cash balance sheet. Mr. Hollis asked from where the forecasted \$33,000 of cash loss would come. Martha Blood, chief financial officer of ACUI Procure, said the Central Office was looking for additional income and cost savings to help toward that line and that the Procure startup money hadn't been touched. Mr. Hollis asked if regional savings could help the cash flow rather than borrowing the money from the bank.

Mr. Frank said the cost centers had been set up for the 2001 budget for the office, regions, and other programs. He said it would be a monthly budget, and it should improve accountability. He said he planned to send the budget templates out by Sept. 1 with a final budget put together by the end of that month. He then discussed the cash balance with ACUI's accounts. Mr. Slazinik asked whether the ACUI Procure deficit kept ACUI from gaining interest on the money it had loaned to Procure. Mr. Frank said he was keeping track of those funds and Procure would repay the money with interest.

## **ACUI Procure**

ACUI attorney Mark Guthier said he was working toward defining Procure within the Association's mission so it could retain ACUI's tax-exempt status. He said the argument hinged on two lines from the purpose statement. He said he had found some support for the case in the health care industry and he was looking at nonprofits with educational missions for additional support. He said he hoped to file the appeal to the IRS by Oct. 1. He said the Constitution and Bylaws have been changed and ACUI needed to update the Articles of Incorporation regarding the educational groups and who votes . He said the Association would need to file again for corporation with the state of Indiana , and that he could take care of that. He said he had begun discussion with Ms. Herman-Betzen and Ms. Blood about conducting a risk-management assessment. He said the Association hadn't conducted one. He said the result of the assessment would be a risk-management plan. He recommended a team approach that would include himself, two volunteers, and two staff members. He said a compliance officer could be appointed to review the plan annually .

## **Attorney Report**

ACUI attorney Mark Guthier said he was working toward defining Procure within the Association's mission so it could retain ACUI's tax-exempt status. He said the argument hinged on two lines from the purpose statement. He said he had found some support for the case in the health care industry and he was looking at nonprofits with educational missions for additional support. He said he hoped to file the appeal to the IRS by Oct. 1. He said the Constitution and Bylaws have been changed and ACUI needed to update the Articles of Incorporation regarding the educational groups and who votes . He said the Association would need to file again for corporation with the state of Indiana , and that he could take care of that. He said he had begun discussion with Ms. Herman-Betzen and Ms. Blood about conducting a risk-management assessment. He said the Association hadn't conducted one. He said the result of the assessment would be a risk-management plan. He recommended a team approach that would include himself, two volunteers, and two staff members. He said a compliance officer could be appointed to review the plan annually .

## **Regional Voucher Program**

Mr. Timmann said the regional directors would like to continue the regional voucher program for new professionals . He said they would like to expand the program to include graduate students. He said he would like the decision to be made before the regional conferences rather than in October after some regions already have had their conferences.

Mr. Slazink moved, Mr. Timmann seconded and it passed with a roll call vote that:

*The regional voucher program be continued for attendance to the 2001 annual conference.*

Roll call

For: Ms. Hall, Mr. Windmeyer, Mr. Slazinik, Mr. Timmann, Mr. Cameron, and Ms. Parker

Against: Mr. Hollis, Mr. Eustrom



### **Government Relations Consortium**

Ms. Herman-Betzen discussed a government relations consortium to which the Association was invited to join with the National Association of Student Personnel Administrators, the American College Personnel Association, and the Association for Student Judicial Affairs. She said philosophically, it was a great opportunity to meet ACUI's long-range goal of being a public policy advocate. She said in reality, the financial forecast of a deficit made it a tough decision. Mr. Hollis asked if the money could be taken from the Development Fund. Ms. Herman-Betzen said it could be done. Mr. Cameron asked if the money needed to be given up front, and Ms. Herman-Betzen said it needed to be. She said the travel money for the consortium would be shown as a deficit item to be earmarked in the 2001 budget.

Ms. Parker moved, Mr. Cameron seconded and it passed that:

*A one-time expenditure of \$10,000 from the Development Fund be made for membership in the government relations consortium with NASPA, ACPA, and ASJA.*

### **Executive Director Goals and Objectives**

Mr. Cameron discussed the goals of the executive director in relation to a previous decision to change the evaluation criteria. He discussed his suggestions that the goals be made as objective items that can be measured. Mr. Slazinik asked what would happen to the list if other goals arose after the document was adopted. Mr. Cameron said goals always could be added, but his document was a good starting place. Ms. Parker suggested adding a broad-based bullet goal that addressed helping the Association through the reinvention transition.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The three strategic goals as submitted plus a goal to help with the reinvention transition be adopted as the executive director's evaluation criteria.*

### **Hate Crimes**

Mr. Windmeyer discussed his initiatives, which he said could be accomplished through ACUI's present structures. Mr. Eustrom asked whether the Conference Program Committee was working with him on the annual conference initiatives because Ms. Austin didn't mention them in the Education Committee meeting. Mr. Windmeyer said the Conference Program Committee was interested in the initiatives but they could not devote their time to them in light of their other duties. Mr. Slazinik said he would like to discuss some of Mr. Windmeyer's initiatives so they wouldn't be redundant with his community building initiatives. Mr. Eustrom recommended creating a project team to help accomplish the initiatives.

### **Interassociation Partnership**

Ms. Herman-Betzen said ACUI, NASPA, and ACPA were requesting funds through a person who matches corporations with nonprofits to provide programs. The program would be a student affairs symposium on hate crimes. It would bring together people from different areas in academiaAthletics, faculty, administration, and student lifeCfor an anti-hate-crime educational program. She said lots of people in the Association would work on this project because the topic is dear to their hearts. Mr. Cameron said he didn't want the staff to take on the amount of work required by the symposium in light of how much work the staff did for The Forum Volunteerism, Service and Learning in 1999. Ms. Herman-Betzen said the agreement with the other associations would address some of that issue.

Mr. Hollis moved, Mr. Eustrom seconded and it passed that:

*Mr. Windmeyer and Ms. Herman-Betzen be directed to continue with plans for an interassociation symposium on hate crimes.*

### **College Bowl Task Force**

Mr. Cameron discussed the summary of the task force's work. He said they haven't finished their job and would like to continue, with plans to submit a final report for discussion on the October conference call. Mr. Hollis asked if ACUI would be in violation of its contract if a region decided not to have a regional tournament. Ms. Herman-Betzen said she would have Mr. Guthrie look into that. Mr. Cameron asked what the Board would like the task force to do. Mr. Hollis said in the near future he would like to address the question of what to do with the program. Mr. Cameron said the task force is not an assessment group.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*The report of the College Bowl Task Force be received and that the task force continue with a goal of submitting a final report in time for the October conference call.*

### **Recreation Task Force**

Ms. Berge presented the report of the Recreation Task Force submitted by Chair Stephen Gnadt. The task force reported that some regions have less volunteer support overall and don't give priority to the recreation program. It said the fee structure was not consistent between regions. Gnadt told Ms. Berge that the final report with recommendations could be finished in the next few months. Mr. Timmann said regional directors are in favor of continuing the program and would like some support from the committee to help identify regional coordinators. Mr. Hollis said he would like to see the Central Office take over administration of the program to improve its promotion and subsequently improve income. Mr. Timmann said he would like the finances of the committee be brought into the operational budget.

Mr. Timmann moved, Mr. Slazinik seconded, but the motion and second were withdrawn that:

*The finances of the Recreation Committee be brought into the operational budget of the Association.*

Ms. Herman-Betzen said the funds are with the Association's funds, and the Recreation Committee didn't have its own checkbook, but the recreation finances appear as a separate budget alongside the operational budget. Mr. Cameron asked why the move should be made since the funds already reside with the rest of the Association's funds. Mr. Timmann withdrew the motion, and Mr. Slazinik withdrew his second. Mr. Hollis asked if the Recreation Committee's budget is sent to the Central Office to be approved by the Board. Ms. Herman-Betzen said it isn't. Mr. Hollis said he would like the motion to be put back on the table because he said that's the way it should be regardless of what the recommendations will say. Mr. Cameron said he sees it as inconsistent if regional budget excesses don't go to the Association's bottom line and the Board says recreation money is subject to such action. He said he is not comfortable voting on the motion because it arose out of another discussion and it is possible that other pieces of information should be considered. Ms. Berge said the timing might make more sense if the action were taken at the same time that the recreation program is moved into the new educational council structure or when the task force final report is received. Mr. Slazinik said the timing would make more sense if direction were given to the task force to look at the financial issues. Mr. Hollis said the Recreation Committee should present a budget to the Board for consideration and that the Board should make such a motion. Mr. Eustrom said the discussion of a transition time line would help the Board see when to implement such an action.

Mr. Cameron moved, Mr. Eustrom seconded and it passed that:

*The report of the Recreation Task Force be received and that the task force continue with a goal of submitting a final report in time for the October conference call.*

### **International Position Statement**

Ms. Hall said she would like the Board to work on an international position statement so people in other countries would know where the Association stands.

### **Central Office Workload**

Mr. Hollis said he observed during the transition discussions that the Central Office was being called on to manage most of the projects and programs. He said the Central Office didn't have the staff to handle the load. He said the Board needed to address philosophically the changing role of the Central Office. Ms. Parker said the Board could adopt a system wherein the work is done by the volunteers and the staff provides support.

Ms. Herman-Betzen discussed the work that would be done by the Central Office. She then listed responsibilities of the Board of Trustees. She said both would be in charge of direction, fund raising, and legislative strategy and the Association membership would be in charge of other work. Ms. Berge said she would like Ms. Herman-Betzen to type up her list to be used as a point of departure in discussion of responsibilities. Ms. Hall said the Board should set criteria for sponsorships to be interpreted by the Central Office staff. Mr. Slazinik said discussion also needs to focus on the effects of sponsorships on member campuses.

### **Transition Reports from Component Groups**

Mr. Eustrom said the Commission on Educational Programs and Services came up with five questions: What is or should be the tie between educational councils and communities, and who would monitor the exchange of ideas between the entities? Would there be geographical communities? Should titles such as regional director and educational council coordinator be coordinated? How will assessment and research happen? What is the Central Office work flow under the new model? Ms. Hall asked whether CEPS addressed the transition away from the CEPS model. Mr. Eustrom said the CEPS members accepted the model and believed it would work. He said CEPS members foresaw the educational council directors harnessing volunteer efforts toward projects and programs to fill educational needs in their subject efforts. He said the Conference Program Committee chairs would maintain their role and work with all educational councils. He said the two at-large members of the commission would finish their terms at the next conference and help with the selection process for educational council directors.

Ms. Parker said the committee and network chairs came up with a list of things to do. She said she would be sending letter to all chairs for them to share with their members. She asked what would happen to the awards and scholarships that were the responsibility of committees and networks. She said the chairs would like to be included in the selection of the educational council chairs. She said the College Bowl contract needed to be renewed. She said the Web site needed to be edited with the new model in mind. She said the chairs were working on projects but they had been doing so with the reinvention in mind. She said the chairs asked about committee and network conference programs, when conference and preconference programs would happen, and if they still would have Associationwide advertising. She said the biggest difference from the old model was that committees and networks don't decide on and do projects, they propose projects.

Mr. Timmann said the regional representatives said the regions would have a selection process this year because of the time crunch. He said they believe a liaison with the Central Office would support their needs.

## Transition Projects for Elections

Mr. Cameron said the elections work group drafted a recommended general election time line. He said the draft contains approximate dates to account for weekends and holidays. He said at each annual conference, the specific dates would be announced for the coming year. Mr. Windmeyer asked about campaigning. Mr. Hollis said they recommended campaigning be banned. Mr. Timmann asked what would happen during the process if people campaigned. Mr. Hollis said violations would be reported to the chair, who would head an appeals panel that could take an action it sees fit. Mr. Windmeyer recommended referencing a specific definition so everyone would know what is meant by campaigning. Ms. Hall recommended providing a list of election policies and rules so candidates would know what is expected and what is permitted. She said she also would like parameters to be set as penalties the appeals panel could hand down. Mr. Hollis recommended asking Mr. Cameron to provide a definition for campaigning and that he, Mr. Cameron, and Ms. Herman-Betzen provide some examples of what would and would not be acceptable. Mr. Slazinik asked whether submission of a photo would be required, especially in light of access to it on the Web. Mr. Hollis said the question could be whether to put it on the Web. He explained that part of the issue is identification with someone who may not recognize them by name only. Mr. Timmann said the photo should be optional. Mr. Stowers pointed out that "student leader" was inadvertently omitted from the line "Professional work experience" from the list of ballot information.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*The ballot information form for Board of Trustees/president-elect candidates contain a statement from the executive director about the future of ACUI, a statement from the president about the future issues of the Board of Trustees, the candidate's name, institution, title, postal address, e-mail address, phone and fax numbers, and photo, and, with a cumulative 650-word limit, the candidate's education, professional/student leader work experience (workshop, research, presentation, and writing), ACUI volunteer experience, vision for ACUI, and statement of commitment to ACUI's core purpose and values.*

Ms. Hall asked why the requirement of full-time employment was included in the job description for president-elect. Mr. Hollis said it was a matter of appearances, namely whether college and university administrators would think less of a professional association led by a student. Ms. Parker asked whether a three-quarter-time employee would be excluded. Mr. Slazinik asked whether a definition of a "status" employee could be used. He said he would like the door to be left open for students to become president-elect because there have been graduate students, for instance, who were capable of leading the Association. Ms. Parker recommended and the Board agreed to deleting the language concerning job stability and full-time employment being required.

Mr. Hollis moved, Mr. Slazinik seconded and it passed with friendly amendments that:

*The general election time line (Appendix A, p. 1), abbreviated time line for election of 2001-02 Board members (Appendix A, p. 2), proposed changes to the policies and procedures regarding the Board of Trustees (Appendix A, p. 5), and job descriptions for president, president-elect, and at-large member of the Board (Appendix A, pp. 6B8) be adopted as amended.*

Mr. Cameron recommended that responsibility for the Butts-Whiting Committee, evaluation of the executive director, honorary membership, and emeriti awards remain with the president. Ms. Parker asked whether other awards and scholarships could be included in the president's job description with the understanding that these responsibilities could be assigned to task forces.

Friendly amendments to the previous motion were accepted that:

*Responsibility for the Butts-Whiting Committee, evaluation of the executive director, honorary membership, emeriti awards, and all other awards and scholarships be added to the job description of president.*

Mr. Cameron said he would like to add to the at-large member information a way for students to identify themselves as students that would not be included in the information that goes out to the membership. Ms. Hall asked whether a definition for "student" needed to be adopted for use in the election process. Mr. Hollis said he would like to indicate whether a candidate is a student so a voter would know whether one of their votes wouldn't count if they voted for three professionals when one incoming at-large member needed to be a student. Ms. Hall said she didn't want that to be an issue. She also said if grade-point averages are required for student candidates, then other candidates should have to submit job evaluations. Mr. Hollis said student candidates would need a letter from the institution saying the student is in "good standing," as defined by the institution. Ms. Hall said she changed her mind and agreed that students should be identified but language should be explicit on the ballot that at least one student would be appointed, if the BOT didn't already have a student member for the upcoming year, and that voters could vote for more than one student. Mr. Slazinik said the statement of support from the institution could be the filter for students and staff being "in good standing, which already is in the adopted job description for at-large members. Ms. Berge asked Mr. Hollis, Mr. Cameron, and Ms. Herman-Betzen to develop the ballot to designate that more than one student could be elected. Mr. Hollis said if additional problems arose with the process, those could be dealt with by the Board then.

Mr. Hollis moved, Mr. Eustrom seconded and it passed that:

*All individuals standing for Board election must be a student or staff member in good standing at an institution in good standing and committed to fulfilling the duties of the position for the length of the term and have documented institutional support and access, utilization, and a commitment to Web-based communication.*

Mr. Slazinik asked whether the immediate past president, who would serve as Elections Committee chair, could run for president-elect or at-large member of the Board.

Mr. Hollis moved, Mr. Cameron seconded and it passed with a role call vote that:

*The immediate past president cannot run for president-elect or at-large member of the Board of Trustees.*

Roll call

For: Ms. Parker, Mr. Cameron, Mr. Hollis, Mr. Slazinik, and Ms. Hall

Against: Mr. Eustrom, Mr. Windmeyer, Mr. Timmann

Mr. Windmeyer moved, Mr. Eustrom seconded and it passed that:

*The Elections Committee job descriptions (Appendix A, pp. 7-8) be adopted.*

Mr. Cameron said the election process already had been covered by previous motions and that he would put together detailed policies based on those votes. The Board agreed.

Mr. Cameron said the work team addressed vacancies and removal from office in a draft of policies. Ms. Hall raised the question of a student Board of Trustees member graduating during his or her term. Mr. Hollis said the Board is required to have a member who is a student at the time of election and the work group addressed the possibility of a Board member pursuing a job in another field by requiring a commitment statement that they plan to retain their eligibility throughout their term.

Mr. Hollis moved, Ms. Hall seconded and it passed that:

*Board members have a four-month grace period between status and employment.*

Mr. Hollis moved, Mr. Windmeyer seconded and it passed that:

*The wording of policy section 3 (Appendix A, p. 5) be changed to reflect the intent that the Board contain at least one member who was a student at the time of election.*

but the motion and second were withdrawn that:

Mr. Hollis moved, Mr. Timmann seconded and it failed but the motion and second were withdrawn that:

*A transition election model with Ms. Berge, Mr. Hollis, Mr. Timmann, Mr. Slazinik, Mr. Windmeyer, and Mr. Eustrom serving on the 2001-02 Board with an elected president-elect and two elected at-large members and Mr. Eustrom also serving on the 2002-03 Board be adopted.*

Ms. Berge said this alternative would postpone the full implementation of the transition for two years. Mr. Hollis said it was important that the Board not lose its history too fast. Mr. Windmeyer and Mr. Slazinik said their at-large duties would require another year so they would like to stay on the Board. Mr. Eustrom pointed out that if they would become at-large members of the new Board, working on their hate crimes and community-building projects would not fall within their Board responsibilities. Ms. Herman-Betzen recommended Ms. Berge, Mr. Eustrom, and Mr. Timmann be at-large members with Mr. Hollis as president and that Mr. Windmeyer and Mr. Slazinik would lead project teams in their areas. Ms. Berge said her understanding was that the transition would take one and one-half years, so Board members would retain some of their current responsibilities. Mr. Timmann said he supported Mr. Slazinik and Mr. Windmeyer staying on the Board, if they so chose, and they could continue their work in their areas as well. He said the Board couldn't just change its name and change the way it works overnight. Mr. Slazinik said he would get more done on community building if he wasn't on the Board. Ms. Berge said she didn't want Mr. Slazinik and Mr. Windmeyer's work to be dropped from the Board after one year. Mr. Hollis said he would be comfortable with Mr. Slazinik and Mr. Windmeyer continuing on the Board with dual responsibilities. Mr. Cameron recommended Ms. Berge, Ms. Parker, and Ms. Hall go off the Board, Mr. Hollis stay, and three of the remaining four people—Mr. Eustrom, Mr. Timmann, Mr. Slazinik, and Mr. Windmeyer—by mutual agreement, continue on the Board. Mr. Timmann said he would like Ms. Berge to stay on the Board and Mr. Windmeyer and Mr. Slazinik to be given the choice to remain on the Board. Mr. Hollis said he would like Ms. Berge to drop off the Board and oversee the elections process, Mr. Slazinik to lay out his plans for community building and set those wheels in motion by the annual conference and continue as at-large member, and Mr. Windmeyer to continue his work with hate crimes as a project leader because his task would take longer.

Mr. Cameron moved, Mr. Hollis seconded and it failed with a tied roll call vote that:

*Mr. Hollis be appointed president and Mr. Eustrom, Mr. Timmann, and Mr. Slazinik be appointed at-large members on the 2001-02 Board of Trustees with all of their terms ending at the 2002 annual conference.*

For: Ms. Hall, Ms. Parker, Mr. Cameron, Mr. Hollis

Against: Mr. Slazinik, Mr. Windmeyer, Mr. Timmann, Mr. Eustrom

Ms. Berge said she took the presidents' position as a three-year commitment. She said she was disappointed that the motion would make it a two-year term, though she believed the motion was brought with the good of the Association in mind. Mr. Slazinik suggested another model in which Ms. Berge, Mr. Hollis, Mr. Timmann, Mr. Slazinik, Mr. Windmeyer, and Mr. Eustrom would serve on the 2001-02 Board with an elected president-elect and two elected at-large members, the five people listed would drop off after 2001-02, and five Trustees being elected for the 2002-03 Board. Mr. Eustrom said he didn't have a strong belief that the Board should have eight members and he believed there should be nine members with the message being that this is a transition year. Mr. Cameron said the Board should set the example for change, since all other groups were being asked to change. Mr. Hollis said members who carry over to the 2001-02 term would start with a clean slate and with training to fulfill the role of the new Board. He said he believed the expectation was to move forward. He said there was nothing saying Ms. Berge couldn't be a special appointment. He said Ms. Berge should put her talents toward the election process because the task is so important. Mr. Windmeyer said it made more sense that Ms. Berge stay on the Board rather than Mr. Slazinik because of her knowledge of the process. Ms. Hall said the Board seemed to be sliding away from the issue rather than deciding it. Ms. Berge said she called Ms. Maul and relayed that Ms. Maul said the intent was for the transition to the new Board be over two years and that consistency should be taken into consideration.

Mr. Hollis moved, Mr. Cameron seconded and it passed with one no vote that:

*The Board become an eight-voting member board starting with the 2001 annual conference.*

Mr. Eustrom moved, Mr. Cameron seconded and it passed with two no votes that:

*Four of the members of the 2001-02 Board be one-year appointments and the other four be elected prior to the 2001 annual conference.*

Mr. Cameron said Mr. Hollis was a given for the Board, and he (Mr. Cameron), Ms. Parker, and Ms. Hall should not be considered, so that left Mr. Timmann, Mr. Eustrom, Ms. Berge, Mr. Slazinik, and Mr. Windmeyer to be considered for the three at-large positions.

Mr. Windmeyer moved, no one seconded and it failed that:

*Mr. Eustrom, Mr. Timmann, and Ms. Berge be named one-year appointments to the 2001-02 Board of Trustees*

Ms. Hall said the Board needed to address the issue from a skill and experience point of view instead of personalities. Ms. Herman-Betzen read a list of qualities for a good board member from Boards That Make a Difference (1997) by John Carver. Mr. Slazinik asked whether the Board has the authority to set the time line since the changes already had been approved. Ms. Herman-Betzen said the Board has to act for the best of the organization while implementing the changes as soon as feasible. Mr. Timmann said the only way to make the transition would be to keep Mr. Hollis as president and elect the other seven Board members.

Mr. Hollis moved, Ms. Parker seconded and it passed with one abstention that:

*In addition to Mr. Hollis as president, the three one-year appointments to the 2001-02 Board of Trustees be Mr. Eustrom, Mr. Slazinik, and Mr. Timmann.*

### **Educational Council Work Team**

Ms. Hall said the team recommended a structure in which the educational councils would identify and expand on core competencies, generate project ideas, and report to the director of educational products and services. Mr. Slazinik said he is concerned that the Institute for Leadership Education and Development, College Bowl, and recreation are too much work for one educational council. Ms. Hall said the directors would oversee the programs while many other people work on each program. Ms. Parker asked whether these programs belong in an educational council rather than being in their own structure. Mr. Eustrom said the team tried to inject these established programs into the new model and that they put them where the core competencies of the programs fit in the model. Ms. Parker said the communities group recommended that the programs be evaluated to see in which, if any, educational councils they belong. She said the structure is such that the educational council directors are in charge of content areas while the projects and programs will fill content needs. Ms. Herman-Betzen said the first step would be to start a listserv to generate ideas for projects, which could be delivered via publications, seminars, conference sessions, etc. Ms. Parker said the councils also would be fleshing out the list of content areas that should be addressed. Ms. Hall pointed out that projects and programs can answer to multiple councils. Mr. Eustrom said program leadership positions would be filled through an application process for a set term length, while project leaders could be the people who initiate the project. Ms. Hall said there should be a mechanism for removing ineffective leaders. Ms. Parker said she would rather have educational council directors who are better at recognizing and encouraging content specialists than directors who are simply content experts.

Mr. Windmeyer moved, Mr. Hollis seconded and it passed that:

*The description of educational councils (Appendix B, p. 4), job description of educational council coordinators (Appendix B, p. 4), eligibility and qualifications of educational council coordinators (Appendix B, pp. 4B5), and educational council relationships (Appendix B, p. 5) be adopted as amended (in motions and agreements below).*

Mr. Cameron recommended adding to the job description for educational council directors responsibility for newsletters and publications. Mr. Windmeyer asked why the educational council leaders were to be called Adirectors' and their regional counterparts "chairs." Mr. Hollis said he would like the regional counterparts also to be called directors. Mr. Windmeyer asked why they all aren't called coordinators. The Board agreed to change the title of the educational council heads at the international and regional levels to Acoordinator.' Mr. Windmeyer recommended always using "international" and "regional" to differentiate the two in Association language, and the Board agreed.

Mr. Eustrom said the selection process should be tied to the content areas. The team decided that it should be a selection process that involves a Central Office staff member. Mr. Hollis said he was concerned about the perception of a good old boy's network.

Mr. Cameron moved, Mr. Timmann seconded and it passed that:

*The selection committee for the educational council coordinators consist of the director of educational programs and services or Central Office equivalent and four at-large regional educational council coordinators.*

Mr. Eustrom said he would develop ideas for how to select the at-large members of the selection committees.

Mr. Hollis moved, Mr. Cameron seconded and it failed unanimously with one abstention that:

*The title of coordinators be changed to coordinator and coordinator-elect at the international level.*

Mr. Eustrom said the team didn't want to set up a leader and leader-elect hierarchy in the councils. Ms. Parker said the intention was to make sure someone knowledgeable was coordinator each year. Ms. Hall said the team didn't want to set up a system where the coordinator leads and the coordinator-elect shadows the coordinator. Ms. Herman-Betzen said she heard requests that two people would split the job and share the workload and responsibility. Mr. Hollis said that should be addressed in the job description.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*A line be added to the job description for the educational council coordinators (Appendix B, p. 4) that the two coordinators would split the workload.*

Mr. Slazinik moved, Mr. Hollis seconded and it passed that:

*Procedures for selection of coordinators (Appendix B, p. 5), description of program teams (Appendix B, p. 5), and process for selection/appointment of a project team (Appendix B, p. 5) be approved as amended.*

Mr. Eustrom moved, Mr. Slazinik seconded and it passed with two abstentions that:

*The general ACUI program standards (Appendix B, p. 3), methods of research and assessment of programs, services, and needs (Appendix B, p. 3), and development of core competencies (Appendix B, p. 3) be adopted as presented, with the current Core Competencies Task Force working with the educational council coordinators to identify core competencies.*

Mr. Eustrom said the charge was to make the task forces fit in the educational council structure. He suggested one coordinator from each educational council work with the programs that fall outside the four educational councils. Ms. Hall said she would like to leave some latitude within which the volunteers could work. Ms. Parker said she doesn't want to separate some programs out, nor does she want to leave their structure undefined.

Mr. Slazinik moved, Ms. Hall seconded and it failed that:

*Recommendations regarding plans for publications or newsletters from each educational council (Appendix B, pp. 3B4), and the distinction between communities, programs and services, and project teams (Appendix B, p. 3) be approved.*

Mr. Cameron asked whether the motion would keep the College Bowl, recreation, and conference programs in question inside the educational councils. Mr. Slazinik said yes. Mr. Cameron said the programs don't add to the Association's body of knowledge and didn't fit into the past structure and he believed the programs wouldn't fit with other educational council programs. Ms. Berge recommended keeping the programs in question outside the structure, with them reporting to the Central Office. Ms. Hall said each program would have its own Central Office liaison and could be nimble and flexible. The Board identified College Bowl, recreation, Institute for Leadership Education and Development, the Executive Leadership Institute, Indiana Professional Development Seminar, and the conference program and Student Track Educational Program as programs that might not fit into the educational council structure. Ms. Berge said the conference program is different because it is the only one mandated by the Bylaws.

Mr. Windmeyer moved, Mr. Eustrom seconded and it passed that:

*The organizational chart be approved that has the College Bowl, recreation, and conference programs falling outside the educational council structure, with College Bowl and recreation program teams reporting to the Central Office and the conference program team reporting to the Board of Trustees.*

Mr. Hollis moved, Ms. Hall seconded and it passed that:

*Recommendations regarding plans for publications or newsletters from each educational council (Appendix B, pp. 3B4), and the distinction between communities, programs and services, and project teams (Appendix B, p. 3) be approved as amended.*



The Board agreed that scheduling and renovation should fall under the facilities council, IPDS and ELI under administration, and I-LEAD under campus life. The Board agreed that STEP would fall in line with the conference program.

Mr. Hollis moved, Mr. Timmann seconded, but the motion and second were withdrawn that:

The recommendations regarding the transition process (Appendix B, p. 6) and July leadership meeting implications (Appendix B, p. 6) be approved with the changes approved in the transition process.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*Discussion of implications on future July leadership meetings be tabled.*

Mr. Windmeyer moved, Mr. Cameron seconded and it passed that:

*Discussion of implementation details and the transition from the Commission on Educational Programs and Services to educational councils be tabled.*

### **Communities Work Team**

Ms. Parker said defining and describing the process of networking within the communities would be addressed in her position paper.

Mr. Hollis moved, Mr. Eustrom seconded and it passed that:

*Item 1 be approved. Nothing to approve.*

Ms. Parker said the work group recommended a Central Office representative would be a liaison for each community.

Mr. Timmann moved, Mr. Hollis seconded and it passed that:

*Each community have a Central Office liaison to assist with technical and funding needs.*

Ms. Parker said the work team recommended that any number of people could initiate a community, and that would be further addressed in her position paper.

Mr. Timmann moved, Mr. Windmeyer seconded and it passed that:

*Any number of people can initiate a community.*

Mr. Eustrom moved, Mr. Timmann seconded and it passed that:

*Item 5 be approved. Nothing to approve, previously approved under ed councils.*

Ms. Parker said a marketing plan needed to be developed to introduce the communities concept to the membership.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*A marketing plan be developed to introduce the community structure to the membership.*

Ms. Parker said the work team recommended leaving the structure or nature of a community up to its members.

Mr. Timmann moved, Mr. Hollis seconded and it passed that:

*The structure and nature of a community be determined by its members.*

Ms. Parker said the work group recommended that a pool of money be set aside from which communities could request funds for marketing and networking. Mr. Slazinik suggested postponing the decision until budget conversations. Ms. Parker said the recommendation was being made in time for budget requests.

Mr. Windmeyer moved, Mr. Hollis seconded and it passed that:

*Funds be set aside in the annual budget from which communities can request support.*

Ms. Parker said the team recommended the committees cease to exist but the chairs serve until the 2001 conference. Ms. Berge recommended the chairs be designated "in transition."

Mr. Windmeyer moved, Mr. Timmann seconded and it passed that:

*The current committee and network chairs be designated as "in transition" and serve until the end of the 2001 annual conference.*

Ms. Parker said the team recommended steps be provided for forming communities.

Mr. Cameron moved, Mr. Timmann seconded and it passed that:

*A set of recommendations be created to assist in the development of a community.*

Ms. Parker said the team agreed the communities should be in line with the mission, vision, and values of the Association. Mr. Windmeyer said objections to a community or its actions could come from anyone and could go to the regional director or Central Office liaison.

Mr. Cameron moved, Mr. Timmann seconded and it passed that:

*Any community can be reviewed upon request to assure it is in line with the mission, vision, and values of the Association.*

Ms. Parker said the model for moving issues from communities to the Association agenda that was developed by the educational council group is in line with the communities work team's recommendation. Mr. Windmeyer said the key word is advocacy.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*Item 12 be approved. Already approved under educational councils.*

Ms. Parker said there is no inherent obstacle to joining communities for anyone, including students and international members.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*Items 13 and 14 be approved. Nothing to approve.*

Mr. Slazinik moved, Mr. Hollis seconded and it passed that:

*Programs, services, and issues currently reflected in committees and networks be evaluated for intentional inclusion in at least one of the four educational councils.*

Mr. Timmann moved, Mr. Hollis seconded and it passed that:

*Item 16 be approved. No action required.*

Ms. Parker said the team still was considering recommending a name change to "commUnities."

### **Regions Work Team**

Mr. Slazinik moved, Mr. Cameron seconded and it passed that:

*Discussions concerning geographical boundaries of regions be tabled.*

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*Regional leadership be referred to as the "regional leadership team."*

Mr. Slazinik said "regional educational council chair" should be changed to "regional educational council coordinator" in the regions work team report. He said the job description for regional educational council coordinator needed to be amended to take out reference to chair-elect so that only one coordinator in each area will serve and that the term limit be two consecutive terms with no limit to non-consecutive terms. He said the regional educational council coordinator should be from a member institution or be an individual member at a nonmember institution, and the Board agreed.

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*The job description (Appendix C, p. 6) and transition schedule for regional educational council coordinator (Appendix C, p. 6) and policies and procedures for the regional educational councils (Appendix C, pp. 11B12) be approved as amended.*

Mr. Slazinik said the regional director responsibilities needed to include advising regional communities and that the term needed to be changed to a two-year term. He said he would like to add "at a member institution" to qualification 5 for regional director. Ms. Berge recommended the reference to financial support be dropped from the qualifications. Ms. Parker recommended, and the Board agreed on the wording, "Be an individual member of ACUI at a member institution with solid institutional support or other means of financial support," to be included in the regional director qualifications. Mr. Cameron recommended and the Board agreed to add, "Ensure active student participation in all programs, services, and support functions and provide a minimum of one student position on each regional educational council, conference planning committee, and special task force," to the list of responsibilities in the regional director job description.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The regional director job description (Appendix C, p. 13B14) be approved as amended.*

Ms. Berge recommended that regional College Bowl and recreation coordinators report to the regional director to align the regional with the international structure.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*Regional College Bowl and recreation coordinators report to the regional director.*

Mr. Slazinik moved, Mr. Hollis seconded and it passed that:

*Recommendations regarding Central Office staff support for regions (Appendix C, p. 2), communication and reporting lines for regional directors (Appendix C, p. 3), the regional structures (Appendix C, p. 3B4), time line for discontinuing/altering existing regional constituency-based positions (Appendix C, p. 4), students' role in the regional structure (Appendix C, p. 5), chairs for the regional task forces (Appendix C, p. 7), selection process and time line for regional directors (Appendix C, p. 8), and plans for regional newsletters (Appendix C, p. 9) be approved.*

### **Transition Projects Board Issues**

Mr. Cameron moved, Mr. Hollis seconded and it passed that:

*At least 51 percent of the seated members of the Board represent a quorum.*

Mr. Windmeyer moved, Mr. Hollis seconded and it passed that:

*Item 8 on the Board project list be tabled. Already tabled.*

Ms. Herman-Betzen said the Bylaws say institutional membership dues increases of more than 5 percent must be approved by a vote of the institutional members. Mr. Hollis said the issue was whether individual members would be given the right to vote on their dues increases. Ms. Parker said another issue is that institutional representatives' votes should represent the will of the staff at the institution instead of the institutional representative's will. Ms. Berge recommended putting off action that would call for a Constitution and Bylaws vote concerning membership dues approval and the inconsistency of term limitations for president.

Ms. Herman-Betzen said the next issue dealt with giving a vote for Board of Trustees candidates to the institutional representative as well as individual members. She said it had been determined that such a decision would not require a Constitution and Bylaw vote. Mr. Hollis said it would be premature to make a decision before going through the whole process. Ms. Berge said she saw it as a clarification of membership benefits. She recommended the issue be addressed at a later time. Ms. Hall said she believed benefits of institutional membership should be benefits to the institution and not to the representative.

Mr. Slazinik moved, Ms. Parker seconded and it failed unanimously that:

*One individual membership be included with each institutional membership.*

Ms. Hall moved, Mr. Hollis seconded and it passed that:

*Discussion of the definition of an institutional member be tabled.*

Mr. Slazinik asked if the communities work group had addressed whether communities would have to be approved by Association leadership. Ms. Parker said the work group recommended that anyone could create a community and a process be adopted in which anyone could ask for a review of a community to determine if it is in line with ACUI's vision, mission, and core values.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*Discussion of whether the Board of Trustees wants to retain the Constitution and Bylaw language concerning their approving communities be tabled pending legal interpretation.*

Mr. Hollis said the issue dealing with officers of the Board not being permitted to serve consecutive terms should be tabled with other Constitution and Bylaw issues for later consideration. Mr. Windmeyer said the intent was clear and wondered why the Board could not make the change. Mr. Cameron agreed that the intent was clear but said it still would require a vote.

Mr. Windmeyer moved, Mr. Hollis seconded and it passed that:

*Discussion of whether the officers of the Board can serve consecutive terms be tabled.*

Ms. Berge said allowing people who aren't from member institutions to serve in volunteer positions other than the Board, regional director, and educational council coordinator is another issue that would require an institutional vote. Ms. Parker said she liked the option that would leave it to the Board to define and make changes in policies and procedures regarding eligibility to serve.

Mr. Windmeyer moved, Mr. Hollis seconded and it passed that:

*Proposed Constitution and Bylaw language concerning individuals not at member institutions serving in volunteer positions other than the Board, regional director, and educational council director, "... eligible to serve as a volunteer in other capacities as defined in Policies and Procedures. ..." be put to the membership for a vote.*

Mr. Hollis moved, Mr. Windmeyer seconded and it passed that:

*The executive director create a new leadership handbook by March 2001*

Ms. Parker pointed out a change to the draft transition time line regarding marketing content and materials. Mr. Windmeyer asked whether the time line for marketing pieces was realistic. Ms. Herman-Betzen said the current Central Office staff would be able to assist volunteers with promotions until a marketing staff member can be hired. Mr. Timmann said the Board needed to address rolling out the changes to the Association. Ms. Berge said she would like a Board member as well as others involved in the reinvention meetings to be at each regional conference to present the changes in a session. Mr. Windmeyer said he would like some direction regarding the regional reinvention sessions. Mr. Cameron said in the past two years, a Board member has created an outline for strategic process sessions at regional conferences. Ms. Berge said she would like the three presidents and Ms. Maul to be panelists for discussion of the transition at the 2001 annual conference.

Ms. Parker moved, Mr. Hollis seconded and it passed that:

*The transition schedule draft be accepted as a working model for the Board of Trustees.*

### **Student Report**

Ms. Hall said ACUI falls short on a joint leadership model for students and staff. She said she would submit a position paper concerning students in the Association. She said the student member(s) of the Board of Trustees is not and should not be labeled "student trustee." She said she still is working on airline and lodging support for a student exchange program. She said she would like to talk with Australian sabbaticals about the benefits of such a program. Ms. Hall said she envisioned a small group of student leaders traveling to different areas between academic years and gaining knowledge of how unions work in other places. Mr. Windmeyer said he didn't think such a program was a priority but that the position paper was the biggest priority. Ms. Hall said her report says foremost that the discussion about student roles and programs should happen. Mr. Hollis said the Board of Trustees needed to look at her proposals, though they may be premature in light of discussions about students' roles. Ms. Hall said she is comfortable with working on the position paper and passing the student exchange information and contacts on to subsequent student leaders for future consideration.

### **Community Building Project**

Mr. Slazinik delivered a progress report on the charges of his position. He said he had identified people who are interested in being part of a community-building think tank. He said he would like to set up a listserve that would facilitate forming a definition, brainstorming potential programs, developing a list of competencies in the area, and looking forward. He said he would like to partner with other organizations to create a community-building model. He said the Foundation for Community Encouragement had a process that leads to what they define as community. He said he believed the process, which involves open and honest communication, was the way ACUI needed to go. He said he planned to develop Bulletin articles on community building. Ms. Parker said the Kettering Foundation has a journal that often focuses on some of the issues at which Mr. Slazinik is looking.

### **Union Veteran's Newsletter**

Ms. Berge said honorary member Adell McMillan wished for the union veterans to continue as a community with honorary member Gretchen Laatsch taking over as editor of the Union Veteran's Newsletter. Mr. Hollis said it was a perfect fit to the new structure. He said the issue was whether to continue to fund the newsletter. Mr. Eustrom said to him it is a project that should go through the Central Office. Ms. Hall said she would like to see, though not necessarily with the union veterans, the newsletters of the communities housed on the ACUI Web site. Ms. Parker said it needed to be clear that funding was not a given for communities and that criteria needed to be developed for funding communities.

### **Approval of Minutes**

Mr. Slazinik moved, Mr. Hollis seconded and it passed that:

*The minutes of the March 1-9, 2002, Executive Board meeting be approved.*

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*The minutes of the April 10, 2000 Executive Board conference all be approved.*

Mr. Cameron moved, Mr. Hollis seconded and it passed that:

*The minutes of the June 19, 2000 Executive Board conference call be approved.*

### **Board Evaluation**

Ms. Herman-Betzen said the Board adopted a method for self-evaluation in July 1998, but only two completed evaluation forms were submitted in 1998 and none since. Mr. Cameron recommended adding another piece based on the evaluation process at his institution. Ms. Parker said the evaluation would be most helpful if conducted twice a year. Ms. Berge said one method would be to have pre- and post-term evaluations. Mr. Hollis recommended the timing be immediately after the annual conference and again after the budget process conference call. Mr. Slazinik said once a year would better evaluate the work of the Board.

Mr. Hollis moved, Mr. Slazinik seconded and it passed that:

*The Board complete a self-evaluation within two weeks after the budget is approved.*

Mr. Hollis suggested using the form as submitted, unless Ms. Herman-Betzen would want to update it after receiving additional information from Mr. Cameron.

Mr. Cameron moved, Mr. Slazinik seconded and it passed that:

*The self-evaluation form be used by the Board as submitted, unless Ms. Herman-Betzen decides to update it after viewing additional information.*

### **October Conference Call**

Ms. Berge said she wanted to set a tentative date for October call and that additional calls could be necessary before then. Mr. Hollis recommended the Board discuss and vote via e-mail in lieu of additional conference calls unless the Board decides another call is needed, and the Board agreed. Ms. Berge proposed Oct. 2 at 11 a.m. CDT as a tentative time, and the Board agreed.

### **Adjournment**

The Executive Board Meeting adjourned Thursday, July 20, at 12:35 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, August 21, 2000**

President Colette Berge called the meeting to order at 11:05 a.m. (Central). The following Executive Board members answered roll call: President-elect Whit Hollis, Immediate Past President Matt Cameron; Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs David Timmann, Student Member Rachel Hall, At-Large Member Ed Slazinik, At-large Member Shane Windmeyer, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Jim Stowers, who took minutes. Mr. Timmann left the call at noon.

**Staffing Issues**

Ms. Herman-Betzen said Mr. Stowers had resigned to go to UNext.com. She said the staff was considering reorganizing. She said Mr. Stowers and Ms. Carnahan have agreed to help produce the November Bulletin on a freelance basis.

**Synthesis of Summer Meeting Information**

Ms. Parker said her updated copy of the communities position paper included a couple of changes to the original report. Ms. Berge said she would like the four work teams' reports to be distributed to the leadership team participants first. Mr. Timmann said the regional representatives received most of the information during their meeting and they are working on their selection processes. Ms. Parker discussed some of the particular points she changed and said regional representatives should be responsible for recruiting a diverse pool for community representatives. Mr. Eustrom said he had made a few changes based on the latest draft of the minutes. Ms. Berge asked that the Board read the four reports and latest version of the minutes and present their feedback by the end of the month.

**Legal Review of Constitution, Bylaws and Articles of Incorporation**

Ms. Berge said the entire review is not complete. She said the three presidents met via conference call to hear and discuss the findings and options. She said they decided the three incumbents Mr. Timmann, Mr. Eustrom, and Ms. Berge would stay on the Board. She said Mr. Slazinik and Mr. Windmeyer also would stay on, making it a 10-voting-member board for 2001-02. She said it is significant because it would give the Board more collective experience of the strategic process. Mr. Slazinik said it seemed like the Board needed to address conflicting motions it had passed in July. Ms. Berge said the motions for the Board to be a eight-voting-member board in 2002-03 and that the six returning members be one-year appointments would need to be changed. Ms. Hall said she agreed with the incumbents staying on the Board but she didn't understand why the two one-year appointments also would stay. Mr. Cameron said one thing that changed his way of thinking was that ACUI attorney Mark Guthier said the Board had gone against the Constitution and Bylaws, and he said he would rather err on the side of having too many members than not having enough to complete the work. Ms. Parker said she interpreted Mr. Guthier's report that the Board could go either way: keep the motions as they had passed or change them. Ms. Herman-Betzen said the only way under the state of Indiana laws for nonprofit organizations to stay with the original motions is with voluntary resignations. She said the presidents made the recommendation to keep the additional two members based on what they thought was best for the Board and the Association.

Mr. Eustrom moved, Mr. Slazinik seconded and it passed with two abstentions that:

*Such action be taken that the Board of Trustees become a 10-voting-member board for 2001-02, six members be one-year appointments and the other four a president-elect and three at-large members be elected to two-year terms, and the six returning members be Mr. Hollis, Ms. Berge, Mr. Eustrom, Mr. Timmann, Mr. Slazinik, and Mr. Windmeyer.*

The Board agreed that it would not change the way the July motions were stated, but the previous motion would amend those motions.

Mr. Eustrom moved, Mr. Cameron seconded and it passed that:

*The Board of Trustees become an eight-voting-member board in 2002-03.*

Ms. Berge said the motion banning the immediate past president from running for president-elect or at-large member of the Board goes against the Constitution and Bylaws. She said no motion is required. She said she would like to start a cycle that Constitution and Bylaw votes happen in the two months following the conference so as not to interfere with the Board election process. Mr. Slazinik asked whether the Board should leave removal of a regional director to a vote of institutional members as it was written. He said the Board should consider proposing a change so it would have the authority to remove a director. Ms. Herman-Betzen said she would ask Mr. Guthier about making such a change.

#### **Australia Update**

Ms. Herman-Betzen said the membership was sent an e-mail about the Australia study tour and a flier went out with the August Union Wire. The deadline for signing up was set at Sept. 8.

#### **Student Report Changes**

Ms. Hall said the changes she made to her report better reflect conversations in July. She asked that the Board review it and offer feedback.

#### **Adjourned**

The call adjourned at 12:25 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, November 6, 2000**

President Colette Berge called the meeting to order at 12:13 (Eastern). The following Board of Trustees members answered roll call: President-elect Whit Hollis, Immediate Past President Matt Cameron, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs David Timmann, Vice President for Committee and Network Affairs Rebecca Parker, Student Member Rachel Denkler Yould, At-Large Member Ed Slazinik, and Executive Director Marsha Herman-Betzen (ex officio). Also on the call were Business Officer Sam Frank and Director of Information Services Dave Teske, who took minutes. At-large Member Shane Windmeyer joined the call at 12:23.

**Update on Community Service**

Mr. Slazinik asked the board to review the report he sent last week. He said he is exploring the possibilities of a partnership with the Foundation on Community Encouragement for train the trainers and student educational programs. Ms. Parker encouraged the use of "genuine community" as well as "understanding." Mr. Slazinik said the focus right now is on defining community and how it is facilitated both actively and passively.

**Update on Hate Crimes**

Mr. Windmeyer indicated that the Association legal counsel, Mark Guthier, is drafting a partnership agreement for the train the trainers program with the Anti-Defamation League and the National Gay and Lesbian Task Force.

**Ring Out Bigotry Proposal**

Mr. Windmeyer asked the board to review the distributed report and share any feedback with him by Nov. 10. A vote will be conducted by e-mail.

**Third Quarter Statement**

Mr. Frank said the end-of-year forecast is significantly better than the June forecast. The Operating Fund is estimated to be favorable to budget by \$29.3K. The primary reasons are: favorability of \$19.4K in employee costs; favorability of \$18.3K in printing; favorability of \$11.6K in postage & shipping; and favorability of \$12.4K in dues revenue. The favorability is offset with unfavorability of \$18.4K in professional services and unfavorability of \$14K in publications inventory.

Procure will be short of budget by \$84K after backing out the effect of the ACUI management fee. The sales for the year have not met expectations. Mr. Frank said that the general and administrative expenses have been carefully controlled which has resulted in a favorability of \$64K.

**Budget Proposal**

Mr. Frank said the budget process this year will be different compared to last year in two ways : budgets will be prepared by department and by month. This will enable more accurate monthly reporting by cost center. He said staff members will be contacting any volunteer leadership for input for appropriate areas of the budget. He said he is targeting to have the operating, development and ACUI Procure budgets ready by early Dec. He said the regional and recreation budgets will come in December and will not be done on a monthly basis. Ms. Herman-Betzen said Procure is starting slower than expected. She said that in Toronto the board will need to discuss the cash flow availability to continue to support Procure while it works to grow. She said that she will be meeting with Connect to One, a part of Nebraska Book Company, to explore the possibilities of providing centralized billing through ACUI Procure. She said they are continuously looking for opportunities to enhance the success of ACUI Procure.

**Regional Vouchers for Toronto**

Mr. Timmann asked that board continue this program.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*The regional voucher program be continued to 2001.*

## **Elections**

Mr. Cameron said that the Election Committee is working well. He said he anticipates three to four people standing for president-election and 10–15 at-large members. He said there are several students that have indicated they plan to submit applications. He reminded everyone that the ballots are due on Nov. 13. Matt asked the board to confirm his understanding that a ballot can be submitted with fewer votes than total number of positions.

## **Recreation Task Force Final Report**

Mr. Cameron suggested the Board table the report's acceptance until the Board has had the opportunity to review the report and received all the attachments. Mr. Hollis said that since the report will potentially have a significant impact on the budget the Board approved the report via e-mail by Nov. 20.

## **Minutes Approval**

Mr. Slazinik moved, Mr. Hollis seconded and it passed that:

*The minutes from the June 2000 conference call be accepted.*

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*The minutes from the July 2000 meeting be accepted.*

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*The minutes from the August 2000 conference call be accepted.*

Mr. Cameron moved, Mr. Timmann seconded and it passed that:

*The minutes from the September 2000 conference call be accepted.*

## **Concurrent Election/Volunteer Procedure for this Year**

Mr. Cameron moved, Mr. Hollis seconded and it passed that:

*It is acceptable for an individual to run for both an elected and an appointed position. If the individual is elected, the individual is removed from consideration for the appointed position.*

## **Future Conference Calls**

Mr. Hollis suggested that the Board approve the budget via e-mail unless someone feels a conference call is warranted in December.

The date for the next conference call is Monday, Jan. 22 at noon EST.

## **Other Items**

Ms. Berge reviewed other items that need to be discussed by the board at some point:

\* Recreation committee fund

\* Coordination of awards and scholarship selection for future years. This year it will remain the responsibility of the component groups previously responsible. Mr. Windmeyer suggested all the awards and scholarships be reviewed in light of the recent changes in the Association's structure. Ms. Berge asked Ms. Parker and Mr. Eustrom to bring a proposal forward to create a task force to review the awards and scholarships program.

\* Ms. Denkler Yould said feedback will still be received on the position paper. She said she would put a summary together for future board discussions that may occur at future conference calls or at the Toronto conference.

## **Adjournment**

The conference call meeting adjourned at 1:57 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, January 22, 2001**

President Colette Berge called the meeting to order at 12:05 p.m. (Eastern). The following Board of Trustees members answered roll call: President-elect Whit Hollis, Immediate Past President Matt Cameron, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs Dave Timmann, Student Member Rachel Denkler Yould and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was legal counsel Mark Guthier, ACUI Business Manager Sam Frank, Associate Executive Director Tony Ellis, COO Martha Blood and Managing Editor Chad R. Sievers, who took minutes. At-large Member Ed Slazinik joined at 12:12 and At-large Member Shane Windmeyer joined at 1:09.

**Leadership Team Appointments**

Mr. Eustrom said a committee of Ms. Rebecca Parker, Mr. Ellis, himself and representatives from CEPS and Committees and Networks is screening applicants for all positions. After the screening process, the committee will conduct telephone interviews. By that time the committee will have candidates for all positions—Campus Life and Program Management Council Chair; Facilities and Operations Council Chair; Auxiliary Services Council Chair; Administration, Finance and Management Council Chair; 2004 CPT Chair; I-LEAD Program Team Chair and College Bowl Program Team Chair.

Recommendations for appointments for action will be available at the February 5 Board meeting.

Ms. Berge initiated a discussion about a “possible conflict of interest” with having Mr. Guthier nominated for 2004 CPT Chair while concurrently serving as the Association’s legal counsel. Mr. Guthier said he realized there might be some concerns. He said the CPT Chair position is appointed and not elected. He doesn’t foresee any conflicts. The Board’s consensus was there was no conflict.

Mr. Hollis said he has not received any applicants for the Affirmative Action post. He is going to wait until the end of the application process before taking any action.

Mr. Timmann reported on several regional director changes. He is working to fill all the positions and will report a final list at the February Board meeting.

Ms. Berge will meet with Mr. Thomas Lane, Affirmative Action Officer, this week for his assessment of the application pool.

## Awards and Scholarships

The deadlines for all have been extended and the response has been sparse. Ms. Berge requested that the following people be responsible for each award and scholarship, and they agreed:

Revis A. Cox Memorial Award--Ms. Parker  
Two-Year Awards--Ms. Parker  
Richard D. Blackburn Award--Ms. Berge  
Chester A. Berry Scholar Award--Mr. Sievers  
Gretchen Laatsch Scholarship--Mr. Eustrom  
C. Richard Scott Memorial Scholarship--Mr. Eustrom  
Affirmative Action Scholarship--Ms. Parker and Mr. Eustrom

The Meg Sutton Award will be given in the summer.

The Board discussed ways to get people to nominate others for the awards. Mr. Hollis wondered what would happen if ACUI didn't give out awards this year. The Board discussed awards should only be given to people when someone is nominated and deserving. The Board wanted to analyze the process closer.

Ms. Berge said she would send out an e-mail to the membership, explaining the nomination process and requesting people take an active role and extending the deadline again. The Board also will move forward toward the task force to study all awards/scholarships and to be appointed at Toronto.

Mr. Cameron will handle the Honorary Members and Emeriti Awards. ACUI gives the Emeriti Award to people who are retiring or leaving the field with a minimum of 10 years service. An honorary designation goes to people with 15 years experience at least five years in international experience. An honorary member receives a lifetime ACUI membership. Mr. Cameron has received a few nominations.

## 2001 Budget

Mr. Frank reported 2001 will be a pivotal year for ACUI Procure. He has narrowed things down in the budget and analyzed it different ways with and without Procure making the sales it needs. Ms. Blood, Mr. Frank and Ms. Herman-Betzen will issue monthly budget reports so the Board can keep a closer eye on Procure's development.

Mr. Frank explained each portion of the budget and asked for questions and feedback. He said the farther into the year, the more critical it is for ACUI Procure to do well if ACUI needs to borrow money. He will be meeting with a bank representative later this week to discuss possible plans. Currently, ACUI is borrowing from itself, but ACUI might have to borrow from the bank if Procure doesn't achieve sales projections.

Mr. Frank proceeded through the budget's different groups, describing how he decided on certain funds. (See 2001 Proposed Budget).

Ms. Berge asked if the Recreation Fund Group would be rolled over into the Operating Fund. Mr. Frank said he possibly hoped to do that in the 2002 budget.

Mr. Windmeyer asked why there was not any notice of hate crimes-related programs or products proposed in the budget and how such priorities get communicated to the Central Office. He raised the concern more than a year ago when the Association made hate crimes a priority. He said this budget failed to have any allotment or mention of products or programs that support the efforts proposed to the Board in the ACUI Hate Crimes Prevention Initiatives in the July 2001 summer meeting. He expressed this concern that the Board had an identified process that is communicated with to find such projects as the Board transitions into a Board of Trustees. Ms. Berge acknowledged that this was an issue and that she would place it as a discussion item in Toronto.

Ms. Herman-Betzen reported the staff, who have been with ACUI for one year, will receive a 3.5 percent cost of living increase, rather than the 5-6 percent increase previously discussed. She said due to rising electric and gas bills and low unemployment, she said the cost of living increase was needed. If Procure does meet its expectations, there will be opportunities for merit increases later in 2001.

Mr. Cameron moved, Mr. Timmann seconded and it passed that:

*The Board accepts the 2001 Proposed Budget.*

## **Recreational Task Force Final Report**

Ms. Berge asked how the Board should respond to the report. Ms. Herman-Betzen stressed its importance. She said ideally it would be nice to have a Central Office staff member to work full-time with recreation. She said it could generate revenue. There was a lot of earning potential with potential sponsors.

Mr. Hollis moved, Ms. Denkler Yould seconded and it passed that:

*The Board received the recreational report with comments and passed it back to the committee in the hope the committee would get back with the Board with its input by the February conference call and the latest by the March call.*

## **Minutes From Nov. 6 Conference Call**

Ms. Berge reported the paragraph beginning "Third Quarter" should be \$29.3 K and not \$29.8 K. She also had a few typos to correct from Mr. Dave Teske's minutes and she would get those corrections to Mr. Sievers.

Ms. Denkler Yould moved, Mr. Cameron seconded and it passed that:

*The Nov. 6 conference call meetings be accepted.*

## **Informational Items--Procure**

Ms. Martha Blood joined the meeting and updated the Board about Procure's activities. She said after 10 months of operation more and more people are aware of Procure and like the program's idea. Now Procure is working to get more people to use the service. ACUI's staff is working to put together marketing and other plans to get more people "to step over the line" and make the first purchase. Ms. Blood and Ms. Karen Burns-Smith also are working to get more vendors into the program and working with existing vendors to become educational partners and active exhibitors/sponsors/advertisers.

Mr. Windmeyer asked if there is a marketing material designed to help members at state-run institutions that are having state-purchasing problems. Ms. Blood said Procure is working on it. She also said she would be willing to talk to anyone's purchasing offices.

Ms. Denkler Yould wanted to know if there was a "cheat sheet?" Ms. Herman-Betzen said there was one in the works. She also said the Board and the Leadership Team need to promote Procure and use it. She said she was going to make 330 phone calls before conference to union directors to initiate their support and 330 more calls before May.

## **Informational Items--Central Office Staffing Update**

Ms. Denkler Yould acknowledged the Central Office has some staffing needs. Ms. Herman-Betzen said she would bring to the March conference call a list of staffing priorities. She said though the office doesn't have any freedom to bring in anyone new. She said current staff members are willing to help out, (i.e. recreation).

## **Informational Items--Elections**

Mr. Cameron said the election process is complete. He will hand it over to Mr. Hollis now for training of the BOT in Toronto. He also said the membership has expressed its pleasure in the election process. He will have a final report in the next week with 17 recommendations. This will be in the agenda for the Toronto meeting.

## **Informational Items--Executive Director Evaluation**

Mr. Cameron reported this will be on the pre-conference agenda. He will send out evaluation forms to the Board. Board members should respond appropriately. He, Mr. Hollis and Ms. Berge will meet with Ms. Herman-Betzen in Toronto for the evaluation. Also, the staff who reports directly to Ms. Herman-Betzen (Mr. Ellis, Mr. Frank and Ms. Blood) also will give their comments.

### **Informational Items--Legal Responsibilities**

Mr. Guthier explained his duties clearly to the Board. He asked them to review the bylaws if anyone has any questions. The responsibilities are in Article 3, Section 1.

He said Ms. Sue Maul, Mr. Teske, Ms. Kaye Cross and he will create a matrix of the Association's functional areas and operational aspects that have legal ramifications and how they affect membership. The committee will identify areas where it would benefit from face-to-face interviews and conduct those in Toronto and during summer meetings. After reviewing the documents and interviews, Mr. Guthier will present his report to the Board by December 2001.

### **Hate Crime Prevention Initiatives**

Mr. Windmeyer reported ACUI has brought on another partner for the Train-the-Trainer seminar to be held at conference. The Center for Prevention of Hate Violence will join the three other partners---ADL, NGLTF and Education Development Center, formerly the National Center for Hate Crime Prevention.

He questioned the Association's policy for working with partnerships. Ms. Herman-Betzen will work on developing a written general agreement document for partnerships.

Mr. Windmeyer also reported the Web site has several pieces relating to hate crimes on it now.

Ms. Berge asked to see if there were any concerns about attendance at the Hate Crime Prevention program in Toronto. Mr. Windmeyer said that he is concerned because the break-even is 32 participants and he will not know the attendance numbers until late February. Ms. Berge stressed the importance of the Board to ask regions to send at least two reps if at all possible.

### **Informational Items--College Bowl Task Force**

Mr. Cameron reported nothing has been developed since July since he was working on the election process.

### **Informational Items--Roles and Amenities of the Board**

The Board will talk more in-depth about this during the February conference call.

### **Informational Items--Annual Reports**

Ms. Berge said annual reports are not due at this time. The Board will receive more information at a later date.

### **Adjournment**

The conference call meeting adjourned at 2:40. The next conference call will be Noon (EST) Feb. 5.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, February 5, 2001**

President Colette Berge called the meeting to order at 12:09 p.m. (Eastern). The following Board of Trustees members answered roll call: President-elect Whit Hollis, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Educational Programs and Services Jim Eustrom, Vice President for Regional Affairs Dave Timmann, At-large member Ed Slazinik, At-large member Shane Windmeyer, Student Member Rachel Denkler Yould and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Chad R. Sievers, Associate Executive Director Tony Ellis and Educational Program Coordinator Danielle DeSawal. Past-president Matt Cameron joined the call at approximately 12:20 p.m.

**Leadership Team Appointments**

Mr. Eustrom and Ms. Parker updated the Board on the committee's decisions for Educational Council Co-chair appointments. Ms. Denkler Yould asked how the choices were made. Mr. Eustrom said a screening committee first looked at the applications, made initial recommendations and then he and Ms. Parker followed up with phone interviews. They then followed up with each other to make the final choices.

Mr. Eustrom recommended Barbara Delansky be given the two-year term and Jane Stachowiak the one-year term in Campus Life and Program Management. He said both were strong candidates. Ms. Delansky works at a two-year school, while Ms. Stachowiak works at a four-year private school. Both candidates see ACUI's benefit and wanted to integrate their knowledge and backgrounds into CLPM. Both have experience in program management and both were very enthusiastic with strong volunteer backgrounds.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*The Board will accept Ms. Delansky in the two-year term and Ms. Stachowiak in the one-year term.*

Mr. Eustrom then said the committee's recommendation in Facilities and Operations was to appoint Jamie Singson in the two-year term and not appoint Ms. Clarresa Morton or Mr. Patrick Connelly in the one-year term.

Mr. Eustrom moved, Mr. Hollis seconded and it passed that:

*Mr. Singson will serve in the two-year term as the Facilities and Operations Council Chair. No one will be appointed into the one-year term as of yet and someone will be found to fill that position.*

Ms. Parker discussed the two candidates for the Auxiliary Services Council Chair. She said she had not had a chance to have a phone interview with Mr. Joel Zarr. She said Mr. Bruce Zimmerman has the volunteer/knowledge background.

Ms. Parker moved, Ms. Denkler Yould seconded and it passed that:

*Mr. Zimmerman be appointed to the one-year term and the committee will look for a two-year appointee.*

Ms. Parker said for the Administration, Finance and Management Council Chair that Ms. Clarresa Morton was the committee's choice. She said Ms. Morton has a very clear understanding of the Association's new knowledge-based status.

Ms. Parker moved, Mr. Timmann seconded and it passed that:

*Ms. Morton be named the AFM two-year chair and Mr. Patrick Connelley be the one-year term appointee.*

Mr. Eustrom reported there had been four applicants for the CPT Chair 2004, but one (Ms. Leah Barrett) had withdrawn. After consideration, the committee decided Mr. Patrick Bailey would be their choice.

Mr. Slazinik moved, Mr. Timmann seconded and it passed with one abstention (Mr. Windmeyer) that:

*Mr. Bailey be named the 2004 CPT Chair.*



Ms. Parker said the committee decided to choose Mr. Don Tucker as College Bowl program team chair.

Ms. Parker moved, Mr. Slazinik seconded and it passed with one abstention (Mr. Hollis) that:

*Mr. Tucker be named College Bowl chair.*

Ms. DeSawal and Mr. Ellis informed the board about the two I-LEAD program team chair applicants. Ms. DeSawal said the committee viewed their materials and overwhelmingly approved Mr. Keith Kowalka.

Mr. Eustrom moved, Mr. Hollis seconded and it passed that:

*Mr. Kowalka be named I-LEAD program team chair.*

Ms. Berge then asked how the Board would fill the two positions (Facilities and Operations' one-year term and Auxiliary Services' two-year term). The board discussed possible ways to come up with new names, including asking the new appointees if they knew of anyone they would like to work with.

Mr. Cameron asked if it was the Board's goal to have these positions filled by Toronto or could the committee and board recruit in Toronto.

The Board agreed it would like to have the positions filled by Toronto. Mr. Windmeyer agreed saying these positions were the new foundation and core of the Association.

Ms. Herman Betzen asked if the Board should turn away people who are willing to volunteer. Ms. Parker said the committee is not leaving the positions vacant. It is just delaying the process. She said the committee wants the chairs to be the strongest it can be.

The Board discussed Mr. Zarr and Ms. Parker agreed she would be willing to arrange a phone interview with him in the next week or so since they missed each other because Mr. Zarr was on vacation. Ms. Berge asked Ms. Parker to follow up with Mr. Zarr and send out an e-mail recommendation to the Board.

Ms. Denkler Yould said the Board also should look at other options to fill the two positions. Ms. Berge asked for other suggestions. Mr. Timmann said he would ask the Regional Directors.

Ms. Denkler Yould also said she was concerned because none of the appointees are from non-U.S. institutions. She asked what kind of message the international association is sending if it doesn't have any international professionals on its Ed Council.

Ms. Parker and Mr. Eustrom said they were disappointed the numbers of those interested was low overall.

Ms. Berge said she would notify the chairs except the Auxiliary Services chair until after Ms. Parker had an opportunity to speak with Mr. Zarr. Ms. Berge also asked if in the future the committee shouldn't recruit at conference and then have the training in July.

Mr. Eustrom wanted to add the applicants were excited about both one- and two-year terms.

There will be no public announcement about the chairs, Ms. Berge said. She will contact the five co-chairs, the CPT chair, I-LEAD and College Bowl chairs after Ms. Parker follows up with Mr. Zarr.

Mr. Hollis said no new applications have been received for the Affirmative Action Officer. He will submit names via e-mail and should have it done by the end of Tuesday, Feb. 6. He said it was important to have the Affirmative Action Officer part of the process.

Mr. Timmann said he sent out the Regional Directors' updated list last week. Regions 6, 9 and 15 are still waiting to find RDs, but a final list should be compiled by mid February.

### **Awards & Scholarships**

Mr. Cameron reported no new names have been received for the honorary award. Mr. Gary Bartlett is the only approved name. Mr. Cameron said one name was pending for the Emeriti Award--Mr. Glenn Carlson, who does not meet the requirements for honorary.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The Board will accept Mr. Carlson to receive an Emeriti Award.*

Ms. Berge asked for any updates on any other awards and there was nothing definite. She asked committees to have names forwarded to Board by March 5 conference call.

### **Minutes from Jan. 22 Conference Call**

Mr. Windmeyer moved, Mr. Timmann seconded and it passed that:

*The Board accepts the Jan. 22 conference call minutes*

### **Recreational Task Force Final Report**

Ms. Berge said she had a phone call with task force chair Steve Gnadl last week and communicated the Board's concerns about the recreation report. He said he would be willing to have a conference call with the Board. He told Ms. Berge the committee was willing to look at other events ACUI could do and their timeliness. He also wanted to discuss Central Office recommendations for promotions, partnerships with other organizations and solicitations of corporate sponsorships.

Ms. Denkler Yould asked how the Board could create recreational activities worth people's time. What was the way to increase involvement if the Association really wants to make recreation a priority?

Mr. Slazinik asked if the Association was going to be a knowledge-based organization, what recreational items were going to be relevant.

The Board discussed what ways the Central Office could market the recreational programs and how the recreation committee could respond.

Mr. Hollis then asked how urgent this issue was.

Mr. Hollis moved, Mr. Slazinik seconded and it passed that:

*The Board will pass the recreation report to the CLPM committee and ask the new chairs to address the issue.*

Mr. Timmann left at 1:20 p.m.

### **Elections**

Mr. Cameron wanted to bring four of his 17 recommendations before the Board. The Board briefly discussed the 17 recommendations and Ms. Berge asked a clearer recommendation be made on No. 5. No action was taken on No. 5. Mr. Cameron will present further work at Toronto's meetings. He will look at the concepts of "appeal" and "consequences" in No. 5.

The Board then moved to discuss recommendation No. 14.

After discussion,

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*The Board will accept recommendation No. 14.*

With recommendation No. 15, Mr. Cameron said the election timeline needed to be cleaned up and revised. Ms. Berge asked if the ballot could be released the first business day after the last regional conference. Mr. Cameron said the Association should choose to run an election. Mr. Hollis said it could be a "logistical nightmare" if the Board waited on the regions each year. He said the regional conferences change each year and the Board could find itself having to revise the election calendar each year.

Mr. Slazinik moved, Mr. Hollis seconded and it passed that:

*The Board will accept recommendation No. 15.*

Mr. Cameron said recommendation No. 16 addresses what candidates will respond to in a questionnaire. He cleaned up and scaled back questions as well as the word limit.

Mr. Hollis moved, Mr. Slazinik seconded and it passed that:

*The Board will accept recommendation No. 16.*

The Board will pursue the remaining recommendations at the Toronto meetings.

### **Community Building**

Mr. Slazinik said the task force finished discussions in early January. He referred members to the January Bulletin article and said a March Bulletin article would define the committee's discussions.

He said the next step after defining is to start soliciting members to discuss the issue in Toronto to figure "how do we flesh out community building?"

He is still working on a purpose statement for a future workshop. He also has been working with Mr. Windmeyer to determine how community building and hate crimes prevention are connected.

### **Adjournment**

The conference call meeting adjourned at 1:50 p.m. The next conference call will be noon (EST) March 5.

(One quick note: Did I miss the Board talking about one of Matt's four recommendations or did you only take actions on three of them?)

#### **Addendum**

After Ms. Parker talked with Mr. Zarr about the Auxiliary Services chair, she proposed he receive the two-year post and Mr. Zimmerman receive the one-year position.

Mr. Cameron moved, Ms. Denkler Yould seconded and it passed that:

*Mr. Zarr and Mr. Zimmerman be appointed co-chairs of the Auxiliary Services educational council for two-year and one-year appointments respectively.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, March 5, 2001**

President Colette Berge called the meeting to order at 12:02 p.m. (Eastern). The following Board members were present: President-elect Whit Hollis, Immediate Past President Matt Cameron, Vice President for Committee and Network Affairs Rebecca Parker, Vice President for Regional Affairs Dave Timmann, At-large members Ed Slazinik and Shane Windmeyer and Executive Director Marsha Herman-Betzen (ex officio). Also on the call was Managing Editor Chad R. Sievers, who took minutes. Student member Rachel Yould joined at 12:15 p.m., while Vice President for Educational Programs and Services Jim Eustrom joined at 12:16 p.m.

**Awards and Scholarships**

Mr. Cameron informed the board Keith Kowalka was being recommended for the Dick Blackburn Award. The board agreed to have last year's recipient Mindy Griffith present the award. (Jeanette Blackburn will not be attending the Toronto conference.)

Mr. Timmann moved, Mr. Windmeyer seconded and it passed that:

*Mr. Keith Kowalka will receive the Blackburn Award.*

Mr. Cameron informed the board Michael Poe was eligible for the Honorary Award.

Mr. Cameron moved, Mr. Slazinik seconded and it passed that:

*Mr. Michael Poe will receive an Honorary Award.*

Mr. Cameron told the board Ted Crabb is eligible for the Emeriti Award.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*Mr. Ted Crabb will receive an Emeriti Award.*

Mr. Cameron informed the board Gary Bartlett also will receive an Honorary Award, while Glenn Carlson will receive an Emeriti Award. Mr. Carlson may ask that his award be postponed for a year because he is unable to attend the Toronto conference.

Mr. Bill Johnston will present Mr. Bartlett's award, while Ms. Sue Maul will present Mr. Crabb's award.

Ms. Parker informed the board the awards committee decided to give the Revis Cox Award to Chris Cottle.

Ms. Parker moved, Mr. Cameron seconded and it passed that:

*Mr. Cottle will receive the Revis Cox Award.*

Ms. Parker told the board the committee decided to only give a two-year service award away and not the two-year honorary award due to lack of candidates. Ms. Parker will e-mail board members the name of the two-year service award winner.

The board approved by consensus that a task force will be formed to discuss and evaluate the award process and ways to implement it in the future. Ms. Berge, Ms. Parker and Mr. Eustrom will recommend membership have it in place by Toronto.

### **Ed Council**

Ms. Berge said all Ed Council Chairs have been notified of their appointments. However, the Facilities and Operations Chair still has a one-year term opening. She asked how this should be filled.

Mr. Cameron suggested the board re-announce it at Toronto, but warned about appointing someone too quickly.

Ms. Berge asked how the Association should re-announce the post and would the Board have a decision by conference's end.

Ms. Parker said the conference is a good place to advertise for the post, but suggested the Board fill the post after conference because "people are going into too many directions at conference."

The board agreed.

### **Munites from Feb. 5 Conference Call**

Mr. Slazinik moved, Mr. Windmeyer seconded and it passed that:

*The minutes from the Feb. 5, 2001 conference call be approved.*

### **Election Committee Chair**

Ms. Berge told the board she talked to the Association's five most recent past presidents to see who would be interested in chairing the Election Committee. Shirley Plakidas agreed to chair the committee.

Mr. Hollis moved, Mr. Cameron seconded and it passed that:

*Ms. Plakidas will chair the Election Committee.*

Mr. Cameron will contact Ms. Plakidas about pertinent information prior to the Toronto conference.

### **Awards and Scholarships**

Mr. Eustrom joined the call at 12:16 p.m. He offered the committee's recommendations for three other awards.

He recommended Dana Lee Haines receive the Gretchen Laatsch Scholarship.

Ms. Parker moved, Mr. Timmann seconded and it passed that:

*Ms. Dana Lee Haines will receive the Gretchen Laatsch Scholarship.*

Mr. Eustrom said the committee recommended Jeremy Sonenschein receive the C. Richard Scott Scholarship.

Mr. Cameron moved, Mr. Slazinik seconded and it passed that:

*Mr. Jeremy Sonenschein will receive the C. Richard Scott Scholarship.*

Mr. Eustrom said the committee did not have any complete applications for the Affirmative Action Scholarship.

Mr. Eustrom also informed the board Tim McCarty, a 2003 CPT member, has left the profession. Bob Mindrum, CPT Chair, is looking for a replacement. He hasn't made any decision yet and will be in contact with the board via e-mail.

### **Student Position Paper**

Ms. Yould said she had more consensus on some issues in the paper that she thought could have been more divisive . She still wants to look more closely at one or two more issues.

She will be putting together some key points so people can respond, but she's hesitated because she didn't want to presuppose the issues and comments.

Ms. Parker asked if there was any demographic information on those who responded.

Ms. Yould said she could put something together . She said some regions were more active than others. She will look for more feedback after board members have an opportunity to review the paper. Conversations will continue via e-mail and will be finished by Toronto.

### **Toronto Amenities**

Everyone said they received the preliminary amenities Mr. Tony Ellis sent out via e-mail. Ms. Herman-Betzen said everyone will receive a finalized version prior to their departures for Toronto .

### **Call for Agenda Items**

Ms. Berge said she will be finalizing the list in the upcoming week. She asked people to focus in on any strategic plan areas the board should address.

Mr. Cameron said he would e-mail documents and the election report to everyone prior to conference. He asked everyone to please bring their copies with them.

Ms. Herman-Betzen will bring binders.

### **Business Meeting**

The board discussed what might be appropriate for the business meeting. The board also discussed briefly other options that might be used with more planning for the Albuquerque conference (i.e., scholarship reception, recognition events, etc.)

### **Adjournment**

The conference call meeting adjourned at 12:45 p.m. The next meeting will be in Toronto at the 81st annual conference.

### **Adedendum--2003 CPT Member**

Mr. Mindrum informed the Board via e-mail that he selected Mr. Corbin Smyth as Mr. McCarty's replacement. Mr. Smith is the director of co-curricular programs at the Schwitzer Student Center at the University of Indianapolis. He has been very active in both ACUI and NACA.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

Toronto  
Wednesday, March 21, 2001

President Colette Berge called the BOT meeting to order at 8:45 a.m. Those in attendance included Ed Slazinik, Rachel Yould, Matt Cameron, Becky Parker, Shane Windmeyer, Dave Timmann, Jim Eustrom, Whit Hollis, Colette Berge, and newly elected board members Rich Steele, Lincoln Johnson and Rob Rouzer (attending ex officio. Official terms begin March 27.) Also in attendance were Marsha Herman-Betzen (ex officio) and Chad R. Sievers, who took minutes.

After a brief explanation of the week's meetings, Ms. Berge turned the meeting over to Mr. Hollis. After conducting an icebreaker, Mr. Hollis conducted board training.

Ms. Berge then reminded the board about the Association's core purposes, values, goals and B.A.G. (Big Audacious Goal) and asked them to remember these when considering actions during the next few days.

**Special Appointment Reports--Affirmative Action, CAS, CUSA, IATF, Partnering Initiative**

Ms. Berge said she received brief summaries from each person involved in these appointments except the partnering initiative. The partnering agreement was started with the help of Mr. Joe Benedict that helped bring education and business together. Mr. Benedict has been the ACUI liaison to the partnering initiative between business and education. No significant role has been identified for ACUI participation in their initiative.

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The partnering initiative agreement should be terminated.*

Mr. Cameron moved, Ms. Yould seconded and it passed that:

*The board will receive the four special appointment reports.*

The board discussed the Affirmative Action Officer's position and that person's role. Mr. Cameron said his election recommendations mention the Affirmative Action Officer position and that person's responsibilities. The board decided to table the Affirmative Action Officer discussion until the election recommendation portion of the meeting. The board agreed the concept of Affirmative Action Officer is a role the Association will continue.

Ms. Berge asked if CUSA is something ACUI wants to continue to invest energy into and if it meets ACUI's core purpose and core values. The board addressed CUSA's advantages and disadvantages. The board agreed to keep the CUSA program in tact. Ms. Shirley Plakidas will remain in charge of CUSA. The board will inform Ms. Plakidas to proceed with Ms. Plakidas's recommendations.

The board discussed the CAS system's advantages and disadvantages and how ACUI became involved. The board agreed to keep ACUI's relationship with CAS and that Mr. Gary Ratcliff will remain the liaison.

Mr. Cameron moved, Mr. Slazinik seconded and it passed that:

*The board will ask Mr. Ratcliff to question CAS to see if a community-building can be added to the standards for college unions and how that addition can be accomplished.*

The board agreed to keep the Association's role involved with IATF and that Mr. Dan Adams will continue his role with IATF.

**Community-Building Report**

Mr. Slazinik told the board his two previous Bulletin articles define the Association's role in community building and his committee's actions in the past year. He discussed how the Association should take a more active role in building community on campuses. He said he will talk with members of the think tank at the conference and have those programs highlighted more in publications so association members will have some examples. Also, he hopes to develop the training module. The board discussed the report and ways community building can develop in the Association.

The board discussed what Mr. Slazinik and Mr. Windmeyer's roles will be now with the transition.

### **Hate Crimes Report**

Mr. Windmeyer informed the board about the Association's hate crimes initiatives and proposals. He explained to the board his upcoming Train-the-trainer Stop the Hate! preconference seminar he will present Saturday. Approximately 35 people are enrolled in the train-the-trainer workshop. The board discussed Mr. Windmeyer's work.

### **Master Calendar**

Mr. Cameron explained how he devised the master calendar, relying and modeling on past calendars. He asked for the board's possible proposed changes and feedback. He clarified that it is a tool for the board and the board agreed to accept it as a working document.

### **Elections Recommendation and Report**

Mr. Cameron explained how he devised the master calendar, relying and modeling on past calendars. He asked for the board's possible proposed changes and feedback. He clarified that it is a tool for the board and the board agreed to accept it as a working document.

Mr. Slazinik moved, Ms. Yould seconded and it passed that:

*Recommendations No. 1 and 2 should be approved as reported by Mr. Cameron.*

Ms. Parker moved, Mr. Timmann seconded and it passed that:

*Recommendation No. 3 should be approved as reported by Mr. Cameron.*

Mr. Hollis moved, Ms. Yould seconded and it passed that:

*Recommendation No. 4 should be accepted as reported by Mr. Cameron.*

The board discussed recommendation No. 5.

Mr. Timmann moved, Mr. Slazinik seconded and it passed Mr. Eustrom friendly amended the motion that members of the incoming elk

*Recommendation No. 5 should be accepted as reported by Mr. Cameron.*

The Board adjourned for Executive Session to discuss the Executive Director update.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

Toronto  
Thursday, March 22, 2001

Ms. Colette Berge called the meeting to order at 8:05 a.m. Those in attendance included Jim Eustrom, Whit Hollis, Lincoln Johnson, Rob Rouzer, Ed Slazinik, Shane Windmeyer, Rich Steele, Matt Cameron, Rachel Yould, Becki Parker, Dave Timmann, Marsha Herman-Betzen (ex officio) and Chad R. Sievers, who took minutes. Mr. Rouzer, Mr. Johnson and Mr. Steele were attending as ex officio members. Official terms begin March 27.

**Elections Recommendations and Final Report**

Mr. Cameron explained recommendation No. 6 and 7 and the board discussed.

Mr. Hollis moved, Mr. Slazinik seconded and it passed that:

*The Board will accept recommendation No. 6 as reported by Mr. Cameron*

Ms. Parker moved, Mr. Hollis seconded and it passed that:

*The Board will accept recommendation No. 7 as reported by Mr. Cameron.*

Mr. Cameron explained recommendations No. 8 and 9.

Mr. Hollis moved, Mr. Windmeyer seconded and it passed that:

*The Board will accept recommendation No. 8 as reported by Mr. Cameron.*

Ms. Parker moved, Mr. Timmann seconded and it passed that:

*The Board will accept recommendation No. 9 as reported by Mr. Cameron.*

Mr. Cameron explained recommendation No. 10.

Mr. Hollis moved, Mr. Timmann seconded and it passed that:

*The Board will accept recommendation No. 10 as reported by Mr. Cameron.*

Ms. Parker moved, Ms. Yould seconded and it passed that:

*The Board will accept recommendation No. 11 as reported by Mr. Cameron.*

Mr. Windmeyer moved, Ms. Parker seconded and it passed that:

*The Board will accept recommendation No. 12 as reported by Mr. Cameron*

Mr. Hollis moved, Mr. Eustrom seconded and it passed that:

*The Board will accept recommendation No. 13 as reported by Mr. Cameron.*

Mr. Cameron informed the board recommendations No. 14-16 were passed during the February conference call.

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*The Board will accept recommendation No. 17 as reported by Mr. Cameron.*

Mr. Cameron asked who will update the policies and make sure handbooks are appended. Ms. Herman-Betzen said she was responsible for that.

## Recreation Strategic Plan

Ms. Berge said she had received a report from chair Jeff Davis. Ms. Berge and Mr. Hollis will meet with Mr. Davis later in the week. Ms. Berge asked if recreation was in some form a part of the Association's strategic mission. The board discussed recreation's role in ACUI and what is recreation's future. The board agreed some things have to be done for recreation to improve it.

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*All future contracts dealing with the Association from any sub-group must go through the Central Office and signed for legal review and signature*

Mr. Cameron moved, Ms. Yould seconded and it passed that:

*All existing contracts will go to the Central Office for review.*

Ms. Berge said the question whether recreation is a part of the Association's strategic plan still has not been answered.

Ms. Parker moved, Mr. Cameron seconded and it passed that:

*the approval of Mr. Windmeyer's resolution which was passed by the Board.*

*Recreation and/or leisure time activity are integral to community building; and, with this in mind, strategic thinking needs to occur regarding the future and livelihood of recreation and, or leisure time activity to be consistent with the strategic direction of the Association.*

Mr. Eustrom volunteered to pull together some thinking on the definitions of task forces, project teams, etc.

## Transition from C/N to Communities

Ms. Parker recommended the board needs to be clear on language to be sure that communities are not just a replacement for the C/Ns. Mr. Windmeyer and Ms. Parker emphasized the need for support infrastructures and procedures. The board discussed the logistics of the transition and Ms. Herman-Betzen said several questions will be answered when Mr. Tony Ellis makes his presentation later today.

## 2000 Final Financial Statement & Audit

Mr. Sam Frank explained the 2000 Financial Results and the summary information. Overall, the operating fund is estimated to be favorable to budget by \$16.6K before the reserve for 5 percent of dues revenue. Mr. Frank field questions from the board members.

Mr. Shaun Harper joined the meeting.

The board discussed the Development Fund and acknowledge the Association needs to make a more concerted effort to increase fund raising. Ms. Herman-Betzen and Mr. Frank explained the importance of approving and understanding the Association's budget.

## Cost Centering, Fees for Membership

Mr. Frank asked the board if it had any questions. Ms. Berge asked Mr. Frank to give a brief recap to the board's new members. The board discussed revenue-generating methods and who is responsible. Ms. Herman-Betzen responded everyone in the Association—the Central Office, the board and the membership—is responsible. The board also asked Mr. Frank and Ms. Herman-Betzen about cost centering. Mr. Frank explained cost departments and centering.

## ACUI Procure

Ms. Martha Blood explained to the board that the Central Office knows and anticipates that ACUI Procure will not meet its budget for 2001 depending on sales to this point. She discussed ACUI Procure and stressed how the Association needs to build more partnerships, sponsorships, etc. with the corporate world. Ms. Blood asked how far does Procure have to advance or not advance before the Association decides to stop the program or to continue with it.

The board discussed how ACUI Procure could survive financially, how vendors could assist and other possible ways to keep Procure afloat. Mr. Windmeyer asked about Procure's advertising and what has been successful. Ms. Blood said Big Black Books have been sent to institutions. The Web site, The Bulletin, the Broadcast fax and Union Wire have all had ads or marketing pieces about Procure. The Central Office recently composed a Power Point show.

The board continued to discuss Procure's financial situation, some relating to the regions. The board asked Ms. Blood what she would do differently if the board voted to continue Procure.

She said there needs to be a stronger relationship built with vendors. Some vendors have seen the value, but others still see it as a novelty. If she can get net revenue for the vendors, then they will go out and search out their own sales. She said it's the pyramid plan using the vendors. More territory can be covered that way and the cash flow will increase as well.

Ms. Yould said the board must be careful, as much as the board wants Procure to work, but there also is a question of commercialization with our membership. Ms. Blood and the board discussed that issue.

Mr. Cameron asked at what level can we continue to do this program? What is the time limit? He said it has come to the point at how valuable is it and at what cost. Mr. Cameron said the board has not let it run its course quite yet.

Ms. Berge said the entire money issue and Procure needs to be addressed clearly to the Regional Directors.

Mr. Slazinik said singling out the regionals bothers him. He wants the message that the Association borrowed money from itself (from regions, recreation, operating and development) rather than borrowing money from the bank stated clearly.

The board discussed briefly adding a possible fee to using Procure. The board also asked what steps would be taken if Procure would stop and how it would effect membership and the vendor relationships. She said vendor relationships is the largest risk and that might be able to be developed in other ways. However, the vendors are looking for returns as well. The relationships can be ceased with a 30-day written notice, she said.

Mr. Frank presented two scenarios. The first has to do with borrowing the full cash amount with a new cash flow. The second one would be not to borrow the cash with a new cash flow. He explained both scenario's details. If ACUI does not borrow any money or receive any new cash, the Association will be out of cash by Sept. 1, 2001.

Mr. Hollis asked why the board was spending so much time on Procure now without some needed information that Mr. Ellis will be presenting later this afternoon.

Ms. Berge reiterated that the board has not done anything unethical. Before the board is to inform the members and regions, the board still needs to address other financial aspects of Procure--whether to keep Procure going, stop Procure or to reframe it.

### **Projects to Program to Budget**

Mr. Ellis informed the board about this plan, which has been pieced together by several programming issues the board has already approved. He explained the differences and how the “programming” can vary in content, format, length and budget. They can result from several options including: regional conferences, annual conference, regional programs, seminars and institutes, publications and resource materials and other programs offered in cooperation with other higher education organizations.

He explained the process. Mr. Ellis explained the staff’s discussions about communities and how they get started. He said the Central Office wants the process to be flexible and open. It is an educational piece and an informational piece. He said a Catholic school called the Central Office and asked that the Catholic schools wanted to form a community. Mr. Ellis said that group is the first to want to form a community. The communities will meet Monday afternoon. He also said someone in the Central Office should be available to deal with community questions and that Mr. Dave Teske will handle communities.

Ms. Parker asked if there was a plan to communicate the “how-to” to relate communities to the membership.

Some board members suggested a flyer or handout should be developed for conference to inform people about the community building and how the Central Office will facilitate it.

Ms. Yould suggested a bulletin board be constructed to allow members to write notes about possible meeting times and locations to help people to connect.

Ms. Parker said the communication with membership should begin during the opening banquet and not the closing banquet.

Mr. Ellis will use additional bulletin boards by Conference Center for participants to leave messages.

### **Helen Blood Endowed Gift**

Ms. Blood said the handout addresses the issue.

Mr. Hollis moved, Ms. Parker seconded and it passed that:

*The resolution submitted by Ms. Blood will be accepted.*

### **Sponsorship Priorities**

Ms. Herman-Betzen informed the board and said she drafted borrowed materials some professional standards for fund raising. Ms. Yould said she liked the standards, but suggested a volunteer workshop. The board agreed the standards are appropriate. Ms. Herman-Betzen asked Mr. Ellis about his philosophical feelings about development and giving. He shared his experience from past jobs. He suggested people might not give to the Development Fund because they don’t know where the money goes. A study conducted by IU Kelley School of Business students conducted said perhaps the Association should change and reframe the Development Fund with a new name and new look and change peoples’ perspectives about giving money. The board discussed Mr. Ellis’s comments.

Mr. Rouzer said even before the board makes any changes, ACUI can make announcements at the Silent Auction and FUNd Run asking people to make additional donations.

Ms. Blood said Milliken Co. is hosting a reception following the Architecture and Design Showcase. The reception has invited donors, as well as vendors, architects and Central Office staff and board members.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
Toronto  
Thursday, March 22, 2001

Ms. Colette Berge called the meeting to order at 8:05 a.m. Those in attendance included Jim Eustrom, Whit Hollis, Lincoln Johnson, Rob Rouzer, Ed Slazinik, Shane Windmeyer, Rich Steele, Matt Cameron, Rachel Yould, Becki Parker, Dave Timmann, Shaun Harper, Marsha Herman-Betzen and Chad R. Sievers, who took minutes.

**Business Meeting Agenda**

Ms. Berge presented the business meeting agenda.

Mr. Windmeyer moved, Mr. Cameron seconded and it passed that:

*The agenda for the business meeting is accepted as presented.*

**Student Position Paper**

Ms. Yould presented the paper to the board and asked for comments. The board discussed certain issues in the paper. Ms. Parker asked what exactly is the Association's core group of people it serves. Is ACUI an Association that wants to serve students? Or is ACUI a professional organization for professionals that work with students?

Ms. Yould said the Association needs to address some specific issues related to students and communicate those to new members.

Mr. Rouzer said ACUI doesn't keep track of its students like it does its professionals. He suggested the Association could tap into that resource.

Mr. Cameron asked what should students be doing for themselves. He also discussed the semantics of the document and how some of it could be worded slightly differently.

Mr. Harper said while the Association is strong at the regional level, the Association doesn't have enough programs designed for students internationally. He thinks the Association's diversity (age group 18-24) could improve.

The board continued to discuss students' roles and how the Association deals with students and how it relates to the strategic plan. Board members offered suggestions to Ms. Yould to redraft some portions of the paper.

Ms. Yould and Mr. Harper will address some of the syntax issues, make the edits and bring the edited version back to the board for final consideration. They will distribute it Monday and will be addressed later in the week.

**Legal Issues**

**The Board's legal responsibilities**

Mr. Mark Guthier asked the board what questions it had about legal issues. He then explained the board and director's legal definitions and duties. Different board members asked questions and Mr. Guthier addressed them.

Mr. Eustrom questioned if the board's actions approving Ms. Shirley Plakidas as the election committee chair was unconstitutional. The board discussed the issue. Mr. Guthier said the board is at minimal risk of being unconstitutional.

The board discussed term limits and what the membership had passed in relation to elections.

Ms. Berge said the key issue is what the membership voted on last summer to change the Constitution. She said what things have to be cleaned up in the Constitution in relation to the reinvention. She suggested all those need to be addressed at one time.

Mr. Hollis suggested a working committee be formed to work with Mr. Guthier to address these Constitutional issues. Mr. Hollis said the board will decide in Thursday's meeting who will work with Mr. Guthier to address and fix those issues.

## **Update on Risk Management Assessment**

Mr. Guthier addressed different positions and the possible risks related to those posts (Association, BOT, Officers, Executive Director, COO, Associate Executive Director, Business Officer, Staff, Appointments, Institutional Members, Individual Members, Associate Members, Regions, Councils, Teams and Communities.)

He then defined the Functional Areas and explained how the different areas are divided .

Mr. Guthier then explained the risk management assessment questionnaire. He then asked the board to answer the questions. He also asked what kind of access he would have with regional directors, councils and communities.

Mr. Guthier asked the board to have the questions returned to him by Tuesday's business meeting .

The board should answer the questions in relation to their roles for the upcoming year.

The board then discussed several examples of ways the Association might be at risk . Mr. Slazinik said the board should consider conference insurance in case a natural disaster affects conference attendance . Mr. Cameron said unreviewed contracts. Mr. Windmeyer said if a community has an ideological difference that the Association does not endorse . Mr. Slazinik said operational insurance is a risk. Mr. Cameron said a risk is when people represent the Association when they don't have the authority. Mr. Eustrom asked about ADA requirements. Mr. Rouzer asked about placing disclaimer notices on brochures and other Association marketing/promotion materials. Ms. Herman-Betzen mentioned alcohol and age are risks. The board discussed several other risks.

The board agreed Mr. Guthier will be at all board meetings as legal counsel.

## **Briefing from CPT 2002 Chair**

Mr. Charlie Salas, 2002 CPT Chair, explained the Albuquerque conference, where the participants will be staying and a few features about the city. The theme is "New Horizons, New Visions, New Directions, New Mexico." He explained the conference will be held at the downtown Convention Center and the conference will be using three hotels. He discussed the themes and different plans, including a new professionals program. He explained the new Expo (Exhibit Hall). The CPT's goal is to have 2002 people in Albuquerque. Changes include moving the Wednesday luncheon to Tuesday . He discussed promotional materials that will focus on regions. Each region will have a host committee and CPT committee member liaison for questions. The promotions will begin Tuesday in the Concourse Level. He asked the board to approve the preliminary budget for the upcoming year.

Mr. Eustrom asked Mr. Salas about STEP. Ms. Michelle Richardson will handle that. She also is involved in STEP this year. Mr. Eustrom also offered some recommendations.

Other board members asked Mr. Salas about Albuquerque and talked about ways to handle the "ghost town" issue with downtown Albuquerque and logistics.

Mr. Windmeyer moved, Ms. Parker seconded and it passed that:

*The Board approves the preliminary 2002 CPT budget.*

## **Region 16-ACUMA Proposal**

Mr. Jon Simpson explained ACUMA's background and how it is involved with ACUI. He also explained ACUI's role in student development work internationally. He recognized ACUI's role but requested ACUI set some international objectives. Board members discussed Mr. Simpson's proposals and asked him questions. Mr. Simpson offered his suggestions if Region 16 were to be "abolished" and the relationship ACUMA and ACUI would have. He said he wouldn't suggest abolishing Region 16 without having a formal agreement to replace it. The board also addressed other international objectives and how they relate to the B.A.G.

Mr. Timmann moved, Ms. Yould seconded and it passed that:

*The board accepts Mr. Simpson's proposal to proceed.*

Mr. Hollis moved, Mr. Slazinik seconded and it passed that:

*The Board receives Mr. Simpson's proposal as presented.*

Ms. Parker moved, Mr. Cameron seconded and it passed that:

*The board accepts the invitation of ACUMA to engage in conversation about an international relationship.*

#### **Atlanta 2007 Site**

Ms. Herman-Betzen told the board ACUI has agreements established with Marriott for conferences through 2008 except for 2007. She, Mr. Ellis and Mr. Hollis will travel to Atlanta in April to negotiate a contract.

She said the Atlanta hotels have gone down in their prices. They are at \$130 right now.

She explained quickly how ACUI picks sites.

#### **Relationship Annual Conference/Regional Conferences**

This is an experimental learning experience Ms. Berge proposed. She said CPT chairs and regional directors could host a regional conference in an annual conference host city site about one to two years in advance to churn up interest. The board is not required to act. Mr. Hollis recommended Region 13 talk to upcoming conference host committees just as an informational piece.

#### **July Meetings - Ed Councils**

Mr. Eustrom presented four structure areas: 1.) project teams, 2.) program teams, 3.) sub-committees of the BOT and 4.) task forces reporting to the BOT. He then explained how the process works and pieced together what the board has decided. (See Project Teams)

The board discussed the materials and how things are labeled.

Ms. Berge asked then how recreation would be handled under the strategic plan. The board suggested it be addressed under task forces. The board then discussed the entire process and members understood that more needs to be done to finalize this plan.

Ms. Berge appointed Rich Steele as the board member liaison to the recreation and leisure task force.

#### **Public Policy**

Ms. Herman-Betzen reported that volunteers have expressed interest. She also asked for a board member to volunteer his/her time. The board agreed the public policy progress with the consortium has exceeded expectations.

#### **July Meetings**

Mr. Hollis presented plans to meet during July. He said the new "leadership team" really only has to meet for three days in Bloomington in July under the Association after the transition.

Mr. Hollis also said he suggested a possible other shorter meeting time during a weekend some other time during the year. He told the board not to expect anything or make any plans about the July meeting until it is decided. The board discussed whether or not the RDs should attend the July meetings.

The board continued to discuss how to handle the RDs and Ed Council chairs and whether they should attend the July meetings. Also, how does the board communicate with everyone how everything goes together. Should the board even be present at tomorrow's meetings and the RDs?

Also the board talked about tomorrow's board training.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Toronto--Checkins**  
**Monday, March 26, 2001**

President Colette Berge called the check-in meeting to order at 8 a.m. Those present included Jim Eustrom, Becki Parker, Rachel Yould, Rob Rouzer (ex officio), Rich Steele (ex officio), Lincoln Johnson (ex officio), Shaun Harper (ex officio), Shane Windmeyer, Dave Timmann, Ed Slazinik, Whit Hollis, Matt Cameron and Marsha Herman-Betzen (ex officio). Chad R. Sievers took minutes.

**Consortium on Government Relations in Student Activities**

Randy Nuckolls informed the board about the recently formed CGRSA and how it is organized. ACUI teamed with NASPA, ACPA and ASJA to form it. Mr. Nuckolls told the board about his background and explained how the Consortium quickly met one of ACUI's strategic plan goals.

Ms. Herman-Betzen said updates are available on the ACUI Web site under public policy.

Mr. Nuckolls encouraged the board to form a government relations committee. He suggested having two to three board members on it to provide leadership. He said it was a way to get membership involved.

Mr. Windmeyer told Mr. Nuckolls and reminded the board that the 2004 annual conference will be held in Washington, D.C. He asked how CGRSA could be incorporated into that conference since it is in D.C. and during an Election year. Mr. Nuckolls suggested having a detailed advocacy session during the conference.

Mr. Nuckolls agreed that it was good to plan ahead and that the D.C. conference could be an excellent location to educate the members about CGRSA. He also suggested having workshops and sessions leading up to the 2004 conference at the 2002 and 2003 conferences.

He said, "We need to activate your membership to tell members of Congress what is important to them."

Mr. Cameron asked how the board can help get the name and message out?

Mr. Nuckolls said that it would take some time, but he suggested several ways. He said an initial press release was sent out and he suggested some mailings to follow up. He also said it is key that ACUI's professionals contact their representatives and senators and inform them about CGRSA.

Mr. Johnson asked what the most effective way might be to contact them.

Mr. Nuckolls said letters and e-mails are good. He also said it needs to be personalized. He suggested tapping into campus' resources, making contact with government relations personnel on campus to begin communications.

Mr. Windmeyer asked how the Consortium determined what topics were important.

Mr. Nuckolls talked about a few issues and said the associations presented some important topics they wanted addressed. He also answered a few questions.

Mr. Johnson asked what ACPA and NASPA had done and what direction they had taken.

Mr. Nuckolls explained briefly about some issues. He also explained the issues pertain to the federal government, particularly Capitol Hill issues.

Mr. Slazinik asked how ACUI can get certain issues on the Consortium's radar screen.

Mr. Nuckolls said he realized there are certain issues that are only related to college unions. He said it would be helpful to discuss before the Consortium's April steering committee meeting. The board can get with Ms. Herman-Betzen and tell her what issues are important because she will be at the steering committee meeting. Mr. Nuckolls advised that the board have a "doable" list early in the process so that some realistic goals can be accomplished.



### **Miscellaneous**

Ms. Berge told the board Ms. Yould has made modifications to the student position paper's language. She handed it out and asked the board to review so it could be discussed at Tuesday morning's check-in.

Mr. Hollis told the board about someone he met that is available to fill the Facilities and Operations one-year Ed Council chair. Ms. Herman-Betzen said Mr. Tony Ellis is the Central Office coordinator for that.

Ms. Berge asked if parameters should be set or if Mr. Ellis should just handle it.

Mr. Slazinik asked if there was some way to let people know what positions are open and available now.

Mr. Timmann agreed to make announcement during his keynote speech introduction.

The board adjourned at 9 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Toronto--Checkins**  
**Tuesday, March 27, 2001**

Ms. Berge called the check-in meeting to order at 8:14 a.m. Everyone was present except for Ms. Yould, who was presenting, and Mr. Rouzer, who was involved in a peer review.

**Awards**

Mr. Eustrom said all recipients should know in advance so they can be in attendance.

Ms. Berge said that's a bit of culture the awards and scholarships task force will need to address. She reminded all continuing board members should be down front at today's business meeting.

**Miscellaneous**

Ms. Herman-Betzen said the board and the Central Office staff are invited to today's Past President's Reception in Ms. Berge's suite.

Ms. Berge reminded everyone to submit agenda items to Mr. Hollis for Thursday's meeting.

Mr. Cameron informed the board several people told him how excited they were about Mr. Windmeyer's Stop the Hate! Preconference. He suggested this should be taken to the regional level too.

He also informed the board that at Monday's late-night programming educational session several people formed a community for late-night programming.

Mr. Cameron also reported that the election process calendar that the board approved had a deadline date for candidacy of Sept. 30. He said that was a Sunday. He asked if the date needed to be changed to the previous Friday or the following Monday. The board agreed the date did not need to be changed.

Mr. Cameron also reminded the board to have its assignment finished for Mr. Mark Guthier at today's business meeting.

**Student Position Paper**

Mr. Cameron moved, Ms. Parker seconded and it passed that:

*The board accepts the student position paper.*

Mr. Windmeyer asked how the membership finds out about position papers. Ms. Herman-Betzen said the community position paper was in The Bulletin. She said this paper could go there as well.

**Miscellaneous**

Ms. Herman-Betzen said the board and the Central Office staff are invited to today's Past President's Reception in Ms. Berge's suite.

Ms. Berge reminded everyone to submit agenda items to Mr. Hollis for Thursday's meeting.

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Mr. Cameron also reminded the board to have its assignment finished for Mr. Mark Guthier at today's business meeting.

The meeting adjourned at 8:55 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

Toronto--Checkins  
Wednesday, March 28, 2001

President Whit Hollis called the check-in meeting to order at 8:16 a.m. Those in attendance included Mr. Ed Slazinik, Ms. Colette Berge, Mr. Rich Steele, Mr. Shaun Harper, Mr. Dave Timmann, Mr. Shane Windmeyer, Mr. Lincoln Johnson, Mr. Jim Eustrom, Mr. Shaun Harper and Ms. Marsha Herman-Betzen (ex officio). Mr. Rob Rouzer arrived late. Mr. Chad R. Sievers kept minutes.

**Expense Statements**

Ms. Herman-Betzen explained the statements and what the Association would pay for each board member. She said the board should give the completed statements to Mr. Sam Frank.

**Affirmative Action Officer**

Mr. Slazinik distributed his affirmative action officer draft he accumulated from all the board's actions on the issue.

Mr. Slazinik moved, Mr. Timmann seconded and it passed that:

*That the President of the Association charge the Affirmative Action Officer to review and define the role of the Affirmative Action Officer as it relates to:*

- 1. The process of "electing" officers to the Association;*
- 2. The process of "selecting" members of the leadership team;*
- 3. Create a new job description for the AAO pertinent to these changes and in consultation with the Elections Committee Chair take into consideration any changes in Election Committee policy or procedures that may impact the role of the AAO in the election process.*

*The Affirmative Action Officer should file a report with the President of the Association that responds to the above three points by June 30, 2001 or sooner.*

*And,*

*That the President of the Association should charge the Elections Committee with the task of reviewing recommendations No. 6, 7 and 13 from the current Elections Committee Report, and in consultation with the AAO, report back to the President by June 30, 2001 or sooner, any recommended changes in Election Committee policy and procedures.*

**Calendar**

Mr. Hollis discussed some possible dates for the summer meetings. He is looking at July 20-22.

Mr. Eustrom said the Ed Council Chairs decided they want to meet, but don't feel like they need to meet with the BOT.

Mr. Hollis said the board should look to see how much money was budgeted for the July leadership training to determine whether there is enough money to have a fall meeting.

**Thursday's Meeting**

Mr. Hollis said he has three primary things he wants on Thursday's agenda: 1. board structure, 2. Procure and 3. scheduling/calendars.

Ms. Berge said the board also should address a task force for appointments, elections and selections to put together a "how-to" that would include timing and a schedule.

Ms. Herman-Betzen added public policy needs to be on the list after the board met with Mr. Randy Nuckolls on Monday.

### Miscellaneous

Mr. Eustrom asked why the Association appoints CPT chairs three years in advance. He said it might be something else to discuss.

Mr. Slazinik asked what the status was about filling the vacant Ed Council chair for Facilities and Ops. The board discussed the issue and decided it would still ask for volunteers even though five people have expressed interest.

Mr. Eustrom discussed two people who asked him if it was deliberate that the community and competency meetings were held at the same time. He explained that he told them that it was just the scheduling and he will mention something about that in his speech today.

Ms. Berge said the CPT should make sure that scheduling issue with the two doesn't happen in Albuquerque. The board briefly discussed.

Mr. Hollis asked if a Web page on the Association's history could be added. The group discussed the importance of recognizing ACUI's history while still transitioning.

Mr. Windmeyer then asked about the Association's decision to accept money from the NRA. Ms. Herman-Betzen said that had been brought up before by some members. She explained that recreation's trap and skeet was something that NRA could support. She said she was still open to discussion.

### Communities

Ms. Berge suggested the community sheets have added to them: time, place and manner after yesterday's heterosexual dinner sheet went up. The board learned the sign had gone back up again. They discussed how they didn't want to prevent communities from meeting, but some basic guidelines needed to be established.

Mr. Windmeyer said a procedure needs to be developed so the Association doesn't have underground communities.

Mr. Steele moved, Ms. Berge seconded and it passed that:

*The board will have Mr. Windmeyer to work the Central Office staff to develop a document that more fully describes how communities form and the resources available to them.*

The meeting adjourned at 9:15 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Toronto-Post Conference**  
**Thursday, March 29, 2001**

President Whit Hollis called the meeting to order at 8:11 a.m. Those Board of Trustee members in attendance included: President-elect Rob Rouzer and at-large board members Colette Berge, Lincoln Johnson, Rich Steele, Jim Eustrom, Dave Timmann, Shane Windmeyer, Ed Slazinik and Marsha Herman-Betzen (ex officio). Managing Editor Chad R. Sievers took minutes.

**Organization**

Mr. Hollis asked the board to brainstorm possible board organization sub-committees. The board brainstormed the following: finance, governance, public policy, strategic planning, development, evaluation and recreation. The board then discussed the list.

Mr. Steele said finance would review all ACUI's financial statements and help with the presentation to the board .

Mr. Hollis said governance would deal with the Constitutional clean-ups and by-laws.

The board discussed public policy and whether it was a standing committee, task force or community. Ms.

Herman-Betzen said Mr. Mark Guthier told the board to be cautious that public policy doesn't become too political--too liberal or too conservative. The board doesn't want to alienate any members.

Mr. Hollis said initially four or five people have expressed interest in the public policy team and the board should continue to gather interest from Association members. Mr. Hollis said public policy would be more appropriate for a special program team.

The board discussed the other brainstormed ideas. Mr. Harper said development should be something every board member does.

Ms. Herman-Betzen said the past president group would be a great group to tap into the help raise funds. She cited Mr. Winston Shindell's work in raising money for the presidents' pictures in the Central Office .

Mr. Hollis added that it is the board's responsibility to work with the Central Office staff and other key volunteers to solicit funds from corporate sponsors and other donors.

Mr. Steele moved, Mr. Windmeyer seconded and it passed that:

*The board shall form the four standing committees of the board: finance, governance, evaluation and development.*

Mr. Hollis said the committee will meet, determine their responsibilities and report back at the next board conference call.

Volunteers for the committees include:

Finance--Mr. Steele, Mr. Slazinik, and Mr. Rouzer

Governance--Mr. Johnson, Mr. Rouzer, Mr. Eustrom and Mr. Timmann

Evaluation--Mr. Timmann, Mr. Harper and Ms. Berge

Development--Mr. Harper, Mr. Windmeyer and Ms. Berge

Ms. Herman-Betzen will work with each committee as a representative of the Central Office .

Mr. Hollis is hopeful the committees will have reports and some work by the summer meetings.

## ACUI Procure

Mr. Steele explained the Procure discussion that the some board members had with Ms. Martha Blood on March 24, 2001.

Mr. Rouzer said all board members are concerned. He said the group (Mr. Steele, Mr. Rouzer, Mr. Matt Cameron, Mr. Slazinik, Ms. Herman-Betzen, Ms. Blood and Mr. Mark Guthier) laid out some financial objectives. They all agreed Procure is a part of the overall Association. "We can't ignore how this affects the overall Association's health and vice versa," Mr. Rouzer said.

Ms. Herman-Betzen said she will be working on the 2001 budget as soon as she returns with Mr. Sam Frank. They will make adjustments and she will suggest Mr. Dave Teske and Mr. Frank have 2002 preliminary budget numbers earlier than needed.

Mr. Rouzer is hoping to see a significant upward increase in the next three months for Procure. If not, then he said the Association might have to cut its losses and the board will have to make a decision at the July meetings.

Mr. Windmeyer asked what indicators the board has that sales will increase.

Mr. Slazinik said Ms. Blood and Ms. Herman-Betzen will be forecasting that. He mentioned that three months is not a long time to see a dramatic turnaround but it is worth the potential to see if sales can increase.

Ms. Herman-Betzen said this is really the first conference Procure has been fully intact. She is wondering if the conference will have an impact on sales.

The board discussed Procure in general and asked questions about the bidding process.

Mr. Windmeyer asked how the board and the Association can accelerate Procure .

Ms. Herman-Betzen said, "It is our responsibility to make it happen. The entire Board of Trustees has to use it and make purchases."

Mr. Hollis said if the board agrees to this three-month extension, the board is making the commitment to Procure to make it work.

Ms. Herman-Betzen said the Central Office staff is dedicated to make it happen .

Mr. Slazinik said, "In reality, we are asking for a miracle here."

Mr. Harper offered help and said he would ask his business school contacts how Procure could improve sales . The board also discussed marketing and promotion and how it could be improved.

Ms. Berge moved, Mr. Timmann seconded and it passed

*The board will accept this procure proposal.*

Mr. Windmeyer said he was felt rushed in duscission and that's why he abstained.

## Conference Calls

The board discussed dates for conference calls and decided the next calls will be Mondays April 23, May 21 and June 18, all at 2 p.m. (EST).

Mr. Hollis reminded the board that by the April call the standing committees should have reports .

## Recreation

The board discussed recreation and how it fits into the Association's transition . Mr. Hollis said the good news was some people understand it. He asked if the board needs to "fire" some people currently in recreation. He informed the board about some of the recreation meetings. He said during one meeting the group was discussing Brunswick's departure as a corporate sponsor and that more money was needed to replace those lost funds. He said this happened after Mr. Jeff Davis was told several times that nothing happens with fund raising until it goes through the Central Office . Mr. Hollis also said he told recreation it can't do anything else until the board sees its budget.

He then asked if the board can "cruise" through with the existing programs until the next appointment.

Board members discussed that and decided that would not be feasible.

Mr. Rouzer said the board should send a letter to Mr. Davis and everyone on the recreation program team explaining all specifications and expectations with bullet points.

Mr. Hollis said, "The reality is they've never had a budget."

Mr. Hollis will draft the letter.

Mr. Steele reported the recreation task force, which met during conference, will research what teens (15-18) are doing to start to develop some new recreation. He said data and demographics are needed to develop a strategy.

Mr. Rouzer said the money could be spent better and this is a great way to do it by developing the strategy and having the board and Association develop new partnerships .

## Selection of Ed Council Chair

Mr. Hollis asked if the board should even get involved in the selection of the Facilities and Operations one-year term appointment.

Ms. Berge said this goes back to the task force that is needed to determine and develop a process for the new model with selections/appointments. She emphasized that she was not saying the board should choose someone.

Ms. Herman-Betzen said she would get back to the board via e-mail about procedures.

Mr. Hollis said two things need to be accomplished. First, the post needs to be filled. Secondly, the selection policy needs to be in place.

Mr. Harper moved, Mr. Windmeyer seconded and it passed that:

*The board shall move forward with sending out the vacancy over the Web and ask for applications by April 15 and have the existing Ed Council chairs, Mr. Tony Ellis and Ms. Danielle DeSawal make a decision by May 1.*

## Public Policy Statement

The board discussed initial ways to start a public policy sub-group. Members discussed ways to get four or five people involved and then proceed. The board can look at the process.

Mr. Rouzer moved, Mr. Slazinik seconded and it passed Mr. Steele added a friendly admendment that:

*By May 1, a public policy person will be appointed to work with Ms. Herman-Betzen. The two will then report back to the board.*

Ms. Herman-Betzen said solicitation will be by broadcast e-mail and fax and not via the ACUI listserv.

## Adjournment

The board adjourned at 10:48 a.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, April 23, 2001**

President Whit Hollis called the meeting to order at 1:03 p.m. (Central). The following board members were present: President-elect Rob Rouzer, Colette Berge, Jim Eustrom, Dave Timmann, Rich Steele, Lincoln Johnson, Shaun Harper, Whit Hollis and Marsha Herman-Betzen (ex officio). Chad R. Sievers took minutes. Board members Shane Windmeyer and Ed Slazinik did not attend.

**Recreation-Budget**

Mr. Hollis said he talked with Jeff Davis last week and told him the board needed a recreation budget. Mr. Davis said he could have one, but later in the week called and asked why he had not received the memo Mr. Hollis had sent out. He asked to be on that mailing list. Mr. Hollis resent the memo and told Mr. Davis the memo asked for Mr. Davis and recreation committee to work with Mr. Sam Frank at ACUI's Central Office to develop a budget. It also clarified that no money would be spent by recreation until a budget had been finalized.

Mr. Rouzer asked if the board could approve certain parts of the budget.

Mr. Hollis said currently it doesn't matter what the recreation committee asks for to be spent. Nothing will be approved until a budget has been received.

Ms. Berge has heard that the recreation committee wants to have a summer meeting. She asked if Mr. Hollis had had those discussions.

Mr. Hollis had discussed it with Mr. Davis, but said the board must have a budget before any expenses can be approved, particularly a summer meeting. Mr. Hollis will call Mr. Davis on Tuesday, April 24 to follow up. He told the board he has gained a new perspective for past presidents' frustration in this area.

**Recreation-Task Force**

Mr. Steele reported he has heard many people are choosing not to participate in ACUI recreation because ACUI tourneys are more expensive, sometimes twice as expensive, as other tourneys. He reported Mr. Windmeyer is working on a document for the board to clarify the task force's official structure. After Mr. Steele receives that document, he will finalized the task force.

Mr. Steele also is looking at who could be on the task force. He suggested getting NIRSA involved. The board also discussed relying on regions.

Mr. Steele reiterated that "money, money, money" is the constant theme he's heard when asking people about recreation. Many people say it costs too much to participate in ACUI tourneys. What the recreation committee has said about needing corporate sponsors to conduct tourneys is true, but he said he wonders if ACUI should even be conducting these types of tourneys in the first place. Should ACUI look elsewhere? Does ACUI need to reevaluate what recreation it offers?

**Committee Reports**

Mr. Hollis asked who were the conveners of each committee.

They are:

Development: Mr. Harper

Governance: Mr. Rouzer

Finance: Mr. Slazink

Evaluation: Mr. Timmann

**Finance**

Mr. Slazinik was not in attendance, but Mr. Hollis said he knew of no immediate tasks. He said the finance committee would be busier during June and July.

## **Governance**

Mr. Rouzer presented a list of appointment process recommendations. He suggested the board take action on recommendations No. 1-4 and No. 7. The board discussed those, including recommendation No. 2, which states that an announcement date as close as Feb. 1 will be followed.

Mr. Johnson moved, Mr. Harper seconded and it passed that:

*Ms. Berge added a friendly amendment that recommendation No. 1 should read "recruitment and appointment process" and Mr. Hollis made a friendly amendment that all references to "should" will read "will" in recommendations No. 1-4.*

*Recommendations No. 1-4 and No. 7 will be accepted and approved.*

## **Evaluation**

No Report

## **Development**

No Report

## **President's Report**

Mr. Hollis reported about the Honda Campus All-Star Challenge that he attended which he called "an amazing experience." He also said he, Ms. Herman-Betzen and Mr. Tony Ellis had a good trip to Atlanta. He said the Marriott and Hilton are both interested in hosting the 2007 conference and that both had sent in proposals. Ms. Herman-Betzen said the proposals need to be tweaked.

Mr. Hollis said Mr. Slazinik's group that has been working on community building would like to come to the summer meeting. He is not sure how he feels about this. They will be having further conversations, but he said the group has great ideas for community building.

## **Executive Director's Report**

Ms. Herman-Betzen explained the budgetary issues she and the Central Office have been working with since conference. She presented the board with the proposals, highlighting three sheets: 1.) expense reductions, which include no staff cuts, 2.) Procure revenue projections and 3.) ACUI revenue projections.

She said she has calculated \$84,441 for expense reductions and \$60,850 in revenue generation.

Mr. Rouzer asked if the \$8,000 reduction in ACUI Procure travel was appropriate if the Central Office wanted to promote Procure. Ms. Herman-Betzen said Ms. Martha Blood determined that amount constituted minor trips and would not affect the overall promotion and marketing.

Ms. Herman-Betzen said the reductions should not affect the Association strategically.

Mr. Steele said he is still concerned about Procure's revenue projections. Ms. Herman-Betzen agreed and said the Central Office is working, but still very concerned about that.

In other executive director report discussion:

\* Mr. Steele asked if Atlanta was not chosen in 2007, did the Central Office have a back-up city? Ms. Herman-Betzen said Atlanta is the choice. Right now the Central Office is negotiating with the two hotels.

\* Mr. Steele asked about the Clearinghouse and other ACUI products. The board discussed the Clearinghouse and Ms. Herman-Betzen said the Central Office has several promotion plans in the works.

\* The board also briefly discussed the July meeting and a possible November meeting, but no action was taken.

### **Adjournment**

Ms. Berge moved, Mr. Rouzer seconded and it passed that:

*The board adjourned at 1:155 p.m.*

### **Addendum**

The board addressed legal counsel Mark Guthier during e-mail discussions.

Mr. Timmann moved, Mr. Steele seconded and it passed that:

*ACUI legal counsel Mark Guthier will be present at all board meetings and conference calls.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Electronic  
Tuesday, May 1, 2001**

President Whit Hollis informed the board on May 1, 2001 that Executive Director Marsha Herman-Betzen would like to continue her negotiations with Marriott to reach contract deals for the 2009, 2010 and 2011 conferences.

Mr. Shaun Harper moved, Mr. Dave Timmann seconded and it passed that:

*The board grants Ms. Herman-Betzen approval to negotiate contracts with Marriott for 2009, 2010 and 2011.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Friday, May 11, 2001**

Present: Whit Hollis, Dave Timmann, Ed Slazinik, Rich Steele, Shaun Harper, Rob Rouzer, and Marsha Herman-Betzen.  
Absent: Colette Berge, Jim Eustrom, and Lincoln Johnson.

Whit: The Recreation Committee has been frustrating. The second meeting with Jeff Davis in Toronto was as if 1st meeting hadn't happened. I again spoke with Jeff Davis after Toronto and then sent a letter to Jeff Davis and the Recreation Committee listserv. I have continued to follow-up with no success. Jeff Davis: His response has been that he didn't know about the need to have a budget and that he never got Whit's letter.

Whit: The Recreation Committee can't spend \$ until their budget is submitted. Jeff still hasn't put together a budget at this point. Concerned people will quit Recreation Committee due to frustration.

Ed: Have we talked with other members of Recreation Committee?

Marsha: Talked with Rollie Hughes. Can't get Jeff Davis to return calls. We did get a budget this a.m. Rollie sent budget without input from Jeff Davis: they are not prepared for a June meeting. Mel: She thinks they should cancel recreation tournaments this year. Rollie: Doesn't want 24 years to go down the tubes.

MHB/Whit/Rollie: All three spoke by phone and asked "Can it be salvaged with Jeff Davis?" No. But, Rollie can't step in without Jeff Davis stepping down. Rollie believes three things must happen:

1. Training manual for Regional Coordinators this year. Regional Coordinators should meet in Bloomington this summer.
2. Address the situation with Jeff Davis.
3. Reinvent Recreation Committee.

Whit: Before, I was questioning the need for a summer meeting, but now we may need damage control.

Ed: What do they do at the summer meeting?

MHB: There is the international tournament director meeting and the regional coordinators meeting (very loose). Instead, this should be the time to have a structured meeting.

Whit: Summer meeting at the end of July?--- Gives time for Central Office to coordinate/plan, provide structure and materials for meeting.

Ed: When was Jeff Davis officially appointed?

MHB: Before Toronto it was decided to extend Jeff Davis' term for an additional year.

Shaun: Why?

MHB: We have only removed 1 volunteer in the last 17 years. No procedure outlined for this in manual except for By-laws (Article V, Sec. 4).

Whit: We've been operating under the old paradigm with respect to volunteers and have been too high relationship with them.

Dave: We were hopeful things would change under the new structure. It just didn't happen.

Rich: What we're dealing with has to do with the people/culture that has been in place for the last few years.

Rob: We should empower the rest of the Committee to take charge and find new people at the regional level. Perhaps we should allow the Central Office to take the lead a little more for the coming year. We need to take action to get the coming year underway. I'm not sure we need a summer meeting to make that happen?

Ed: I agree with Rob --- Take care of leadership issue --- Allow the restructuring to happen later, take it's lead from Rich Steele's Task Force Committee.

Shaun: Who will lead if we remove Jeff Davis?

Whit: Rollie Hughes and Mel Maher.

Rob: They would provide a great transition.

Rich: Do we need to know how Recreation is operating day-to-day? The Task Force will be more visionary than that. Recreation Committee hasn't made the transition to the new model yet. Jeff Davis should be removed because he has not moved to the new model (both in attitude and process).

MHB: Rollie Hughes is willing to make this work in the new structure.

Rich: There is a lot out there with respect to Recreation that we are not addressing as an Association .

Mr. Harper moved, Mr. Rouzer seconded and it failed that:

*Remove Jeff Davis as Chair of the Recreation Committee.*

Mr. Harper moved, Mr. Rouzer seconded and it passed that:

*Rich: Friendly Amendment: Invite Rollie Hughes and Mel Maher to be the interim leaders.*

Whit: We will put the budget in your hands first before we review it .

MHB: We'll send it to the Finance Committee first after we've reviewed it here in the Central Office . Recreation will be a Program Team under Tony (with help from Dave).

Rob: Have Rollie Hughes and Mel Maher contact international tournament directors and recreation coordinators to determine who is still active, who is new, etc.

Ed: How long is their interim appointment?

Rob: Through January.

Whit: They will serve until the annual conference.

Rich: Sending out collaborative Web environment piece .

Whit will call Jeff Davis.

Adjourned 12:43 p.m. EST.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, June 18, 2001**

Present: Shaun Harper, Tony Ellis, Mark Guthier, Dave Timmann, Ed Slazinik, Whit Hollis, Jim Eustrom, Rob Rouzer, Colette Berge, and Rich Steele.

2:08 p.m. Called to order Whit Hollis.

Minutes approved pre/post Toronto conference and last month's.

Mr. Timman moved, Mr. Harper seconded and it passed that:

*The minutes for pre/post Toronto conference and last month's minutes be approved.*

**Recreation Update**

Whit: Mark Packer at the University of North Texas is co-chair with Rollie Hughes. Rollie to work at international level with sponsors, national tournaments. Mark Packer to work with regional directors for regional tournaments.

Continuing to work with budget. Will get something to finance committee by end of next week.

Hired Jack Voorhees to work with Rollie Hughes and Mark Packer.

Plan on doing training for regional directors thru conference calls and Web. At this point, no summer meeting is planned. By July meeting we should see some concrete results.

Tony: Jack will work from now until school starts. He will put work into developing the program up front this year.

Rob: Are Rollie and Mark aware of the length of their term?

Whit: Yes. They realize they are interim and are able to apply for the full appointment for next year if they would like.

Rob: What is the appointment process timeline?

Tony: I will check on it and get back to you.

Whit: Recreation fee structure will be reviewed next year as well.

Rich: Website says international appointment process will be announced at a later date.

Colette: Brilliant to have co-chairs working on two separate components of recreation.

Rich: Loathe to begin the Recreation Task Force given the leadership issues currently.

Ed: Don't know if the timing is good or not.

Dave: Don't want to bring new people in to work under old system.

Rich: Jack Voorhees may be a good conduit between Rollie/Mark and the BOT. There may not be much time for strategic thinking beyond getting the recreation program up and running this year.

**Central Office**

Tony: Carolyn Morrow has joined us as our bookkeeper. She begins today, June 18, 2001.



### **Hate Crimes**

Tony: "Stop the Hate" train the trainers program will occur again in Albuquerque, New Mexico. Shane Windmeyer has submitted a program team proposal that has been approved by Marsha Herman-Betzen. Campus program is tentatively slated for next June.

### **New Dues Proposal**

Rob: Central Office putting together information. Rob doing some number crunching. Proposal to finance committee before July meeting.

### **Committee Reports--Evaluation (Dave Timmann)**

- November face-to-face meeting would be the time to do Marsha's formal evaluation with salary % and formal letter.
- 1/2 way through year, check goals---where are we? Should this happen in July?
- Should the Board of Trustees evaluate itself? When?--July?
- Colette: Should get away from personnel evaluations as a function of the BOT. Should be more strategic.

### **Committee Reports--Development (Shaun Harper)**

Not much done. No Report.

### **Committee Reports--Governance (Rob Rouzer)**

Should have report on Ed Councils for July meeting.

### **Committee Reports--Finance (Ed Slazinik)**

- After financial statements are reviewed, there will be a final report in July.
- Procure sales are up 40% over the same place last year. Need to still see if Procure is meeting priorities set for it in Toronto.

Rich: Seminar numbers are down?

Tony: Yes, although no seminar is currently being subsidized. They are all at break even at least.

Whit: Items for July meeting?

Jim: Who will be there?

Whit: Regional directors and the Bvoard of Trustees. No formal time together however.

Rich: Any feedback on regional level regarding ed councils?

Tony: Many regions don't have people for their councils yet. Danielle and Tony are working on getting things in regional director's hands at their July meeting.

Colette: Pleast forward BOT any documents they need before the July meeting so there is time to review them before we meet.

Rich: Perhaps we should communicate the possibility of a dues change in our upcoming Wire.

Whit: Both Whit and Marsha refer to this topic in their pieces in the Bulletin.

Shaun: Whatever wo do, we should not panice everyone.

Colette: Need to educate the membership of the pro's and con's of a dues increase. Make sure the vote is not confused in any way with the upcoming elections.

Whit: Other items?

Mr. Rouzer moved, Ms. Berge seconded and it passed that:

*Adjourned at 2:56 p.m.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Summer Meeting  
Sunday, July 22, 2001**

President Whit Hollis called the meeting to order at 1:30 p.m. in the Indiana University-Bloomington Memorial Union Distinguished Alumni Room. President-elect Rob Rouzer and Board members Jim Eustrom, Colette Berge, Lincoln Johnson, Rich Steele, Shaun Harper, Dave Timmann, Ed Slazinik and Marsha Herman-Betzen (ex officio) were present. Chad R. Sievers took minutes.

The Board asked what types of marketing will be done. Mr. Voorhees said he is planning to give regional directors materials. Mr. Tony Ellis said having a Central Office person could also centralize all that. For example, that staff person could send out one letter to all, rather than have each tournament director send out his/her own letter.

Mr. Hollis explained the summer recreation meeting would only include four or five new people from the regions after Ms. Berge wondered if other people who have been working with recreation but are not familiar with the "new model" would be attending as well. Mr. Hollis said the information would be available to everyone. The changes are not going to be radical, except for the proposed IPA Fee. The volunteers who have been handling recreation in the regions can keep on doing it the way they've been doing it. The Association wants to bring the new people in to update them while still using the other regional recreation people to continue their work. Mr. Ellis said the RDs would probably need to offer some more support to those individuals who might need some extra attention and work.

Mr. Eustrom moved, Ms. Berge seconded and it failed that:

*Mr. Eustrom withdrew the motion and Ms. Berge seconded it.*

*The Board will have Ms. Herman-Betzen investigate and report back to the Board a proposal for adding a part-time recreation for the remainder of the year coming from the balance of the recreation budget.*

Mr. Slazinik asked if this money has been spent in other areas. Ms. Herman-Betzen said it had not because it wasn't in the original budget. Ms. Herman-Betzen will have a figure later today for a Central Office position for the Board to review.

**Committee Reports-Governance**

Mr. Rouzer directed the Board to proposals from the governance committee to wrap up procedures how various team leaders are appointed. The first recommendation refers to the selection committee's procedure for appointing Education Council co-chairs and the regional coordinators. (See Attachment B).

Mr. Rouzer moved, Mr. Timmann seconded and it passed that:

*The Board agrees to approve recommendation No. 1 that states: The selection committee for Education Council Co-chairs will consist of the ACUI director of educational programs and services (or Central Office equivalent as designated by the executive director) and five at-large regional education council coordinators following this three year rotation: 1,4,7,10,13; 2,5,8, 11,14; 3,6,9,12,15. Should there be no coordinator available from a given region, the ACUI director of educational programs and services or designee will select a replacement from the other regions. The ACUI director of educational programs and services or designee will direct and coordinate the selection process. In the event that it is not possible for there to be an odd number of regional coordinators involved in the selection process, the ACUI director of educational programs and services or designee will have a vote in the selection.*

Ms. Berge asked for a clarification that a semicolon should be placed between regions 14 and 3. Mr. Rouzer agreed. Regions 1, 4, 7, 10 and 13 will be appointed first. The second year will be regions 2, 5, 8, 11 and 14. The third year in the cycle will be regions 3, 6, 9, 12 and 15.

Mr. Rouzer moved, Ms. Berge seconded and it passed with Mr. Harper abstaining that:

*The Board approves recommendation No. 2 that states: The selection committee for Program Team leaders of College Bowl and recreation will consist of the ACUI director of educational programs and services (or Central Office equivalent as designated by the executive director) and five regional directors following this three year rotation: 1,4,7,10,13; 2,5,8, 11,14; 3,6,9,12,15. Should there be no director available from a given region, the ACUI director of educational programs and services or designee will select a replacement from the other regions. The ACUI director of educational programs and services or designee will direct and coordinate the selection process. In the event that it is not possible for there to be an odd number of regional directors involved in the selection process, the ACUI director of educational programs and services or designee will have a vote in the selection and the second-year rotation of regions 2, 5, 8, 11 and 14 will be the first group appointed.*

Mr. Rouzer discussed recommendation No. 3. He said after some discussions the governance committee would need to propose a new recommendation dealing with the Conference Program Team Leader and to whom that person is responsible. The governance committee will meet in the next day or so to revise recommendation No. 3.

Mr. Rouzer explained recommendation No. 4.

Mr. Rouzer moved, Mr. Eustrom seconded and it passed that:

*Recommendation No. 4 is approved that states Education Council co-chairs report to the Board of Trustees through the executive director.*

Mr. Rouzer explained recommendation No. 5. Mr. Eustrom mad a friendly amendment adding the recommendation should include project and program team leaders. It failed.

Mr. Rouzer moved, Mr. Eustrom seconded and it failed that:

*Recommendation No. 5 is approved with the current exception of College Bowl and recreation. Recommendation No. 5 states that: Program Team leaders (except College Bowl, recreation and Conference Program) report to the appropriate Education Council co-chairs for their area of programming. In the event of cross-divisional programs, the eight Education Council co-chairs will determine which co-chairs will have supervisory responsibility.*

Mr. Ellis explained the current reporting authority and how it has been used up to this point after the Association's transition.

Mr. Rouzer moved, Ms. Berge seconded and it passed that:

*Program team leaders and project team leaders report to the BOT through the Executive Director with accountability to the Ed Council co-chairs.*

Mr. Rouzer explained recommendation No. 6 and asked why the CPT leaders has served three years , while most other volunteer positions, including Board positions, are two-year terms. The Board discussed this. Mr. Ellis presented his personal experience with CPTs. The Board discussed the advantages and disadvantages of having a two-year term.

Mr. Timmann moved, Mr. Harper seconded and it passed that:

*The Board will accept recommendation No. 6 starting with the 2005 conference chair. Recommendation No. 6 states that: Leaders of Conference Program Teams will serve two-year terms.*

## Recreation

Ms. Herman-Betzen reported a proposal she and Mr. Voorhees prepared for the Board upon their request. The proposal included having a part-time Central Office staff member to work with recreation from Aug. 15-Dec. 15 for 30 hours a week. At \$9 an hour, it would be \$4,320 while \$10 an hour would be \$4,800. ( See Attachment C).

Mr. Johnson moved, Ms. Berge seconded and it passed that:

*The Board allows Ms. Herman-Betzen to spend no more than \$5,000 on recreation employment for the remainder of the year.*

## Personnel

Mr. Timmann reported the committee's proposals. They included that the personnel subcommittee consists of a president, president-elect, BOT chair (second-year member) and BOT chair elect (first-year member). He also proposed a timeline from July to July and briefly discussed a potential salary increase (See personnel committee report and proposal.) Ms. Herman-Betzen questioned if newly elected board members would evaluate her and if this was appropriate. The committee wants to designate a new time line to move the ED's evaluation away from the annual conference. Ms. Herman-Betzen shared her concerns about the proposal. Mr. Rouzer said the evaluation should be on a fiscal year because the fiscal year is based on a list of goals and objectives the Board has given the Central Office. Mr. Hollis said goals and budget are established in August, September and October. The evaluation takes place a year later in January, February and March. The personnel committee could then meet with the ED during preconference. Mr. Eustrom said one of the concerns was moving the evaluation away from conference because conference is such a stressful time for the Association and ED. Why make it more stressful?

The Board discussed several issues about personnel and agreed the committee needs to revise the proposal addressing certain key issues including salary, lag time and meeting goals and objectives related to the budget. Different Board members discussed that the Board should meet in November to discuss these evaluation and salary issues. The Board will discuss this later in the meeting after the personnel committee submits a new proposal.

## Education and Research Fund Proposal

Mr. Harper directed the Board to the proposal to create an ACUI Education and Research Foundation in place of the current Development Fund. (See Proposal for the Creation of the ACUI Education and Research Foundation.) Under the proposal, all the current Development Fund monies will be the beginning balance of the new Education and Research Foundation. (See Attachment D).

Mr. Rouzer asked if this would create a new corporation. Mr. Harper said after speaking with Mr. Mark Guthier that it would, but it could share staff. The Foundation would support the advancement of ACUI. Mr. Ellis said Mr. Guthier said the foundation would need to be incorporated separately. Mr. Rouzer asked if the Board needed to go before the membership before it created a new corporation.

Mr. Harper said an ACUI Central Office staff member would be on the Foundation's Board. The staff members would serve as the staff liaison to the Board of Directors and be liaison between the Board of Directors, other staff members and the BOT.

The Board discussed how the Board of Directors would be approved. Mr. Harper said the committee's proposal would be that the Board of Trustees would approve the Board of Directors. Mr. Rouzer asked if that was needed or if the Association's president could approve the Board of Directors with the BOT's approval.

Mr. Hollis suggested, for example, that the finance committee chair, the president elect and the executive director, be voting members on the Board of Directors. It would be independent, but there would still be a strategic link.

Mr. Harper said the Association could look at NASPA and AFA to model its education and research fund after its sister organizations. The Board discussed different models and how foundation boards agree to spend money.

Mr. Johnson asked if the Board was moving ahead too quickly with the foundation idea. He asked if the Association really needed to establish an education and research fund. Should the Board use and market the Development Fund better? Mr. Hollis said the Development Fund is too innocuous. By creating this foundation, it would clean everything up. Mr. Ellis said it's more about realigning things so the Association can use people's gifts where they are needed.

Mr. Eustrom said people don't know or don't understand the Development Fund so they haven't given. Mr. Hollis added the membership is more familiar with a foundation because every college has one. The members probably would be more apt to donate to an education and research foundation rather than the Development Fund.

Mr. Steele asked what kinds of legal expenses would arise with the establishment of a foundation and with the Association's current cash flow how could the Association afford it?

Mr. Rouzer asked if an Education and Research Foundation were formed, would the Development Fund have to be dissolved as well?

Ms. Herman-Betzen said the foundation could perform much needed research for the profession. She said she is concerned about timing right now and what is on the Association's plate. She said this very "big thing" is difficult for her to play through. Philosophically, it's exactly what the Association needs, but she said the timing right now makes her nervous.

Mr. Rouzer said in terms of the time frame, it wouldn't get established until next year some time. It wouldn't have an impact on the possible dues increase. Mr. Steele suggested that possibly the Board could have the early stages established with a charter Board and announce the idea by the 2002 conference. By the 2003 conference the foundation could be fully in place.

Mr. Steele asked Mr. Harper to adjust his proposal to add the Board's discussions along with the proposed time line. Mr. Hollis said Ms. Blood would need to be involved as well to have corporate people involved. Mr. Hollis said the issue would be discussed more in-depth during the November meeting.

## **Education Programs Update**

Mr. Ellis showed the Board what the Association is doing in terms of programs and projects . He said the Education Council co-chairs are working to get people involved in the councils, working to have content for the Union Wires and working to investigate competencies for professionals within the council domain.

Mr. Ellis said ACUI and College Bowl are working to clarify their relationship . (See Attachment E).

Other program teams Mr. Ellis discussed were Stop the Hate, Wisdom Tools, Youth Stream and Poetry Slam. He also gave a few updates for the CPT groups and the public policy program team . He also updated the Board on the Second Forum and a possible Third Forum in 2002.

Mr. Eustrom asked how project teams become program teams. What is the process? Mr. Ellis and Ms. Herman-Betzen said that is still an ongoing issue that needs to be addressed. Mr. Hollis asked if the Board should readdress this project vs. program semantics.

Ms. Berge asked if staff members could do both a Third Forum and Forum on Stop the Hate in June . Mr. Ellis said he would make sure he planned it accordingly. Mr. Rouzer reminded the Board that the programs and showcase blocks at conference, etc. would need to be in line with the Association's strategic plan . What is a way to evaluate things?

Mr. Ellis addressed the Board's concerns and asked for clarification and guidance how the Board would like things reported. Also, how can the information be sent to the Councils? Mr. Hollis said typically that with information, as long as it meets the strategic plan, the Board really doesn't need to make a decision on something. He would like the Board to be kept up-to-date, but as long as a program is in the day-to-day operations of the Association , the Board doesn't need to "approve" it.

## **Anaheim 2009 Conference**

Ms. Herman-Betzen and Mr. Ellis addressed the changes to Anaheim and both said the Marriott is incredible . They said Anaheim has a very different feel and it would be a great warm location at a very good price .

Mr. Steele moved, Mr. Rouzer seconded and it passed that:

*The Board approves Anaheim as the host for the 2009 conference.*

## **Conference Registration Fees for 2002**

Mr. Ellis explained his budget proposal for the 2002 conference. The proposed fee is \$420, which is a \$10 increase from last year. Mr. Ellis is estimating 850 participants will attend. ( See Attachment F)

Ms. Berge moved, Mr. Rouzer seconded and it passed that:

*The Board approves the 2002 conference budget.*

The next nine years' conference locations will be in an Executive Director update . Mr. Ellis told the Board approximately 75 educational sessions have been proposed.

## **Honoraria Policy**

Mr. Ellis reported about a new proposal that deals with Intensive Learning Seminars (formerly preconference seminars) that would grant an honorarium proposed by Dave Robertson and Dave Barnes. The proposal would have a \$300 for a half-day session, a \$400 for a full-day session and \$600 honorarium for a two-day session. The enrollment fees would be \$50-95 for half-day sessions, \$125-175 for full-day sessions and \$195-255 two-day sessions.

The Board discussed how this could set a precedent and "open a can of worms" for other programs, seminars and publications. The Board discussed the issue and Mr. Ellis answered several questions.

Mr. Slazinik moved, Mr. Timmann seconded and it passed that:

*The Board approves this proposal.*

### **Region 16 Relationship**

Ms. Herman-Betzen reported a proposal from Jon Simpson at ACUMA. The Board discussed the proposal and different points the Board agreed with and disagreed with. The issues are Board member and the point of contact. (See Attachment G).

Ms. Berge moved, Mr. Rouzer seconded and it passed that:

*Region 16 will be dissolved and ACUI's executive director will develop a working relationship with ACUMA.*

### **Adjournment**

The meeting adjourned at 6:25 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Summer Meeting  
Monday, July 23, 2001**

The meeting was called to order at 10:40 a.m. in the IMU. All board members except Shaun Harper, Colette Berge and Jim Eustrom were present. Martha Blood and Dave Teske were also present. Chad R. Sievers took minutes. Mr. Eustrom and Ms. Berge entered the meeting at 10:50 p.m. Mr. Harper joined the meeting at 12:35 p.m.

**Finance-Audit**

Mr. Slazinik reported that the finance committee met with Ms. Blood, Mr. Teske and Ms. Herman-Betzen. He reported what the accountants suggested to the Association including reducing the number of accounts among several recommendations. He said Stampfli had agreed to outsource the financial information for the Association within the next 30 days since the recently hired accountant Carolyn Morrow resigned.

**Finance-Cash Flow**

Mr. Slazinik showed why a potential dues restructuring is needed due to the Association's current cash flow. He explained the financial scenarios Mr. Teske reported. He explained the balance sheet in the paperwork. (See Attachment H).

**Finance-Procure**

Mr. Slazinik reported Procure's sales and the progress Procure has made. Mr. Slazinik said Procure's staff knows it still has work to do, but Procure has made considerable improvement since the March meetings. The board knows it will have to monitor Procure's third and fourth quarter sales too.

**Personnel**

Mr. Timmann reported the personnel committee's new evaluation proposal. (See Attachment I). He said the committee recommended the proposal to become effective immediately.

Mr. Slazinik moved, Mr. Steele seconded and it passed that:

*The personnel committee's proposal will be approved as new policy.*

Ms. Berge asked that she still be on this committee during the transition process. Mr. Hollis agreed her presence was appropriate.

**Governance**

Mr. Rouzer presented the governance committee's updated proposal that would have the CPT report to the BOT through the executive director. Furthermore, the ACUI director of educational programs and services and the four Education Council co-chairs serving in the second year will select the CPT leaders. (See Attachment J).

Mr. Rouzer moved, Ms. Berge seconded and it passed that:

*The governance committee's proposal will be approved.*

**Dues Increase**

Mr. Slazinik explained why a dues increase is needed, which could be potentially a 60 percent increase. Currently, the Association is running about \$150,000 in the red with dues money paying for member services. The finance committee is still working on possible scenarios and will report back to the board later today.

The board adjourned for committee action at 11:10 a.m.

The board reconvened at 12:30 p.m.

## **Dues Structure**

Mr. Slazinik explained the finance committee's recommendations. He said the committee would offer two recommendations to the membership. Institutional members would authorize the board to implement a plan after a ballot measure. Option No. 1 would be an across-the-board increase that would include a three-year tier of the increase. Option No. 2 would be a change in the structure that would address the inequities and also raise the needed money with a three-year tier increase with a progressive matrix. The membership would have the option of voting yes and no on each issue. If the majority of the membership votes yes on both options, then the board would have the option to decide. Mr. Hollis asked the other board members if there were any other options that the finance committee hadn't covered that could be feasible.

The matrix model essentially would designate all individual memberships be eliminated. The institution would be a member so most staff at the institution would be eligible for membership benefits. Mr. Hollis said eliminating individual membership is a completely different issue that would need a Constitutional/By-law change. Mr. Slazinik emphasized the committee isn't trying to eliminate individual membership, but rather eliminate the inequities between institutions.

The board discussed the semantics of the two options and how the Constitution and By-laws dictate how the Board can act. Mr. Teske suggested ways the options can be worded that won't limit the Board in how it can restructure membership.

Ms. Berge said the way the potential restructuring is marketed is important. She said there are several avenues to market to address the membership.

The Board also discussed individual membership and how it related to dues and to the possible dues increase. The Board also discussed the loopholes associated with being an individual member rather than an institutional member. Mr. Hollis said the Board needed to focus on addressing the dues structure at hand right now.

## **Anaheim**

The Board watched a nine-minute video about the Anaheim Marriott property.

The board adjourned for committee action at 1:20 p.m.

The board reconvened at 2:25 p.m.

## Dues Structure

Mr. Slazinik explained the finance committee's recommendations with a matrix that establishes membership fees based upon student enrollment and professional staff. Mr. Rouzer explained the three-year tier increase, identifying the different categories, based on institution size. He identified the possible revenue generated from the increases. The increase would potentially give the Association more than \$220,000 in additional revenue in the first year. Year two represents a 15 percent increase from year one. Year three is an additional 15 percent increase from year two. Year three would be generating approximately \$800,000. Mr. Rouzer said the committee is using "pretty loose" staff data to get the figures. The Board asked the committee about the data. Mr. Rouzer said a more thorough definition of professional staff would be needed before anything could be finalized. The board discussed the definition of professional staff and how institutions differ.

Ms. Herman-Betzen shared what other sister-associations charge for membership dues. The board also discussed making possible modifications to the proposal and asked questions like why the matrix is based on student enrollment. The board discussed other ways the matrix could be configured.

Ms. Berge asked for clarification about how individual membership plays into this proposal. Mr. Steele explained that under this matrix, if an institution paid for five professionals that would be five individual members.

Ms. Blood said the semantics are very important because some states will not pay for individual memberships. Rather, it would have to be phrased as "subscriptions" so that those institutions can "give" those subscriptions to whomever it wants. The board agreed it was all semantics and said the invoice could read subscription, but it would mean individual membership.

Mr. Steele asked how this new system would affect the workload in the Central Office. Mr. Teske explained most names are already in the system. The Central Office staff would have to recode the names. He said it's very easy to "move" someone.

Mr. Hollis asked about individual memberships for those people who want that when they change institutions. He explained the advantages of keeping the \$53 individual membership along with the new matrix. The board discussed these issues.

Mr. Steele moved, Mr. Rouzer seconded and it failed that:

*The board accepts the proposed matrix fee schedule leaving the established enrollment categories and put it to a membership vote to the individual members along with a 15 percent increase in year two and a 15 increase in year three. The professional staff bands groupings of five professional staff would go out to 71 plus.*

Mr. Teske asked the Board to table the motion because he would still like the data numbers to be tweaked. He also is concerned about the semantics of the motion. He said the data is close to accurate, but he wanted to fine-tune the data.

Mr. Steele withdrew his motion.

Mr. Slazinik said the Board still needed to have a motion that approved the concept. Board members agreed.

Mr. Steele moved, Ms. Berge seconded and it passed with Mr. Harper voting against it that:

*The board accepts the finance committee's proposal of a membership dues matrix that is based on FTE and the number of professional staff that will include subscriptions that will give the same rights and privileges of individual membership.*

Ms. Herman-Betzen asked if a student could be considered a professional staff member . The board agreed that a student could be considered a professional staff member .

Mr. Slazinik suggested a ballot proposal for the membership. The sample would read:

I vote to authorize the BOT to increase institutional dues in accordance with the new dues structure .

He explained this phrase does not include the marketing materials. He said the Central Office and Board would need to get the marketing materials out ASAP so the system is ready to be in place by Jan . 1.He said the election would take place in mid-September and invoices can be mailed in October. Mr. Hollis will have an opportunity to share this with the regions when he addresses six regional conferences. Mr. Slazinik said this ballot proposal is just a suggestion and would like the Central Office to draft a finalized version .

Mr. Johnson moved, Mr. Timmann seconded and it passed that:

*The BOT directs the Central Office to come up with a ballot wording proposal, time line and marketing plan for the upcoming dues increase.*

Mr. Hollis asked the best ways to help the Central Office with the marketing and the tweaking of the figures . Should some of it be done before tomorrow or can it be done via e-mail? Mr. Hollis suggested Mr. Rouzer and Mr. Teske discuss some of the numbers tonight and report back to the board tomorrow morning.

Mr. Slazinik asked if the Board wanted to break up to work on different areas like the ballot language , marketing, the matrix and an upcoming September Bulletin article. Mr. Slazinik, Mr. Johnson and Mr. Sievers will work on the article. Mr. Steele and Ms. Herman-Betzen will work on marketing. Ms. Berge, Mr. Eustrom, Mr. Harper and Mr. Timmann will assist with the ballot language. Mr. Rouzer and Mr. Teske will work on the matrix.

The Board adjourned at 3:50 p.m. to break up in the different groups to discuss the above areas.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Summer Meeting  
Tuesday, July 24, 2001**

The meeting was called to order at 8:45 a.m. in the Central Office boardroom. All board members were present. Chad R. Sievers took minutes. Dave Teske also was present.

**November Meeting**

Mr. Hollis asked the Board to hold the weekend of Nov. 15-18. He will finalize how long the Board will meet by the end of August.

**Miscellaneous**

Mr. Eustrom shared how several regional directors told him they wanted more communication about board activity. He wanted to present their comments to Ms. Herman-Betzen and the Board to be aware of the RDs experiences and feelings. The Board discussed the communication piece and the Association's new model. Ms. Herman-Betzen suggested having a President's Update be distributed similar to the Executive Director's Update. The President's Update would include board news.

Mr. Eustrom said Ms. Jeanni Winston-Muir said the task force on awards and scholarships has met and has been working on putting together a final report. Mr. Eustrom asked if a deadline needed to be set so the information was available for the annual conference onsite program. Ms. Herman-Betzen talked with Ms. Winston-Muir and had the same feedback. Mr. Eustrom said he would tell her the Board wanted a thorough report.

Mr. Steele said he has not noticed any steps backward in services even with the cutbacks and he wanted to thank Ms. Herman-Betzen.

Ms. Herman-Betzen thanked the Board for its work and said the way this board has operated is the way she's always imagined it. She said the Board has accomplished a lot of work through its committee work.

Ms. Berge thanked the Central Office staff and said it was important that the Board come over to the staff.

The meeting adjourned at 10:40 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Conference Call**  
**Monday, October 29, 2001**

Present: Whit Hollis, Colette Berge, Dave Timman, Rob Rouzer, Rich Steele, Jim Eustrum, Lincoln Johnson, Marsha Herman-Betzen, Dave Teske, Mark Guthier.

Mr. Hollis called the meeting to order at 12:03 p.m. EST.

Mr. Hollis announced that the institutional membership approved the proposed dues matrix by a vote of 56 percent in favor to 44 percent against. Nearly 32 percent of the membership voted.

The Board members discussed the vote and the matrix. Mr. Johnson asked if all institutions had FTE figures. He asked if a possible reduction in the percent increase might go over better with the membership.

Mr. Hollis added some business offices don't need all the information. They may read into it and assume they are paying for individual memberships and not pay it. Mr. Rouzer said another sheet would be mailed in addition to the invoice asking for all the names for individual subscriptions. Ms. Berge said a follow-up letter would be a good idea. She said it could thank the institution for paying the invoice and ask for the names for the subscriptions.

Mr. Timmann moved, Mr. Steele seconded and it passed 6-0-0 that:

*The Board of Trustees will implement the new dues matrix as proposed.*

Mr. Johnson moved, None seconded and it failed that:

*The motion be amended: to decrease the dues in the initial matrix by 15%.*

The Board discussed how the regions voted and the overall turnout. Mr. Hollis asked if the 32 percent voting turnout was a positive or negative? Mr. Rouzer said the Board shouldn't read into it too deeply. He said just because people voted no doesn't mean they won't pay their invoice, while people who voted yes won't necessarily pay either.

Mr. Teske informed the Board that 80-90 schools have already forwarded their staff size online. The Central Office will invoice these institutions directly based on the figures they have already supplied. All other institutions will receive an e-mail asking them to report their staff size, at which point the appropriate invoice will be mailed. Dues invoices will be mailed beginning next week for 564 of the member institutions.

Ms Herman-Betzen asked how the Board would prefer that the results of the vote be announced. It was decided that the membership would receive an e-mail outlining the overall results of the vote as well as the result of the vote broken down by enrollment category.

There was agreement that the results of the vote, the impact of the new dues matrix and identifying tangible results from the increased dues will be a major focus of the Board's meeting in November.

Mr. Johnson moved, Mr. Timmann seconded and it passed that:

*Adjourn. The conference call adjourned at 12:58 p.m. EST.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Friday, November 16, 2001**

All members of the Board of Trustees were present. Those in attendance included Mr. Ed Slazinik, Ms. Colette Berge, Mr. Lincoln Johnson, Mr. Dave Timmann, Mr. Jim Eustrom, Mr. Rich Steele, Mr. Rob Rouzer, Mr. Shaun Harper, ACUI President Whit Hollis and Ms. Marsha Herman-Betzen (ex officio member). Chad R. Sievers took minutes. Mr. Hollis called the meeting to order at 9:35 a.m in the Distinguished Alumni Room at the Indiana Memorial Union.

**Recreation and College Bowl**

Mr. Jack Voorhees told the Board what he and the Central Office have been doing to organize recreation and College Bowl's activities for the year. He discussed successes with the recreation's summer meeting such as eliminating the sliding-scale IPA fee to one set fee. He mentioned the reorganization of recreation, establishing two volunteer positions and how those two positions work with the Central Office. He also mentioned the recreation handbook. It is a symbol of change, showing the membership that someone has taken time (the graphic designer) to design and put the professional-looking piece together.

He said, some challenges for recreation include the financial reporting to the Central Office. The CO still has no information about three of the four international tournaments. Without having the information, it's nearly impossible to have a marketing plan to recruit participants. He also said no volunteers have expressed an interest for the two program team positions. He said it has been difficult to recruit "new blood" into the recreation program team.

He told the board that essentially, if all the international tournaments happen, they all should either make money or break even. The final challenge is Region 2 has voted not to have any recreation or College Bowl activities. Mr. Rouzer said that is because there is no coordinator. He said the issue came down to who is going to run it and there is no one to run it. He said the region might participate in a bowling tournament and Region 2 is talking with Regions 7 and 3 to allow students to attend their events. Mr. Rouzer said that even when Region 2 had a recreation coordinator, the attendance was low.

Mr. Voorhees said there are no recreation contracts that require the Association to have a recreation tournament in every region. The Board discussed corporate sponsorships and budget development with recreation. Mr. Steele asked what would happen to the overall budget if the corporate sponsorships went dry. He asked if the Association was committed to an international tournament. Mr. Voorhees said the handbook stated if the corporate sponsorship didn't come through, the Association had the right to cancel the tourney.

Mr. Voorhees recommended research be done on recreation. He said the Association needs data and numbers to show how many students are participating and in what events. For example, he said Ms. Blood could garner more corporate sponsorships if she had more data. He also recommended that the program team leadership needs to be shaken up. Mr. Rouzer said the BOT should focus on Mr. Steele's Task Force and look at that group's recommendations when they are presented. He said the Central Office should focus on the regions and the activities in the local areas. If the international tournament happens, so be it. However, right now he suggested Mr. Voorhees and the program team concentrate on the regions. Also, he said the Association needs to keep up on what students are doing now on campus. If the Association doesn't keep up with students' recreational interests today, the recreation program could be "left in the dust."

**Recreation and Leisure Time Activities Task Force**

Mr. Steele said the Recreation and Leisure Time Activities Task Force has noticed in its preliminary work that students are looking at recreation more as a social event and not a competitive event. The Rec Task Force's timeline is to have its recommendations to the BOT by May.

Mr. Timmann moved, Ms. Berge seconded and it passed that:

*The Board accepts the timeline for the Task Force on Recreation and Leisure Time Activities.*

## **College Bowl**

Even though no new contract has been signed, Mr. Voorhees said that ACUI and College Bowl are currently operating as they have in years past. Mr. Voorhees and Mary Oberembt from College Bowl have had discussions about the new contract. It was delayed because College Bowl was restructuring after filing Chapter 11 bankruptcy. The Board viewed the proposed contract and discussed it and the different College Bowl activities that happen on campuses .

The BOT gave Mr. Voorhees some recommendations to discuss with legal counsel Mr. Guthier about the contract such as the cost of game packages should not exceed a certain amount and a percentage (like 1-2 percent) of the commission could go back to the regions.

Mr. Voorhees said the Association should stick with this oral contract agreement since it has been operating with CB this season. The Board's recommendations wouldn't be able to be put into the contract until next season . The Board agreed it would be unethical to change mid-season and could affect the Association's relationship with CB. The Board urged Mr. Voorhees to continue to operate with CB under the oral agreement . After Mr. Guthier and Mr. Voorhees discuss and review the contract, they will report back to the Board.

## **Board Meeting in Albuquerque**

The Board will arrive March 13 in Albuquerque. The BOT will meet March 14-16. Wednesday will be the travel day . Thursday morning will be BOT training. Thursday afternoon through Friday afternoon will be the BOT meeting . The Leadership dinner will be Friday night. Saturday will be a continued BOT meeting if need be and also leadership team training. New members can sit in on the Board meetings, but cannot vote. The BOT will meet March 21 after conference to wrap up the items.

The BOT adjourned for lunch at 12:10 p.m.

The BOT returned at 1:15 p.m. Mr. Dave Teske joined the meeting. Mr. Voorhees shared an e-mail about recreation with the BOT. Mr. Steele, Mr. Slazinik, Mr. Rouzer and Mr. Eustrom arrived at 1:30 p.m..

## **Procure**

Ms. Blood said Procure is hoping to hit \$2 million for 2001. Currently, Procure is continuing to grow and is at \$1.4 million. Part of this was due to a \$500,000 carpet order at Chicago State University and \$150,000 bowling order at Purdue University.

She reported on a few adjustments in Procure's operation have occurred to respond to the needs of the members and the vendors. She said since relationships have been established, she feels more comfortable listing and using ACUI Procure as the vendor. She said it has become much easier for the members to have Procure as the vendor. She said a few vendors have been making sales and have either forgotten or not sent them through Procure. She's focusing on this and emphasizing the partnership between the vendors and Procure.

She is confident Procure can make its sales goals this year and next year. She said the number of institutions that continue to buy is growing. She feels encouraged. The BOT asked her several questions. She shared about the regional conferences she attended. After each one she attended, she returned and had purchases made by institutions that had never made purchases. She said a marketing plan could target groups in the membership as well.

The Board discussed different marketing tools and ways Procure can continue to get the word out to the membership .

Ms. Blood answered questions about how institutions are paying. She said there are two institutions right now that are 194 days late, but most institutions pay within a reasonable time.

Ms. Blood clarified that she and Karen Burns-Smith are doing more than just Procure work. They are also doing other Association jobs (exhibits and sponsorships).

Mr. Slazinik said if Procure isn't profitable right now, then what is it costing the Association right now? The BOT members looked at figures and agreed to address that Saturday during budget talks.



## Foundation

Mr. Harper said his committee decided not to proceed with moving the Development Fund to a Research Foundation. Mr. Teske said the Association shouldn't solicit more money through the Development Fund after the recent terrorist attacks, economic downturn and dues restructuring. Rather, it should decide what ACUI needs the money for and continue promoting the Development Fund through the Silent Auction, FUNd RUN, etc. At the same time, the BOT and the Association can work on a potential educational and research project that will benefit the Association.

Mr. Harper has changed his views since this summer. He said the Association doesn't need a foundation. A education and research fund is more appropriate. The BOT agreed the subcommittee needs to find a purpose for soliciting money (research, etc.) The BOT offered several recommendations and Mr. Harper said the committee will report back on Sunday.

## Web

Some members shared their concerns about access to the Web site during the recent dues restructuring to several BOT members and on the list serve. Mr. Teske explained the Web site and said anyone can access it. He said there are a lot of things the Central Office wants to do to help members' use it. He said the Web site hasn't received the attention it has needed in the past few months due to staff time. The BOT discussed what should be available to members vs. non-members. The BOT discussed it at length. Mr. Teske acknowledged the Web site needs some tweaking. Ms. Herman-Betzen said the budget proposal includes staffing a part-time Web person that could address these concerns.

## Communication

Mr. Hollis talked about Association communication issues he faced during regional conferences. He said it's an issue that the BOT must address. Ms. Herman Betzen agreed the Association can communicate better and make communication more comprehensive by using many different vehicles for message delivery and not just electronic. However, she said ACUI can't make the membership read. She used the example of ELI. Last year the Central Office mailed out letters and brochures and had 27 registrants. This year no brochures or letters were sent out, there are 27 registrants with a lot of savings.

Mr. Rouzer said it's important to have face-to-face or phone conversations with people. It brings back the personal and informal aspect of communication that is lost in emails and faxes. Ms. Herman-Betzen added the communities have fallen off the agenda as well. Concentrating on communities by assigning responsibility to a staff member will help improve communication too.

The BOT discussed other forms of communication (the Directory, the Union Wire, etc.) and ways to disseminate them.

## Task Forces

Mr. Hollis said the awards task force hasn't been able to coordinate action after he spoke with Jeannie Winston-Muir. Mr. Hollis said Ms. Winston-Muir has tried to get feedback, but no one on the task force has responded to her phone messages and e-mails. Ms. Berge said three things need to be addressed: 1.) What awards are given? 2.) How are people nominated? 3.) Who determines who wins the award? Mr. Eustrom said a process needs to be established. Ms. Berge would be happy to be on the task force to finish it. Mr. Eustrom and Mr. Timmann said they would help Ms. Berge draft something and report back to the BOT.

Mr. Timmann moved, Mr. Steele seconded and it passed that:

*to adjourn at 5:05 p.m. The Board split up in committees and will reconvene 8 a.m. Saturday.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Saturday, November 17, 2001**

All members were present. President Whit Hollis called the meeting to order at 10:50 a. m in the Distinguished Alumni Room at the Indiana Memorial Union. Mr. Dave Teske took minutes.

**Budget**

Mr. Teske explained the new chart of accounts structure . Mr. Slazinik distributed the budget and explained the assumptions which served as the basis. The proposed budget will be sent to the finance committee by Dec. 14 and distributed to the BOT no later than Dec. 18.

The assumptions are as follows:

1. New dues structure implemented in Jan. 2002.
2. Retention rate for institutional members under new dues structure will be 90 percent.
3. No revenue from individual membership
4. Dues revenue was calculated using average number of staff by each enrollment type .
5. Nearly 540 institutions will be responsible for dues payment in Jan. 2002.
6. Creation of a new, full-time marketing position as soon as possible.
7. Graphic designer position moved from 75 percent to full-time.
8. Full time coordinator hired for program liaison, including College Bowl, recreation, etc.
9. Fifty percent Web staff position.
10. Increased printing expenses by \$500 per month to accommodate delivery of programs and services through alternative methods.
11. Annual conference revenue is based on 800 participants.
12. The Bulletin will expand from 48 to 64 pages, and the number of copies produced will increase to accommodate the rise in individual membership as a result of new dues structure.
13. Increase postage to mail additional Bulletins.
14. Look into increasing advertising revenue in the Bulletin because of increased distribution.
15. Seminars and institutes is a break-even budget.
16. Establishes an expense line of \$20,000 for market research and assessment.
17. Increased by 100 percent expense line for Web programming.
18. Money is available for the Board to meet at the annual conference, summer and fall.
19. Bulletin costs will be charged to Membership rather than publications.
20. One face-to-face meeting for Education Councils, outside of the annual conference.

The board adjourned at 12:15 for lunch.

Mr. Hollis called the meeting back to order at 1:58 p.m.

**Individual Membership Review**

Ms. Herman-Betzen reported the new pricing for individual dues. The board gave its support for the new pricing.

**Financial Reporting for Regions**

The regions want good information on a monthly basis. Mr. Johnson shared the frustrations of region 14. He shared his comments back to the steering committee that there is responsibility for record keeping on at the regional level.

**Recognition Sub Committee Report**

Ms. Berge presented the subcommittee's report. The board discussed about the appropriateness of awards. The board supported the direction and sent it back to the subcommittee.

### **ACUI Procure**

Mr. Steele moved, Mr. Harper seconded and it passed 7-1 that:

*Ms. Herman-Betzen will provide a three-year budget and a strategy to achieve a more aggressive growth in sales for ACUI Procure to make it profitable by December 2004. The report will be completed by the 2002 conference BOT meeting.*

Mr. Steele moved, Mr. Johnson seconded and it passed that:

*Ms. Herman-Betzen will provide no later than Dec. 14 a complete report on the year-to-date activity of Procure for fiscal year 2001.*

### **Executive Session**

Ms. Berge moved, Mr. Timmann seconded and it passed that:

*the BOT would go into executive session to discuss Ms. Herman-Betzen's evaluation. BOT went into executive session at 4:05 p.m.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Sunday, November 18, 2001**

President Whit Hollis called the meeting to order at 8:05 a.m. All members were present including Mr. Ed Slazinik, Mr. Jim Eustrom, Ms. Colette Berge, Mr. Dave Timmann, Mr. Lincoln Johnson, Mr. Rich Steele, Mr. Rob Rouzer, Mr. Shaun Harper, Mr. Hollis and Ms. Marsha Herman-Betzen (ex officio member). Chad R. Sievers took minutes.

**Educational Programs/Ed Councils**

Mr. Rouzer discussed the effectiveness of educational programs at the volunteer level. He shared a historical perspective of the Association in terms of providing educational programs and volunteers' roles. He asked how the BOT knows if the Ed Councils are doing their job? The BOT members said they'll know when the Ed Councils produce programs, but have they really produced any yet. Mr. Rouzer asked what the expectation is of someone in the Ed Council roles? He asked if the BOT really knows what those are. Mr. Steele asked what the Board's strategic responsibility in this. Ms. Herman-Betzen explained how the Ed Councils was ideally was supposed to operate. She said there have been several reasons why they have not taken off. She said the Ed Councils probably should have been invited right after they assumed their roles for training. Furthermore when Mr. Tony Ellis left the Central Office, it hurt Ed Councils because they didn't have a direct contact working closely with them.

Ms. Berge said Ed Councils may not have taken off at the international level like the BOT had envisioned, but she said they have started at the regions and are operating fairly well. Mr. Rouzer said there is still a disconnection between the regional and international levels and the Ed Councils and feeding information into the annual conference. Mr. Slazinik added the Ed Councils don't have the components to be successful. What is the knowledge base the Ed Councils need? Do they even know what their expectations are? For example, they need to give direction to the CPT to strengthen and plan the annual conference. They essentially are curriculum directors—they generate curriculum ideas and pass it on to someone else to do it. Mr. Rouzer suggested the Central Office set a date for the Ed Councils for them to have ideas and plans to the CPT for curriculum delivery. The BOT discussed accountability of the Ed Councils and ways to assess. Ms. Berge added the BOT hasn't even given the Ed Councils a year. Mr. Slazinik said it is the Board's responsibility to give the Ed Councils a strategic direction.

Mr. Rouzer said the BOT hasn't set any goals for the Ed Councils. Mr. Johnson asked is that why no one has expressed an interest in volunteering for the Councils. Ms. Herman-Betzen said all positions have not had anyone express interest. Mr. Johnson said perhaps after the December meeting with Ed Councils some of those individuals will want to continue after they have an idea of what is expected of them. Ms. Herman-Betzen said these concerns will be addressed when all Ed Council chairs and the new associate executive director Brett Perozzi have a training session Dec. 7-9.

The BOT directed Ms. Herman-Betzen to report back outcomes from the Ed Councils. They also advised the Central Office and Ms. Herman-Betzen to give the Ed Councils goals, objectives and directions. Furthermore the BOT will evaluate not only the Ed Councils, but all other programs of the Association. The Board also looked at evaluating itself and setting goals and objectives for individual members and the Board as a whole. Mr. Hollis directed this item to Mr. Rouzer for the March meetings.

**Regional Finances**

Mr. Slazinik said the finance committee has not seen all financial statements regarding regions. Mr. Rouzer asked if the Board is comfortable with the procedures and that the past problems will be dealt with. Ms. Herman-Betzen said the problems are smaller and being addressed.

## Recognition/Awards

Ms. Berge reported what the "nimble" subcommittee on recognition has proposed. She will refine the recommendations and present them at the next conference call.

She asked the Board deal with the Butts-Whiting Award and accept the subcommittee's recommendations. Those recommendations are to leave the Butts-Whiting criteria, secretive process as is, and modify the committee appointment to reflect the new association structure. The new proposed Butts-Whiting committee (all appointed by the president) would include: one past president, one chair who has served on the BW in past, one Ed Council chair, one regional director, three at-large members nominated by outgoing Board members (presidential pick from three nominees per outgoing BOT member) and executive director (ex officio).

Mr. Steele moved, Mr. Timmann seconded and it passed that:

*The Board approves recommendations No. 6 and No. 12 that would leave the Butts-Whiting criteria, secretive process as is, and modify the committee appointment to reflect the new association structure. The new proposed Butts-Whiting committee (all appointed by the president) would include: one past president, one chair who has served on the BW in past, one Ed Council chair, one regional director, three at-large members nominated by outgoing Board members (presidential pick from three nominees per outgoing BOT member) and executive director (ex officio).*

Mr. Hollis asked for three names by Dec. 21 from Ms. Berge, Mr. Timmann, Mr. Eustrom, and Mr. Slazinik.

Mr. Eustrom moved, Mr. Timmann seconded and it passed Mr. Johnson amended that:

*The committee keeps No. 1-5 awards and No. 1-4 scholarships to be presented at the 2002 annual conference. The awards include Butts-Whiting, Revis Cox, Dick Blackburn, Chet Berry Writing Award and Whitfield Newsletter Award. The scholarships include Dick Scott, Gretchen Laatsch, Meg Sutton and Affirmative Action. The honorary and emeriti awards will be given as well.*

Mr. Eustrom moved, Mr. Slazinik seconded and it passed that:

*The common award/scholarship committee appointed by the president would include Gretchen Laatsch or her designee, a past CPC 1994 member, former award winner, a student, at-large nominee from Ed Council, an at-large nominee from Regional Directors and two at-large members. Ms. Laatsch and the CPC member would only participate with their respective awards.*

Ms. Herman-Betzen will present the BOT with a re-design of the awards. The BOT asked the Central Office to conduct some research to make the award nomination process easier for people to apply (i.e. one form, etc.). Mr. Eustrom said the scholarships should be applied for and not have nominations.

Mr. Johnson moved, Mr. Timmann seconded and it passed that:

*The Whitfield Newsletter Award will be excluded from the above list. The Central Office will handle the selection of a committee who will decide the winner.*

Ms. Berge moved, Mr. Slazinik seconded and it passed that:

*Per association process the Board must approve any continuous named award or scholarship and furthermore the set award must be endowed and approved by the Board.*

## Development Committee

The development committee proposed that early January mailings be sent to certain people who have shown a passion or interest in a certain area. Mr. Harper said there could be some grants to apply for to conduct research. Mr. Johnson said the Association should step back and focus on other things. Mr. Harper said the time is right to focus on a few individuals to fund scholarships. Mr. Johnson said a plan needs to be developed focusing and addressing on something definite.

Mr. Hollis suggested the committee focus on replicating the AT&T study. It is a measurable and identifiable task. He asked Mr. Harper and the committee to solely focus and investigate the corporate study and report back by March.

### **Advisory Board for Procure**

Mr. Slazinik suggested a task force to help generate revenue and help Procure grow. Ms. Berge asked if the BOT's requests for a permanent advisory board are that a more positive message rather than a temporary task force. She doesn't want to send a subliminal message that the membership might infer that Procure may not be successful. Mr. Hollis said the Board can approve whether a advisory board is needed or not, but then Ms. Blood and Ms. Herman-Betzen can fine tune it.

Ms. Herman-Betzen said the original business plan for Procure had an advisory board and a users' group that have not been established due to time constraints. The BOT informed Ms. Herman-Betzen to establish an advisory board and users' group by the annual conference and be in place for the annual conference . The goals, objectives and charge of the advisory board should be established by conference.

Ms. Berge moved, Mr. Harper seconded and it passed 7-1 with Mr. Slazinik opposing that:

*The Board directs Ms. Herman-Betzen to implement the advisory board and users' group for Procure such that they will be in place by conference. Ms. Herman-Betzen will report back to the Board at its March preconference board meeting about the implementation.*

Mr. Steele explained the importance of this action for the Board ot show its support to Procure.

### **Communication**

Mr. Hollis will distribute a president's report to the Ed Councils and RDs and then to the membership . There will be an article in the January Bulletin. The executive director's and president's updates will be distributed monthly as well . The updates can go into ACUI LIVE! and the Union Wire.

The BOT discussed incorporating the awards presentation into the business meeting at the annual conference .

Mr. Timmann moved, Mr. Steele seconded and it passed that:

*to adjourn the meeting at 10:55 a.m.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Conference Call  
Monday, January 14, 2002**

President Whit Hollis called the meeting to order at 12:05 p.m. (EST) The following Board of Trustees members answered roll call: Ms. Colette Berge, Mr. Jim Eustrom, Mr. Lincoln Johnson, Mr. Rich Steele and Mr. Dave Timmann. Ms. Marsha Herman-Betzen (ex officio) was present as well as Mr. Mark Guthier. Mr. Chad R. Sievers took minutes. President-elect Rob Rouzer joined the meeting at 12:50 p.m. Members Shaun Harper and Ed Slazinik were absent.

**Marketing Manager Positions/Staff Issues**

Ms. Herman-Betzen has had a "spring in her step" since Mr. Brett Perozzi started as ACUI's new associate executive director a week ago. The two have been spending approximately two hours a day together going over duties. She said Mr. Perozzi has already made a tremendous difference and she has a lot of hope for the upcoming year .

In terms of the marketing manger position, Ms. Herman-Betzen said the Central Office has received more than 25 resumes. The position was advertised in several venues including ASAE's Web site , the Indy Star and the American Marketing Association's Web site. She also informed the Board that position notices for a part-time accounting clerk and part-time Web programmer have been placed locally .

She said Mr. Neil Gerard, the chair of the screening committee, has made his first contact with the committee electronically. The committee should begin its work after the position closes on Jan. 25 for the marketing manager.

**Awards and Scholarships**

Ms. Herman-Betzen said another notice for all awards and scholarships has been distributed in ACUI LIVE !, a broadcast e-mail and on the Web site. The deadline is Jan. 25.

Futhermore, the Board discussed e-mail discussions about if the criteria for the Butts-Whiting should be changed. They agreed no changes should be made. The Board also questioned how it honors someone in the Association not with one of the conventional awards. Ms. Herman-Betzen said the Presidential Service Award could be given under the president's discretion.

This was due to Mr. Bill Johnston's request that Mr. Ron Loomis be nominated for the Butts-Whiting Award. However, the board did not want to change the qualifications that require a nominee to be employed full time at an ACUI member institution. Mr. Hollis will address Mr. Johnston's e-mail. Mr. Loomis also has already been honored with an ACUI honorary membership award.

**Muslim Students' Association**

Mr. Hollis informed the board that Ms. Herman-Betzen wrote the Muslim Students' Association a letter with Mr. Guthier's assistance. The letter cited several examples where the MSA's values were not in line with the Association's or the annual conference.

This was after Mr. Shane Windmeyer acted independently and asked the MSA to be a partner with STOP THE HATE ! However, Ms. Herman-Betzen said if that idea had been brought before the STOP THE HATE! committee, Mr. Windmeyer would have discovered that the ADL and others disapproved .

However, since the invitation was offered and then retracted , Ms. Herman-Betzen wrote the MSA the letter. Mr. Guthier added the MSA has no reason for lawsuit, but the group has not responded to Ms. Herman-Betzen's letter yet.

## Stop the Hate/Staffing Proposal

In other STOP THE HATE! news, Mr. Windmeyer resigned his position at the University of North Carolina-Charlotte to devote all his time to STOP THE HATE! Ms. Herman-Betzen presented a proposal on his behalf informing the board he would like to work full-time for STH.

Ms. Herman-Betzen recommended to the Board that she work out a package not to exceed in value \$4,000 to enable Mr. Windmeyer to complete his work with Train-the trainers and the upcoming Symposium through Aug. 1. After Aug. 1, she said the board could review the program. During the next six months, Mr. Windmeyer also will concentrate on obtaining grant money to help fund the program.

She said for the \$4,000 the board is getting a bargain and that the board can review the program at the July meeting. Without the \$4,000, STOP THE HATE! essentially would disappear.

Ms. Berge said the Association or board couldn't bail out on the program now. She said, "If we don't snag Shane now with his partnership with ACUI, one of the STOP THE HATE partners will."

Mr. Johnson expressed concern and asked if the board was setting a precedent. He asked if this essentially was starting up a new Central Office position that would be in place by Aug. 1.

Mr. Timmann moved, Ms. Berge seconded and it passed with Mr. Johnson voting no that:

*The board accepts the STOP THE HATE position proposal taking into account Marsha's recommendations about funding the position not to exceed \$4,000 to facilitate STOP THE HATE until Aug. 1. It will be reviewed during the July Board of Trustees meeting.*

## Volunteers

Ms. Herman-Betzen shared that only one volunteer has expressed interest. Bob Rodda wants to volunteer for the CAS position. No one has expressed interest in Products and Exhibits, in the alcohol task force or in international or regional recreation. A request for volunteers already has been distributed twice.

Mr. Johnson recommended another announcement be sent out since the Association has "new" members. Now more people will be getting the notices rather than just the directors who may have not distributed the information under the former structure. Ms. Herman-Betzen said it was also time to start directly asking people to volunteer.

Mr. Steele moved, Mr. Johnson seconded and it passed that:

*I move to accept Bob Rodda as the new CAS volunteer.*

## Recreation

Mr. Hollis will respond to Mr. Roland Hughes this week. Depending on how that meeting goes will determine if Mr. Hughes stays involved with recreation. Mr. Jack Voorhees recently sent a reminder that all recreation finances have to go through the Central Office. Mr. Hughes responded back that the Central Office shouldn't be involved in recreation's finances.

Furthermore, Mr. Hollis said Mr. Voorhees has worked diligently to obtain new recreation volunteers, but has had little success.

The board looked at the two recreation volunteer positions. The board members discussed that it was not a feasible option to cancel the tournaments.

Mr. Steele moved, Mr. Timmann seconded and it passed that:

*In lieu of no volunteers stepping forward for the two recreation volunteer posts, the Central Office will coordinate the recreation tournaments and other recreation program team responsibilities. The Central Office can still solicit volunteers, but the tournaments will be chaired by the Central Office for the current one-year cycle.*

By next fall any volunteers who have been recruited will work in transition with the Central Office to assume the tournaments' operations.



### **BOT Elections**

Mr. Hollis informed the board that Mr. Michael Henthorne was elected president-elect in recent ACUI elections. Other board members elected were Chris Cottle, Anne Claussen and Loren Rullman.

### **Annual Conference**

The Board will meet 8 a.m. Thursday, March 14. The Central Office will distribute travel information to the board later this week. Mr. Rouzer said the new board will meet if needed 8 a.m.-noon on Thursday following conference. Invitations have already been distributed to the Leadership Team for the pre-conference dinner.

### **Veterans' Newsletter**

Ms. Herman-Betzen informed the board that Ms. Gretchen Laatsch does not want to do the veterans' newsletter. Mr. Rouzer asked if Ms. Adelle McMillan, the newsletter's former editor, could write a letter to all veterans requesting someone to do the newsletter. This could include just having someone gathering the information. The Central Office could edit the newsletter and it could be distributed under the signature of a veteran. It should clearly be a volunteer item. Ms. Herman-Betzen will ask Ms. McMillan to write a letter.

### **Executive Director's Goals and Objectives**

Ms. Herman-Betzen discussed her list of expectations she will be reviewed on each year. The list includes 18 items that she and the Central Office are responsible for each year. These expectations are in effect as of Jan. 2. (See attached)

The board can use the list as a check list when evaluating the executive director.

### **Next Call**

Mr. Hollis said the next call if needed will be noon (EST) Feb. 11. If the call isn't needed, he will inform the board members.

The meeting adjourned at 1:17 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2002 March-Albuquerque**  
**Thursday, March 14, 2002**

President Whit Hollis called the board meeting to order at 1:05 p.m. Thursday in the Hyatt Northwest Boardroom in Albuquerque, N.M. All members: President-elect Rob Rouzer, Dave Timmann, L. Lincoln Johnson, Rich Steele, Jim Eustrom, Shaun Harper, Colette Berge, Ed Slazinik and Marsha Herman-Betzen ( ex officio). Also present were new board members Mr. Michael Henthorne, Christopher Cottle and Loren Rullman, Mark Guthier, Dave Teske and Chad R. Sievers, who took minutes.

**Per Diem Explanations**

Mr. Teske explained the Association's reimbursements for each board member during conference and showed what forms the board members could use. The per diem amount is \$32 per day.

**Board Members' Roles**

Mr. Guthier explained the board of trustees' responsibility under Indiana state law . Issues include whether the board knows or should have known about decisions that happen and are made. He explained which members of the board are officers and that all members are equal. He explained quorum, which is five, and under that situation, three votes would be an affirmative vote. Mr. Hollis said while reading through and developing this handbook, he learned that Ms. Herman-Betzen has all the rights of the board as an ex officio member and officer . Thus, she can not be made to leave during an executive session.

**2001 Year-End Audit**

Mr. Teske and Ms. Herman-Betzen presented a letter from Stampfli Associates (See Attachment A) that stated there were mitigating factors that having an audit by conference was too aggressive of a timeline. Their suggestion is to inform the board that they have not found anything unordinary, but also to let the board know that the audit is not completed. After the audit is completed, the finance committee will receive it. Furthermore, Stampfli said that having the completed audit by March 1 or conference time is not feasible. Ms. Herman-Betzen said May 1 is more realistic. Mr. Slazinik asked though if after the new chart of accounts and revised policies in the Central Office wouldn't it be possible for an audit to be completed by conference. Mr. Teske said Stampfli thought it was still too complicated and that with early March conferences, it is just not possible. Mr. Teske said an unaudited year-end financial statement would be available for the board.

Mr. Hollis asked the board to look at if this past year with all the financial issues was truly an anomaly. Ms. Herman-Betzen said it was an anomaly because every year that she has been executive director there has been an audited financial statement.

**Dues Impact and Membership**

Mr. Teske explained a report that stated 569 institutional invoices were sent for memberships with a Dec. 31, 2002 expiration date. (See Attachment B) Of those 147 (25 percent) have not paid yet. Only six institutions have indicated that they will not be renewing their membership. However, there have been five new institutional members. For comparison, 136 institutions' memberships were dropped after they didn't pay dues in Dec. 1999.

There are also 1,629 new professional members and 152 new student members. Ms. Herman-Betzen said that some institutions have chosen to pay more and include more individuals to receive mailings. The three main institutions that dropped were the University of Florida, Georgia State and BYU. Ms. Herman-Betzen said ACUI's dues are now in the high-end of associations up with NASPA, APPA and NACUBO.

### **Conference Registration**

Mr. Teske said there are 820 registered and 800 were budgeted. He also informed the board other numbers for conference activities. He said this year's numbers were the highest for preconference seminars. Ms. Herman-Betzen said two preconference programs: 57 in Latest Trends and 48 in Late Night Programming--and 71 in the conference Senior Management Professionals Program. There are 59 in STEP.

Mr. Hollis asked how the database is being kept and how is it going to be used. Mr. Teske said the new marketing person will direct some of this. Mr. Teske also said all the names will continue to be sold as in the past to entities like WTW Architects, other vendors and member institutions. Mr. Hollis said the Association currently has such little data about the membership and the new marketing person can help develop and understand the Association's membership.

### **Committees-Finance**

Mr. Slazinik reminded the board that the finance committee wanted to see a plan for Procure. He said the finance committee has several questions for Martha Blood. The committee will meet with Ms. Blood and present its recommendations about Procure to the board tomorrow.

### **Committees-Evaluation**

Mr. Timmann said the committee asked the board members to think about and look at three questions for the board to evaluate itself. Those questions are: 1.) What have been the board's accomplishments in the past year? 2.) What have been the board's strengths in the past year? and 3.) What are some areas that the board can improve?

### **International Agreement**

Ms. Herman-Betzen and Mr. Hollis met with Jon Simpson while they were in Australia to discuss the agreement with ACUMA. According to the agreement, there is no longer a Region 16 and all Australian institutions are now a part of Region 15 if they join ACUI. (See Attachment C) Ms. Berge asked if doesn't an institution that joins ACUMA automatically mean it is a member of ACUI. Ms. Herman-Betzen said there is only a reciprocal arrangement meaning institutions can attend ACUI's annual conference at the member rate, but they do not receive the Bulletin, have access to the Web site, etc. If they want those membership benefits, they would have to join ACUI. Ms. Herman-Betzen said this agreement has already been signed. Having Australian organizations assigned to Region 15 only means that it gives them a connection at conference if they chose to attend.

Mr. Rouzer asked what the implications were with AMSU and AMICUSE. Ms. Herman-Betzen is waiting on something to come of it. She said it wouldn't surprise her if discussion comes up with the other international associations like it did with ACUMA.

Ms. Berge asked if there was anything constitutionally that would "need to be cleaned up" because of the elimination of Region 16. Mr. Guthier said there was nothing that needed to be addressed.

### **New Leadership Handbook**

Mr. Guthier explained the handbook that includes new, updated policies. Policies included affirmative action, BACCHUS, annual conference budget, etc. (See Attachment D).

Mr. Rouzer moved, Mr. Harper seconded and it passed that:

*The word professional will be deleted in the statement "The annual conference policy that reads the annual conference of the Association shall be called the annual professional conference ." Furthermore, it should now read "The annual meeting of the Association shall be called the annual conference ."*

Mr. Harper moved, Mr. Rouzer seconded and it passed that:

*All recommendations for memorial resolution recognition should be in the hands of the president no later than 45 days preceding the annual conference in order to assure inclusion at that gathering. Any names/memorials received after that cutoff point will be read aloud and will be included with the following year's resolution.*

Mr. Johnson moved, Mr. Harper seconded and it passed that:

*Persons who have died in the previous calendar year will be honored at the annual conference...but who are professional and student colleagues of more than several years' duration .*

Mr. Steele moved, Mr. Slazinik seconded and it passed that:

*The "designation of committee/network sessions in conference program" be deleted.*

The appointment procedures and policies section will be referred to the governance committee.

Mr. Slazinik moved, Mr. Steele seconded and it passed that:

*The "Board of Trustees Agenda and Minutes, section Board agenda" be deleted because it is a procedure and not a policy.*

Mr. Guthier read the changes he made. The board will have an opportunity to read the policy changes during the evening and will discuss any possible changes tomorrow. Mr. Guthier will make a few major changes and the rest will go to the governance committee.

Mr. Hollis said a policy on alcohol consumption might need to be addressed and/or discussed by the governance committee. The committee also will develop a definition for the leadership team and develop policies for e-mail actions. The governance committee will consult together via e-mail, develop proposals and present them to the board meetings in July.

The board adjourned at 5 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2002 March-Albuquerque**  
**Friday, March 15, 2002**

President Whit Hollis called the meeting to order at 8:05 a.m. All members: President-elect Rob Rouzer, Dave Timmann, L. Lincoln Johnson, Rich Steele, Jim Eustrom, Shaun Harper, Colette Berge, Ed Slazinik and Marsha Herman-Betzen (ex officio). Also present were new board members Michael Henthorne, Christopher Cottle and Loren Rullman, and Mark Guthier, Martha Blood and Chad R. Sievers, who took minutes.

**Elections**

Elections chair Ms. Shirley Plakidas made three recommendations about the elections. ( See Attachment F) The board discussed the elections process. Mr. Loren Rullman said personal contact was important and was the reason he decided to run. Mr. Hollis said the new elections committee will meet Monday during conference. They will discuss ways to increase the numbers of candidates. Mr. Hollis, as past president, will serve as the elections committee chair.

The recommendations included:

- 1.) Greater emphasis should be made to orient new members of the Elections Committee in the critical role they play in recruiting candidates, following up with recruits who indicate an interest, and communicating to the chair what contacts they have made.
- 2.) The current format of the Affirmative Action questionnaire appears to have been adapted from an institutional form and definitely needs revision, but only if ACUI intends to make use of the information; otherwise, it should be dropped, at least for the elected positions in the Association.
- 3.) The "Confirmation of Institutional Support" page in the application packet should be changed to include full-time students' status at a member institution as an exception of student applicants . (Current page lists only full-time employment as an exception.)

Initially, the board discussed how volunteers and nominations are down significantly. The Central Office hasn't had a volunteer coordinator for several years. Mr. Jack Voorhees is now doing it. In addition, Ms. Herman-Betzen said people rarely say no when they are asked personally.

Mr. Hollis said a challenge also is to include the membership who has been involved for three to seven years. What can be done to reach out and include those members?

The board discussed reasons why members haven't been volunteering and wanting to run for election.

Related to elections, Mr. Hollis asked what the purpose of the affirmative action officer is. The board discussed the officer's role and if the board should look at the role differently.

Mr. Hollis will add Mike Ellington as the Affirmative Action Officer for this elections committee. He said this is an issue that needs to be looked at more in-depth to create a more long-term solution. Mr. Slazinik will prepare a proposal for the Tuesday morning check-in.

**ACUI Procure Advisory Group**

Mr. Hollis distributed a form explaining the advisory board. It would consist of up to 10 members, including one or two members of the vendor community, one BOT member, ACUI Executive Director (ex officio), Chief Operating Officer, ACUI Procure (chair), ACUI Procure Vendor and Member Services Manager (ex officio) and four to five ACUI members. It will play a leading role in developing corporate relationships that include ACUI Procure, exhibits, sponsorships and advertising. Terms will last for one year.

## **Recreation**

Mr. Voorhees updated the board. He said regional competitions went well. The international clay targets tournament is happening right now. He said due to the date of clay targets being held during spring break, he anticipated less money to be earned from the tournament.

Mr. Voorhees discussed a recent event dealing with bowling in Region 3. The region did not have a bowling event, which caused an agreement violation with College Bowling USA. He asked what do the regions need to know about recreation that can make sure no problems occur.

Mr. Hollis will serve on the Recreation Program Team. After Mr. Timmann leaves the board on Tuesday, he will assume the position of Recreation Program Team chair. Mr. Rouzer said that the existing contracts that Mr. Rollie Hughes has need to be turned over to Mr. Voorhees. The board may need to review its legal responsibilities dealing with the contracts with the board's legal counsel.

Mr. Voorhees said approximately 2,000 students participate in ACUI recreation and leisure activities. He said the entire recreation program was budgeted to earn \$10,000 for the Association. With the clay targets' lower turnout, he said the amount will probably be about \$5,000.

Mr. Rouzer said that he plans during tomorrow's Leadership Team meeting to address the Association's strengths, weaknesses and how the different parts of the Association (Ed Councils and including recreation) operate.

The board discussed what the Association's priorities are in terms of recreation and leisure activities. The board discussed partnerships with NIRSA and other possibilities.

The Recreation Program Team will meet 5 p.m. Monday.

## **Role of Associate Executive Director**

Mr. Hollis introduced Mr. Brett Perozzi. Ms. Herman-Betzen reiterated how happy she was to have Mr. Perozzi aboard. (See Attachment G) He will be a terrific compliment to Ms. Herman-Betzen. He was hired after a deliberate search. She said they work very well together.

Mr. Perozzi described his job duties and who he works closely with in the Central Office. He said the main areas he is working with are Education Councils, annual conference and CUSA.

In regards to the marketing position, several people applied. The screening committee conducted several phone interviews and one individual will be onsite for interviews. The candidate also will be invited to Bloomington for more interviews. Mr. Perozzi also described the expectations of the new marketing person. ( See Attachment H)

Mr. Rouzer asked if I-LEAD dates had been set. Ms. DeSawal said I-LEAD will be the week of July 17-24. The I-LEAD Program Team will meet Monday during conference and review the 75-page curriculum revisions. She also explained other marketing and promotion pieces she and Mr. Keith Kowalka will be doing to highlight I-LEAD during conference.

## **Education Councils**

Mr. Perozzi shared about some of the work the councils have done during its December meeting. They established a set of goals and subsequently redesigned them. (See Attachment I) He said the Council and he are working to make some changes so the Leadership Team and membership understand that work is being done to incorporate them more into the conference.

The Councils meet during monthly conference calls. While the progress has been mostly foundation building, Mr. Perozzi will coordinate them to work as efficiently as possible.

He reviewed the short-term goals. They are:

- 1.) Define the roles of the council chairs, accountability measures and relationship with Central Office staff.
- 2.) Develop core competencies using previous ACUI work and other resources.
- 3.) Create a plan to articulate to the membership the role of the education councils and how to become involved.
- 4.) Develop a written process for orienting new council members that is consistent across councils.
- 5.) Develop a research grant program to fund college unions and student activities-related research.
- 6.) Establish a research recognition program for ACUI members.
- 7.) Identify writers and submit 500-word articles for all Union Wire publications (six).
- 8.) Gather data on currently existing regional programs.

Mr. Harper asked how research would be funded. Mr. Perozzi said there are several avenues including the Association's general operating budget, corporate sponsorships and partnerships with other associations.

## **Regions**

Ms. DeSawal shared the status of the regions. During the July meeting, the regional directors devised themselves into five groups. Those groups are conference meeting project team, annual meeting project team, regional conference handbook project team, regional Ed Council project team and regional conference project team. She described each team. Furthermore, the RDs have put together a large draft addressing several issues relevant to the regions.

The Regional Directors will meet three times during conference. A small group of RDs are willing to work with international Ed Council chairs to develop a working relationship between the two groups.

This year the Central Office also ran trial online registrations for some regional conferences. The RDs will continue to look at this to see how it worked. Eventually, a one-stop Web site could be available for members where they could register for all ACUI conferences, including regionals.

She presented handouts of names of all current regional directors and current educational calendar.

## **Committees-Development**

Mr. Harper said the committee fine tuned research ideas that the Association could be involved with. The group would also like to raise money and help develop newer programs like STOP THE HATE! They didn't want to duplicate what Ms. Blood has been doing. They indicated it would be appropriate to have Ms. Blood on the committee. The committee wants to do the research piece and that is where the greatest potential lies. The Development Fund would fund scholarly research, assistantships and special programs.

Ms. Herman-Betzen said the executive director would be more appropriate on the foundation rather than having Ms. Blood and her advisory board as the foundation's board.

The board discussed the idea of forming a foundation and who would serve on it. Mr. Harper said the committee is ready to work on developing an actual plan and would have it ready by the July meeting.

In addition, the board charged Ms. Herman-Betzen to have the legal information by June 1 available to create a foundation for the board to consider for its July meeting.

### **Committees-Evaluation**

The committee focused on Ms. Herman-Betzen's evaluation and of an external and internal evaluation of the board . Mr. Timmann also cited other examples for evaluation and to keep in contact with the membership , for example, via a town hall meeting.

Mr. Rouzer said in order for the new board to set new goals, all new, existing and outgoing board members should write down some goals and objectives and give them to him. For example, Mr. Rullman said it would be appropriate to keep the membership up-to-date by sending them board minutes. Mr. Hollis said it does need to be available, in an easily accessible manner with the new Web person and Mr. Sievers.

Mr. Harper led a discussion about the evaluation of the BOT. Mr. Slazinik recommended that the Board, or the governance committee, needed to review electronic proceedings to ensure that discussion, participation and voting are staged in an appropriate succession.

Ms. Herman-Betzen said a good plan would be to have the State of the Association followed an hour later by a town hall meeting where the membership could openly ask board members questions.

### **Committees-Finance**

After meeting with Ms. Blood, the finance committee believes that the ACUI Procure sales forecasts are positive . Mr. Slazinik said it will continue to be important to watch Procure's sales . There are financial benefits of having Procure and Ms. Blood that don't show up on the spreadsheets (Corporate sponsorships have increased including cash and in-kind donations.) This information was not shared with the finance committee or the board prior to the meeting in Albuquerque .

The critical point is fiscal year 2003 when Procure starts to operate in the black. The committee also asked Ms. Herman-Betzen to provide the committee members monthly income statements for Procure.

The committee also spent time discussing the advisory board proposal. The committee and board had the expectation that a users group and advisory group would be up and running by conference. The committee expressed its dissatisfaction that both groups were not operating.

Furthermore, the committee thought the advisory group was too Central Office staff heavy . He said the committee recommended that only the COO be an ex officio officer and no other Central Office staff member be on it . The committee wanted to know what could be done to have a users group be up and running at conference. Mr. Henthorne will work with Ms. Blood to gather some users and vendors at conference for feedback.

Ms. Herman-Betzen said after she consulted with the president that she decided that having a users group and an advisory group in place by conference was not possible along with having \$100,000 in corporate sponsorships.

Mr. Rouzer said the most immediate need is to have feedback from the membership and the vendors at conference.

Mr. Johnson moved, Mr. Timmann seconded and it passed that:

*A users forum will be convened at this conference for ACUI Procure consisting of users to provide feedback.*



Mr. Henthorne and Mr. Rouzer will work with Ms. Blood to get the users forum convened.

Mr. Johnson deleted the following phrase from his earlier motion:

An advisory group be established consisting of no less than three ACUI Procure vendors, no less than four users, Ms. Blood and a finance committee member that would provide a revised three-year business plan by June 15.

Ms. Herman-Betzen said she and Ms. Blood were frustrated because they felt they didn't have direction and what the difference was between an advisory group and a users group .

Mr. Steele explained that an advisory group would be one that would establish the business plan and then adjust it periodically. A users group would be established consisting of users and vendors , providing feedback on the program. He said there should be a more diverse group and not just one or two people thinking up and developing the business plan. Mr. Henthorne said, for example, that it would have a finance committee member, a couple Procure vendor members, Ms. Blood and couple users. The charge would be to provide advice on the business plan.

Mr. Slazinik agreed to write a proposal and submit it to the board on Tuesday .

The board will have a check-in 30minutes after the Leadership Team training that will meet in Mr. Hollis' suite.

The meeting adjourned at 4:50 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2002 March-Albuquerque**  
**Saturday, March 16, 2002**

President Whit Hollis called the meeting to order at 11:45 a.m. All members: President-elect Rob Rouzer, Dave Timmann, L. Lincoln Johnson, Rich Steele, Jim Eustrom, Shaun Harper, Colette Berge, Ed Slazinik and Marsha Herman-Betzen (ex officio). Also present were new board members Mr. Michael Henthorne, Christopher Cottle and Loren Rullman, and Mark Guthier and Chad R. Sievers, who took minutes.

**Executive Session**

The board voted to enter into executive session.

**Minutes**

The board discussed ways minutes could be written that would include action items and to-do lists. Mr. Hollis and Mr. Rouzer will meet about this for review.

**ACUI Procure Advisory Board**

Ms. Herman-Betzen asked the board to review how the advisory board will begin by May 1. She asked that the finance committee work more closely with the board's establishment and the business plan. Mr. Rouzer said it's important that the board have the members' and the vendors' feedback, rather than just Ms. Blood's reports. The board needs more in-depth feedback and the finance committee felt it didn't have the expertise to do that. Perhaps he said the users' forum could assist. Mr. Steele said the advisory board doesn't make the business plan, but looks and analyzes the business plan. Mr. Harper said it is important to look at the vendors' expertise.

Ms. Herman-Betzen said she wanted more concrete expectations in order for her and Ms. Blood to meet the May 1 deadline to have the advisory board established. Mr. Henthorne said the March-July time period is the time when Ms. Blood should be focusing on making sales after the EXPO and conference rather than spending time forming the advisory board. Mr. Steele said an ideal advisory group wouldn't be something long term. The group members would consult together via e-mail and some conference calls to review the business plan. They would make suggestions to improve the business plan and make sure the suggestions were made.

Mr. Rouzer said rather than form an advisory group, finance committee members could help Ms. Herman-Betzen and Ms. Blood develop some questions to pose to the vendors and users to verify the business plan's assumptions. Mr. Henthorne said Ms. Blood has ownership with the ACUI Procure program. By the finance committee selecting third party members, those advisory group members could give an objective opinion about ACUI Procure that is essential.

Mr. Harper asked Ms. Herman-Betzen if having the advisory board formed by the July board meeting was more feasible. She said it depended on what the charge was.

Mr. Steele moved, Mr. Harper seconded and it passed that:

*A finance committee member and Ms. Blood will develop a three-year business plan and have it reviewed by a group consisting of no less than three vendors and no less than three users to review the business plan for the board by July 1.*

The meeting adjourned at 12:48 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**2002 March-Aluquerque  
Monday, March 18, 2002**

President Whit Hollis called the meeting to order at 7:30 a.m. All members except Mr. Rich Steele were present. New board members, Chris Cottle and Michael Henthorne were present. Mr. Dave Butler from EBI was also present.

The meeting adjourned at 8:25 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2002 March-Albuquerque**  
**Tuesday, March 19, 2002**

Mr. Whit Hollis called the meeting to order at 7:30 a.m. All members: President-elect Rob Rouzer, Dave Timmann, L. Lincoln Johnson, Rich Steele, Jim Eustrom, Shaun Harper, Colette Berge, Ed Slazinik and Marsha Herman-Betzen (ex officio). Also present were new board members Mr. Michael Henthorne, Christopher Cottle and Loren Rullman, and Chad R. Sievers, who took minutes. Also present were Mark Guthier, legal counsel, Brett Perozzi, ACUI associate executive director, and Bob Mindrum, 2003 CPT chair.

**2003 CPT Budget**

Mr. Bob Mindrum reported on the conference's proposed budget. (See Attachment J) The conference will be at the Chicago Hilton and Towers on March 2-5, 2003. "Sweet Home Chicago" is the theme, playing off blues music. The CPT is working hard. He identified Host and Conference Program team members. He said the teams are really focusing on having a conference that highlights the four competency areas and the Ed Councils. He said in order to do that, it may take some money to buy presenters. It could be a good way to solicit new associate members, too.

He explained the proposed budget. It is approximately \$3,000 higher than past conferences. That money will be used to build the EIRs, feature speakers, etc. The proposed budget is \$50,700 with \$15,000 in corporate sponsorships.

He also explained specific ideas such as having the opening banquet keynote prior to dinner and continuing the SMPP. He said the teams intend to be aggressive to solicit ed sessions and other speakers.

Mr. Slazinik asked how the corporate sponsorship numbers compared to the 2002 conference. Ms. Herman-Betzen explained that this year's conference received \$100,000 in corporate sponsorships (\$50,000 in cash and \$50,000 in in-kind donations.)

Ms. Herman-Betzen said that she has continually felt that the budgets for the CPT are lower than they need to be. Mr. Rouzer asked why not include the corporate sponsorships in the budget's bottom line.

Mr. Slazinik asked if the finance committee could look at the numbers and propose adding \$10-15k to the overall budget using corporate sponsorship money.

Mr. Steele moved, Mr. Timmann seconded and it passed that:

*The board approves adding \$15,000 to the overall CPT budget, with the money going into the speakers' section. It will increase the proposed amount from \$24,000 to \$39,000.*

**Committee on Core Competencies**

The board agreed to table it. Mr. Rouzer will make necessary contacts.

### **Task Force on Volunteer Recruitment**

Mr. Slazinik explained his proposal. (See Addendum B)The charge of the task force would be to develop recommendations on strategies to recruit a representative and adequate pool of candidates for elected positions in the Association; to develop recommendations on strategies to recruit a representative and adequate pool of potential volunteers and appointed positions; and to work with the elections committee and the Affirmative Action Officer on standards, expectations and realities, and develop recommendations on affirmative action in the dual processes of election and volunteer appointment.

Ms. Berge said the problem isn't that people's names are nominated . It's why they aren't agreeing to run. Mr. Rouzer said the issue could be solved by asking people who nominate individuals to ask those individuals first if they are indeed interested in running.

Mr. Harper said he thought this proposal was meant to address not only elections, but the overall problem of why volunteer numbers are low.

Ms. Herman-Betzen said Mr. Jack Voorhees in the Central Office has the responsibility of volunteer recruitment , retention and recognition.

The board discussed why people do and don't volunteer, both at the regional and international levels and the specifics of the proposal (see attached addendum 2).

Mr. Rouzer moved, Mr. Harper seconded and it passed that:

*The board will create a task force on volunteer recruitment based on the draft made by Mr. Slazinik and to amend, adding to the second point of the charge "regional and international levels."*

### **Advisory Group/Users' Forum**

The board discussed a proposal to establish an advisory group for ACUI Procure . (See Addendum A) Mr. Rouzer will meet with Ms. Blood and Ms. Herman-Betzen to review proposal.

Mr. Henthorne reported that six of the seven people who were invited to a users' forum yesterday attended and shared feedback with Ms. Blood and Ms. Burns-Smith.

The meeting was adjourned at 8:26 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2002 March-Albuquerque**  
**Wednesday, March 20, 2002**

Mr. Rob Rouzer called the meeting to order at 7:30 a.m. Members present included Chris Cottle, L. Lincoln Johnson, Shaun Harper, Michael Henthorne, Rich Steele, Loren Rullman, and Marsha Herman-Betzen (ex officio). Ann Claussen was absent. Also present were Mark Guthier, legal counsel, and Chad R. Sievers, who took minutes.

Mr. Rouzer said the board compliments Ms. Herman-Betzen on the outstanding awards ceremony yesterday.

The board reviewed the items that will be covered during Thursday morning's board meeting including ACUI Procure's users' forum, the advisory group, e-mail voting action protocol and more.

The board discussed each committee and their roles.

Mr. Rouzer discussed a group that has been investigating business ventures for ACUI that might generate new revenue. Mr. Henthorne said an affinity card, an alumni VISA card, for his institution has been very popular. Ms. Herman-Betzen said that has actually been looked at. When Ms. Mary Ann Cannon worked in the Central Office, she put together a plan for an ACUI credit card. Ms. Herman-Betzen said at that time the Executive Board had not indicated much interest, but she said perhaps things have changed enough that it could be looked into again.

Mr. Rouzer said Mr. Jerry Mann would chair the EBI committee while Bart Hall will work on the committee. Mr. Rouzer also said Mr. Matt Cameron expressed interest in chairing the volunteer committee.

The board discussed comments about the board's makeup.

Mr. Rouzer said the Central Office would send a copy of the budget and the new chart of accounts to the new board members.

The board adjourned at 7:55 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2002 March-Albuquerque**  
**Wednesday, March 20, 2002**

President Rob Rouzer called the meeting to order at 8:35 a.m. in the Hyatt in Albuquerque, N.M. Members present included President-elect Michael Henthorne, L. Lincoln Johnson, Rich Steele, Chris Cottle, Loren Rullman, Shaun Harper and Marsha Herman-Betzen (ex officio). Member Anne Claussen was absent. Also present were Mark Guthier, legal counsel, and Chad R. Sievers, who took minutes.

**Expense Forms**

Ms. Herman-Betzen reported the amount that the Association would pay for food. Wednesday and Thursday would be \$7. Friday would be \$13 and Saturday and Sunday would be \$13.

**Committees**

Mr. Rouzer briefly explained the roles of each committee before committee assignments were made. Those on the governance committee will be Mr. Johnson, Mr. Cottle and Mr. Rullman. Those on the finance committee will be Mr. Johnson, Mr. Steele, Mr. Henthorne and Mr. Rullman. Those on development would be Mr. Harper and Mr. Steele. Those on evaluation would be Mr. Harper, Mr. Cottle and Mr. Henthorne. Mr. Rouzer will consult with Ms. Claussen to determine her interests. Mr. Johnson will be the convener for governance, Mr. Steele for finance, Mr. Harper for development and Mr. Cottle for evaluation.

Some issues that governance will address include policy manual update, majority vote items, procedure for filling board seats and student conference fee (done by the November meeting). Finance issues will address ACUI Procure advisory group in the short-term (done by July 1). The development committee will address the foundation (by July 1), while the evaluation will address an Association's report card, measuring metrics and outcomes. This could be the Association's annual report run in the Bulletin. The audited report will run this year in the Bulletin, while next year will include the audited report and the report card.

Mr. Rouzer asked Ms. Herman-Betzen to evaluate and report back what other associations' nonmember conference rates are compared to ACUI. This was to address Ms. Herman-Betzen's comments that some people who attended this year's conference said they could attend conference, buy the Bulletin in bulk, etc. ala carte paying the nonmember prices and it would be lower than their dues increase.

Mr. Rouzer asked the board to write up and send their answers to the questions Mr. Timmann asked about the board's self-evaluation.

Mr. Guthier will send copies of the updated policy manual to all board members. Ms. Herman-Betzen will review the old policies and procedures manual and make recommendations for a new handbook. Mr. Henthorne suggested an orientation for new board members be developed besides the preconference training.

**July Meeting**

Mr. Rouzer said it looks like the board will need to address the governance issues, ACUI Procure, the foundation and other issues. Ms. Herman-Betzen suggested meeting in August so that two quarterly financial reports would be available for the board's review. Mr. Rouzer said it would be good for the board to meet at the same time as the Regional Directors to discuss issues. The RDs will be meeting June 28-July 1.

The board discussed if and when it would be possible to meet. The board agreed to not meet in July since it believed the policy manual update and other governance related items would be difficult to complete by July and were likely not necessary to be completed in July, and since other business could be completed by conference call and electronic deliberations. Ms. Herman-Betzen said if the board commits to electronic meeting and conference calls, then not having a July meeting would be OK. The board will attempt to meet monthly via conference calls. The board will meet the weekend before Thanksgiving in November. A more detailed schedule will be determined later.

### Online Voting

Mr. Rouzer asked if anyone was willing to put together a proposal for online voting. Mr. Harper suggested the new Web person develop a template that would be accessible only by all board members. They could see the motion and vote. Mr. Henthorne suggested using a virtual Web-based meeting system similar to what NIRSA uses. Mr. Rullman said money spent originally budgeted for a July meeting could be spent on developing a virtual meeting area and/or an internet-based site that logs individual votes. Mr. Harper and Mr. Henthorne agreed to work with Ms. Herman-Betzen. Mr. Henthorne will meet with NIRSA's executive director to discuss a Web-enabled meeting system.

### Conference Calls

The board discussed dates for conference calls. The board will meet the last Monday of every month. In May the board will move the conference call date up a week due to Memorial Day. The first meeting will be April 29. Meeting time will be noon EST. Conference call meeting dates will be May 22, June 24, July 29 and August 26.

### ACUI Procure

Mr. Henthorne met with Ms. Karen Burns-Smith. She said the users' group was useful, particularly the items that indicated new vendor suggestions. The group gave good feedback such as going to an ACUI Procure procurement card. He said he didn't have an opportunity to discuss the users' forum feedback with Ms. Blood. The board discussed options and Ms. Martha Blood made several notes during the users' forum dealing with the procurement card. Ms. Herman-Betzen shared Ms. Blood's comments and reported that Ms. Blood didn't learn anything new from the focus group. She also said it didn't generate any new ideas. She said what ACUI Procure needs is to have people monitor listserves and new renovation projects, etc. She said if the board decides to keep the focus group, Ms. Blood suggested the new marketing person operate it. Ms. Herman-Betzen said Ms. Blood is constantly talking with the users. Ms. Blood said it would be more informative to have a focus group or meeting with nonusers.

Concerning the advisory group, Ms. Herman-Betzen said Ms. Blood can't do it during the body of the conference, but feels Saturday is the only day to really do it. She said there are budget implications for that. Her question to the board is what are the outcomes and how are they measured? She asked for help to determine the measurable outcomes. Mr. Steele said the focus groups on campuses are used to "validate and verify" what is already known and, Mr. Rullman added, to "discover" new information. Mr. Steele said his main concern is that Ms. Blood, as one Central Office staff person, has carried the weight of ACUI Procure's responsibility on her shoulders.

Ms. Herman-Betzen said Ms. Blood told her that she is willing to do anything that the board wants her to do. Mr. Henthorne mentioned that there is a different culture in ACUI Procure vs. the volunteer-based Association. He said it's wrong to compare the systems the institutions use and the Association uses with ACUI Procure. He said the board needs to follow and stick with the action already taken in an earlier board meeting at conference.

Mr. Henthorne asked who could harvest information from the listserv and from renovation projects. Mr. Rouzer said the Association would generate more information by starting a purchasing listserv. He believes part of the advisory group's duty would be to sourcing information for ACUI Procure. Mr. Henthorne said the Association needs to focus on the new members in the database. Mr. Steele said having a purchasing listserv would not be effective because it would reduce the numbers of people rather than having all the messages sent on the main listserv.

Mr. Steele will work and develop the short-term advisory group and business plan by July 1.

The board reviewed Mr. Ed Slazinik's proposal for an ACUI Procure advisory group.

Mr. Steele moved, Mr. Henthorne seconded and it passed 7-0-1 that:

*The advisory group proposal from Mr. Slazinik such as amended is approved.*

### Minutes

Mr. Johnson asked Mr. Sievers to add page numbers to the minutes. The board reviewed and made amendments.

Mr. Johnson moved, Mr. Steele seconded and it passed that:

*All minutes of the meetings March 14-19 are approved as amended.*



## Recreation Task Force and Leisure Time

Mr. Steele said he didn't learn anything drastically new from the task force, but it did provide some insight. The main suggestion is that the task force agreed collaboration with NIRSA could be a key in effectively supporting member campus's recreation and leisure-time activities. Mr. Steele said he would meet and talk with Mr. Voorhees to discuss these suggestions and issues. He will report something back by the April conference call.

List of to-do items accumulated from BOT meetings (March 14-21)

- 1.) Core competencies-Mr. Rouzer
- 2.) EBI team-Mr. Rouzer
- 3.) Volunteer review-Mr. Rouzer
- 4.) Chart of organization with relationships-Mr. Rullman
- 5.) Online voting-Mr. Guthier, Ms. Herman-Betzen, Mr. Harper, Mr. Guthier and Mr. Henthorne
- 6.) Nonmember fees-Ms. Herman-Betzen
- 7.) E-mailing and cleaning up policy handbook-Mr. Guthier and Ms. Herman-Betzen
- 8.) Handbook-Ms. Herman-Betzen
- 9.) Minutes-Mr. Henthorne, Mr. Rouzer, Mr. Hollis, Mr. Guthier, Ms. Herman-Betzen and Mr. Sievers
- 10.) Minutes archive-Mr. Rouzer, Mr. Johnson and Mr. Sievers
- 11.) Recreation task force-Mr. Voorhees and Mr. Steele
- 12.) Strengths/weaknesses of Leadership Team-Mr. Rouzer
- 13.) Region 15 issue-Mr. Rouzer

Mr. Henthorne moved, Mr. Rullman seconded and it passed that:

*Mr. Rouzer will express the board's gratitude to the Conference Program and Host Teams for a very successful conference*

The meeting was adjourned at 11:20 a.m.

In e-mail correspondence,

Mr. Steele moved, Mr. Johnson seconded and it passed that:

*The minutes from the Wednesday, March 20 check-in and Thursday, March 21 meeting will be approved as amended.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Bloomington Meeting**  
**Friday, August 23, 2002**

President Robert Rouzer called the meeting to order at 10:30 am in the Conference Room at the ACUI Central Office in Bloomington, Indiana. Additional members present were: Ann Claussen, Lincoln Johnson, Shaun Harper, Rich Steele, Christopher Cottle, Michael Henthorne, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Governance**

Mr. Johnson, chair of the Governance Committee, shared an update on the archive of minutes and policies. Dave Teske will demonstrate this later in the meeting. The committee will begin review of the actual text of the policies following this meeting. Mr. Rouzer reminded the Board of how this new policy manual will replace the old Leadership Handbook which was in place prior to the recent changes in the structure of the Association. Ms. Herman-Betzen indicated that the goal is to hand the members of the Leadership Team an electronic version of the policy manual in March, 2003.

The committee reported that the ACUI by-laws and general election procedures clearly articulate the process for filling Board of Trustee vacancies after a member assumes office; therefore no action is necessary. Additionally, Mr. Johnson shared with the Board that in March 2001 the Board approved Recommendation 11 from the 2000-2001 Elections Committee Report with respect to vacancies on the Board between the election and the assumption of office at the annual conference. Mr. Rouzer stated that this recommendation along with all others made at that time should be incorporated into the General Election Procedures.

The Committee recommends that there be a higher standard of approval on important issues before the Board. The issues would be defined as: Acquisition and Disposition of Real Property, Termination of the Executive Director, and the Initiation of Legal Action Against another Party. Action on these items would require a  $\frac{3}{4}$  quorum of the full Board and a  $\frac{2}{3}$  majority vote of those present for adoption. Mr. Rouzer indicated that the provision should also apply to the Removal of a Trustee by the Board. Mr. Johnson will draft language for the Board to approve later in the meeting. This language will modify Article III, Section 4 of the By-Laws for eventual action by the Institutional Membership.

There was discussion on the proposed organizational chart that Mr. Rullman has developed for consideration by the Board. Mr. Rouzer indicated that separate from the organizational chart, there is still a need to have a document that outlines the various positions within the Association and how they are selected. The Board will revisit this later in the meeting when Mr. Rullman arrives.

**On-Line Meetings**

Mr. Dave Teske shared information on the possibility of adding on-line meetings to the options available for the Association membership to use in conducting its business. WebEx was discussed as a tool that is available. A demonstration was arranged on August 19, 2002 for the Central Office staff and BOT members to view. Mr. Teske shared the array of opportunities. WebEx charges per concurrent user for unlimited use or on a per minute basis. The BOT would need a 10-user license, at \$1250 per month for unlimited use. On a per-minute basis, most monthly conference calls would cost around \$300.

Mr. Rouzer asked, "What do we spend on face-to-face meetings?" Will this be more cost efficient? Even if it is, what do we give up by not meeting face-to-face? Are we willing to give that up? Mr. Steele and Mr. Henthorne encouraged the Board to consider the revenue generation possibilities using WebEX and on-line training modules, especially in the areas of certification. Mr. Teske shared that many associations are already doing their training on-line using similar tools.

Mr. Rouzer does not want to move in this direction assuming we will generate new money. Instead, what will be our savings? He asked Mr. Teske to pull together some assumptions based on fewer face-to-face meetings and bring that information back to the Board. Mr. Henthorne suggested that WebEx would be an investment in our future. The Association needs to seriously examine this and add it to its budget for the next fiscal year. The Central Office staff should think of new possibilities for this technology in the next few months in order for the Board to make an informed decision in time for the budget in November. Ms. Herman-Betzen concurred that it should be incorporated as soon as possible. There was consensus that WebEx looks like a promising technology for the Association.

## **CUPA Salary Survey**

Mr. Teske shared an update on his research with the College and University Personnel Administrators survey . It appears promising to use their data, especially in the area of administration within the union. The next step is to negotiate a price with CUPA for the use of their data. The Association may still need to supplement their data with some of its own data in order to provide a complete picture of the Association's membership . Ms. Herman-Betzen shared that the numbers of surveys that are completed by the membership continues to decline, but the salary survey also continues to be one of the benefits of membership most prized by the members. Working with CUPA will enable the Association to provide this benefit at a higher level of confidence. Mr. Rouzer suggested that the Association should survey the individual members regarding their own salaries – perhaps this would generate more information. Mr. Harper suggested that as a knowledge-based association, ACUI should not rely on data generated by another organization – ACUI should gather this data on its own membership. Ms. Herman-Betzen stated that knowledge-based associations need not generate their own data if they are able to find the information somewhere else. Mr. Rouzer indicated that it is the Association's responsibility to provide the membership with the best data available.

## **Membership Marketing Plan**

Ms. Herman-Betzen introduced Mr. Jeff Sterrett, the new Marketing Manager for the ACUI Central Office. Mr. Sterrett shared his initial thoughts on a membership-marketing plan, a preliminary version of which will be delivered to the Board by September 6. A major focus of the plan is the assessment of member needs and wants . Mr. Henthorne reminded everyone of the need to conduct this assessment on both a regional and an international level. Mr. Rouzer shared his belief that the Association's membership strategies need to be built around promoting the interpersonal relationships that connect people to ACUI.

Ms. Claussen asked how the plan would attract new people in the field to the Association . Mr. Sterrett indicated that this group of individuals would indeed be part of the membership-marketing plan.

The Board was invited to take part in placing telephone calls to encourage institutional members to renew. The "phone bank" was in operation for a little over half an hour.

## **Volunteer/Nominations**

Mr. Jack Voorhees gave an update on volunteer recruitment as well as the elections process . He is working closely with Whit Hollis on this. He will give the Board weekly updates on the number of nominations and applications received. The deadline is September 30. He distributed a proposal for what the Association might do in the future with respect to volunteer recruitment, retention, and recognition. Cost estimates were included with this. A copy of the proposal is on file with the minutes. Ms. Herman-Betzen shared some new ideas that the staff is working on with respect to next year's Community Builders Awards.

Mr. Voorhees discussed some early ideas on how to support communities in the Association . He will be working on a proposal for this and submitting it to Ms. Herman-Betzen in the near future.

There was a discussion on the difficulty of identifying volunteer opportunities at the regional and international level now that communities are not fully developed anymore. Mr. Rouzer suggested that Ms. DeSawal develop a list of volunteer opportunities that now exist within the Association. This list would be a useful tool for Regional Directors to use, especially with respect to new members looking for ways to get involved. Ms. Herman-Betzen reminded everyone of the importance of people simply being asked to volunteer.

### **Recreation**

Mr. Voorhees reported that 2280 students participated in regional recreation tournaments in 2001-2002. This is the second consecutive year of increase in participation. He continues to work with Dave Timmann on the recruitment of volunteers to lead the various tournaments. They are currently having trouble finding anyone to run the team-bowling event.

The training resource manual is now on-line. It has been well received. He is planning on heading in this direction with other training manuals as well.

There was some discussion on setting minimum standards for the delivery of regional tournaments. This is important given that the Association's name is on every event. Mr. Voorhees indicated that he and Ms. DeSawal would work with the Regional Directors to accomplish this.

### **College Bowl**

College Bowl is now distributing questions on CD ROM. The price did not go down because the per packet cost has not increased in the last ten years. The contract will expire at the end of September. Mr. Voorhees will work with them to execute the contract for this next year.

Mr. Cottle and Ms. Claussen indicated that they continue to hear from constituents that the cost for College Bowl is prohibitive. However, the cost can be seen as reasonable when compared with other program costs associated with novelty acts. Mr. Rouzer stated that it is important to emphasize the value of the program as a campus event, not a program that simply sends four people to a regional tournament.

### **Archiving of Minutes and Policies**

Mr. Teske shared an update on the archiving of minutes and policies for the last five years. It is web-based. A demonstration was shared with the Board in the upstairs conference room. The entire system is searchable by name, date, topic, etc. The next phase is to add all policies from the same time period. There will be direct links between the minutes and the policies.

Mr. Teske then shared a demonstration of the new Financial Management Support system that the Central Office is now using. The reporting mechanisms and on-line forms were demonstrated. The FMS system is available to Regional Directors and their Leadership Teams, the staff, and the Board.

Mr. Teske and Ms. Blood also shared the "new look" for ACUI Procure on the web that is currently being developed.

### **Bank Resolution**

Mr. Teske distributed copies of the Irwin Union Bank & Trust resolution for approval by the Board. The resolution authorizes Ms. Herman-Betzen, Mr. Teske, Ms. Blood, and Mr. Perozzi to serve as signatories for the Association at the bank.

Ms. Claussen moved, Mr. Johnson seconded and it passed that:

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Bloomington Meeting**  
**Saturday, August 24, 2002**

President Robert Rouzer called the meeting to order at 8:10 am in the Conference Room at the ACUI Central Office in Bloomington, Indiana. Additional members present were: Loren Rullman, Ann Claussen, Lincoln Johnson, Shaun Harper, Rich Steele, Christopher Cottle, Michael Henthorne, and Marsha Heman-Betzen, Executive Director (ex-officio). Also present was Dave Teske, Administrative Director; Martha Blood, Chief Operating Officer, ACUI Procure; Brett Perozzi, Associate Executive Director; and Mark Guthier, legal counsel.

**ACUI Procure**

Mr. Steele, as Finance Committee Chair, led a discussion and review of ACUI Procure. The point was made that Procure needs to identify that part of the market that stands to benefit the most from using Procure. It is time to move away from the "shotgun" approach. The Finance Committee made the following recommendations:

1. The Executive Director shall report measurements in multiple areas in order to fully understand the true value and true cost of Procure for the third quarter, 2002 financial statement including:
  - a. Sales of Procure vendor merchandise
  - b. Value of Procure as a Member Benefit (# institutions participating & frequency, rebates paid)
  - c. Non-Procure revenue (ads, sponsorships, Associate memberships, exhibit booths -- earned as a result of the work conducted by Procure)
  - d. Procure revenue (central management fee, vendor rebates)
2. The Executive Director shall assess the Business Start-up Costs for Procure by September 30, 2002 (ACUI funds served as a "loan" to cover the start-up costs of the Procure business venture in lieu of a bank loan)
  - a. December 31, 2002 will be defined as the end of the start-up period for Procure
  - b. Establish the total cost of the start-up period (subtracting out any identifiable non-Procure expenses)
  - c. Determine an appropriate payback period (recommend 15 – 20 years)
  - d. Establish as policy an annual payback amount to be included as an expense line item for Procure.
  - e. Adjust the annual payback amount based on a rolling amortization schedule where the principle is adjusted annually to reflect actual net income (if Procure has a positive year, the payback amount will be bought down and if a negative year, the payback will increase).

There was discussion about changing the name of the cost center -- ACUI Procure -- and Ms. Blood's title to more accurately reflect the position of Procure within the Association's framework. It was recommended that Ms. Herman-Betzen seriously consider this.

Ms. Claussen moved, Mr. Henthorne seconded and it passed that:

*December 31, 2002 is established as the end of the start-up period for ACUI Procure.*

Mr. Steele moved, Mr. Rullman seconded and it passed that:

*The start-up costs of ACUI Procure will be re-paid through an amortization schedule to be determined by the Finance Committee as part of the FY 2003 budget.*

## 2nd Quarter Financial Statements

Mr. Steele distributed the 2nd quarter financial statements along with two recommendations. There was discussion on the first recommendation with the following result.

Mr. Steele moved, Mr. Johnson seconded and it passed that:

*The Executive Director will work to ensure that each Budget Cost Center (as defined in the approved annual budget) will meet or exceed budgeted Net Income amounts. If projected Net Income amounts are anticipated to drop by 5% or more (but not less than \$1,000), a report shall be submitted by the Executive Director that:*

- 1. Explains the cause of the projected drop in net income and*
- 2. Proposes solutions or proposes amendments to the annual budget for BOT consideration and action.*

*Such report, if necessary, shall accompany quarterly financial statements.*

The 2nd quarter financial statement was presented with an added column of data for each cost center and overall operating fund that represents the projected, 12/31/2002 year-end results. Overall, it is impressive that major decreases in projected revenue (\$100,085 in dues alone) have been overcome through conservative spending and vacant positions.

The net change expected in the FY2002 budget is a decrease in Overall Net Income of \$24,342, which would result in a projected loss of \$15,981 for the year. Based on the approval of the previous motion, Ms. Herman-Betzen will present the Board with a report in response to the projected loss with the 3rd quarter financial report.

## Membership and Dues (1 of 2)

Mr. Steele distributed a Membership Report as of August 10, 2002, a copy of which is on file with the minutes. There was discussion on several recommendations made by the Finance Committee with respect to membership. After reviewing the benefits of being able to assess dues revenue received for the annual budget in a more timely fashion, the Finance Committee recommended the following change in membership renewal dates:

“Institutional membership anniversary dates shall be adjusted beginning immediately and throughout the 2003 year to establish all anniversary dates to be January, 1 beginning in the 2004 membership year. Renewal memberships will not be prorated due to a lapse in dues payment unless such lapse exceeds 12 contiguous months. New member dues shall be prorated for remainder of the first membership year.”

Ms. Herman-Betzen requested, and the Board agreed, to allow the Central Office staff time to discuss the above option and develop a response with recommendations on how it might be implemented. Ms. Herman-Betzen will forward the staff response to the Board for the Board's action.

The Finance Committee recommended that the Executive Director should provide a new format for tracking dues income:

- a. The report should be based on a “Campaign” mentality – that we are challenged to earn the annual budget dues income before year's end
- b. Monthly projections of renewals and new members will be based on the total amount invoiced for that month
- c. The success toward completing the “Campaign” will be based on the dues earned in the previous budget year plus the dues earned each month of the campaign (e.g. dues paid in January are 100% earned in the current campaign – dues paid in July are 50% earned in the current campaign)
- d. The Executive Director will be responsible for ensuring that the campaign is successful, but volunteers should be called upon whenever they could be helpful in bringing renewals or new members on board.

## Membership and Dues (2 of 2)

Mr. Henthorne suggested that in order for the Association's membership campaigns to be successful , we must find people who are able to convey the concept of "the promise of a relationship."

Ms. Herman-Betzen will ensure that this report is developed retroactively for FY 2002 by September 30, 2002.

Mr. Steele distributed information with respect to the dues structure and proposed increases. The current dues rate was pre-established in 2001 with the Association vote which allowed the BOT to increase dues beyond the 5% rate according to the dues matrix for 2002, 2003 and 2004. The increase for 2003 was set at 17%.

Motion (passed by membership regarding dues in 2001):

The BOT is authorized to increase institutional dues beyond five percent , in accordance with the new matrix dues structure for the years 2002, 2003 and 2004 to be implemented January 1, 2002.

The Finance Committee stated that dues should cover the cost of the Membership cost center – projections are for that cost center to have a net loss of \$86,820 for FY2002.

An 8% increase in dues would generate \$40,000 based on the current year dues revenue. Other expense increases in the Membership cost center would be covered by anticipated additional revenue of \$15,000 from the portion of dues that were collected in 2001 at the lower rate but not earned until 2002. Therefore, the Finance Committee recommended the "Institutional Dues Rate for FY2003" as outlined below.

"Institutional dues for FY2003 shall be increased 8% over the FY2002 rate (approximately half of the increase previously approved by membership). In addition, the Executive Director is charged with recruiting ample memberships over the FY2002 total to generate a minimum of \$50,000 in additional dues revenue for FY 2003."

There was discussion of the increased costs of running the new structure of the Association without corresponding increases in revenue being realized at this point. Additional concerns were expressed regarding the health of the economy. The Association has seen a decline in institutional members at this point. The question was raised as to whether an increase of 8%, even though it could be 17%, may still not be the right thing to do at this point. The Finance Committee recommended increase of 8% would allow the Association to "keep even" with where it is currently. To propose an increase less than 8% will most likely result in a decrease in the programs and services the Association is able to provide. However, it was noted that it is important to find the right balance between bold strategic thinking and ensuring public trust among the Association's members.

Mr. Henthorne moved, Mr. Harper seconded and it passed 5-2-0 that:

*The previously approved increase in membership dues for FY 2003 will be deferred. FY 2003 dues will remain at the FY 2002 levels as determined by the Association's Dues Matrix.*

There was discussion of how the impact of a 0% dues increase for next year will be felt by the members of the Association as well as how to communicate this to the membership

## Other Revenue Opportunities

Mr. Steele shared the recommendations from the Strategic Process Core Team as they related to the generation of additional revenue streams for the Association. He recommended that the Board spend some time brainstorming ideas in this area. Mr. Henthorne suggested that this be a topic at lunch and all concurred.

Mr. Rouzer expressed the Board's appreciation to Mr. Teske and his staff for the vast improvement in the Association's financial reporting systems.

## Foundation Report

Mr. Harper led the Board in a review of the Foundation proposal that was submitted to the Board prior to the meeting, a copy of which is on file with the minutes.

After reviewing the proposal there was discussion regarding the timing of launching this new initiative. Ms. Herman-Betzen suggested that given the current financial status of the Association, this initiative would re-direct staff time and resources away from the issues at hand at a time when it cannot be supported.

Mr. Steele moved, Mr. Rullman seconded and it passed that:

*A Foundation Committee will be appointed with an initial charge and structure to be determined by the Development Committee of the Board as outlined by the above-mentioned Foundation proposal.*

Mr. Rouzer will appoint members from the Association to join the Board of Trustees Development Committee in moving forward on this project.

## Conference Site Selection

Ms. Herman-Betzen shared the Associations' philosophy on conference site selection as it relates to first tier and second tier cities. The upcoming conference sites that are already contracted are:

|      |                |
|------|----------------|
| 2003 | Chicago        |
| 2004 | Washington, DC |
| 2005 | Reno           |
| 2006 | Kansas City    |
| 2007 | Atlanta        |
| 2008 | New Orleans    |
| 2009 | Anaheim        |
| 2010 | New York City  |
| 2011 | Chicago        |

Mr. Perozzi and Ms. Herman-Betzen are considering the following sites for the next three years:

|      |           |
|------|-----------|
| 2012 | Boston    |
| 2013 | St. Louis |
| 2014 | Orlando   |

Ms. Herman-Betzen will present her final recommendation of conference sites for 2012, 2013, and 2014 to the Board by September 30, 2012.

## 2003 Conference Update

Mr. Perozzi indicated that the Chicago Conference Planning Team is doing very well. They have contracted almost all of their keynote speakers. Bob Mindrum has been doing an excellent job with his committee. The STEP program will now be "The Student Track." Students will automatically be registered for this program and then have the option to opt out of the program. The Senior Management Program will occur again this year. Over 162 educational session proposals have been submitted. There will only be room for 96-115 sessions.

The CPT is using all four competency areas throughout the conference, both in educational sessions and in extended learning sessions. There are some cooperative ventures planned with NACAS as well with respect to their certificate program. The Ed Councils have been involved with the CPT in planning sessions.



## Update on Upcoming Educational Programs

Mr. Perozzi shared that some of the educational programs that were not successful this last year are being re-worked and are scheduled to be launched later this year as a way to re-coup some of the Association's investment. Examples include: Providing Late Night Alternatives, Second to None Customer Service in cooperation with Marriott, and a Building Managers Seminar. Other upcoming programs include: Executive Leadership Institute, Programmer's Institute, Operations & Maintenance Seminar, The College Union of the Future, Indiana Professional Development Seminar, and I-LEAD.

The international study tour in Ireland and England was extremely successful. Mr. Perozzi and his staff will continue to look at this option for expansion in the future.

## Revenue Generation Ideas

The following are a list a revenue generation ideas that resulted from the table discussions at lunch:

- Web-based certificate program
- Affinity card with union photo on it
- Professional liability insurance
- Consulting program using various areas of expertise
- Speaker agency for ACUI members
- Selling canned document packages for leases, RFPs, etc...
- Branding and co-branding items
- Web-site ads and/or links on the website
- Offering planning services for college based retreats, workshops, ribbon cuttings, alternative breaks for spring break
- Post-conference intensive learning opportunities
- Expansion of the ACUIRES search functionality
- Contracting with universities for headhunting services
- Expand publications area with on-line bookstore
- Determine more ways to attract students to participate at annual conferences
- Expand the I-LEAD program to include various geographical sites in the country
- Review and re-negotiate contractual agreements with College Bowl and the recreation tournaments
- Develop a program to assist senior management in the profession with planned giving
- "Hotelling" for the Central Office Staff
- Merging with another sister association

The Central Office staff will explore these ideas and pursue those which seem feasible. Ms. Herman-Betzen will report back to the Board on any progress that is made.

## Quorum Requirements

Mr. Johnson presented a draft of the proposed change in quorum requirements to the Board for their review. After a brief discussion,

Mr. Harper moved, Mr. Cottle seconded and it passed the following changes to the By-Laws be forwarded to the institutional members:

### *Article III, Section 4*

*A majority of the whole Board of Trustees shall be necessary to constitute a quorum for the transaction of business, except the filling of volunteer vacancies, acquisition and disposition of real estate, legal action against another party, removal of a Board member, or termination of the Executive Director. If a quorum is present when a vote is taken.....*

*Three-fourths of the whole Board of Trustees shall be necessary to constitute a quorum for the transaction of business regarding the acquisition and disposition of real estate, legal action against another party, removal of a Board member, or termination of the Executive Director. If a quorum is present when a vote is taken, the affirmative vote of two-thirds of those present shall be the act of the Board of Trustees.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Bloomington Meeting**  
**Sunday, August 25, 2002**

President Robert Rouzer called the meeting to order at 9:00 am in the Distinguished Alumni Room at the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Loren Rullman, Ann Claussen, Lincoln Johnson, Shaun Harper, Christopher Cottle, Michael Henthorne, and Marsha Heman-Betzen, Executive Director (ex-officio). Also present was Mark Guthier, legal counsel.

**Organizational Charts**

Mr. Rullman shared initial drafts of organizational charts for the new structure in the Association. Ms. Herman-Betzen stated that the relationship between the volunteers and the Central Office staff as it relates through the Executive Director to the Board of Trustees is something that needs to be evident on the charts. Mr. Rouzer suggested that this might be accomplished by simply adding at the bottom of each chart a description that outlines that relationship. Mr. Rullman will forward the documents electronically to Ms. Herman-Betzen, who will add the appropriate language to the charts.

**Evaluation**

Mr. Cottle reviewed the goals of the Evaluation Committee. The first was developing a report card on the Association for use at the regional conferences. He will work with Mr. Sterrett on this to create an instrument for this fall. Mr. Rouzer reminded the Board that 50-60% of the attendees at regional conferences are students who may not have much to go on when assessing the Association. Mr. Cottle indicated they would keep that in mind and attempt to get an instrument out to other members in the Association as well.

The second initiative was to review the assessment of the Board itself by the previous Board's members. Mr. Cottle will share the results of Mr. Timmann's work from March with the entire Board in a few weeks.

The third goal was the completion of the Executive Director's evaluation in November. The Committee will work on this following this meeting and be ready by the end of September to move forward on this.

**Inter-Association Task Force on Alcohol and Other Substance Abuse**

The Association's representative is Ed Slazinik from the University of Illinois-Urbana. Mr. Slazinik has asked the Association to cover the expenses associated with his involvement on this task force. Mr. Rouzer indicated that it is important for the Association to have a voice at the table on this topic. However, the costs of attending are \$1,600 per meeting. Ms. Herman-Betzen suggested that the Association could use some of its frequent flyer tickets to support Mr. Slazinik's travel or have him only attend two out of the three meetings this next year. Mr. Rullman stated that there might be a slippery slope here if the Association begins supporting travel for volunteers to these types of meetings instead of relying on institutional support. Mr. Henthorne asked whether or not this is the best way for the Association to be represented on this issue – perhaps there are better ways for the Association to accomplish its goals with respect to this issue.

Mr. Rouzer shared some historical information on the Association's involvement with the Task Force. Mr. Harper stated that Mr. Slazinik's role in representing the Association is the Association's responsibility to support, not his institution's. Mr. Rouzer suggested that the Association might consider supporting Mr. Slazinik's first trip this September (with a frequent flyer ticket), allow him to evaluate the value of attending the meeting, review that evaluation, and consider whether or not to include additional expenses to support the Task Force in the upcoming annual budget.

Mr. Rullman moved, Mr. Harper seconded and it passed that:

*The Association will fund Mr. Slazinik's first trip to the IATF, with the understanding that Mr. Slazinik report back to the Board with respect to the effectiveness of the Task Force and the value of the Association's continued involvement in IATF. If there is a positive assessment as to the Association's continued involvement, Mr. Slazinik will re-write the job description for the Association's representative on the Task Force to include specific outcomes from that involvement for the benefit of the membership.*

### **Expense Forms**

Ms. Herman-Betzen indicated that the Board should fill out expense forms for pre- and post-meeting travel expenses as well as breakfast while in Bloomington.

## Strategic Direction

Mr. Rouzer has reviewed the information from the March meeting with the Leadership Team . He indicated that he did not see anything that came out of that meeting that would suggest a need to substantially modify any of the Association's goals with respect to its strategic plan. The Board as a whole reviewed the strategic plan.

Mr. Rullman initiated a discussion on the website. The Board reviewed the Association's plan with respect to making improvements with the web. The plan is based on feedback from the membership and the recent survey that went out about the web. Ms. Herman-Betzen indicated that the website will be more available to non-members as a recruitment tool with only the pages that include proprietary information requiring a password from members.

Mr. Rullman asked whether the \$6 million figure for ACUI Procure was still realistic – should this be modified? Mr. Rouzer indicated that the amount is a break-even figure based on the initial start-up costs and projections when Procure was launched. It was agreed that Mr. Steele and the Finance Committee should re-visit this figure and determine if it is still accurate.

There was a discussion on the positioning of the Association to be seen as the credible source on community building . Ms. Herman-Betzen shared that this continues to be a fundamental and important initiative for her as Executive Director. Mr. Rullman stated that it is not only important for the profession to be seen in this way, but also for the members' campuses to see unions and student activities offices in this way. Mr. Rouzer suggested that the Association should consider a shift in its focus to being an "Association of Community Builders" – the membership base would come from people all over the campus interested in building community, whether or not they work in a union or student activities office. There was discussion on the development of an inter-association listserv or chat room on community building, sponsored by ACUI.

Mr. Rouzer shared that the Association is currently struggling on its public policy initiatives . There is not currently an active submission of topics and/or ideas from the Association membership for consideration by the Consortium . However, the Association needs to do a better job of interpreting the public policy issues for the membership and educating the members on how to forward their issues to the Consortium. There was some discussion on finding a volunteer to fill the vacant position in this area.

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### **November Meeting**

Mr. Rouzer indicated that there are three main objectives for the November meeting: approval of the annual budget, evaluation of the Executive Director, and the setting of goals for the coming year. There was discussion on whether or not it was necessary to meet together face-to-face. Mr. Henthorne suggested that the meeting should be conducted using WebEx with respect to approval of the annual budget, goals should be done using e-mail, and the evaluation of the Executive Director should only occur between Mr. Rouzer, Mr. Cottle, and Ms. Herman-Betzen at a time and place that is convenient for them. Therefore, no face-to-face meeting in November would be necessary. All agreed.

Mr. Rouzer indicated that the next teleconferences are:

Monday, September 30, 2002, 12:00 EDT  
Monday, October 28, 2002, 12:00 EST  
Monday, November 25, 2002, 12:00 EST  
Monday, December 16, 2002, 12:00 EST  
Monday, January 13, 2003, 12:00 EST  
Monday, February 10, 2003, 12:00 EST

The Board will begin meeting at the annual conference in Chicago on Wednesday, February 26, 2003 starting with dinner that evening. Full meetings will begin the next day.

### **Approval of Minutes**

Mr. Johnson moved, Mr. Cottle seconded and it failed that:

*Teleconference Minutes were approved.*

Mr. Henthorne moved, Mr. Johnson seconded and it passed that:

*the August 23 and 24, 2002 minutes were approved.*

### **Adjournment**

The August 23-25, 2002 ACUI Board of Trustees Meeting was adjourned at 11:00 am on Sunday, August 25 without objection.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**Bloomington Meeting**  
**Monday, November 25, 2002**

President Robert Rouzer called the meeting to order at 11:00 am Eastern Daylight Time via teleconference using WebEx. Additional members present were: Lincoln Johnson, Rich Steele, Michael Henthorne, Loren Rullman and Marsha Heman-Betzen (ex-officio). Joining the conference call at a later time were Ann Claussen and Shaun Harper. Also present was Dave Teske, Director of Administration and Finance as well as Mark Guthier, legal counsel.

**Acceptance of Minutes**

Mr. Johnson moved, Mr. Steele seconded and it passed that:

*The minutes of the conference site selection e-mail vote are accepted.*

For reference, the text of the e-mail vote taken on the site selections was:

Ms. Herman-Betzen and Mr. Perozzi submitted their recommendations for sites for the 2012, 2013 and 2014 Annual Conferences providing details about each site and proposed contract room rates.

Mr. Henthorne MOVED, Mr. Cottle SECONDED and it was approved that:

The Executive Director complete contracts for the Annual Conferences as recommended : 2012 The Boston Marriott Copley Place; 2013 Renaissance Grand Hotel St. Louis 2014 JW Marriott Orlando Grande Lakes.

**Regional Voucher Program**

There was a brief discussion concerning the regional voucher program for the annual conference. Mr. Rullman confirmed that the costs associated with this program are currently included in the annual conference cost center. Mr. Henthorne reminded everyone that the regions can still choose to cover the cost difference between the voucher and the annual conference, however no one was aware that is currently happening.

Mr. Henthorne moved, Mr. Johnson seconded and it passed that:

*The regional voucher program will be continued on an ongoing basis. The executive director will set the voucher price annually so that it covers the direct cost of attendance at the annual conference.*

**Evaluation Process**

The members of the Board should receive an e-mail from Mr. Cottle with respect to Ms. Herman-Betzen's annual evaluation. Please respond to it. Mr. Cottle will compile the results and then he and Mr. Rouzer will travel to Bloomington, Indiana to conduct the actual on-site evaluation. Mr. Rouzer reminded everyone that prior to the on-site evaluation there would need to be a teleconference of the Board members to determine salary.

**By-Law Change for Quorum Requirement**

At the August meeting, the Board approved a by-law change for quorum. Mr. Rouzer asked whether or not the Board still wanted to move forward on this. There was consensus to do so. The exact wording of the change is in the August minutes. The Central Office will take responsibility for getting the proposed change sent out by December 2, 2002.

Mr. Johnson asked that the minutes from the August meeting be put up on the web.

**Election Update**

The current number of ballots received is 319. An e-mail reminder will be going out next week.

## 2003 Budget (1 of 2)

Mr. Steele gave an overview of the 2003 budget from the perspective of the Finance Committee. There has been a complete re-alignment of the cost centers from both a revenue and an expense perspective. (A copy of the budget summary in Excel format is attached to these minutes.) He then turned the discussion over to Mr. Teske who led the Board through the following presentation:

### Budget Presentation

As presented, the 2003 operating fund budget shows a gross profit of \$84,436. Of this amount 45,952 (8% of the total dues income) is designated for the operating reserve and \$38,000 is designated to pay back the startup costs related to ACUI Procure.

One significant change this year is a shift in the 05 cost center. It is now named "Corporate Partnerships." The concept behind this shift is to group together all the financial activity related to our corporate partners. The following areas are included: ACUI Procure, associate membership, advertising, corporate sponsorship, and the Expo. The overhead allocations have been adjusted to reflect the new scope of this cost center. As we budget in the future, corporate partnership and advertising may be reallocated to the program it is directly associated with at a rate of no more than 70% (although the recreation budget will work toward this over several years). This is done in order to realize the administrative costs and work associated with generating this income.

As requested by the Finance Committee, a figure has been established as the "startup costs" for ACUI Procure. The designated end date of the startup period is Dec. 31, 2002. The recommended amount to be designated as startup costs is \$377,687. A minimum of \$38,000 will be budgeted each year toward reducing this deficit (no more than 10 years). In addition, interest expenses related to this deficit is included in the Corporate Partnerships cost center.

### Membershipship-01

- General-Institutional dues are based on continuation of 732 current institutional members (as of 11/15/02) and addition of 100 new members between 11/15/02 and 12/31/03. Wages includes a 3% increase pool and a couple of position adjustments, including permanently increasing the Web coordinator position to 30 hours/week. The marketing manager position will not be filled. Also included is \$12,500 for WebEx 10-user license (this is less than the cost of two BOT meetings) and \$8000 for Consortium on Government Relations.
- Marketing-The duties of related to marketing will be accomplished by outsourcing campaign development and copywriting while using our existing staff to manage the project implementation. Current staff will be redirected to focus on this effort. The budget includes \$20,000 for outsourcing, printing, postage, etc.
- Association business (volunteer)-Includes conference (entire leadership team), 1 BOT meeting, 1 education council chairs meeting, CAS meeting, Alcohol taskforce meeting
- Association business (staff)-Travel to 2 CHEMA meetings; Big 10, Big 12, and PAC 10 meetings; executive director to conference. Employee staff development is included calculated at approximately 3.5% of the total wages (\$18,000).

### Conference-02

It is important to note that the Expo is no longer included in the cost center. While the conference has traditionally been view as a major source of the Association's income, it is much more apparent that the Expo has really been the driving piece behind that assumption. The Expo is now part of the corporate partnerships cost center.

- Program-approved budget of \$50,700
- Operations-Based on 850 delegates at an average of \$450

## 2003 Budget (2 of 2)

### Seminars-03

Based on the following seminars:

- I-LEAD-2 sessions with 55 registrants (each) @ \$545
- ELI-45 registrants @ \$695
- IPDS-25 registrants @ \$650
- Renovation & construction-25 registrants @ \$595
- Operations-25 registrants @ \$895
- Programming-25 registrants @ \$595
- Building managers-3 session with 25 registrants (each) @ \$150
- Future college unions-30 registrants @ \$595
- Marketing-40 registrants @ \$495

### Publications-04

- Net Bulletin cost charged back to membership cost center (\$58,500)
- ACUI publications-\$24,000 of sales, including two new books

### Corporate relations-05

- ACUI Procure-based on \$3 million dollars of sales
- Associate membership-based on all 72 current members, reinstating 15 former members, and recruiting 15 new members
- Marketing-\$27,000 for general marketing related to corporate partnerships
- Sponsorships-Total of \$146,500 of income, \$96,500 allocated to programs
- Expo-Based on 100 booths @\$1,500. Expenses include carpet for hall and coffee breaks

### Services & programs-06

- ACUIRES-net \$19,325
- Recreation-net \$21,614
- Poetry Slam-net \$3,075
- College Bowl-net \$7,350
- EBI-no net income
- CUSA-none
- Stop the Hate!-3 regional programs netting \$3,223

Following the presentation, there was discussion of the marketing position vacancy and how this impacts the budget. Ms. Herman-Betzen indicated that she would address this as Executive Director in the near future. It will now be one of her main goals going into 2003.

It was noted that the projected loss of \$90,000 in the Membership Cost Center is due to the hold that has been placed on the dues increase for the coming year.

Mr. Steele recommended that prior to approving the budget, a motion would be in order to establish the end of the Procure "start-up" period since the proposed budget is built on this assumption. It was noted that the \$377,687 amount does not reflect the total expense of the Procure start-up, but rather a net of the expense minus the positive impact of Procure on other cost centers. Mr. Rouzer reminded everyone that should this motion pass, its impact, plus the current 5-10% of dues income that must be returned to reserves, results in a total of nearly \$180,000 going to reserves and the Procure pay-off each year.

Ms. Claussen moved, Mr. Harper seconded and it passed that:

*The BOT declare Dec. 31, 2002 as the end of the startup period for ACUI Procure. The \$377,687 of startup costs established by the Central Office staff and finance committee will be indicated as a separate net asset line on the balance sheet. The startup costs will be repaid by the corporate partnerships cost center at a minimum rate of \$38,000/year until the balance is paid off.*

Mr. Rullman moved, Mr. Steele seconded and it passed that:

*The 2003 Budget is approved as submitted.*



Mr. Steele commended Mr. Teske for this work on the budget. It was noted that there were major improvements this year from previous years. Ms. Herman-Betzen was pleased with the process and quality of this particular budget.

There was discussion of the need to share the budget with the leadership of the Association as soon as possible as well as the production of an actual annual report in the coming year. Ms. Herman-Betzen indicated that an Annual Report could be produced by June 1 each year.

Mr. Rouzer reminded everyone that they should arrive in Chicago for the annual conference sometime on Wednesday, February 26. The Board will begin meeting first thing in the morning on Thursday, February 27.

#### **Adjournment**

The meeting was adjourned without objection at 12:45 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**Teleconference**

**Monday, January 13, 2003**

President Robert Rouzer called the meeting to order at 11:10 am Eastern Daylight Time via teleconference using WebEx. Additional members present were: Lincoln Johnson, Rich Steele, Michael Henthorne, Loren Rullman, Christopher Cottle, Ann Claussen and Shaun Harper. Also present were Brett Perozzi, Associate Executive Director, Dave Teske, Director of Administration and Finance as well as Mark Guthier, legal counsel.

**Approval of Emeriti and Honorary Memberships**

All of the proposed recipients were nominated in accordance with the Honorary Membership procedures and meet the criteria as stated.

Mr. Cottle moved, Mr. Johnson seconded and it passed that:

*Honorary Membership is conferred on Joseph Cavalla, University of Pittsburgh.*

There was discussion concerning the awarding of honorary memberships to staff and/or former staff members of the Central Office – specifically as it related to whether or not there were any precedents in this area and whether or not it is proscribed by the current policy.

Ms. Claussen moved, Mr. Henthorne seconded and it passed that:

*Honorary Membership is conferred on Nancy Davis Metz, formerly of ACUI.*

Mr. Harper moved, Ms. Claussen seconded and it passed that:

*Honorary Membership is conferred on Nancy Turner, Florida State University.*

Mr. Henthorne moved, Mr. Rullman seconded and it passed that:

*Honorary Membership is conferred on Susan Yung Maul, University of Illinois at Urbana-Champaign.*

All of the proposed recipients were nominated in accordance with the Emeriti procedures and meet the criteria as stated.

Mr. Cottle moved, Ms. Claussen seconded and it passed that:

*Emeriti status is conferred on Fay Sharman, University of Maryland.*

Mr. Henthorne moved, Mr. Johnson<sup>1</sup> seconded and it passed that:

*Emeriti status is conferred on Jack Smith, Western Washington University.*

Mr. Cottle moved, Mr. Steele seconded and it passed that:

*Emeriti status is conferred on Tim Wilmot, University of Wisconsin-Milwaukee.*

Mr. Johnson moved, Mr. Rullman seconded and it passed that:

*Emeriti status is conferred on Ruben Santos, Baylor University.*

Ms. Claussen moved, Mr. Cottle seconded and it passed that:

*Emeriti status is conferred on Linda Eldred, Indiana State University.*

Mr. Rullman moved, Ms. Claussen seconded and it passed that:

*Emeriti status is conferred on Roger Eslinger, Ithaca College.*

Ms. Claussen moved, Mr. Johnson seconded and it passed that:

*Emeriti status is conferred on Thomas Webb, Winthrop University.*

## **Approval of Leadership Team Positions**

Mr. Perozzi recommended the following appointments to the Leadership Team :

Public Policy:Lincoln Johnson, University of Washington  
2005 Conference Program Team Chair (Reno): Mark Guthier, University of Wisconsin-Madison

Mr. Cottle moved, Ms. Claussen seconded and it passed with Mr. Johnson abstaining that:

*The Public Policy Chair is Lincoln Johnson, University of Washington.*

Mr. Henthorne moved, Mr. Steele seconded and it passed that:

*The 2005 Conference Program Team Chair (Reno) is Mark Guthier, University of Wisconsin-Madison.*

Mr. Perozzi shared that with respect to the Education Councils there are no other appointments to recommend at this point. There will be an attempt to recruit people who applied for BOT positions. Mr. Henthorne also recommended recruiting at conference.

## **Discussion of Development/Foundation Issues**

Mr. Rouzer recommended pairing an active volunteer with a past president to push this item forward. John Ketter has expressed interest in working on this. Mr. Ketter is currently serving as editor of the Veterans Newsletter. Mr. Rullman suggested that this might be a way to involve our veterans in a more significant way while connecting this resource base to the Association's current needs through a current volunteer. There was discussion of how best to make these connections -- the extent to which involvement at the annual conference would be important, etc. Mr. Rouzer will put together a position description based on the discussion and forward to the BOT for their review.

## **Leadership Dinner Format**

Mr. Rouzer indicated that there is currently no corporate sponsor for the Leadership Team dinner in Chicago. Since the Awards Ceremony is now part of the conference and no longer part of the program, the question was raised as to whether or not it is still necessary to go out for dinner on Friday night. A possible suggestion is that there would be a reception on Friday night in the Presidential Suite instead. Mr. Rullman asked whether or not we lose something of value by not gathering as a Leadership Team. There were opinions expressed equally on both sides as to the level of importance the Association should place on the dinner. Mr. Steele recommended that the format for the dinner not change this year, but that it would be a discussion item for future conferences. Mr. Rouzer will forward the essence of the discussion to the Central Office for their consideration and report back to the BOT.

## **Business Meeting and Awards Ceremony**

Mr. Rouzer suggested that while last year's Awards Ceremony was extremely successful, intertwining it with the Business Meeting felt awkward at times. The BOT discussed several options for how to address this -- separating the two items to different times in the conference as well as simply re-working the flow between the two. There was no definitive decision made. Mr. Johnson reminded everyone that if the Memorial Resolutions were moved out of the Business Meeting, this would require a change in policy. Mr. Rouzer indicated that the Central Office would take all of the discussion under advisement and report back to the BOT.

## **Next Meeting**

February 10, 2003 at 12:00 EDT is the next scheduled BOT teleconference.

## **Election Results**

The election results will be announced the afternoon of January 13, 2003.

### **Miscellaneous**

Mr. Perozzi gave an update on accommodations in Chicago. The registration numbers are looking strong. The hotel block is over half full currently. There are 460 current registrations. The Expo currently stands near 100 vendors. Mr. Henthorne asked for the conference numbers to be distributed to the BOT on a weekly basis .

The meeting was ADJOURNED WITHOUT OBJECTION at 1:10 pm EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2003 Chicago**  
**Thursday, February 27, 2003**

President Robert Rouzer called the meeting to order at 8:00 am in the Chicago Hilton and Towers in Chicago, Illinois. Additional members present were: Ann Claussen, Lincoln Johnson, Shaun Harper, Rich Steele, Christopher Cottle, Loren Rullman, Michael Henthorne, Mary Edgington, Dan Adams, Daniel Maxwell, Juanita Salas and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

Mr. Dave Teske and Ms. Kim Keller joined the Board during the course of the meeting for various reports

**New Board Orientation**

All members provided brief introductions. Mr. Henthorne then distributed copies of the Association's strategic plan. There was a review of the shift in philosophy that has occurred with this plan as it relates to the Board -- the BOT is responsible for thinking about the long-term health of the Association.

The chairs of the committees provided brief descriptions of their committee: Mr. Cottle for Evaluation, Mr. Harper for Development, Mr. Steele for Finance, and Mr. Johnson for Governance. New BOT members will join the committees during this meeting. Mr. Henthorne shared the importance of the committees meeting outside the annual meeting and the summer meeting.

Mr. Guthier shared a brief review of the legal aspects of the Association.

Mr. Henthorne distributed organizational charts for the Association. Ms. Herman-Betzen reviewed the staff chart for the Central Office. Mr. Rouzer reviewed the leadership chart for the Association at-large. Mr. Henthorne indicated that the structure of the Association is a BOT responsibility.

Mr. Rullman reminded the Board that as part of the Association's strategic plan, the structure should remain nimble and flexible -- if there are appointments or committees that have completed their original charge, they should be closed out so that there is room for new appointments that the Board might like to make. There was a brief discussion concerning the need for an evaluation of the strategic plan and structure up this point. Mr. Steele suggested that the Association is at some exposure for having a strategic plan that is dated March 6, 2000 without any updates published to this point.

Mr. Maxwell asked how a knowledge-based Association could ensure that the membership at large is connected to the new structure. Mr. Henthorne suggested that the Board's current responsibility is to transform the Association's new "house" into a "home" where all its members are informed and connected. The Board is no longer a body that grants permission for particular initiatives, but instead assembles the larger picture of the Association from its individual parts. The following committees were created:

Finance: Mr. Steele, Mr. Rullman, Mr. Henthorne, Mr. Johnson, Mr. Adams, Mr. Maxwell

Evaluation: Mr. Cottle, Mr. Harper, Mr. Henthorne, Ms. Edgington, Ms. Salas

Governance: Mr. Johnson, Ms. Claussen, Mr. Cottle, Mr. Rullman

Development: Mr. Harper, Ms. Claussen, Mr. Steele, Mr. Maxwell

The Board moved into committee meetings for the remainder of the morning.

**2002 Preliminary Financial Results**

Mr. Steele presented the un-audited financial statement for 2002, a copy of which is on file with the minutes. This statement shows the Association with a net income of \$2258 for the year. This was achieved through significant cuts in expenses, given that the budgeted revenue could not be reached due to the deferral in the dues increase that the Board approved in August. He expressed appreciation to Ms. Herman-Betzen and the central office staff for their attention to cost control. He indicated that the current format for the statement is a marked improvement over past years.

Mr. Teske shared specific information on line items as they related to variances from budget. He pointed out that membership dues do not cover their expenses in that particular cost center.

## **Membership Marketing Plan and the International Advisory Group**

Ms. Keller assumed some of the responsibilities of the Association's marketing efforts following the staff vacancy in this area. She shared a report on the status of the Quick Query project to date. Approximately 2700 individual members received the survey via e-mail. Survey responses are tracked by an ID number which will enable a greater range of demographic analysis than the Association has been able to conduct previously. The response rate has been encouraging. Once the information has been collected, the membership-marketing plan that the Board has seen previously will be implemented using this new data. A copy of the plan was distributed to the new BOT members.

Ms. Herman-Betzen shared an update on the newly formed International Advisory Group, which will convene for the first time during the conference. The group will work with the survey data and Ms. Keller to provide advice and assistance in advancing the Association's membership marketing plan.

Ms. Herman-Betzen asked the Board to pay particular attention to the retention portion of the membership-marketing plan. The plan will be a focus for the central office staff following the conference. She expressed her appreciation to Ms. Keller for taking on these additional responsibilities.

Mr. Rouzer suggested that the current name lends itself to too much confusion as it relates to previous structures with the Association's non-USA members. He suggested that it be changed to Membership Steering Committee. There was general agreement with this change.

## **Legislative Liaisons and Public Policy/Endorsement Issues**

Mr. Johnson shared an update on the Association's work with the Consortium on Student Affairs and Governmental Relations. There currently is not an effective mechanism in place to assess the memberships' position as it relates to policy issues – specifically in a timely fashion. He asked the Board to consider how the Association should endorse particular policy positions from time to time. Mr. Maxwell suggested that this is an appropriate role for the Board itself. Mr. Rouzer asked Mr. Johnson to route information from the Consortium via e-mail to the Board. If a particular Board member believes the Association should officially endorse a policy before the Consortium, he/she should make a motion to that effect.

## **Evaluation Committee Update**

Mr. Cottle shared that there will be some minor adjustments to the evaluation process for the Executive Director. At the August meeting there will be a mid-year update. In October, the evaluation process will begin to move to its conclusion with an opportunity for at least one on-line conversation with Board members to discuss the performance of the Executive Director.

The Board will conduct an assessment of itself prior to the end of the conference.

The "report card" on the Board from the Association's membership is still a concept that the committee is exploring. This will be addressed with the Regional Directors as well as the possibility of convening an assessment team for the Association that would work in concert with the BOT Evaluation Committee.

## **Development Committee**

Mr. Harper indicated that the committee reviewed the Development Coordinator position that Mr. Rouzer shared with the Board prior to the conference. The Committee discussed initial first steps of creating a foundation board. This would be financed most likely through existing dollars in the development fund. Ms. Claussen asked if there was a timeline for the foundation. Mr. Harper shared the following dates:

March, 2003 Recruitment of Board Members

June, 2003 Appointment of Inaugural Board of Directors

July 2003 Announcement of ACUI Foundation and Board of Directors to the membership

## **Bylaw Update**

The proposed change in the bylaws with respect to minimum requirements for quorum on particular business items before the Board will be re-sent to the membership following the conference. In addition to the other changes previously included, the second mailing for the bylaw change will include the higher quorum requirement for the Board when it is both hiring and terminating the Executive Director.

### **About Campus Subscription**

Ms. Herman-Betzen shared the proposal from ACPA to offer a special association discount rate for the monthly magazine About Campus. There was a discussion concerning the relative benefits of joining this enterprise. The question was raised whether or not this would open the door for similar requests from other publications.

Ms. Claussen moved, Mr. Johnson seconded and it passed that:

*The Executive Director will negotiate an agreement with ACPA to offer About Campus as an additional benefit to Association members.*

### **International Membership Agreements**

Ms. Herman-Betzen shared an update on the Association's international membership agreements. ACUI and ACUMA are currently operating under the terms of an existing agreement that has not been signed. There is the possibility of finalizing this agreement as well as developing a similar agreement with AMICUS-C. There is currently no agreement with SUSOC or AMSU. The level of communication and interaction between the associations is at its lowest level in years. However, there are some strong relationships between ACUI and particular international schools.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**2003 Chicago  
Friday, February 28, 2003**

President Robert Rouzer called the meeting to order at 8:00 am in the Chicago Hilton and Towers in Chicago, Illinois. Additional members present were: Ann Claussen, Lincoln Johnson, Shaun Harper, Rich Steele, Christopher Cottle, Loren Rullman, Michael Henthorne, Mary Edgington, Dan Adams, Daniel Maxwell, Juanita Salas and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

Ms. Martha Blood, Mr. Jack Voorhees, Ms. Danielle DeSawal and Mr. Brett Perozzi joined the Board during the course of the meeting for various reports.



## Recreation, College Bowl, Poetry Slam, and Communities

Mr. Voorhees gave a brief explanation of the Beitler Family Foundation and the breakfast meeting the Board will have with Lorraine Beitler later in the conference. The goals and aims of the Beitler Family Foundation are in concert with the community building objectives of the Association.

The recreation tournaments in the regions have all been completed for this year. Discussions have begun in the regions concerning the competitive nature of the tournaments. The NCAA may be offering collegiate bowling sometime soon, especially as it relates to women's teams. Ms. Claussen asked what the concerns were with respect to the tournaments since they attract a population of students the Association would otherwise not impact. Mr. Voorhees shared that the discussions are focused on simply changing the philosophy of the tournaments to being more recreational and less competitive – not the elimination of the tournaments.

Mr. Rouzer asked for a plan to be put into place that would reflect what the Association would do in the event there no longer was money coming in from the Collegiate Bowling Association to support the tournaments. Mr. Voorhees indicated that he would report back to the Board on this.

Mr. Voorhees shared that College Bowl had a fairly good year, with a drop of about 15 schools from last year. College Bowl launched a new data base program this year that was a significant improvement to the tournaments. Regional Directors continue to be concerned about the cost associated with the program. With the questions now delivered on CD ROM, the work and cost associated with implementing the program now rests on the schools since they must now print out the questions. However, the trade off is that the cost from College Bowl has not gone up. Ms. Herman-Betzen indicated that the relationship between College Bowl and ACUI is the strongest it has been in years.

Mr. Voorhees shared a description of the Honda Campus All Star Challenge for the members of the Board.

The national College Bowl tournament is at Penn State, April 24-27.

Mr. Voorhees shared that the poetry slam concept continues to grow nationally and tournaments have strong participation. The national Poetry Slam tournament is at the University of Arkansas-Fayetteville in early April.

Mr. Voorhees distributed a white paper on Communities for the Board's perusal, a copy of which is on file with the minutes. The Chicago Conference has been identified as a turning point for the formal introduction and support of Communities. Mr. Rouzer asked Ms. Herman-Betzen to share how Communities were envisioned to be part of the Association's new structure.

Ms. Herman-Betzen reviewed the committee format prior to the change in the Association's overall structure. At that time the committees had a variety of purposes: program, demographic, constituencies, etc. The new structure now places a focus on four skill areas first (the Education Councils) and then allows Communities to develop as a complement to that.

There was some concern expressed as to how the Communities will be promoted, supported, etc. and whether or not the term "Communities" is the best one to use in the context of the Association's overall community building focus. After a brief discussion, it was decided that the term is the best one to use and that it strengthens the Association's overall sense of community. As for the support of the communities, it was discussed that the structure should be organic, allowing the communities to develop and dissolve as the interest among the Association's members changes over time. The level of professional staff support should be limited to providing the infrastructure for the communities only. Mr. Henthorne reminded the Board that the Association should not develop expectations for the communities or take measures to keep particular communities active if the members no longer support or need them.

## Regions

Ms. DeSawal distributed the regional conference calendar for 2003 as well as a current listing of Regional Directors. She shared the outline for a new Regional Annual Report format that is being implemented. This will allow the Association to gather a better history of the activities across the regions and archive it centrally.

There will be a significant turnover in Regional Directors this year: Regions 1, 7, 8, 9, 10, 11, 14, and 15. In addition there are interim Regional Directors in Regions 5 and 6.

Mr. Steele inquired as to how the Association is aware of the level of performance in the Regions. There was discussion of whether or not minutes should be required at the regional level. Mr. Guthier indicated that he would review this option as it relates to the various regions and the impact it would have on reporting requirements, etc. Ms. Herman-Betzen offered that the assignment of a central office staff member to the regions has helped significantly in providing a level of assurance as to what is occurring across the regions.

Ms. DeSawal shared copies of the new Regional Conference Planning Manual that she worked on with Thomas Lane. The Board expressed its appreciation for producing an excellent resource for the members.

There was a discussion of the importance of ensuring the strength of the regional structure. Should the Association manage the transitions between regional directors and the program in the regions at the same level it provides assurances for the long-term health of the annual conference? The Board explored the transition that is taking place under the new structure whereby the central office is seen as a resource for the regions -- which is a new philosophy. The question is to determine how far the Association wants the professional staff to go in providing a safety net for the regions without it being seen as micro managing. It was decided that this is an evolving process, but ultimately the importance of the regional structure to the Association must be affirmed.

## Education Councils

Mr. Perozzi shared his thoughts on the Education Councils as they relate to the Association's overall strategic plan. He indicated that the Councils are the content/skills component of the Association. They do this by providing programs and services through the annual conference, the regions, and the central office.

Researching, writing, and disseminating the content coming out of the Councils is a significant task. Content pieces come out on a fairly regular basis through the Bulletin and the Union Wire.

There was general agreement with the Council philosophy as presented by Mr. Perozzi. However, the importance of communicating the involvement opportunities in the Councils, their outcomes, and the products they disseminate needs to be increased. Is there a concept yet, that someone can "join" an Education Council and have their name appear on a list? Mr. Perozzi shared that this is similar in scope to what the Council Co-Chairs hope to have happen as well. Ms. Herman-Betzen indicated that such a concept is found in many of the Association's sister organizations.

There are currently openings in two of the Council positions. There was a discussion of whether this should be a concern at this point. The Board talked about the enormous amount of change that is occurring throughout the entire Association and how the existence of a few volunteer openings at this point should not be cause for alarm. However, the body of knowledge that the Councils are supposed to be creating and transferring is something that the Association is relying on and a cornerstone of its new structure. Therefore, this initiative must continue to be a priority.

Mr. Perozzi shared that the Councils hope to be facilitators of research for the Association. Included in this are their responsibilities in interpreting data for the members to assist them in the practical application of knowledge as well. Mr. Perozzi is currently working with Ms. DeSawal to re-design the Association Clearinghouse as one way to do this.

There was a discussion of the Education Councils at the regional level and how they interact with and complement the work of the Councils on the international level.

Mr. Perozzi distributed the agenda for the Education Councils at the conference, job descriptions for the co-chairs, expectations and guidelines, a quick list of accomplishments to date, and core competencies. He also reviewed two upcoming publications: Promoting Diversity and Multiculturalism through College Unions and Student Activities and College Union Dynamic.

The Board expressed its appreciation to Mr. Perozzi and the Education Council Co-Chairs for the tremendous amount of work that has occurred to date.

### **Procure and Corporate Relations**

Ms. Blood expressed her appreciation for the merging of ACUI Procure with all of the other corporate relations activities of the Association under a new cost center for this fiscal year. This affords her the opportunity to work with the Association's corporate partners in a variety of ways to match their needs with the needs of the Association.

Ms. Blood provided the Board with an overview of this year's Expo. The number of exhibitors is right at 100, which is the budgeted number for the conference. There are 20 architects this year in the Architecture & Design Showcase. Five advertisers have been added to the on-site conference program for the first time, effectively underwriting the cost of the publication. In addition, "Expo in the Bag" generated \$4,600 for the delegate bags. The total amount of sponsorship dollars for the conference this year is just over \$88,000.

ACUI Procure volume for January 2003 was \$9,000 over budget. Even with the tight economy, Ms. Blood indicated that she is comfortable with the ability of Procure to meet its volume target for this year. One-third of the volume is expected to come through bowling alley equipment alone. Another third should come through lightweight table sales. Total volume budgeted for this fiscal year is \$3 million.

Mr. Rouzer asked whether or not sales through Procure are being lost to vendors who do not direct the business through Procure after they receive the lead from Ms. Blood. Ms. Blood stated that she is aware of the vast majority of these situations and is able to follow-up to re-direct the sale through Procure in most instances.

The Board expressed its appreciation to Ms. Blood for her work in the Procure/Corporate Relations area.

### **Elections Report**

The Board reviewed the Elections Report submitted by Mr. Whit Hollis. Mr. Rouzer asked for the Board's assistance in identifying individuals for the Elections Committee as well as candidates for election. There was discussion of the importance of ensuring the pool of candidates is as large as possible each year.

### **Leadership Team Meeting Review**

Mr. Henthorne distributed and reviewed the program outline for the Leadership Team meeting at the conference. The session is planned as a focus group exercise on the Association's strategic plan as it relates to the state of the profession and current issues on members' individual campuses.

### **Introduction**

The Board was introduced to the newest staff member in the central office – Elizabeth Beltramini, Publications Coordinator.

## ACUI Foundation

The Board generated the following list of people who might be good candidates for the initial Board of Directors for the Foundation:

Ernie Bebb  
Pat Coleman Boatwright  
Bill Brattain  
Keith Briscoe  
Frank Cianciola  
Susan Clagget  
Ted Crabb  
Roger Eslinger  
Bart Hall  
Deborah Hammond  
Carol Prior Heller  
Whit Hollis  
Audrey Hozak  
Dave Hubler  
John Ketter  
Tom Keyes  
Gretchen Laatsch  
Floyd Land  
Ron Loomis  
Clyde Lindsley  
Susan Maul  
Adell McMillan  
Shirley Bird Perry  
Bernard Pitts  
Jim Reynolds  
Rob Rouzer  
Winston Shindell  
Tracy Stuck  
Bill Spelman  
LeNorman Strong  
Nancy Turner  
Greer Dawson Wilson  
Cindy Woolbright

## Finance Committee

Mr. Steele distributed the FY 2003 budget. The committee discussed the reserve fund of the Association, which exists in name only at this point. After some general discussion, the following motion was made:

Mr. Steele moved, Ms. Claussen seconded and it passed that:

*The finance committee shall review the purpose of Association reserve funds and investigate the need for a policy or bylaw change on how this fund shall be administered both in terms of contribution and application with a report due to the BOT at the 2003 summer meeting.*

The committee believes it is necessary, due to financial, insurance, and legal considerations, for the Association to seriously consider the potential impact of the annual conference not occurring next year. Therefore, the following motion was made:

Mr. Steele moved, Mr. Harper seconded and it passed that:

*The Executive Director shall develop financial contingency plans for the Washington, D.C. conference considering the possible impact from civil unrest, acts of war, or terrorism with a report due to the BOT at the 2003 summer meeting.*

## Membership

The Finance Committee spent some time with Mr. Teske reviewing the Association's current billing cycle for dues (which is currently an anniversary date-based system). The committee explored the benefits and costs of transitioning to a calendar year-based or fiscal year-based system. The Board discussed the difference between a dues system that allows the Association to handle its finances better and a dues system that is customer focused. The current system is a continuous membership enrollment program. Moving to a calendar/fiscal year system allows the Association to consider the possibility of conducting a focused yearly membership recruitment campaign.

There was discussion on whether the billing cycle questions can be decided independent of whether or not to raise the dues this year – particularly as it relates to the current economic situation. The previously approved increase in dues for next year would be 17% -- the same amount they would have been increased this year had the Board not cancelled the increase. If the dues are not increased again this year, there is the possibility that the central office budget will be cut again for the third year in a row. There was some discussion on how these financial decisions have direct impact on the Association's ability to effectively advance the strategic plan.

If the dues cycle is shifted to a calendar year, the projected number of member schools it impacts is approximately 160. The Board does not currently know what percentage of that 160 would view a shift in the billing cycle as either positive or negative.

The Board discussed weighing the political costs of a dues increase against the real dollar amount that an increase might generate. Mr. Steele shared that a 5% increase would generate approximately \$26,000. This is equivalent to the total dues generated by approximately 35 schools on the average. A 5% drop in members, should that occur following a dues increase would be 35 schools. Therefore, a dues increase can actually be seen as a financial wash for the Association.

Mr. Steele moved, Mr. Henthorne seconded and it passed VOTE OF 5-0-2 that:

*There will be no dues increase for 2004.*

The discussion returned to the transition of the dues cycle. Ms. Herman-Betzen suggested that the 500 members that currently are not impacted by a transition should not be considered in this process. They will be billed as they always have. The 160 schools that are affected should be addressed in a way that minimizes the impact and the central office should be given the flexibility to make that happen.

Mr. Rouzer suggested that a possible approach would be for the 2003 dues to be pro-rated for this year with a new invoice being sent for 2004 in the next calendar year.

Mr. Steele moved, Mr. Henthorne seconded and it passed that:

*The Executive Director shall institute calendar year membership renewals for all institutions beginning no later than the July 2003 renewals.*

## Revenue Generation Ideas

Mr. Steele reported that given the focus the Association must place on retaining and attracting new members in the coming year, those initiatives should be the sole focus of any additional revenue generation at this point. He recommended that any new initiatives should be delayed until FY 2004. Mr. Rullman suggested that perhaps it would be appropriate simply to incubate some ideas in the meantime in order to prepare for future implementation, but not to take the ideas any further currently. There was general agreement from the Board that this is the correct approach at this time.

## ACUI Procure

Mr. Steele provided the Board with an update and review of ACUI Procure from its inception to date . The current assessment is that Procure as it was originally envisioned, as a financial engine for the Association is not likely to come to fruition in the near future. However, as a component of the Association's overall corporate partner program there is evidence that the Association's corporate partnerships are significantly stronger with the addition of Procure . Mr. Steele suggested that Procure no longer be evaluated with respect to its original business plan, but rather as an integral part of the Corporate Partnerships cost center. Mr. Adams shared that this approach is fine, so long as Procure never become a burden on membership dues.

Mr. Rouzer asked whether or not there is a steady state of sales for Procure and is it anywhere near that? Should the Association support it until it reaches that steady state? After Procure reaches a steady state, then perhaps the Association assesses it based on the above criteria. If it never reaches that steady state, only then would the Board need to decide to dissolve it.

Mr. Steele thanked the ACUI Procure Advisory Board for its work this last year in providing support , direction and advice to Procure as well as members of the Finance Committee who have put in a lot of extra time to address some difficult financial issues over the last year.

## Strategic Plan

The Board spent some time reviewing the strategic plan and assessing the Association's progress in each of the individual recommendations. The following additions and/or changes were suggested for each of the stated goals and will be forwarded to the Leadership Team during the conference .

Goal: ACUI will be its members primary resource for education, knowledge or information exchange and services.

Affordability  
Quality

Goal: ACUI will be a public policy advocate for creating an increasingly favorable environment for campus community builders

Federal -- International  
State -- Local  
Integrate into strategies of other goals?

Goal: ACUI will be recognized widely as a source of credible information on campus community building.

Association of Campus Community Builders  
Creating a body of work  
Promulgating a statement on community that does not include a reference to a physical facility

Goal: ACUI will be financially secure and stable enough to achieve its envisioned future and sustain success.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**2003 Chicago  
Monday, March 3, 2003**

President Robert Rouzer called the meeting to order at 12:15 pm in the Chicago Hilton and Towers in Chicago, Illinois. Additional members present were: Ann Claussen, Lincoln Johnson, Shaun Harper, Rich Steele, Christopher Cottle, Loren Rullman, Michael Henthorne, Mary Edgington, Dan Adams, Daniel Maxwell, Juanita Salas and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

Mr. Randy Nuckols, Mr. Brett Perozzi, and Mr. Patrick Bailey joined the Board during the course of the meeting for various reports.

**Public Policy Liaison -- Consortium on Governmental Relations in Student Affairs**

Mr. Johnson introduced Mr. Randy Nuckols, the Association's public policy liaison with the Consortium on Governmental Relations in Student Affairs. Mr. Nuckols encouraged the Association to develop an official mechanism for gathering and disseminating information in this important area. He indicated that there is more focus in Washington, D.C. by university students than at any time since the Vietnam War. Therefore, it is important for the Association to be active in this arena.

Mr. Nuckols inquired as to how the Consortium could do a better job. The Board asked whether its endorsement of a particular position would have any significant impact or value. Mr. Nuckols indicated that it would – but only in those areas where the Association's membership feels strongly about an issue.

Mr. Nuckols encouraged the Association not to let next year's annual conference be a missed opportunity for its members to spend time with representatives on Capitol Hill. He recognized that the Association has discreet issues from those of the larger Consortium, and that those issues should be forwarded to the Consortium by way of Mr. Johnson.

**2004 Annual Conference -- Washington, D.C.**

Mr. Patrick Bailey and Mr. Perozzi presented a report to the Board on next year's annual conference in Washington, D.C. The theme will be "Sharing Our Stories .... A Monumental Experience." There will be a focus on fireside chats, intimate conversations, and storytelling. The CPC hopes to work at least one Association-wide gathering into the conference program each day. There will be some challenges to making this happen given the limited amount of large banquet and exhibit space at the property.

The Budget that Mr. Bailey presented includes \$25,000 in corporate sponsorship with an estimated expense of \$68,000 for program, printing, travel and miscellaneous expenses. It does not include any additional expense that would be necessary to move the conference off-site for a meal should that be necessary to meet the goal of having one Association-wide gathering each day.

Mr. Steele suggested that in the future it would be appropriate for the conference program budget to be presented as part of the entire Conference Cost Center. As it is currently presented, it is difficult to assess the impact of the decision the Board makes today on the overall Conference Cost Center as it is developed later in the year. There was a brief discussion on the pros and cons of this approach.

Mr. Steele indicated that the 2003 Conference program budget included \$30,000 in corporate sponsorship with an estimated expense of \$65,700.

Mr. Steele moved, Mr. Rullman seconded and it passed that:

*The 2004 Conference program budget be accepted as submitted.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**2003 Chicago  
Tuesday, March 4, 2003**

President Robert Rouzer called the meeting to order at 7:00 am in the Chicago Hilton and Towers in Chicago, Illinois. Additional members present were: Ann Claussen, Lincoln Johnson, Shaun Harper, Rich Steele, Christopher Cottle, Loren Rullman, Michael Henthorne, Dan Adams, Daniel Maxwell, Juanita Salas and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

Mr. Bob Hassmiller joined the Board during the course of the meeting for various reports.

**NACAS**

Ms. Herman-Betzen introduced Mr. Bob Hassmiller, Executive Director of the National Association of Campus Auxiliary Services. Mr. Hassmiller shared that NACAS is facing the same financial challenges as ACUI and our respective member schools. Therefore, the need to collaborate and work together more closely is greater than ever before. Mr. Hassmiller expressed the importance that both associations should place on benchmarking, the collection of data and the need to tell our stories on our campuses.

**Review of Minutes from February 27 - March 3**

Mr. Steele suggested two changes to the minutes as submitted, both with respect to the minutes of February 28. The first was to change the reference in the Membership section concerning dues to "cancelled" instead of "delayed." The second was to change the reference to budget cuts in the central office to "third" year in a row instead of "second." Both changes were accepted.

Mr. Steele moved, Mr. Cottle seconded and it passed that:

*The minutes from February 27, February 28, and March 3 are accepted as amended.*

**Education Councils**

Mr. Rullman inquired as to the attendance at the Education Council meetings. Ms. Claussen indicated that she believed they were fairly well attended. There was a brief discussion of the importance of increasing the level and frequency of communication regarding the work of the Councils to the membership.

**Access to the Board and Other Issues**

Ms. Claussen initiated a discussion concerning how the Board might increase awareness among the membership of how to gain access to the Board. Ideas discussed included creating a forum at the annual conference, a listserv, amending the business meeting procedures, and writing an outline of "How the Association Works." The respective roles of the Board and the Central Office should also be a desired outcome of this process. Mr. Maxwell suggested that the Board members in general might get around to the regional conferences, instead of just the President and the Executive Director.

Mr. Henthorne asked whether or not the Association was losing some of its momentum by not having a combined summer meeting as in the past. He asked the Board to consider this and be ready to discuss it at Thursday's meeting.

Mr. Rouzer indicated that the Association needed to ensure all of its components were communicating effectively and frequently. In addition, he suggested that amending the business meeting procedures to allow for more access to the Board would be a first good step.

Mr. Cottle expressed concern that the time allotted for Communities at the conference has been scheduled against educational sessions. Mr. Rouzer suggested that it might be time for the Association to consider the "business day" of the conference to extend beyond a traditional 8-hour format in order to accommodate all of the important elements of the conference.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**2003 Chicago**  
**Wednesday, March 5, 2003**

President Michael Henthorne called the meeting to order at 12:45 pm in the Chicago Hilton and Towers in Chicago, Illinois. Additional members present were: Ann Claussen, Christopher Cottle, Daniel Maxwell, Juanita Salas, Mary Edgington and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Approval of Minutes**

Mr. Maxwell moved, Mr. Cottle seconded and it passed that:

*The minutes of the March 4, 2003 meeting are approved as submitted.*

**Agenda for Thursday, March 6**

Mr. Henthorne distributed a proposed agenda for the Board's meeting on Thursday. The topics proposed were:

- Committee Assignments
- Summary of Conference-Generated Issues
- BOT Liaisons to Other Groups
- BOT and Executive Director Priorities March-July
- Connecticut Community College Lay-Offs
- July Meeting

Mr. Cottle asked that Development be added to the agenda.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**2003 Chicago  
Thursday, March 6, 2003**

President Michael Henthorne called the meeting to order at 8:15 am in the Chicago Hilton and Towers in Chicago, Illinois. Additional members present were: Ann Claussen, Christopher Cottle, Mary Edgington, Daniel Maxwell, Loren Rullman, Dan Adams and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Committee Assignments**

The Board made the following assignments to its sub-committees for the coming year:

Evaluation and Assessment: \*Mr. Cottle, Ms. Salas, Ms. Edgington, Ms. Claussen

Finance: \*Mr. Rullman, Mr. Adams, Mr. Maxwell, Ms. Herman-Betzen

Development: \*Mr. Maxwell, Ms. Salas, Mr. Adams

Governance \*Ms. Claussen, Ms. Edgington, Mr. Cottle, Mr. Rullman, Ms. Herman-Betzen, Mr. Guthier

\*Denotes Chair

**Committee Reports**

The Chairs of the Sub-Committees gave brief updates on the status of their work for the coming three to four months.

Evaluation: Mr. Cottle indicated that the focus would be the Board's self-assessment as well as an evaluation of the Board by the membership.

Governance: Ms. Claussen shared that Ms. Herman-Betzen and Mr. Guthier will provide the Board with an updated policies and procedures manual for the Association by the summer meeting .

Development: Mr. Maxwell suggested that that there still needs to be some thought put into the type of "work" that the initial members of the Foundation board will be asked to do. There was a brief discussion of possible initial steps in this area. There was an agreement that there needs to be a start-up plan for the Foundation.

Finance: Mr. Rullman indicated that there would be a review of the policy on reserves, a look at the quarterly statement in April, reflection on cost centering for the annual conference with respect to the program budget,an additional review of the shift in billing date for dues, and a discussion of the frequency with which the Association membership receives financial information.

## Summary of Conference-General Issues

Mr. Maxwell initiated a discussion on the allocation of time at the conference for the Expo – specifically as it related to the amount of time available for the Communities to meet during uncontested time. The Board discussed the starting time of the conference as a possible solution in this area.

The effectiveness of the sneak preview at the Expo was explored. Does offering this time on Sunday night detract from the Expo on Monday and Tuesday?

The program content received very positive remarks from the membership. One piece of data that could be collected in this area would be attendance numbers at each session. The CPT actively recruited presenters for each of the four competency areas. Based on the success of this approach, there was a discussion as to whether or not the Association can afford to leave the educational content of the annual conference to chance in the future. Mr. Maxwell suggested that Mr. Henthorne send Mr. Patrick Bailey, 2004 CPT Chair, a letter outlining the Board's position on this matter -- namely that the competency areas of the Association should drive the educational content of the conference. In addition, Mr. Adams requested that Mr. Bailey provide a final, detailed budget for the conference program by the summer meeting.

There was discussion concerning the Board's fiduciary responsibility to the Association and how that relates to its role as the "strategic thinkers" for the Association, but also its role in leading the Association, not simply managing the Association. In this regard, Mr. Henthorne asked what the Board would like to request from Mr. Bailey so that he might be able use his May CPT meeting to respond to the request.

Mr. Rullman moved, Mr. Adams seconded and it passed that:

*The budget to actual on the 2003 conference will be reviewed by the Finance Committee and the Board in time for its April BOT teleconference. This will be shared with the 2004 CPT chair with the expectation that this will be used to develop a detailed budget for the conference which will be presented to the BOT by the summer meeting. In addition, the report should respond to the Board's recommendation that the structure and educational content of the conference be in line with the four competency areas of the Association.*

There was discussion on the scramble system used for the opening banquet. Most of the Board received negative comments from the membership on this approach. The inclusion of a keynote at the close of a meal was also discussed as less than optimal.

The Board explored how it should challenge the decisions made by the individual component groups in a way that leads the Association to making better decisions and that allows the Association to accumulate knowledge over time with respect to what works well. It was decided that the Evaluation Committee needs to develop a systematic process for accumulating assessment data and using it to improve future decisions of component groups and the Association at large.

### **BOT Liaisons to Other Groups**

Mr. Cottle initiated a discussion concerning the level of communication that exists or does not exist between the Board, the component groups, and the membership. It was stated that this communication responsibility should not fall entirely on the central office staff. Ms. Herman-Betzen indicated that this will require the Board members to be prepared and knowledgeable on the programs, activities, financial position, and structure of the Association. Ms. Claussen suggested that there needs to be more intensive training for the Board members in order to achieve this goal. Mr. Henthorne encouraged Board members to represent the Association from a Board perspective and not from their individual perspectives.

Mr. Rullman asked that additional information be included in the central office communication updates to the Board. Ms. Herman-Betzen indicated that the central office will make a commitment to providing the information the Board needs and wants. The Board agreed to read and digest the information in a timely fashion and respond to communication coming out of the central office. Mr. Rullman agreed to create a structure for the kinds of information that would be helpful to the Board with respect to reports from the central office.

Mr. Henthorne suggested that the training of the new Board members each year might better be conducted by the Executive Director as opposed to the incoming President. The reports that come in from the central office in the pre-conference meeting are currently presented as updates. Mr. Henthorne suggested that there be a shift in focus in this area as well that would better prepare the Board.

Mr. Cottle moved, Mr. Rullman seconded and it passed that:

*The Executive Director and incoming President shall share training responsibilities at the pre-conference meeting. All central office staff who present at the pre-conference meeting should do so from the standpoint of both training and informing the Board.*

Mr. Maxwell shared that the use of Board liaisons would be an attempt to improve communication with the component groups, not manage the component groups. It was suggested that one approach might be for a Board member to be present at teleconference meetings of component groups between the annual conferences. The minutes from component group meetings could also be shared with the Board throughout the year. There was a discussion of the importance of establishing communication links and relationships between the Board and the component groups at a level that does not seem to currently exist. It was decided that there need not be a decision on liaisons at this point, as long as the conversation on this topic continues.

There was additional discussion on possible approaches to increase communication between the Board and the membership. As some ideas were generated, Mr. Rullman suggested that this topic should be an agenda item for one of the Board's upcoming monthly teleconference meetings.

### **Communication Plan for 2003**

Mr. Henthorne requested that the audited financial statement and annual report for the Association be included with an upcoming issue of The Bulletin.

Mr. Maxwell moved, Ms. Edgington seconded and it passed that:

*A stand-alone audited financial statement and annual report will be sent to the membership as a companion piece to the July issue of The Bulletin.*

### **Follow-Up on Leadership Team Meeting**

Mr. Henthorne will take the information gathered at the Leadership Team meeting with respect to advancing the Association's strategic plan and get it back out to the Board and ultimately the entire Leadership Team.

## Connecticut Community College Lay-Offs

Mr. Henthorne shared an update on the Governor of Connecticut's plan to merge the twelve community colleges in the state into the four-year college system, effectively eliminating the professional staff positions related to student activities. There was a discussion on how the Board might respond to this initiative. It was expressed that there is a difference between making a statement on lack of access to program and services for students and a statement on the financial re-structuring priorities of a particular state government -- especially given the current economic situation for many states. Mr. Maxwell suggested that the Association approach the American Association of Community and Junior Colleges and offer any support that ACUI might be able to provide. There was additional discussion on the advocacy role the Association should take with respect to students and/or professional staff at member institutions.

Mr. Maxwell moved, Mr. Rullman seconded and it passed that:

*The President and Executive Director, on behalf of the Association, will contact the AACJC President and Executive Director to offer the concern and support of the Association on the situation in Connecticut as well as concern for individuals at the Association's member institutions.*

Ms. Claussen moved, Mr. Maxwell seconded and it passed that:

*A roster of potential community colleges affected and the members at those schools will be created by the central office and shared with the Board.*

## July Meeting

The Association has a credit of many room nights at The Sandestin in Florida due to the cancellation of the Executive Leadership Institute. In order to minimize the financial loss to the Association, there is the possibility for the Board and the Leadership Team to meet together in Florida for the July meeting. It was agreed that Mr. Henthorne, Mr. Maxwell, and Ms. Herman-Betzen will continue to work on this as a possibility and get back to the Board as soon as possible. It was also agreed that the summer meeting will not occur any later than the last week in July.

## BOT Monthly Meeting

It was agreed that the Board will meet by WebEx on the fourth Monday of every month at 12:00 noon EST (11:00 am CST, 10:00 am MST, 9:00 am PST). The meetings will be:

March 24  
April 28  
May 19  
June 23  
July 28  
August 25

## Beitler Family Foundation

There was concern expressed by some members who attended the Beitler Family Foundation breakfast that it might not be appropriate. Mr. Henthorne shared that the similarity between the Foundation's mission and the Association's mission made the event different from that of a corporate event. The hope is that the breakfast was a first step in establishing a relationship between the two organizations.

## Adjournment

The meeting was ADJOURNED WITHOUT OBJECTION at 11:45 am.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**WebEx Meeting  
Monday, March 24, 2003**

President Michael Henthorne called the meeting to order at 12:07 pm (EST) using WebEx. Additional members present were: Ann Claussen, Christopher Cottle, Mary Edgington, Loren Rullman, Juanita Salas and Marsha Heman-Betzen (ex-officio). Also present was Dave Teske, director of administration and Mark Guthier, legal counsel.

**Approval of Minutes**

Ms. Edgington indicated that she was present at the March 5 meeting.

Ms. Claussen moved, Mr. Rullman seconded and it passed that:

*The minutes from the March 4, 5, and 6 meetings are accepted as amended.*

**Summer/Fall BOT Meeting Dates**

Mr. Teske shared the available dates in the summer for the BOT to meet at the Indiana Memorial Union in Bloomington, Indiana: June 28 – July 1 and July 31- August 3. A possible summer meeting at The Sandestin has turned out not to be fiscally feasible at this point. There were some conflicts with the above dates.

Mr. Cottle moved, Ms. Edgington seconded and it passed that:

*The BOT will meet August 1-4 in Bloomington, Indiana pending hotel availability.*

**Webinar and ACUI Forum Report**

Ms. Herman-Betzen shared a brief report on the Webinar that occurred March 14, 2003. The overall reaction has been positive. The conversation was instructive and purposeful. There is room in the future for technological and visual improvements. The webinar provided another opportunity for unions to bring units together across their respective campuses around an important topic, thereby creating community. Mr. Perozzi hopes to offer something like this again in the near future.

Mr. Rullman suggested that offering this webinar was an example of what the new structure is able to provide the Association in a short timeframe – something that may have taken much longer under the previous structure.

Mr. Henthorne offered positive comments on the ACUI Forum and urged the Board members to take advantage of this new resource. This is another demonstration of the quick turn around that can now occur. Ms. Edgington asked whether or not the Board was willing to call members of the Leadership Team and encourage them to check out the Forum. Mr. Henthorne indicated he would assemble a list of Leadership Team members for the individual Board members to call in the next few weeks.

**NACAS and Other Association Collaborations**

Mr. Henthorne shared some initial thoughts on inter-association work that he and Ms. Herman-Betzen are pursuing. The associations that ACUI works most closely with are NASPA and ACPA. However, there are some new possibilities with NIRSA. The pre-conference seminar in Chicago that was hosted with NACAS was successful from both an attendance perspective and a programmatic perspective.

There was some additional discussion on the possible creation of a new association for student affairs that would be the result of the coming together of NASPA and ACPA.

Mr. Henthorne and Ms. Herman-Betzen will be attending the upcoming CHEMA meeting where they will gather additional information on association collaborations.

**BOT Sub-Committee Assignments**

Mr. Henthorne reminded everyone that the time between now and the summer meeting would go very quickly. He asked the chairs of the sub-committees to plot out their work in these areas in order to meet this aggressive deadline.

## **Regional Director Memo Regarding Regional Conferences**

Mr. Henthorne reminded the Board that in his upcoming letter to Regional Directors he would be suggesting that the regional conferences take advantage of all members of the Board rather than just the president and president-elect. This may take the form of keynote addresses, but also listening sessions, workshops, etc. Any engagement that involves a Board member would have to be funded by the regional conference, as there is no funding available in the Association's overall budget for these possible events.

### **Beitler Family Foundation Follow-Up**

Ms. Herman-Betzen shared an update from Lorraine Beitler following the annual conference in Chicago. Ms. Beitler indicated that she would like to do something more with the Association in order to expand the current relationship that exists. Ms. Herman-Betzen offered some ideas on an endowed gift from the Beitler Family Foundation. Ms. Beitler asked that the Association develop some specific proposals and present them to the Foundation. There will be a meeting in New York in April to explore this possibility more in depth.

### **Miscellaneous**

Mr. Cottle asked what feedback the central office may have received at this point with respect to the annual conference in Chicago. Ms. Herman-Betzen indicated that at this point the feedback has all been positive. Mr. Teske informed the Board that the evaluations from the conference would be tabulated in the near future and shared with the Board.

Ms. Edgington asked whether or not the Board has the most recent copy of the Constitution and Bylaws. Mr. Guthier indicated that he would get a fresh copy out to everyone.

Ms. Edgington asked for more information and training on the financial aspects of the Association. The Board discussed several options for improved training and information sharing in the future that ranged from new Board training to better use of WebEx for sub-committee meetings.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:00 pm (EST).

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**WebEx Meeting  
Monday, April 28, 2003**

President Michael Henthorne called the meeting to order at 12:08 pm (EDT) using WebEx. Additional members present were: Christopher Cottle, Mary Edgington, Loren Rullman, Dan Adams, Daniel Maxwell and Marsha Heman-Betzen (ex-officio). Also present was Dave Teske, director of administration and Mark Guthier, legal counsel.

**Committee Reports**

**Finance**

Mr. Rullman provided an update on the work of the committee. They are currently looking at protocols for spending that would be consistent across the Association. He suggested a sub-committee would do some work in this area in time for it to be presented to the BOT at the August meeting. Mr. Maxwell suggested that the sub-committee consist of two RDs and two regional treasurers.

Mr. Cottle moved, Ms. Edgington seconded and it passed that:

*A task work group be created to develop consistent spending protocols that are applicable to all components of the Association. The group will have representation from across the Association consisting of two Regional Directors, two Regional Treasurers, one former CPT Chair, one former seminar coordinator, one Central Office staff member and one BOT Finance Committee. The protocols will be presented to the BOT for consideration at the August meeting of the Board.*

The committee is also looking at better ways to communicate the financial position of the Association on a more regular basis than once a year. The committee discussed whether this is a function of the finance committee or a function of the Board as a whole. This would not be a responsibility of the Central Office. There was some additional discussion of the need for all of the committees to communicate more regularly with the membership and perhaps the Board should deliver multiple messages throughout the year, independent of whether the information is tied to one particular committee. It was decided that this would be a good topic for the August meeting.

By May 1, the finance committee will have the final audit. It will also review the first quarter financial statement as well as the change in billing date for dues.

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**Foundation**

Mr. Maxwell shared that the committee has now set its monthly meeting dates through WebEx. They will prepare the necessary materials for the Foundation that the Board will need to review, if any, by the August meeting.

**Governance**

Ms. Herman-Betzen shared an update on the policy manual review that she and Mr. Guthier are pursuing in time for the August meeting.

**Evaluation and Assessment**

Mr. Cottle indicated that the Board's self-assessment piece has been sent out with a deadline of this Wednesday for response from the previous and current Board members. The Executive Director's evaluation timeline will be set by August for review by the BOT. In addition, a rough draft of the Association's Report Card will also be available.

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Mr. Maxwell shared that the committee has now set its monthly meeting dates through WebEx. They will prepare the necessary materials for the Foundation that the Board will need to review, if any, by the August meeting.



## Governance

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## Evaluation and Assessment

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### **Beitler Project Report**

Ms. Herman-Betzen shared an update on the Beitler Project with respect to the Foundation. The initial agreement will be for two years, with the possibility of \$48,000 coming to the Association each of those two years. Ms. Beitler is looking to the Association to be good stewards of the money, with the possibility of expanding our relationship in the future. Mr. Guthier will prepare the memorandum of agreement between the Beitler Foundation and ACUI.

Mr. Adams suggested the Association might consider a matching program with these funds in order to generate additional funds.

### **AMICCUS-C Conference**

Mr. Henthorne provided an update on the history of the Association's attendance at this annual conference. Due to travel schedule conflicts, neither Mr. Henthorne nor Ms. Herman-Betzen is able to attend this year. Mr. Henthorne invited members of the Board to consider attending. The dates of the conference are May 21-25, 2003.

### **Quarterly Status Reports**

Mr. Rullman shared the draft of a proposed reporting mechanism to the Board from the various cost centers of the Association. The report is intended to be quarterly in nature. Ms. Herman-Betzen shared that the central office staff is comfortable with this reporting format. Mr. Henthorne suggested that this approach be tested for the two quarters prior to the August meeting. If the Board determines that the report is beneficial as designed, there may be some official action taken at that time to formalize this structure.

### **Membership Quick Query Survey**

Ms. Herman-Betzen shared that the initial information coming out of the survey has been extremely fascinating. It is a report that will be beneficial for every ACUI staff member. There was a discussion of the need to break the information down based on individual perspectives as well as accounting for duplicate responses from institutions. There was also a brief discussion of the information that suggests "time" is the number one factor that influences involvement with ACUI. Mr. Rullman suggested that the Survey results would be a good discussion item at the August meeting.

### **Communications**

Mr. Henthorne shared his perspective on the Survey results as it relates to the amount of iMIS-information that is out there in the Association with respect to a wide variety of items, especially in the financial area. He intends to begin the education and communication process almost immediately, as opposed to waiting for his July Bulletin article. There was general agreement that this was the right approach.

### **Other**

Mr. Henthorne shared that Ms. Salas has been successfully elected as president of the student government at San Diego State University.

There were general comments of support and congratulations on the newly designed website.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:00 pm, EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**August BOT Meeting**  
**Friday, August 1, 2003**

President Michael Henthorne called the meeting to order at 10:15 am in the Distinguished Alumni Room of the Indiana Memorial Union, Indiana University. Additional members present were: Ann Claussen, Mary Edgington, Juanita Salas, Daniel Maxwell, Loren Rullman, Dan Adams and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Meeting with Education Council**

Dr. Brett Perozzi introduced the Education Council Co-Chairs: Jamie Singson, Clarresa Morton, Joel Zarr, Carolyn Farley, and Barb Delansky. The group shared their thoughts on how the Board can support the efforts of the Councils, specifically as it relates to communication, information sharing, and core competencies.

The group will soon finalize their discussions defining the core competencies for the college union field. They have determined that there are no large gaps that exist between the identified core competencies and the current Education Councils. However, there may need to be some wordsmithing done with respect to the current titles in order to more closely align them with the memberships' understanding of "competency," "discipline", and/or "area." The Association needs to deliver education in a way that is relevant and accessible to the member rather than relevant to its structure.

Dr. Morton shared an update on developing a database of "experts" within the Association who can speak on matters identified within the core competencies. The goal is to have the database up and running by the next annual conference. The database will be searchable by both subject and presenter. The Council Co-Chairs walked the BOT through what a "typical" interaction with the database might look like to the Association's membership. The Association would not act in an agency capacity for the experts and appropriate disclaimers will be developed to accompany this membership benefit.

Dr. Perozzi shared that the focus for the Councils in the near future will be increasing visibility with the membership, interaction with the Regional Directors, and following through on the foundational work that has heretofore taken place; e.g., Union Wire articles, The Bulletin, etc.

Mr. Singson shared an update on the development of a stewardship brochure. The brochure would be a statement of why it is important to be a community builder, not only on campus but also in the larger communities that students and staff find themselves. There has not been the response from the membership from the call for submissions that had been hoped, so it will be attempted again.

There was a brief discussion of the importance of actively engaging the members of the Ed Councils, both at the regional and internationally levels. The time for "brainstorming" after the reinvention has ended and now it is time to move forward with implementing the ideas that have been generated. The deliberate foundational work that has been done the last two to three years has positioned the Councils to take this next step.

There was a delineation made between the identification of core competencies for the college union field versus core competencies for the Association. The Ed Councils are developing core competencies for the profession – college unions and campus activities. The Association should then tie the core competencies for the field to the core values of the Association and deliver them in a way that is accepted and supported by the membership.

Mr. Henthorne directed the group to a discussion of the critical issues that were identified by the Leadership Team at the annual conference in March. Many of the critical issues can be used as a point of departure to develop programs, services, research, articles, webinars, etc. These critical issues are issues not knowledge. Right now Ms. Farley said it is very difficult to shift from their discussion on core competencies to discuss these issues.

Mr. Maxwell suggested that a potential use of the pre-conference Leadership Team meeting in Washington, D.C. might be to unveil the work of the Ed Councils as it relates to the identification of core competencies, knowledge-based research, and the delivery systems the Association employs to meet the needs of its members. Mr. Zarr suggested that once the Association identifies the core competencies for the profession and begins to focus on those, it might result in members' individual competency needs being better met by sister Associations with expertise in those particular areas.

## Recreation Program

Mr. Henthorne introduced Mr. Rowland Hughes, who made a presentation on behalf of a group of members concerned about the future of the Recreation program. Mr. Chris Cottle and Mr. Dave Timmann joined the group via teleconference. A copy of the video transcript is on file with the minutes.

Following the video presentation, Mr. Henthorne asked Mr. Hughes to further explain how the proposed Blue Ribbon Committee would perform a different function than that of the current Ad Hoc Committee. There was a brief discussion of how there may be a lack of understanding on the purposes of the Ad Hoc Committee and whether or not it could in fact perform the same functions requested of the Blue Ribbon Committee.

Mr. Henthorne asked Mr. Hughes to provide examples of how there has been a lack of communication and/or information coming out of the Central Office with respect to the Recreation program. Mr. Hughes shared that there are regional recreation coordinators who have expressed a feeling of being "out there" on their own. He pointed to the absence of the previous summer Recreation meeting as a possible cause for this. In addition, there are many new people in the regional recreation positions; therefore they do not necessarily know "what to ask."

Mr. Jack Voorhees provided an update on the summer Recreation meetings as well as the on-line training opportunities that have been afforded the regional recreation coordinators. The decision not to meet during the last two summers has been largely due to financial constraints. He acknowledged that the lack of a summer meeting could in fact impact the sense of community in the recreation program.

Mr. Rullman asked Mr. Hughes to comment on the concerns facing the recreation program as they may or may not relate to the effects of the Association's reinvention. Mr. Hughes confirmed that the concerns were there anyway, but that the reinvention process has perhaps accelerated the awareness of the concerns.

The Board addressed the possibility of "stitching" together the work and membership of the Ad Hoc Committee with that of the proposed Blue Ribbon Committee. Mr. Hughes suggested that in the alternative, at the least, the work of the Ad Hoc Committee should be made available to the membership through the publication of minutes and the opportunity for there to be input back to the committee based on those minutes.

Mr. Henthorne asked the Board to consider the larger perspective of leisure time activities, beyond that of the current tournament structure -- recreation, late night, and entertainment opportunities as a whole. Mr. Maxwell asked the Board to support a clarification of the charge to the Ad Hoc Committee to more fully define the future role of recreation and leisure services for the Association. Ms. Claussen stated that the Association is currently well-positioned to do this with the current Ad Hoc Committee and the high interest level that has been expressed by the concerned individuals represented by Mr. Hughes.

The Board thanked Mr. Hughes for his time and the work of the entire group he represents. It then went into recess for 15 minutes.

After returning from its recess, the Board debriefed the previous discussion and identified the following topics:

- \* Clarify the charge to the Ad Hoc Committee
- \* Set a deadline
- \* Open the lines of communication
- \* Clarity for the Ad Hoc Committee and for the Recvets
- \* Define what is and is not acceptable as outcomes from this process
- \* Including additional people on the Ad Hoc Committee, possibly from the Recvets
- \* Thinking beyond the recreational tournaments to the whole area of leisure time activities
- \* Shifting the focus of this process from a "study" to an operational program or design
- \* Recognizing that the decline in the recreation program would have occurred even without the reinvention

A sub-committee of the Board consisting of Mr. Henthorne, Mr. Maxwell, Mr. Rullman, and Dr. Adams, assisted by Mr. Voorhees, will consider the above items and provide recommendations to the entire Board for its consideration later in the meeting.

### **ACUI Expenditure Guidelines**

Mr. Rullman provided an update on the work of the Spending Policies Workgroup. Copies of the minutes from the group's first meeting were distributed. The topics currently being considered include: Defining external vs. internal individuals with respect to the Association; Consistency of letters of agreement and/or contracts as well as signature authority; Clarity around reimbursable categories, such as mileage, airfare, food, hotel, etc. The group will continue to meet and provide additional updates as work progresses.

### **Evaluation and Assessment**

Mr. Cottle shared an update on the following items. A timeline for these items was distributed, a copy of which is on file with the minutes.

- \* Evaluation of the Executive Director; September 12 through the first week in December, 2003
- \* Association/Board of Trustees Report Card; August, 2003 through May, 2004
- \* Board of Trustees Self Evaluation; August 4, 2003 through March, 2004

### **Finance Committee**

Mr. Rullman initiated a discussion of the approval process for the budget of the Conference Program Team as it relates to the approval of the overall conference budget. It was decided that the program budget for the upcoming conference should be presented in the context of an overall business plan for the entire conference in February/March of each year. An update will be made to the BOT at the summer meeting.

The Income Statement for the 2nd Quarter was distributed, a copy of which is on file with the minutes. Those items that have a variance of 5% from budget and a dollar difference of more than \$5,000 require action by the BOT in order to approve a change in the overall budget. Based on the distributed statement, there are three cost centers that meet this variance threshold: Membership, Seminars & Institutes, and Corporate Partnerships.

Dr. Adams moved, Ms. Claussen seconded and it passed that:

*The year-end projections as submitted by the Executive Director with respect to the 2nd Quarter Income Statement be approved, with the understanding that there will be monthly updates to the Finance Committee on Membership and Procure Sales as they relate to the submitted projections.*

### **2004 Summer Meeting for the Leadership Team**

There will be a common meeting time for the entire Leadership Team during the summer in 2004 – Board of Trustees, Regional Directors, Education Councils, and Special Appointments. The available dates for this meeting at the Indiana Memorial Union are:

Friday, July 16 – Monday, July 19  
Friday, July 30 – Monday, August 1

Ms. Claussen moved, Mr. Maxwell seconded and it passed that:

*The 2004 Summer Leadership Team meeting will be July 16-19 at the Indiana Memorial Union.*

President Michael Henthorne called the meeting to order at 8:15 am in the Distinguished Alumni Room of the Indiana Memorial Union, Indiana University. Additional members present were: Ann Claussen, Mary Edgington, Juanita Salas, Daniel Maxwell, Loren Rullman, Dan Adams and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

## Foundation

Mr. Maxwell presented an update on the "Proposal to Establish the ACUI Foundation" that was first presented to the Board at the Chicago conference. A copy of the presentation materials is on file with the minutes.

Ms. Claussen moved, Ms. Edgington seconded and it passed that:

*The Board accepts the report and recommendation of the Development Committee to establish the ACUI Foundation and have the requisite Articles of Incorporation drafted for its review by October 1, 2003.*

Mr. Rullman moved, Dr. Adams seconded and it passed that:

*The following individuals will serve as the incorporating Board of Directors for the ACUI Foundation :*

*Michael Henthorne  
Mary Edgington  
Dan Adams  
Juanita Salas  
Dan Maxwell  
Ann Claussen  
Loren Rullman  
Christopher Cottle  
Marsha Herman-Betzen, ex-officio*

## Recreation

Mr. Voorhees joined the Board to continue the discussion from the previous day with respect to creating a charge for the Ad Hoc Recreation Committee. The committee has been re-named to: Recreation Program Team Assessment and Redesign Committee.

There was discussion on the previously identified issues and a draft report from the sub-committee of the Board. The Board's position is reflected in the following statement.

Mr. Maxwell moved, Ms. Edgington seconded and it passed that:

*The following statement represents the Board's position with respect to an assessment and redesign of the current recreation program:*

*Charge to the Recreation Program Team Assessment and Redesign Committee*

*Philosophy*

*The ACUI Board of Trustees strongly endorses the concept of leisure time activities. The BOT charges the committee to assess and redesign the current recreation program in order to produce a program that addresses the leisure needs of both students and member institutions. The committee has the freedom to think freely and openly and the responsibility to produce a report supported by broad and concrete assessment data.*

*Charge*

*The charge to the Committee is as follows:*

- \* Reinvent a financially stable leisure activities program that does not rely on soft money as its primary source of funding;*
- \* Conduct a broad assessment of leisure time activities. Data should be the result of assessment of members and students (both participants and non-participants), and include trending data from industry and sanctioning organizations. What do recreation and leisure time activities mean today?*
- \* Present recommendations (including those to retain aspects of the current program and those to create new components) that can be strongly supported by data;*
- \* Broaden the Association's scope and reach of recreation beyond that of competition and tournaments*

### *Process of Expectations*

*The Board sets the following expectations for this process:*

- \* Will create ground rules and procedural expectations for committee participation and communication*
- \* Will be uniformly open to all members and participants*

- \* The committee is expected to create a model for input and fluid communication which includes, but is not limited to, distributing the minutes from each meeting*
- \* Will reach out and encourage input from those individuals who have experience and history with the current recreation program and those that do not*
- \* Will make sufficient progress so that a report can be made to the Board and an "open forum" can be conducted at the annual conference in Washington, D.C.*
- \* Will present a completed report ready for implementation by the July 2004 Leadership Team Meeting*
- \* The report, as accepted by the Board, will be implemented beginning with the 2004-05 program year*

### *Committee Membership*

*The Board affirms the membership of the current committee:*

*Bill Harclerod  
Gerald Massenburg  
Whit Hollis  
Betsy Sundholm  
Greg Albanese  
Steve Gnad  
Dave Timmann, Chair  
Jack Voorhees, Ex-Officio*

### **Foundation Board of Directors**

Mr. Maxwell initiated a discussion regarding the inaugural Board of Directors for the ACUI Foundation . A list of potential candidates was distributed for the Board's consideration .

Ms. Claussen moved, Mr. Maxwell seconded and it passed that:

*The Board will move into executive session to identify nominees for the inaugural Board of Directors for the ACUI Foundation.*

The Board moved out of executive session.

Ms. Claussen moved, Mr. Maxwell seconded and it passed that:

*The nominees for the Board of Directors for the ACUI Foundation that were identified will be approached in descending order to constitute the inaugural Board. Once confirmation has been made of their willingness to serve, Mr. Maxwell will notify the Board of Trustees.*

### **Central Office Reports**

Dr. Brett Perozzi joined the Board and shared an update on the Education Councils meeting as well as upcoming research projects that are under consideration. A conceptual map of how the Education Councils, the Association's core values, and the strategic vision of the Board are inter-connected.

The budget for the 2004 Conference Program Team was distributed. The 2004 Conference in Washington, D.C. will offer several off-site opportunities as well as pre-conference events. As a result, the registration process for the conference will resemble that of the New York conference a few years ago . The room rates are excellent for this conference, which should result in strong overall numbers. There was a brief discussion concerning the possibility of not using the head table concept for the past presidents and the Board at the closing banquet of the conference. It was decided that the usual format should remain.

## Governance

Ms. Claussen shared an update on the proposed changes to the policy manual. A comprehensive list was distributed for the Board's consideration.

Dr. Adams moved, Mr. Rullman seconded and it passed that:

*The amendments made by the Governance committee to the policy manual are accepted. The portions of the policy manual that were referred to the other standing committees or staff will be drafted for Board approval by November 1, 2003.*

Mr. Henthorne asked that a set of guidelines be presented to the Board with respect to an accepted procedure for how to write policies in the future. Mr. Gutheir agreed to forward a proposed outline to Ms. Claussen for the committee's consideration.

Ms. Claussen presented the Board with several potential policy additions. The first regarded a statement on Familial and Consensual Relationships.

Mr. Rullman moved, Ms. Edgington seconded and it passed that:

*It is in the interest of ACUI to provide clear direction about familial and consensual romantic and/or sexual relationships where a power differential between parties exists.*

*a. Ethical principles preclude employees from engaging in relationships that prove detrimental to the overall Central Office operation, supervising or evaluating the work of others with whom they have a familial or intimate relationship, or from making hiring, salary, or similar financial decisions concerning such persons. If such a situation exists, appropriate arrangements will be made by the Executive Director for objective decision-making with regard to the employees involved.*

*b. Ethical principles preclude volunteers from engaging in relationships that prove detrimental to the overall Association, supervising or evaluating the work of others with whom they have a familial or intimate relationship, or from making hiring, salary, or similar financial decisions concerning such persons. If such a situation exists, appropriate arrangements will be made by the Board of Trustees for objective decision-making with regard to the employees involved.*

The next policy addition presented to the Board concerned the use of Contract Riders for performance contracts.

Ms. Edgington moved, Dr. Adams seconded and it passed that:

*In the case of all performance contracts, it is expected that the Association have its own contractual rider attached to any contract. Performance contracts are defined as those under which the other party must "perform" in some way -- provide a service, deliver a performance, entertain our members, educate our members, etc. It is the responsibility of the requisite Department Head to ensure that a standard contract rider is either used or modified to fit a particular use and that due diligence is used in determining whether a particular performance warrants its application.*



The next policy addition presented to the Board concerned the adoption of a corrective action policy for the Association.

Dr. Adams moved, Ms. Claussen seconded and it passed that:

*Corrective action is the process of using increasingly severe steps or measures when an employee or volunteer fails to correct a problem after being given a reasonable opportunity to do so. The underlying principle of a sound corrective action policy is to use the least severe action that is necessary to correct the undesirable situation and then increase the severity of the action only if the condition is not corrected.*

*The following guidelines should be followed when implementing a corrective action procedure where an Association employee is concerned. The extent to which the guidelines are strictly followed with respect to volunteers (as compared to Association employees) is at the discretion of the volunteer leader/advisor.*

*\* Thoroughly investigate the situation, which includes obtaining the employee's and/or volunteer's explanation or response prior to administering corrective action.*

*\* Document the process and results of the investigation.*

*\* It is acceptable to repeat a step if it is reasonable to expect it will correct the problem. This may be the case if some time has passed since it was last necessary to address the issue and the situation has only recently reappeared. Or perhaps, the employee/volunteer misunderstood the initial communication and there is value in doing it again in a clearer fashion. If repeating the step works, the situation has been resolved without escalating it unnecessarily. However, if repeating a step does not resolve the problem, then move on to a higher step.*

*\* The goal is to modify the unacceptable behavior or improve the performance. The goal is not to punish the employee/volunteer but to more strongly alert him or her of the need to correct the problem.*

*\* There is no rigid set of steps nor is there an inflexible rule that all steps must be followed before terminating an employment or volunteer relationship. The circumstances of each case will help determine which step to use. Early, less stringent, measures are skipped for serious offenses such as insubordination, theft, physical violence, drug or alcohol use, etc. All steps are typically used for attendance or general work performance problems.*

*\* It is acceptable to have a witness or note taker present when meeting with the employee/volunteer during the corrective action process. The witness/note taker should never be a peer of the employee/volunteer. The employee/volunteer has the right to have a witness of his/her choice present as well.*

*Typical steps in a corrective action procedure include :*

*\* Counseling or Verbal Warning*

*\* Written Warning*

*\* Re-Alignment of Duties and/or Reduction in Pay*

*\* Suspension Without Pay*

*\* Termination*

*In each of the above steps, three essential elements need to be present and discussed prior to taking corrective action.*

*\* The employee/volunteer is explicitly informed of the unacceptable behavior or performance and is given specific work-related examples.*

*\* Explain acceptable behavior or performance standards and give the employee/volunteer reasonable time to comply. This may be a longer time frame if a skill needs to be learned or a shorter time frame if it is a behavior to be changed.*

*\* The employee/volunteer is informed of the consequences of failing to comply. This is not a threat; rather it gives the employee/volunteer reasonable expectations of the consequences if change does not occur.*

The next policy consideration brought to the Board concerned the adoption of a standard policy on liability waivers for Association activities.

Ms. Claussen moved, Mr. Rullman seconded and it passed that:

*The Association of College Unions International expects that all participants in Association -sponsored activities/events that pose more than a nominal risk of loss must release the Association from liability for that loss not caused by the Association's own negligence. Activities/events that may pose such a risk include, among others, regional tournaments and conference activities, travel-related activities, and experiential education activities. It is the responsibility of the requisite Department Head to ensure that a standard release is either used or modified to fit a particular use and that due diligence is used in determining whether a particular activity/event warrants its application.*

The final policy consideration for the Board involved the adoption of a sexual harassment policy for the Association.

Mr. Rullman moved, Dr. Adams seconded and it passed that:

*It is the policy of the Association of College Unions International, consistent with its efforts to foster an environment of respect for the dignity and worth of all students and staff of the ACUI, that sexual harassment of volunteers and employees is unacceptable and impermissible conduct which will not be tolerated. Sexual harassment is a form of sex discrimination. It occurs in a variety of situations which share a common element: the inappropriate introduction of sexual activities or comments into the work or learning situation. Often, sexual harassment involves relationships of unequal power, and contains elements of coercion--as when compliance with requests for sexual favors becomes a criterion for granting work or extending benefits. However, sexual harassment may also involve relationships among equals, as when repeated sexual advances or demeaning verbal behavior have a harmful effect on a person's ability to work in a volunteer or employment setting.*

*For general policy purposes, sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other physical conduct and expressive behavior of a sexual nature where: (1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or volunteer status; (2) Submission to or rejection of such conduct by an individual is used as the basis for making decisions affecting that individual; or (3) such conduct has the purpose or effect of substantially interfering with an individual's performance or creating an intimidating, hostile or demeaning environment.*

*In keeping with this policy, a concerted effort must be made to protect employees and volunteers from sexual harassment as defined, and to rid the Association of such conduct. Prompt corrective action consistent with due process is an essential part of the effort to eliminate sexual harassment.*

### **Strategic Plan**

There was a brief discussion to identify effective ways to communicate the work product of the Board, especially as it relates to advancing the strategic plan. It was agreed that waiting until the annual conference is not preferred. Ideas that were generated included an update piece on the Board in The Bulletin six times a year and an on-line monthly letter from the president.

### **Quarterly Report to the BOT from the Central Office**

Mr. Henthorne asked the Board to comment on the value of the report. Ms. Herman-Betzen indicated that the Central Office staff is willing to continue producing the report, but would like to know if the Board is getting the information out of it that it was looking for. Dr. Adams and Mr. Rullman asked that there be more of an emphasis on providing a candid assessment of the threats that exist as well as focusing more on "sound bites" of information. The Board will make a commitment to responding to the quarterly report in its next monthly teleconference after receiving the report.

Mr. Henthorne asked that the first header in each section be: Key Issues, Trending, and Immediate Challenges. Ms. Herman-Betzen agreed to make the change.

President Michael Henthorne called the meeting to order at 9:00 am in the conference room of the ACUI Central Office, Bloomington, Indiana. Additional members present were: Ann Claussen, Mary Edgington, Juanita Salas, Daniel Maxwell, Loren Rullman, Dan Adams and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

### **Membership**

Ms. Kim Keller provided an update on the Association's membership program. After attending a membership conference, Ms. Keller indicates that ACUI is ahead of many associations when it comes to technology, but behind when it comes to personal contact. In response to this, elements of a new membership program were shared with the Board. Highlights of the program are:

- \* E-mail message from president to new members
- \* Personal contact from Central Office to new member
- \* Regional Directors will receive contact information for new members
- \* Timely mailings will go out to new members
- \* Regional Directors will be notified of dropped institutions
- \* Regional Directors will be given updates on the work of the membership steering committee
- \* Creating a web-based database for contact information
- \* Membership steering committee is placing recruitment phone calls

There was a brief discussion regarding the importance of the regional conferences with respect to recruitment and retention of members; the balance between programs and operations that currently exists in the Association's exhibit halls and conferences; and the possibility of addressing the Association's membership program in a similar fashion as a student enrollment program.

Ms. Keller shared copies of the Association's new marketing pieces as well as a web-based presentation from 4x6 Designs.

### **Next Meetings**

The Board agreed to meet Wednesday, August 27, 2003 at 12:00 EDT using WebEx. The meetings for September, October, November, and December will occur on the third Monday of the month at 12:00 Eastern time, using WebEx.

### **Adjournment**

The 2003 Summer Meeting was ADJOURNED WITHOUT OBJECTION at 11:30 a.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**WebEx Meeting  
Wednesday, August 27, 2003**

President Michael Henthorne called the meeting to order at 11:20 a.m. Also present were At-large Members Juanita Salas, Mary Edgington, Ann Claussen, Dan Maxwell, Marsha Herman-Betzen (ex-officio), Educational Program Coordinator Jack Voorhees (who helped with WebEx), and Publications Coordinator Elizabeth Beltramini (who took minutes). Loren Rullman, Chris Cottle, Dan Adams, and Mark Guthier, ACUI legal counsel, were absent. Maxwell left the meeting at 11:50 a.m.

**Approval of the August 1-3 meeting**

Ms. Claussen moved, Ms. Edgington seconded and it passed that:

*The Board of Trustees accepts the minutes from its meeting, Aug. 1-3, 2003, in Bloomington, Ind.*

**Subcommittee reports**

Claussen said she will have her report completed by the end of next week.

Maxwell said he, Herman-Betzen, and Henthorne are contacting the inaugural candidates for ACUI Foundation Board of Directors and have been having a good response. He is finalizing a draft of the letter that will be sent to people who accept a position as director. He said that along with the letter will be a packet of information including a description of what the directors will do at their December training meeting, the approved proposal to found the ACUI Foundation, and procedures.

**Herman-Betzen New York trip to meet with the Beitler family**

Herman-Betzen said she and Voorhees catered a dinner while in New York. Joe Benedict, Meg O'Sullivan, and Cottle also were able to attend the meal. She said Lorraine Beitler was pleased they catered the dinner. They also made good progress in meeting with the Beitlers. She said the Beitlers told her they are not leaving money to their children; they would like to donate their money to various organizations. Herman-Betzen said that if ACUI can be good stewards of the Beitlers' donation, there are opportunities for future partnership available.

Voorhees said the Beitlers might appreciate meeting with other members of ACUI's leadership in the future .

Herman-Betzen said Cottle had mentioned he would try to do something involving "The Dreyfus Affair" at his next regional conference. The original "Dreyfus Affair" is at the University of Pennsylvania, which would not be far from New York City.

Henthorne said they will want to determine how the Beitlers' donation fits into the framework of the new ACUI Foundation. Maxwell said the foundation might consider hosting a reception at the 2004 annual conference, as Herman-Betzen had said Lorraine Beitler is already planning to attend the conference.

**Follow up to 2004 Conference Host Team Chair Jeanni Winston-Muir's concerns**

Henthorne said Winston-Muir had requested an exception to the past presidents table at the 2004 annual conference's closing banquet. Based on the board's August decision to not grant the request, Henthorne explained the trustees' reasoning to Winston-Muir during a recent phone call. He said the past presidents table is based in the Association's values of honoring its leadership and need to display its history. He said he thought Winston-Muir's concerns were based in the CPT's desire to do something different programmatically and also the team's concerns philosophically. Henthorne said that because the board cannot grant a one-year exception to the policy, he asked Winston-Muir to evaluate whether her concerns were more programmatic or philosophical and to develop a proposal to have the policy changed after the 2004 annual conference if she still feels strongly. He said value-based policies must be enforced just like other policies, and if Winston-Muir's makes a presentation to the board discussing her concerns, the board will examine the policy in full.

## Review of strategic plan

Henthorne said that when the Association's strategic plan was developed, the target date for completion of strategic goals was 2005. Henthorne asked the trustees to look at those goals and determine whether they are still legitimate, have been accomplished, or are no longer and should be changed. He said Rullman had focused on this, in relation to ACUI's financial security. He said the Association has three forms of income--annual conference, membership, and ACUI Procure. Henthorne said Rullman wrote that ACUI needs to realign its strategic plan and be objective in doing so. He said Rullman wrote that ACUI Procure, for instance, has not achieved its projected revenue. Henthorne said it does not appear that by 2005 the Association will be financially secure. He said ACUI must think more broadly as it would be overly optimistic to believe the original thinking of the strategic plan will be sufficient.

Maxwell said he is on the Finance Subcommittee and the committee's concern is that ACUI must honestly and realistically consider where it was when the strategic plan was developed and where it is now. He said ACUI must develop a new plan to help realize strategic goals, but be realistic and fiscally responsible, especially in terms of ACUI Procure. He said some leeway can be given in the membership area because the Central Office is beginning to implement a targeted membership marketing campaign. He suggested giving the Association a report card one year before 2005, stating its strengths and what must be done differently or adjusted to meet its goals by 2005.

Edgington said the economy is different than when the strategic goals were formulated, and ACUI members will appreciate the trustees' honesty.

Henthorne said that when membership was discussed within the strategic plan, it was considered in terms of raising dues, not increasing membership. He said that since the economy has slowed, the Association decided to delay the dues increases and has even lost members, so now the member recruitment campaign is its best option for increasing revenue from membership. He said even an increase in members, however, would not be as lucrative as a dues increase. He said the date for the membership marketing campaign's completion is December.

Maxwell said ACUI Procure has made good progress, and is simply not where it was projected to be. He said in the report card the trustees should focus on what has worked and then discuss what they are going to change. He said the trustees do not want to send a message that nothing has been achieved since the reinvention.

Herman-Betzen said one goal she did not think ACUI had achieved was on being a source of credible information about community building. She said ACUI does not have a firm definition of community building, an external marketing campaign, research in this area, nor education for members.

Henthorne said that since the strategic plan was developed, the United States has become a nation of fear. He said campuses consider community building in terms of being open and accepting of diversity, but these values do not always match those of the nation. He said that although community building is perhaps more challenging now, ACUI must keep it as a strategic goal and amplify its efforts. He suggested asking members to answer a few questions about community building as an assessment tool for the Association.

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Edgington agreed and suggested asking “How do you define community” and “What does it mean to you?” She added that she thought ACUI’s efforts in public policy were the weakest of work toward the strategic goals .

Henthorne said the issues being raised in Washington do not reflect ACUI’s core values and are not issues in which the Association would engage a perspective.

Herman-Betzen said ACUI has public policy updates it posts regularly on the Web site and is involved in a consortium , but as only one fifth of that group has perhaps not always been successful at getting its issues across. She said ACUI should do a better job of marketing this section of the Web site . She said ACUI should consider what issues are important to its members. She added that hate crime legislation had been prominent during the Clinton administration but has fallen off during the Bush administration .

Salas suggested forming alliances with student organizations that might already have lobbying efforts .

Claussen suggested using the ACUI regional conferences as vehicles to promote the Web site , and especially the public policy area.

Henthorne agreed and added that the trustees should also share with regional conference delegates the link between the strategic plan and the Association’s financial/budget issues. He said this could be discussed further at a future meeting.

Edgington agreed and suggested asking “How do you define community” and “What does it mean to you?” She added that she thought ACUI’s efforts in public policy were the weakest of work toward the strategic goals .

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### **Recreation**

Henthorne said a Web page on the ACUI site has been created for recreation updates . He said he has not heard any complaints about the board’s summer meeting decision related to recreation . Voorhees said the recreation task force will begin acting on the board’s charge after Labor Day .

### **I-LEAD®**

Salas asked whether the board could see the evaluations from the 2003 I-LEAD® participants. Herman-Betzen said Brett Perozzi, ACUI associate executive director, would summarize the evaluations for the board.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES**  
**WebEx Meeting**  
**Monday, September 15, 2003**

President Michael Henthorne called the meeting to order at 12:06 pm (EDT) using WebEx. Additional members present were: Ann Claussen, Juanita Salas, Daniel Maxwell, Loren Rullman, Christopher Cottle, Dan Adams and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Update from the Executive Director**

Ms. Herman-Betzen provided an update on her recent travels on behalf of the Association. She has been to New York to continue negotiations with the Beitler Family Foundation, attended Sue Maul's retirement reception at the University of Illinois, and made a site visit to Reno, Nevada for the 2005 Annual Conference. In addition to her travel schedule, Ms. Herman-Betzen indicated that she is currently working with the Central Office staff to finalize an agreement with University Network and there is a re-design of the Bulletin in the works that will be unveiled in January.

**Sub-Committee Reports**

**Evaluation**

Mr. Cottle provided the Board with a draft evaluation instrument to be used at the upcoming regional conferences. He asked the Board members to review the e-mail he sent recently and to get back to him with their comments as soon as possible. It was suggested that if the instrument were only distributed at the regional conferences that perhaps the results would not reflect the true nature of the Association's membership. There was a brief discussion about the possibility of following up with an electronic version of the instrument after the fall conferences – either through e-mail or on the website. It was decided that this would be a valuable item to pursue.

Mr. Henthorne encouraged the members of the Board to make themselves available as part of an educational session at their regional conferences. This would give Association members the opportunity to interact with them as members of the Board and have an open dialogue about the issues that are on their minds.

Mr. Adams suggested that an additional approach might be to have the Central Office provide evaluative comments on the Board as well. There was general agreement that the Board would support this approach if it were adopted.

Mr. Cottle indicated that there would be an October 15 deadline for feedback from the Board on the evaluation of the Executive Director. The actual face-to-face evaluation meeting will take place the weekend of November 14-15.

**Finance**

Mr. Rullman indicated that the upcoming fiscal year budget would be discussed and voted on during the November 17 conference call. Work continues on the spending policies sub-group. One of the items that is emerging is the possibility of making a distinction between members and non-members with respect to expenditures. Mr. Rullman shared that most of the heavy work in this group is yet to come.

**Governance**

Ms. Claussen indicated that there is no report at this time.

**Foundation**

Mr. Maxwell shared that initial invitations have gone out to inaugural members of the Foundation Board. Mr. Guthier indicated that the draft incorporating documents would be forwarded to the committee by October 1, allowing the possibility that during the October conference call the Articles of Incorporation will be discussed and acted upon.

**Discussion of Board Training and Orientation for 2004**

Mr. Maxwell led a brief discussion regarding training and orientation activities for the new Board members in 2004. Several suggestions were offered. Ms. Herman-Betzen indicated that some of the items could possibly be worked into the budget on a yearly basis. Mr. Henthorne also suggested that a WebEx meeting that includes the new Board members might be helpful if it occurs prior to the Board's first meeting at the annual conference in Washington, D.C. Mr. Maxwell suggested that this should be an agenda item for the October conference call as a follow-up.



### **Core Competencies Conversation**

Mr. Maxwell asked the Board to consider the conversation that happened in August regarding the Education Councils and the idea of “core competencies” and to share their thoughts on where the Association should go from here . There was a discussion of how best to advance the concept of core competencies as it relates to the profession and/or the Association – Should it be through the Ed Councils or through some other mechanism? Additionally, is there a direct corollary between the Ed Councils as they currently exist and the core competencies as they are emerging? Or is there room for some fluidity between and among the competencies? A final consideration is to what extent are the Association’s core values, expressed through the Strategic Plan, an integral part of this discussion? It was decided that Mr. Maxwell and Mr. Henthorne will join the Ed Council chairs on their next WebEx conference call to continue to involve the Board in this discussion.

### **College Bowl**

Mr. Cottle shared his recent experience with College Bowl as it relates to the purchase of a minimum number of packets in order to participate in the regional tournament. He indicated that he has forwarded his concern to Mr. Voorhees, who will look into it and get back to Mr. Cottle.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:02 pm, EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**WebEx Meeting  
Monday, October 20, 2003**

President Michael Henthorne called the meeting to order at 12:05 pm (EDT) using WebEx. Additional members present were: Ann Claussen, Daniel Maxwell, Loren Rullman, Christopher Cottle, Dan Adams and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Approval of ACUI Foundation Articles of Incorporation**

Mr. Guthier presented the final draft of the Foundation's Articles of Incorporation. The Articles have been reviewed by the Foundation Committee and forwarded to the Board for its approval. Once approved, the Articles will be filed with the Indiana Secretary of State's Office. A copy of the Articles are on file with the minutes.

Ms. Claussen moved, Mr. Cottle seconded and it passed that:

*The ACUI Foundation Articles of Incorporation, as submitted, are approved.*

**Request for Funding, Inter-Association Task Force on Alcohol**

The American Council on Education has approached ACUI and other sister associations concerning a project to target high risk drinking behavior. This would be a "think tank" that would meet following one of the regular meetings of the IATF. Mr. Slazinik has requested additional funding for up to \$400 to represent the Association at this meeting. The Association has already budgeted for his attendance at the two regular meetings of the IATF.

There was a discussion concerning the relative merits of "being at the table" on this issue and the level of work product that has come out of the IATF in the recent past. Because this expenditure would impact the bottom line of the Membership cost center, this financial request, even though relatively small, does require Board approval.

Mr. Maxwell moved, Mr. Rullman seconded and it failed that:

*This item will be tabled until Mr. Teske can provide the Board with the financial impact of this expenditure on the Membership cost center.*

**Development Committee Policies**

Mr. Maxwell provided the Board with an update on the policies that the Foundation Committee has recently addressed. Their recommendations will be forwarded to the Governance committee for final review and incorporation into the overall policy manual.

**Core Values/Code of Ethics**

Mr. Henthorne asked the Board to consider the possibility of merging in some way the Association's Core Values statement with its Code of Ethics. Another possibility would be to make reference from one document to the other. After a brief discussion, Mr. Henthorne offered to draft a version of the document(s) for the Board's consideration.

**Additional Funding for ACUI Foundation Board Meeting**

Mr. Maxwell presented a budget for the inaugural meeting of the ACUI Foundation Board at \$20,605. This amount would come out of the current Development Fund. This amount would allow for the possibility of the Board members to attend the ACUI/NASPA Development seminar prior to the meeting in Destin, Florida. The current balance in the entire fund is \$146,000. The restricted amount in the fund is approximately \$44,000.

Dr. Adams moved, Mr. Cottle seconded and it passed that:

*The amount of \$20,605 is allocated from the unrestricted balance of the Development Fund to support the inaugural meeting and training of the ACUI Foundation Board of Directors.*

### **Training for Foundation Board Meeting**

Mr. Maxwell reviewed the agenda for the initial training of the Foundation Board. There was a brief discussion concerning who else might come in to provide training from an outside perspective. Ms. Herman-Betzen will work through her contacts in ASAE to identify a possible facilitator to join the meeting who specializes in development work .

### **Review of Fall Regional Conferences: BOT Highlights**

Mr. Henthorne has asked Mr. Teske to prepare a financial snapshot for Board members' use at the regional conferences. Ms. Herman-Betzen indicated that all members of the Board will also receive an electronic version of the "What's ACUI" brochure for their use as well.

Mr. Henthorne recently attended the Region 14 conference and only two people attended his session on getting to know the Association. They were both new members. In general, the response from attendees throughout the conference sessions was positive with respect to the direction of the Association , particularly in the area of Recreation.

Mr. Rullman suggested that Board members also take copies of the Strategic Plan along with them to the regional conferences. Mr. Maxwell indicated that the Board should also be ready to answer questions regarding ACUI Procure as well as the cost of seminars.

### **Timeline and Training for New BOT Members**

See e-mail from Dan

### **Definition of "Community"**

Mr. Voorhees joined the group and shared that one of ACUI's objectives is to create an operational definition of community. He has done some research and took what previous work has been done on this topic and consolidated it into a one-page document. His vision is that the BOT would review and revise the document and then adopt it as the Association's official definition of community. The Board agreed to review the document he presented and to take this issue up at a future meeting.

### **Update on Assessment and Evaluation**

Mr. Cottle indicated that a cover letter and Association report card went out to all Regional Directors for their use at the fall conferences. They have been asked to get the feedback and information back to the BOT in time for the Board's use at the meeting in February (Washington, D.C.).

Mr. Cottle updated the Board on the timeline and process for the Executive Director evaluation in November.

### **Adjournment**

The meeting as ADJOURNED WITHOUT OBJECTION at 1:11 pm, EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**WebEx Meeting  
Monday, November 17, 2003**

President Michael Henthorne called the meeting to order at 12:05 pm (EST) using WebEx. Additional members present were: Ann Claussen, Daniel Maxwell, Christopher Cottle, Dan Adams, Mary Edgington and Marsha Heman-Betzen (ex-officio). Also present was Dave Teske and Mark Guthier, legal counsel.

**Committee Reports**

**Finance Committee**

Dr. Adams shared an update on the Committee's report to the Central Office with respect to the 3rd Quarter Financial Report. The forecast for year-end shows a positive bottom line of approximately \$17,000. However, this is not enough to fully fund the reserve balance and the Procure pay-back plan. Mr. Teske shared that the main contributors to the projected year-end balance are:

- Short on dues income of nearly \$85,000 in the Membership cost center
- Conference income was ahead of budget \$73,000
- The Seminars cost center is currently behind budget, but may break even with a strong showing at the upcoming Change Management Seminar
- The Corporate Partnerships cost center is off budget by \$63,000. Part of that area is off \$19,000 in Associate Memberships.

There was a brief discussion on the high cost of seminar registrations and the possible shift next year to more Webinars .

Ms. Herman-Betzen shared that the projections on membership numbers were not as accurate as they needed to be.

Because the projected variance from budget is greater than 5%, the Board is required to approve the changes in the budget.

Mr. Cottle moved, Ms. Edgington seconded and it passed that:

*The Board of Trustees accepts the projected year-end balance for FY '03 of \$17,000, as based on the 3rd Quarter Financial Statement and the corresponding Cost Center projections, thereby amending the budget.*

**Development Committee**

Mr. Maxwell shared that the training for the new Foundation Board of Directors is nearly in place. The members at this time are:

Audrey Oczack  
Gretchen Laatsch  
Adell McMillan  
Shirley Plakidas  
Jim Reynolds  
Bob Schnewisess  
Winston Shindell  
LaNorman Strong  
Pat Coleman-Boatwright

**Governance**

Ms. Claussen shared an update on the completion of the ACUI Policy Manual . Once all of the re-writes are submitted to Ms. Claussen, the Governance Committee will finalize the manual for the Board's final action .

**Evaluation and Assessment**

Mr. Cottle indicated that he currently has approximately 75 responses in hand from the regional conferences. He will continue to compile these responses and prepare a report for the Board's review prior to the annual conference .

He asked that Board members forward their evaluations of the Executive Director to him in the near future. He and Mr. Henthorne will decide soon on how to proceed with the evaluation process from this point forward.

### **Code of Ethics Revision**

Mr. Henthorne asked the Board to review the recent document he sent that incorporates the Association's Code of Ethics with its Core Values. He will call for an e-mail vote by the end of the week to approve the document.

### **Regional Conference Reports**

Individual Board members shared their experiences with attending this fall's regional conferences. The experiences were varied as to expectations from the members, but all were positive. There was a brief discussion on the business meetings that take place in some regions as well as newcomer programs. Ms. Herman-Betzen suggested that Board members forward their observations to Susan Maul in the Central Office.

### **Executive Director's Report**

Ms. Herman-Betzen shared that the Central Office is spending a great deal of time on the financial status of the Association. Related to this is work on next year's budget, possibilities of another Webinar in December, and increased focus on membership.

### **Development Transfer for Stop the Hate!**

Ms. Claussen moved, Ms. Edgington seconded and it passed that:

*Transfer \$6,000.00 from the ACUI Foundation Beitler Family Foundation gift to the 06 operating budget cost center. The funds will go to support the Stop The Hate program. Specifically, the funds are earmarked to be applied to the salary of the STH program coordinator who is charged with assisting in the promotion of the Dreyfus Affair and for infusing it into the curriculum of the Train the Trainer program.*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:10 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES**

**WebEx Meeting  
Monday, December 15, 2003**

President Michael Henthorne called the meeting to order at 12:03 pm (EST) using WebEx. Additional members present were: Ann Claussen, Daniel Maxwell, Christopher Cottle, Dan Adams, Loren Rullman, and Marsha Heman-Betzen (ex-officio). Also present was Dave Teske and Mark Guthier, legal counsel.

**2004 Budget Approval**

Mr. Rullman presented an overview of the FY 2004 budget.

Dr. Adams thanked Ms. Herman-Betzen and Mr. Teske for preparing a responsible yet difficult budget for the coming year. Ms. Claussen inquired about the cancellation of IPDS. Mr. Teske indicated that the seminar simply does not cover its expenses anymore. There was a brief discussion concerning how best to communicate the challenges of the upcoming budget year with the membership. It was decided that an e-mail would come out from the Board in early January followed by a re-printing of the e-mail in the March Bulletin that would explain the cuts that will be occurring in programs and services as a result of the budget.

There was a discussion of the impact of this budget on staff morale at the Central Office. The budget cuts will result in actual decreases in take-home pay for members of the staff. The Board expressed its concern.

Mr. Rullman moved, Dr. Adams seconded and it passed that:

*The proposed budget, although not a preferred budget, for FY 2004 is accepted as presented. A copy of the budget is on file with the minutes.*

**Foundation Training**

Mr. Maxwell shared an update on the recent Foundation meeting in Destin, Florida. Keith Kowalka and Mr. Maxwell will finalize an initial draft of the Bylaws to be shared at the Foundation's first WebEx meeting in January. There were four sub-committees of the Foundation established, all of which are up and running. Winston Shindell was elected by the Board as its first chair. The meeting was extremely successful by all accounts.

**Foundation Start-Up**

Mr. Teske presented an overview of several motions that the Board will be asked to consider through e-mail in the coming weeks with respect to the Foundation start-up. These are a result of the Foundation training that occurred in Destin, Florida.

## Evaluation and Assessment

Mr. Cottle shared an update on the recent evaluation of the Executive Director. The evaluation was conducted in Destin, Florida in conjunction with the Foundation training that occurred there. Priorities for the coming year, from the Board's perspective, were shared with Ms. Herman-Betzen. The exchange was positive and purposeful.

Executive Director Employment Agreement Addendum:

Ms. Herman-Betzen has agreed to add the following clause to her employment contract for FY 2003:

### EMPLOYMENT AGREEMENT ADDENDUM

This Addendum is fully incorporated into the Employment Agreement made and entered January 1, 1997 (but executed August 1, 1997) between the Association of College Unions International, Inc. (the "Association") and Marsha Herman-Betzen (the "Executive") and is effective from its execution date through December 31, 2004.

#### Section 4. Compensation and Related Matters

##### (e). Vacation.

In recognition of the Association's current year operating budget (FY 2003) and in good faith, the Executive agrees to relinquish 21 days of vacation and its corresponding pay-out value during this fiscal year, unless the Executive is released from her contract within the next calendar year, in which case the 21 days of vacation will revert back to the Executive for purposes of computing her severance package with the Association.

Mr. Maxwell moved, Mr. Cottle seconded and it passed that:

*The employment agreement addendum proposed by Ms. Herman-Betzen is accepted as presented.*

Mr. Cottle provided the Board with a compilation of the comments from the Board's self-assessment that occurred during the regional conferences this fall. Communication issues continue to be an area of concern for the membership. A copy of the evaluation results is on file with the minutes.

The Board discussed the appropriate level of follow-up and response to this data. It was agreed that Mr. Cottle will develop a plan for additional assessment opportunities at the conference in Washington, D.C. and that the Board will follow-up on this data as well.

## Annual Conference Schedule for BOT

Ms. Herman-Betzen shared an initial draft of the Board's conference schedule for the upcoming Washington, D.C. conference. There was a discussion of how effective the Business Meeting will be at 7:15 am. Ms. Herman-Betzen will ask that an open meeting for the Board be added to the conference schedule to give members another opportunity to interact with the Board.

## Establishment of Section 125 Cafeteria Plan

Mr. Teske provided an informational update on the establishment of a Section 125 Cafeteria Plan for the staff members of the Central Office. It will have no financial impact on the Association. The documents to establish this plan are currently in draft form and will be distributed to the Board for action via e-mail in the near future.

## Policy on Reserves

Mr. Rullman shared a proposed change in the Association's policy on reserves, as it responds to the current financial environment of the Association. A copy of this proposal is on file with the minutes.

Mr. Rullman moved, Ms. Claussen seconded and it passed that:

*The proposed changes in the policy on reserves be implemented beginning January 1, 2005.*

### **Spending Policies Proposal**

Mr. Rullman shared an update on the Spending Policies Workgroup. Copies of the proposed changes in policies are on file with the minutes. The Board agreed that the policies be broadly shared with the membership and the leadership of the Association.

Mr. Rullman moved, Dr. Adams seconded and it passed that:

*The spending policies of the Association be amended as submitted by the policy workgroup.*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:17 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, January 26, 2004

President Michael Henthorne called the meeting to order at 12:03 pm (EST) using WebEx. Additional members present were: Ann Claussen, Mary Edgington, Daniel Maxwell, Juanita Salas, Christopher Cottle, Dan Adams, Loren Rullman, and Marsha Heman-Betzen (ex-officio). Also present was Dave Teske and Mark Guthier, legal counsel.

**Approval of Minutes**

Dr. Adams MOVED, Mr. Cottle SECONDED and it was APPROVED that:

*The minutes from October, November and December are accepted as submitted.*

**Honorary and Emeriti Nominees**

Ms. Herman-Betzen and Mr. Jack Voorhees made the following recommendations for this year's honorary and emeriti awards, to be delivered at the Washington, D.C. conference:

|         |                                   |
|---------|-----------------------------------|
| Emeriti | Charles Hubert<br>Bob Schneeweiss |
|---------|-----------------------------------|

|          |   |
|----------|---|
| Honorary | Frank Cianciola<br>William Johnston<br>Winston Shindell |
|----------|---|

Ms. Claussen MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*The Honorary and Emeriti Award recipients are accepted as submitted.*

**2006 CPT Recommendation**

Ms. Herman-Betzen and Mr. Voorhees recommended that the Conference Chairperson for the 2006 Annual Conference in Kansas City, MO be Mandy Ellertson from Portland Community College.

There was a brief discussion regarding the criteria used in selecting the conference program team chair and a reaffirmation of the importance of aligning this selection process with the Association's focus on becoming more knowledge-based.

Mr. Maxwell MOVED, Mr. Cottle SECONDED and it was APPROVED that:

*Mandy Ellertson from Portland Community College will be the 2006 CPT Chairperson.*

### **Education Council Recommendations**

Ms. Herman-Betzen and Dr. Brett Perozzi presented their recommendations for the upcoming vacancies in the Education Council Co-Chairs. These positions would be filled beginning with the Washington, D.C. Conference:

Administration, Finance, & Management: Jerry Mann

Campus Life & Program Management: Mary Connolly  
Rick Gardner

Facilities & Operations: T.J. Rutherford

Mr. Cottle MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*Jerry Mann is appointed as one of the co-chairs of the Administration, Finance, & Management Council.*

Dr. Adams MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*Mary Connolly and Rick Gardner are appointed as co-chairs of the Campus Life & Program Management Council.*

Mr. Rullman MOVED, Mr. Cottle SECONDED and it was APPROVED that:

*T.J. Rutherford is appointed as one of the co-chairs of the Facilities & Operations Council.*

### **Governance Committee Policy Approvals**

Ms. Claussen provided an update on the recent work of the Governance Committee. She thanked Ms. Herman-Betzen for all of her support in this area.

Mr. Rullman MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*The BACCHUS Resolution is removed from the Policy Manual. The Board endorses the following two external statements at this time:*

- *Guidelines for Beverage Alcohol Marketing on College and University Campuses, a copy of which is on file with the minutes.*
- *Model Campus Alcohol Policy, a copy of which is on file with the minutes.*

Mr. Cottle MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*The Election Procedures are removed from the Policy Manual. The Board of Trustees Governance Committee will be responsible for the election policies and procedures. A copy of the current Election Policies & Procedures is on file with the minutes.*

Mr. Rullman MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*The current Video Policies & Procedures are repealed, a copy of which is on file with the minutes.*

Ms. Claussen MOVED, Mr. Cottle SECONDED and it was APPROVED that:

*Any solicitation of corporate funds associated with annual conference planning must be approved by and done in collaboration with the executive director or designee.*

Ms. Claussen MOVED, Mr. Rullman SECONDED and it was APPROVED that:

*The Association has long benefited from the generous support of corporate friends. Regional programs, activities, educational programs and Central Office services have had corporate support. The Association has an obligation to accurately acknowledge and report all donations. Given the complexity of the organization and the multitude of volunteer and Central Office efforts, coordination is necessary to assure that potential funding corporations are not presented with an appearance of disorganization. Recognizing that the Association's Central Office has expertise, corporate contacts and a history of development efforts, it is important and beneficial to involve the executive director or designee throughout the fund raising process. The following policy has been adopted to provide consistent management and professional treatment of donors through coordination of corporate gifts.*

Mr. Rullman MOVED, Ms. Edgington SECONDED and it was APPROVED that:

***Endorsement Policy***

*ACUI does not exclusively endorse commercial firms or products. While recognizing the need to help keep its members knowledgeable of relevant developments, the publication of information about commercial products and services, acceptance of program or project sponsorship from commercial interests, or the sale of advertising or rental of exhibit space to commercial firms does not constitute endorsement. The Association does not have the authority to bind its members to exclusive endorsement of any product or service except in cases of sole source of supply available only by contractual relationship.*

*Endorsement policy definitions:*

*Endorsement: The position, either stated or implied, that the Association finds value or merit in a particular product or service.*

*Exclusive endorsement: The requirement that all official Association business be conducted with a specific product, business, service, or individual.*

*Contractual relationship: The Association has the right and responsibility to enter into contractual relationships which are in its best interest for the provision of needed goods or services.*

Ms. Claussen MOVED, Mr. Rullman SECONDED and it was APPROVED that:

***Corporate Gifts and Sponsorships***

*Corporate support of Association of College Unions International programs and activities may take the form of gifts (restricted and unrestricted) and of sponsorships. Sponsorships usually refer to a firm and/or individual supporting a program or an activity of the Association in return for some type of promotion or advertising presence. Restricted or unrestricted gifts are usually made to the Association through the Foundation and may or may not require some form of public acknowledgment. In both cases, the Association's executive director or designee will be in complete control and to determine the extent to which it will allow commercial involvement.*

Ms. Claussen MOVED, Ms. Edgington SECONDED and it was APPROVED that:

***Research Oversight Policy***

1. *Research projects shall include any survey, questionnaire, or any other means employed to collect data and all scientific research projects.*
2. *All research projects of the Association and its components must be approved by the educational councils.*
3. *The educational councils have oversight responsibility for all Association research projects. The Educational Councils shall:*
  - a. *Approve the research design, methodology, and instrumentation.*
  - b. *Approve the data analysis and presentation of data.*
  - c. *Coordinator the publication of research with project coordinators in conjunction with the publications coordinator.*
4. *The Association reserves the publication rights for all research conducted by the Association and its components.*

**Business Planning Task Force**

Mr. Rullman shared an update on a Business Planning Task Force that would be an extension of the Strategic Process Core Team Report as it relates to new sources of new revenue for the Association.

There was a discussion of the need to include members of the Central Office in the task force as well as a timeline for the effort. There was general agreement that the Finance Committee should prepare a recommendation for the Board's consideration as it relates to membership on the Task Force and its projected associated costs. Mr. Rullman suggested that this should occur by the February conference call so that the group could meet

Mr. Maxwell MOVED, Mr. Cottle SECONDED and it was APPROVED that:

*A Business Planning Task Force will be created, with its membership being determined by the February conference call.*

**Review of D.C. Meeting Plan**

Mr. Henthorne and Mr. Maxwell shared an update on the upcoming Board meetings in late February. There will be an emphasis on clarifying the roles between the Board members and the members of the Central Office staff.

Mr. Cottle shared some ideas on possible opportunities for evaluation and assessment to occur throughout the conference in Washington, D.C. – especially as it relates to the Board's performance over the last year.

Ms. Herman-Betzen shared that there is a possibility that the Leadership Team Reception will receive corporate support. Once the arrangements are finalized an announcement will be made.

Mr. Henthorne encouraged everyone to continue their work with respect to the Expo and thanked them for their work thus far.

Ms. Herman-Betzen and Mr. Henthorne provided an update on a topic that was discussed at the recent PAC 10 meeting: Branding of the Association, particularly as it relates to the fall regional conferences.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:32 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, February 24, 2004

President Michael Henthorne called the meeting to order at 8:08 am (EST) in the Crystal Gateway Marriott, Washington, D.C. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliffe, Christopher Cottle, Daniel Maxwell, Juanita Salas, Dan Adams, Loren Rullman, Tari Hunter, Carlos Garcia, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Opening Remarks**

Mr. Henthorne offered summary remarks with respect to the work of the Board over this last year. Specifically he mentioned the creation of the Foundation, the recreation redesign task force, and the business task force. With all of these new initiatives, the Association is poised for still more change in the years to come. He challenged the Board to think about what it would take for this Board to be a phenomenal resource for the Association.

**Strategic Issues Discussion**

Mr. Henthorne provided the Board with a brief review of the function of the Board of Trustees with respect to the greater Association – namely, that the Board serves as the body responsible for setting the strategic direction of the Association. Most, if not all, of the operational functions of the Association are the responsibilities of the Executive Director. There was also a brief historical account of the interaction between the Association's re-invention, the dues structure (from both the member-approved new structure and the Board-approved delay in its implementation), and the financial health of the Association over the last three years. Given this background, the Board addressed the following questions in an open dialogue format:

- **What have we observed or know now, that we didn't know at the point of ACUI's re-invention?**
  
- **What have we learned about the staff-driven, versus volunteer-driven Association environment?**
  
- **What is the organizational condition of the Association ... according to our perspective, after one or two years on the Board of Trustees?**

- **ACUI has moved from being an affinity-based organization to one that is competency-based.**
  - **How has this change affected ACUI?**
  - **What has improved and what has deteriorated?**
  - **Is there a way that both affinity needs/concerns and competency needs/concerns can be nurtured by ACUI?**
  - **Are both areas sufficiently supported (structure, staffing, opportunity for engagement and leadership, etc.)?**
  
- **What are the areas where ACUI is experiencing success or enjoys a high level of performance and where might we need to focus effort and attention?**
  
- **How do we protect and manage the development of the ACUI brand? Where is ACUI affected by inconsistency in developing a strong brand identity? What changes are needed to ensure a stronger brand identity for ACUI?**
  
- **What other major issues and challenges should the BOT pay attention to during the next year or two?**

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 4:30 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, February 25, 2004

President Michael Henthorne called the meeting to order at 8:05 am (EST) in the Crystal Gateway Marriott, Washington, D.C. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliffe, Christopher Cottle, Daniel Maxwell, Juanita Salas, Dan Adams, Loren Rullman, Tari Hunter, Carlos Garcia, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Review of Legal Obligations**

Mr. Guthier made a brief presentation regarding the legal obligations and responsibilities of the Board of Trustees – both as a whole and as individual members.

**Review of Schedule**

Mr. Henthorne presented a review of the Board's upcoming commitments during the annual conference:

|                       |                                     |  |
|-----------------------|-------------------------------------|--|
| Thursday, February 26 | 8:00 – 12:00 noon<br>2:00 – 3:00 pm | Committee Meetings<br>Foundation Meeting |
| Friday, February 27   | 7:30 am                             | Check-In                                 |
| Saturday, February 28 | 7:30 am                             | Check-In                                 |
| Sunday, February 29   | 7:15 am<br>8:15 am                  | Business Meeting<br>Open Meeting         |
| Monday, March 1       | 7:00 am<br>7:30 am                  | Membership Breakfast<br>Check-In         |

**Leadership Team Meeting**

Mr. Maxwell presented an overview of the upcoming Leadership Team meeting in the afternoon. The focus will be largely on the Education Councils and the core competencies that are found within each of them. There will also be a discussion of the core competency categories that may exist across the board, without respect to a particular education council. Skill sets will also be identified that correspond to each of the competency areas.

## Board Committees

**Finance** Mr. Rullman (current chair)  
Dr. Adams  
Mr. Maxwell  
Mr. Teske (ex-officio)

This committee attends to the financial health of the Association. It reviews and makes recommendations on financial policies for the Board's consideration.

**Development** Mr. Maxwell (current chair)  
Dr. Adams  
Ms. Salas  
Ms. Herman-Betzen, Dr. Perozzi, Mr. Teske, Mr. Henthorne (ex-officio)

This committee prepared the way this last year for the creation and implementation of the ACUI Foundation. The Foundation will be unveiled at the conference later this week.

### **Strategic Think**

This committee would replace the Development Committee as the fourth Board committee. It would be responsible for managing and advancing the elements of the Association's strategic plan.

**Governance** Ms. Claussen (current chair)  
Ms. Edgington  
Ms. Salas  
Mr. Rullman  
Mr. Cottle  
Ms. Herman-Betzen, Mr. Guthier (ex-officio)

This committee worked this last year to review, update and implement new policies for the Association. It is also responsible for the on-going management of the Association's governing structure.

### **Evaluation & Assessment**

Mr. Cottle (Chair)

This committee works on the annual evaluation of the Executive Director, member assessment of the Board of Trustees, and an annual Board of Trustees self-assessment.

The expectation is that each member of the Board serves on at least two committees, sometimes three. Most of the committee meetings are conducted through the use of WebEx.

Mr. Maxwell appointed the following chairs of the committees for the upcoming year:

|                         |               |
|-------------------------|---------------|
| Finance                 | Dr. Adams     |
| Evaluation & Assessment | Ms. Edgington |
| Strategic Think         | Ms. Claussen  |
| Governance              | Dr. Ratcliffe |

### **Approval of Minutes**

There were minor amendments made to the February 16, 2004 minutes with respect to names and spelling.

Ms. Claussen MOVED, Mr. Maxwell SECONDED and it was APPROVED that:

*The minutes for February 16, 2004 are approved as amended.*

Mr. Cottle MOVED, Ms Edgington SECONDED and it was APPROVED that:

*The minutes for February 24, 2004 are approved as submitted.*

### **Student Education**

Mr. Henthorne initiated a discussion regarding whether or not the Association should make a philosophical statement with respect to student education. The current Strategic Plan mostly addresses education from the perspective of professional development, as operationalized through the Education Councils. There are only brief mentions made of student education.

Dr. Adams shared an historical perspective on the involvement of students in the Association – largely through the regional conferences with only limited opportunities for involvement at the annual conference. This has changed dramatically in recent years, with nearly 150 undergraduate students now attending the annual conference.

Mr. Henthorne asked whether or not the Board is willing to leave student participation/education at the annual conference to chance. The Association now depends financially on the attendance of those 150 students.

There was a discussion of whether or not this year's Career Development Institute will meet the broader needs of undergraduate students. It appears to be designed to meet only the needs of graduate students.

The Board went on to discuss the right balance between prescribing what must occur at the annual conference and leaving it totally to chance. There was general agreement that there should be understanding that the annual and regional conferences should meet the needs of all of the Association's members – professional, associate, graduate, and undergraduate – particularly through the four education councils competency areas.

On an international level, a possible checkpoint for this would be the application process for the CPT Chair – ensuring that he/she is committed to advancing the competency areas of the Association through the educational program of the annual conference.

Mr. Henthorne directed the Board to a consideration of the Association's mission, core values, and code of ethics with respect to this topic. The Board members agreed to listen carefully to students throughout the upcoming conference to ensure that there is a good understanding of what students would like to get out of their conference experience.

### **Foundation**

There was a review of the evolution and creation of the ACUI Foundation from the current Development Fund. Some discussion ensued as to the level of influence the Board of Trustees will have over the activities of the Foundation. There was general agreement that while there will not be any level of control over the Foundation from the Board's perspective, there will be a level of connection and influence by virtue of the ex-officio seats the Board has on the Foundation and that this was the best arrangement for both bodies. The Board decided to rescind its formal action of October 20, 2003 in creating the Foundation, thereby allowing the ACUI Foundation Board of Directors to incorporate the entity.

Mr. Maxwell MOVED, Dr. Adams SECONDED, and it was APPROVED that:

*The previously approved motion of October 20, 2003 in approving the ACUI Foundation Articles of Incorporation is hereby rescinded.*

## **Committee Membership**

The Board made the following appointments to its standing committees for the upcoming year. The committees will meet on Mondays at 12:00 noon (EST) with the full Board meeting on the 4<sup>th</sup> Monday of each month.

|                         |  |
|-------------------------|--|
| Finance                 | Dr. Adams (chair)<br>Mr. Garcia<br>Ms. Claussen<br>(This committee will meet on the 3 <sup>rd</sup> Monday of the month)                   |
| Evaluation & Assessment | Ms. Edgington (chair)<br>Ms. Hunter<br>Ms. Salas<br>(This committee will meet on the 3 <sup>rd</sup> Monday of the month)                  |
| Strategic Think         | Ms. Claussen (chair)<br>Ms. Hunter<br>Dr. Ratcliffe<br>Mr. Garcia<br>(This committee will meet on the 1 <sup>st</sup> Monday of the month) |
| Governance              | Dr. Ratcliffe (chair)<br>Ms. Salas<br>Ms. Edgington<br>(This committee will meet on the 2 <sup>nd</sup> Monday of the month)               |

## **Recognition of Mr. Henthorne**

The Board members recognized the contributions and work of Mr. Henthorne. A presentation of gifts was made on the occasion of his term ending as president of the Association. The Board wishes to express its appreciation for his dedication and commitment to the Association.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:30 am.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, March 2, 2004

President Dan Maxwell called the meeting to order at 7:30 am (EST) in the Crystal Gateway Marriott, Washington, D.C. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Juanita Salas, Dan Adams, Tari Hunter, Carlos Garcia, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Region 15 Membership Recruitment Presentation**

Leslie Davis, Bill Olmsted, and Gordon Tsuji from California State University Sacramento presented a membership recruitment multi media video presentation/ CD that could be WEB based to aid in membership recruitment. Ms. Davis is the membership chair for Region 15. They took on the cost and are willing to offer it to the other regions as a template.

**Committee Reports**

**Strategic Think**

Ms. Claussen (Chair), Mr. Garcia, Ms. Hunter, and Dr. Ratcliff  
Examined the Strategic Process Core Team document. In addition the committee examined the five infrastructures as well as long-term goals. Mr. Garcia is going to be charged with looking at finance; Dr. Ratcliff will look at membership and governance; Ms. Hunter will review programs and services and Ms. Claussen will look at workforce issues. They will be looking at the process in a micro and macro way. Mr. Maxwell has asked Ms. Claussen to prepare a timeline for the committee's work.

**Assessment/Evaluation**

Ms. Edgington (Chair), Ms. Hunter, and Ms. Salas  
This committee will take responsibility for the evaluation of the Executive Director, the Board self-assessment, and the membership report card. They want to do an assessment for students who attended this year's conference. Ms. Salas will be working on the instrument. The committee's first meeting will be March 29 at noon.

**Governance**

Dr. Ratcliff (Chair), Ms. Edgington, and Ms. Salas  
The committee will look at the possibility of developing an executive committee as a communication link with the chair of regions, chair of ed councils, chair of communities, chair of special appointments, along with appropriate staff and the President and Executive Director as ex-officio members. They will be in receipt of a report to from past president Michael Henthorne on this idea. The committee will also review the policy manual one more time to look at policy vs. procedure; Ms. Beltramini will then edit making it more accessible and WEB based; increase efficiency by developing a

better search engine and finally ensure that it is in line with the Association's strategic direction.

### **Finance**

Dr. Adams (Chair), Mr. Garcia, and Ms. Claussen

The Board of Trustees will have a face-to-face meeting this summer with the members and/or their institutions supporting the travel expenses, except for the students, which will be covered by ACUI. The Committee reviewed the charge of the business affairs task force, which resulted in the following motion of inaugural members. In addition there will be a call to the membership for additional members.

Dr. Adams MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*The initial membership of the Business Affairs Task Force will be:*

*Guy Conway, University of South Florida (Chair)*  
*Alan Kirby, University of California Santa Barbara*  
*Bill Smith, University of Alberta*  
*Barbara Ross, University of Southern Mississippi*  
*Bart Hall, Texas A&M University Corpus Christi*  
*Charlie Francis, University of Wyoming*  
*Rob Rouzer, University of Illinois Chicago*  
*Dr. Dan Adams, University of Arizona, ex-officio*  
*Marsha Herman-Betzen, Executive Director, ex-officio*

There was a brief discussion regarding how the Association compares with sister associations with respect to dues, staffing structure, etc. The Executive Director was asked to develop a tip sheet to compare our dues to CHEMA associations as well as other helpful information such as FTE comparisons from 20 years ago to today. The Board needs two types of information in order to effectively respond to members' inquiries: factual barometers and talking points. Additional information that would be helpful is how many people volunteer and what are the numbers who apply? The question was asked, "What are the other metric indices we need to develop?"

### **Task Force Follow Up**

#### **Membership**

The Board was pleased with the work of the task force to date. Commended the work of Ms. Kim Keller in this area.

#### **Recreation**

Dr. Adams asked whether or not the responses of 105 members to the recreation survey would determine the Board's direction in this area. There was a brief discussion regarding how this level of response is not atypical for the membership. However, when

the topic is something the membership is more broadly interested in, such as the recent web survey, the level of response increases dramatically.

Mr. Maxwell provided the Board with an historical perspective on the recent relationship between the Recreation Program Team and the larger Association. Mr. Timmann will be asked to make a posting to ACUI-NET to share the common threads that are emerging as a result of the survey. There is an expectation that the Board will take a position on the recommendations of the Recreation Task Force by the summer Board meeting.

### **Competency**

Mr. Maxwell has asked Claressa Morton, Joel Zarr, Jan Javinar, Barbara Delansky and Brett Perozzi to form a Competency Task Force to finish up the good work that is happening in this area with respect to fine tuning the competency definitions. This will allow the eight education council co-chairs to move forward in their respective areas.

There was a brief discussion regarding the possibility of adding credentialing to the education councils or the competency task force

### **Education Councils**

There needs to be some follow-up on how the open meetings went at the conference. This will be an area of focus for the Board during the upcoming year.

## **Communities**

Mr. Maxwell initiated a discussion around the issue of communities and their role within the Association. The known current communities that exist are COMP, GLBT, Small Colleges, and Two-Year Colleges. There was an acknowledgement that there needs to be a new approach in this area, but that the former model was not a perfect one either. The Board discussed some possible other approaches. This is another area where there is a lack of volunteers stepping forward to provide leadership. Perhaps the answer is to recruit chairs for the individual communities with the support of the Central Office. Another option would be to create a marketing campaign around this topic that underscores the need for communities to grow from the ground up, but that the Central Office will support them. There was general agreement that the Board needs to think on this topic some more and address it in an upcoming meeting.

## **Students**

Dr. Ratcliff led the Board in a discussion of the attendance of students at the annual conference. There is a belief that next year's conference in Reno, Nevada will draw a large number of student delegates – especially from Region 15. The Board discussed to what extent it wants to leave the active involvement of students at the annual conference “to chance.” The current Conference Program Team Planning Manual sets out the



expectations for a student track at the annual conference. Given this, there was general agreement that there needs to be a stronger student experience at the annual conference next year based on the Planning Manual.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:00 pm EST.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, March 22, 2004

President Dan Maxwell called the meeting to order at 12:00 noon (EST) using WebEx. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Dan Adams, Tari Hunter, Jaunita Salas, Carlos Garcia, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel.

**Minutes**

Ms. Claussen MOVED, Mr. Garcia SECONDED and it was APPROVED that:

*The minutes from the February 25, 2004 BOT meeting are approved as submitted.*

Dr. Adams MOVED, Ms. Claussen SECONDED and it was APPROVED that:

*The minutes from the March 2, 2004 BOT meeting are approved as submitted.*

**Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

The committee's first meeting is scheduled for April 5.

**Finance** (Dr. Adams, Chair)

The committee met last Monday for the first time since the annual conference. They performed some general housekeeping functions. Other items they discussed will be covered later in the meeting.

**Governance** (Dr. Ratcliff, Chair)

The committee's first meeting is scheduled for April 12. An agenda with a list of topics will be distributed soon.

**Assessment/Evaluation** (Ms. Edgington, Chair)

The committee is finishing up a student assessment piece to be distributed to students who attended the recent annual conference. A draft of a timeline and assessment tool for use with the Regional Directors is in the works. A review of the current assessment data that the former BOT compiled is also in order. Mr. Maxwell suggested that this would be a good topic for the April BOT meeting.

## **Central Office Update**

Ms. Herman-Betzen shared an update on the status of Susan Yung Maul, Education Coordinator. Due to some personal commitments, Ms. Maul has indicated that she will no longer be able to serve the Association in this capacity. It is with great reluctance that Ms. Herman-Betzen has had to accept Ms. Maul's resignation. She informed the Board that Mr. Perozzi has already begun the search process to fill the vacancy.

### **Response to Region 12's Letter and Discussion with Mr. Boyd Beckwith**

Mr. Maxwell shared an update on his recent discussion with Mr. Beckwith concerning his letter on behalf of Region 12 that was distributed over the listserv prior to the annual conference. He believes it was a good conversation that provided him an opportunity to more fully inform Mr. Beckwith of the Board's recent actions with respect to the re-invention and the dues increase, two phases of which have not been implemented. He committed to Mr. Beckwith that the Board would officially respond to the letter from Region 12. Mr. Maxwell will forward a draft of the letter to the Board members before he responds directly to Mr. Beckwith.

### **Board Member Travel to the Regions**

Mr. Maxwell inquired as to whether or not members of the Board had been approached to speak/attend regional conferences this coming fall. To date, no one has been contacted.

### **Corporate Sponsorship of Programs/Budweiser and Poetry Slam**

Mr. Maxwell had a conversation with Mr. Robb Thibault from SUNY – College at Oneonta regarding the possibility of Budweiser as corporate sponsor for the Poetry Slam program. Ms. Herman-Betzen provided an historical perspective on when the Association has accepted sponsorship dollars from alcoholic beverage companies. To date, the Association has accepted funding only once from this industry – when Coors sponsored the *People of Color Seminar*.

The Board questioned whether or not there was a natural connection between the Poetry Slam program and the alcoholic beverage industry. If there is not, then there does not seem to be a compelling reason to move in this direction. The consensus was that the relationship does not exist between the program and the proposed sponsor; therefore, it should not be pursued.

## **BOT Task Force Updates**

### **Membership**

Mr. Maxwell indicated that he and Ms. Herman-Betzen have not had a chance to fully follow up on this item. However, he asked the Board to keep this topic current by thinking about those things that the Board needs at its fingertips in order to better tell its story when members ask questions.

### **Business Plan**

Dr. Adams informed the Board that a call has gone out to the membership to fill the at-large positions on the task force. Once the nominations are in, the Finance Committee will review the nominees along with Mr. Conway. A final list of recommendations will be forwarded to the Board.

### **Competency**

A proposal from Mr. Maxwell will be forthcoming in the next two weeks.

## **Appointed Positions from the President/BOT**

Mr. Maxwell shared the following information with the Board with respect to the current special appointments within the Association:

|   |   |
|---|---|
| Inter-Association Task Force on Alcohol | Ed Slazinik, Univ. of Illinois-Champaign/Urbana |
| CAS                                     | Rob Rodda, College of Wooster                   |
| I-LEAD                                  | Chip West, UC-Riverside                         |
| Public Policy                           | Lincoln Johnson, Univ. of Washington            |
| 2005 CPT Chair                          | Mark Guthier, UW-Madison                        |
| 2006 CPT Chair                          | Mandy Ellertson, Portland Community College     |

## **Summer Leadership Team Meeting**

Mr. Maxwell initiated a discussion concerning the possibility of holding a summer leadership team this summer in Bloomington, Indiana. In addition to the decision as to whether or not such a meeting should occur, there is the issue of the financial commitment that either the Association or the member institutions will be asked to bear.

Dr. Adams reminded the Board that the current fiscal year budget does not provide for a summer leadership meeting. If the Board approves such an expenditure, it will not be in a very strong position to hold the Central Office accountable for shortfalls that may occur as the year progresses.

Ms. Herman-Betzen reminded the Board that the First Quarter Financial Statement is not currently in and will not be completed until after the quarter closes on March 31. There is no reason to believe at this point that the first quarter will exceed budget by a significant amount.

The estimated amount for a summer leadership meeting is \$18,000. This amount would need to come out of either the budgeted reserve amount or Procure re-payment. There is no other place in the budget to assign this expense without cutting into staff levels. The \$18,000 would be the maximum amount assumed by the Association. It is hoped that some members of the leadership team would be able to procure support from their institutions in order to attend.

The impetus for holding a summer meeting, even though it has not been budgeted, is due largely to the fact that it is more difficult to move the initiatives of the Association forward without a face-to-face meeting. There is an impact on the Association in both meeting (financial) and in not meeting (potential lack of progress on initiatives).

Ms. Salas MOVED, Mr. Garcia SECONDED, and it was APPROVED that:

*A budget of \$18,000 is approved for a 2004 Summer Leadership Meeting, thereby reducing the amount that will be directed toward reserves. The Board will place a high priority on developing additional reserves to replenish this amount.*

Dr. Adams asked the Board to consider a similar action to support the work of the Business Plan Task Force. Mr. Maxwell suggested that the Finance Committee should prepare a budget for such a meeting and then present it to the Board for consideration.

### **Butts-Whiting Award Recommendations for Procedure**

Mr. Maxwell shared that he is in receipt of a letter from Mr. Neil Gerard concerning the awarding of the annual Butts-Whiting Award. There is a perception that there may be too much “campaigning” going on with respect to this annual, prestigious award. Mr. Maxwell and Ms. Herman-Betzen committed to Mr. Gerard that they would bring this concern to the Board’s attention. Mr. Gerard suggested a procedure that might address this concern – similar to a procedure that is currently used by many medical schools in their selection process.

Mr. Maxwell and Ms. Herman-Betzen will give this concern some more thought and offer some alternative approaches for the Board’s consideration in an upcoming meeting.

### **Miscellaneous**

Ms. Claussen reminded the Board that Communities needed to be an agenda item in the near future. Mr. Maxwell indicated that this item would appear on the April agenda.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, April 26, 2004

President Dan Maxwell called the meeting to order at 12:00 noon (EST) using WebEx. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Tari Hunter, Jaunita Salas, Carlos Garcia, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel; Dave Teske, Director for Administration; and Jack Voorhees, Education Coordinator.

**Minutes**

Ms. Hunter MOVED, Mr. Garcia SECONDED and it was APPROVED that:

*The minutes from the March 22, 2004 BOT meeting are approved as submitted.*

**2005 Conference Budget Proposal**

Mr. Teske and Mr. Voorhees presented an overview of the 2005 Reno Conference program budget, within the context of the overall Annual Conference Cost Center. The budget was developed by the 2005 Conference Program Team and Host Team, under the leadership of Mark Guthier, University of Wisconsin-Madison and Chuck Price, University of Nevada-Reno. The conference program budget has a net expense to the Association of \$52,000. A copy of the budget is on file with the minutes.

Ms. Claussen MOVED, Ms. Hunter SECONDED and it was APPROVED that:

*The 2005 Conference Program Budget is approved as submitted.*

**Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

The committee has met. There is good understanding among the group as to its direction for the coming year. There will be a report presented to the larger Board at the May meeting.

**Finance** (Dr. Adams, Chair)

The committee will review the first quarter financial statement at its May 17 meeting.

**Governance** (Dr. Ratcliff, Chair)

The committee discussed a review of the current policies as well as a risk assessment of the Association's current practices. The committee will focus most of its attention on the latter.

**Assessment/Evaluation** (Ms. Edgington, Chair)

The committee is working on a quick query for the students who attended the annual conference. It will be distributed at the end of this week.

**Central Office Update**

Ms. Herman-Betzen provided an update on the search process for a new Education Coordinator to fill the vacancy created by Ms. Maul's resignation. The process should be concluded by the next Board meeting, at which time Ms. Herman-Betzen will announce the successful candidate.

Mr. Teske will be out of the office intermittently over the next few weeks on a modified paternity leave.

**IATF Update**

Mr. Maxwell shared an update on the Inter-Association Task Force on Alcohol and Other Drug Abuse – following a discussion with the Association's representative on this task force, Mr. Ed Slazinik. Due to the Association's current budget climate, there is a lack of funding to support Mr. Slazinik's travel to the IATF meetings. Mr. Slazinik has suggested that the Association's on-going participation in the task force may not be a priority for the Association at this time. Mr. Maxwell indicated that this will be an item for discussion at the upcoming summer leadership meeting among all of the Association's presidential appointments.

**Business Planning Task Force Member Approval**

Ms. Claussen MOVED, Ms. Edgington SECONDED, and it was APPROVED that:

The members of the Business Planning Task Force are:

**Summer Leadership Team Meeting Update**

Mr. Maxwell indicated that there appears to be a good level of support from among institutions to support attendance of volunteers at the summer leadership meeting. While not all leadership team members will have institutional support, there will be enough support in order to reduce the impact on the Association's contribution to its reserves and provide funding for those who do not receive institutional support.



## **BOT/RD Contact Program**

Ms. Edgington presented a Board contact program with respect to the Association's Regional Directors. The Board agreed to make the following contacts with Regional Directors in order to follow up on the recent annual conference and solicit feedback on issues that may exist at the grass roots level of the Association.

| <b>Regional Directors</b>   | <b>BOT Contact</b> |
|---|--------------------|
| Region 1      Lisa Dubose<br>Dartmouth College  | Dr. Adams          |
| Region 2      Bill Harclerod<br>Alfred State <b>OR</b><br>Nathan Emmons<br>Syracuse University                | Ms. Hunter         |
| Region 3      Gerald Massenburg<br>Rutgers <b>OR</b><br>Don Phelps<br>County College of Morris                | Ms. Hunter         |
| Region 4      Ellen Plissner<br>Prince George's Community College   | Ms. Claussen       |
| Region 5      Dave Barnes<br>James Madison University   | Dr. Ratcliff       |
| Region 6      John Burks<br>Univ. of S. Mississippi <b>OR</b><br>Christopher Roby<br>Florida State University | Ms. Salas          |
| Region 7      Joe Gutowski and Bill Shepherd<br>Wright State University<br>Case Western Reserve University    | Ms. Edgington      |
| Region 8      Valerie Wetzel<br>University of Wisconsin/Plattville  | Dr. Ratcliff       |
| Region 9      Hank Walter<br>University of Illinois   | Mr. Maxwell        |
| Region 10     Cory Hilliard<br>University of North Dakota   | Ms. Hunter         |

|           |   |              |
|-----------|---|--------------|
| Region 11 | Bill Smriga<br>University of Missouri-Columbia            | Mr. Garcia   |
| Region 12 | Boyd Beckwith<br>Rice University                          | Mr. Maxwell  |
| Region 13 | Brian Keintz<br>University of Arizona                     | Dr. Adams    |
| Region 14 | Leah Barrett<br>Boise State University                    | Dr. Ratcliff |
| Region 15 | Jeff Hoffman<br>California State Polytechnic Univ.-Pomona | Ms. Salas    |

### **WebEx and Email Ettiquette**

Mr. Maxwell asked that agendas and agenda items for the various Board meetings be forwarded to Ms. Herman-Betzen by the Wednesday prior to the Monday meeting. This will allow all the pertinent information that the Board and its committee's need to be presented in a way that facilitates good decision-making.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:55 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, May 24, 2004

President Dan Maxwell called the meeting to order at 12:00 noon (EDT) using WebEx. Additional members present were: Ann Claussen, Mary Edgington, Dan Adams, Gary Ratcliff, Tari Hunter, Jaunita Salas, Carlos Garcia, and Marsha Heman-Betzen (ex-officio). Also present was Mark Guthier, legal counsel; Dave Teske, director for administration.

**Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

A summary of the committee's work to date was forwarded to the BOT this morning. Highlights of the report are the identification of the goals for the committee, which are in line with the Association's strategic plan:

- ◆ ACUI will be its members primary resource for education, knowledge, or information exchange, and services. (Dr. Ratcliff to take the lead here).
- ◆ ACUI will be a public policy advocate for creating an increasingly favorable environment for campus community builders. (Dr. Ratcliff to take the lead here).
- ◆ ACUI will be recognized widely as a source of credible information on campus community building. (Ms. Hunter to take the lead here).
- ◆ ACUI will be financially secure and stable enough to achieve its future and sustain success. (Mr. Garcia will take the lead here).

A copy of the committee's progress report in its entirety is on file with the minutes.

Mr. Maxwell shared that he sees the essence of the Strategic Think Committee's report laying the groundwork for the 2005 Annual Report – an assessment of where the Association has been in the last five years and where it is headed.

**Finance** (Dr. Adams, Chair)

The 1<sup>st</sup> Quarter Financial Statement was distributed to the Board, a copy of which is on file with the minutes. Currently the Association sits at \$19,000 ahead of budget. While this is encouraging at this time, it is important to realize that there still areas of concern ahead – especially in the area of membership. Other contributing factors to the current financial situation are a positive variance in the Annual Conference cost center, while the Seminars cost center is behind budget. Based on these, and additional factors, the current recommendation is that there be no action taken on additional un-budgeted expenses until after the 2<sup>nd</sup> Quarter Financial Statement comes out.

Dr. Adams MOVED, Mr. Garcia SECONDED and it was APPROVED that:

*The Board accepts the 2004 1<sup>st</sup> Quarter Financial Statement as a basis for the Association's Projected Year End Balance, thereby adjusting the Association's operating budget.*

**Governance** (Dr. Ratcliff, Chair)

The committee will conduct a risk assessment of the Association and identify the key areas that will be the focus of their work in the coming year.

**Assessment/Evaluation** (Ms. Edgington, Chair)

Assessment calls were conducted with Regional Directors since the last BOT meeting. A summary of seven of those calls was shared with the Board. Highlights from the results were:

- ◆ Fiscal Concerns
- ◆ Membership
- ◆ Procure
- ◆ Upcoming Summer Meeting
- ◆ Better Communication with the BOT and other component groups
- ◆ Operationalizing the Education Councils
- ◆ Following through on the Foundation

There was a brief discussion regarding the importance of following up with the Regional Directors on this feedback prior to the summer meeting in July. In addition, Ms. Herman-Betzen provided the Board with a review of the work Dr. Perozzi will be conducting with respect to the current assessment project he is undertaking.

### **Central Office Update**

Ms. Herman-Betzen indicated that the Central Office staff is currently working on the Annual Report. It will be produced in PDF form and sent to members electronically at the beginning of July. The annual financial audit will also be conducted soon.

Zach Wahlquist will begin work June 1 as the new Education Program Coordinator.

### **Business Planning Task Force Update**

Dr. Adams shared that the Task Force will meet soon via WebEx for its first meeting.

## Core Competency Task Force

Mr. Maxwell reviewed the draft of the report that was previously distributed to the Board with respect to the Core Competency Task Force. He asked the Board to consider the charge for the task force, (which appears below), and approve it so that the group could formally begin its work.

Dr. Adams MOVED, Ms. Claussen SECONDED, and it was APPROVED that:

*The Core Competency Task Force will:*

- *Complete the five-phase process to finalize the development of the competencies and core competencies as outlined in the ACUI Education Council Task Force on Core Competencies (draft 8/14/03).*
  - Phase 1: Determine how you will use the competencies.*
  - Phase 2: Cultivate member buy-in.*
  - Phase 3: Conduct an environmental scan of existing materials.*
  - Phase 4: Consistently validate information.*
  - Phase 5: Report findings establishing core competencies.*
- *Provide the ACUI President updates prior to the monthly BOT meetings on the progress of the task force.*
- *Provide the Board of Trustees a final document for review no later than November 1, 2004. The final document will include all existing literature and data gathered, and should be built upon thorough analysis including, for example, membership surveys, membership demographic study, national trending data, literature research.*
- *Coordinate the distribution of the report with the ACUI Central Office to inform and educate the membership.*
- *Coordinate with the Central Office an endorsement of the competencies by the ACUI membership for use by ACUI in the development and delivery of membership programs and services.*

### Committee Membership

*Barbara Delansky, Ph.D., Director of Student Life and Leadership Development  
Jan Javinar, Ed.D., Director of Co-Curricular Activities, Programs & Services,  
University of Hawaii-Manoa*

*Clarresa Morton, Ph.D., Director of University Unions, Virginia Tech*

*Joel Zarr, Zarr and Associates (Chair)*

*Brett Perozzi, Ph.D., Associate Executive Director, ACUI (ACUI Central Office Liaison)*

### **Summer Leadership Team Meeting Update**

Mr. Maxwell is meeting with Bob Mindrum representing the Ed Council chairs, Jeff Hoffman representing the Regional Directors, and Ms. Herman-Betzen to begin planning the agenda for the summer meeting. He anticipates having a working draft for the meeting by the middle of next week.

### **ACUI Foundation Update**

The articles of incorporation have been accepted by the State of Indiana. An Employee Identification Number has been assigned as well. The remaining item to be secured is the Foundation's 501(c)3 status.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:15 pm.

**Association of College Unions International**  
**Meeting of the Board of Trustees**  
**July 16**  
**Bloomington, Ind.**

ACUI President Dan Maxwell called the meeting to order. Also present were ACUI President-Elect Ann Claussen, At-Large Member Dan Adams, At-Large Member Carlos Garcia, At-Large Member Mary Edgington, Ex-Officio Member Marsha Herman-Betzen, At-Large Member Tari Hunter, At-Large Member Gary Ratcliff, At-Large Member Juanita Salas, and ACUI Educational Program Coordinator Jack Voorhees. ACUI Legal Counsel Mark Guthier was absent.

Adams moved to accept San Antonio as the site for the annual conference in 2015. Edgington seconded the motion. The motion passed unanimously.

Claussen moved to accept New Orleans as the site for the annual conference in 2016. Edgington seconded the motion. The motion passed unanimously.

The meeting was adjourned.

**Association of College Unions International**  
**Meeting of the Board of Trustees**  
**July 17**  
**Bloomington, Ind.**

ACUI President Dan Maxwell called the meeting to order at 12:27 p.m. Also present were ACUI President-Elect Ann Claussen, At-Large Member Dan Adams, At-Large Member Carlos Garcia, At-Large Member Mary Edgington, Ex-Officio Member Marsha Herman-Betzen, At-Large Member Tari Hunter, At-Large Member Gary Ratcliff, At-Large Member Juanita Salas, Recreation Redesign Committee Chair Dave Timmann, ACUI Educational Program Coordinator Jack Voorhees, and ACUI Publication Coordinator Elizabeth Beltramini, who took minutes. ACUI Legal Counsel Mark Guthier was absent.

Timmann presented to the Board of Trustees a slide show about the Recreation Redesign Committee's progress and its final recommendations for future ACUI recreation programs. These recommendations for primary goals include:

- Increase student participation in the program
  - o Regions should be given autonomy to create recreation programs.
  - o Central Office and the Recreation Program Team will provide support to region for fiscal coordination, nonfinancial resource availability, training through technology, wall charts/tournament brackets, "how to" manuals online suitable for printing (PDF).
  - o Cross-regional programs should be supported and it should be up to the regions to determine logistics.

- There should be open invitations to international tournaments, but with a specific number of spots reserved for regional winners. Those participants must have participated in a regional or sanctioned qualifying tournament.
- Reduce the reliance on soft money to conduct the program
  - International programs must be, at a minimum, self-supporting. They should develop budgets like seminars and institutes determining break-even numbers, and evaluate program's viability based on registration numbers. Events not meeting registration numbers will not be offered.
  - Any sponsorship should be international, not regional.
- Increase educational opportunities for professionals
  - Focus on training and value of recreation in tournaments and on campus
    - Webinars for training
    - "Formal" educational seminars during international tournaments
    - Regional directors encourage and foster growth of recreation
    - Educational sessions at regional conferences and drive-in workshops
    - Recruit and encourage more educational sessions at the annual conference discussing recreation and leisure-time activity
  - Explore collaborative efforts with other groups and associations
    - NIRSA will partner with ACUI to create a workgroup for recreation and leisure-time activity; and the Bowling Congress of America will partner for the ACUI 9-Ball Championship and the BCA Junior National 9-Ball Tournament
    - Work with Education Councils on recreation
- Expand the Association's definition of leisure-time activities beyond tournaments
  - Refer to program as "recreation and leisure-time activities"
  - ACUI should broaden definition of this phrase to include outdoor adventures, experiential learning, ropes courses, fitness operations, online gaming, etc.
- Provide more programmatic flexibility and support
  - Regions should no longer be required to offer particular recreation events at the regional level.
  - Recreation and Leisure-Time Activities Program Team (RLTAPT) should develop and disseminate resources to be used at campus and regional levels.
  - RLTAPT and the Central Office should take a more active role in recruiting, training, and supporting regional volunteers. The use of technology will help provide the necessary resources while limiting the expense.
  - Recreation and leisure-time activity programs should no longer be required to occur in January or February, rather they can occur at any time of year with the "official" season being Aug. 1 to July 31.

Timmann clarified that individuals would not be allowed to participate in more than one region's tournament (but could participate in another region's tournament if theirs was not holding a tournament). Timmann said these recommendations are for the 2004–05



year (pilot year) and that at the end of the year adjustments could be made. He said that not a lot is changing, just being refined, and the goal is not to get rid of recreation.

Ratcliff asked whether the regions' desire is to have flexibility autonomous of the Central Office or in partnership with the Central Office because ACUI's name would be associated with the programs. Timmann said the regions would still work with the Central Office. Herman-Betzen said Guthier would also be involved in the conversation so there would be no liability issues. Garcia recommended changing the language to remove "complete" as the meaning is autonomy in choice not autonomy in execution. The trustees agreed this change should be made.

Ratcliff asked if at the international level there were discussions about contracts with a company affiliated with recreation, regions would not be obligated to participate. Voorhees said previously contracts were structured with those obligations but said that the exposure companies receive is now more important than to them than the tournament obligations. Herman-Betzen said this would change our current contract with College Bowl. Garcia asked whether this change is advantageous to the Association. Herman-Betzen said it would be advantageous to the Association because its credibility would not be on the line if it could not carry out its commitment to hold a certain number of tournaments. She said that because tastes are generational, regional, etc., this would give the Association more flexibility to be in tune with what is right for the organization.

Timmann said it is the Recreation Redesign Committee's strong inclination that registration numbers will increase with these changes. He said all committee members are in unanimous agreement on these recommendations.

Ratcliff asked who in the Central Office would be responsible for providing support for recreation programs. Voorhees said it would be him and added that this support is already happening, and these changes just mean changing the delivery method. He said some support will still come from the regions and if registration numbers increase, money increases, ultimately increasing the Association's ability to provide those resources.

Claussen asked what outcomes and timeline ACUI would use to evaluate the success of these changes. Timmann said the committee has outlined how to make these things happen but has not identified a timeline. He said that is the next step. Maxwell said the Recreation Program Team and Voorhees can do that once the Board of Trustees approves these philosophical changes in recreation and leisure-time activities programming, which was the original charge to the committee. Herman-Betzen said the budget also will be a tool for evaluation.

Adams asked how many people from the Recreation Redesign Committee are also on the Recreation Program Team. Voorhees said three, and they can help with the transition. Maxwell said the team will want to recruit new members too. Adams said promotion of these positions is critical.

Adams moved to accept the recommendations from Recreation Redesign Committee to guide Recreation Program Team. Hunter seconded the motion. Ratcliff moved to table the motion until the trustees could get component group feedback. Hunter seconded the motion to table. The motion to table passed unanimously.

Maxwell adjourned the meeting at 1:23 p.m.

**Association of College Unions International  
Board of Trustees  
July 18, 2004  
Bloomington, Ind.**

ACUI President Dan Maxwell called the meeting to order at 8:06 a.m. Also present were ACUI President-Elect Ann Claussen, At-Large Member Dan Adams, At-Large Member Mary Edgington, At-Large Member Carlos Garcia, At-Large Member Gary Ratcliff, Ex-Officio Member Marsha Herman-Betzen, Public Policy Liaison Lincoln Johnson, Recreation Redesign Committee Chair Dave Timmann, Poetry Slam Team Chair Robb Thibault, Development Coordinator Keith Kowalka, Council for the Advancement of Standards Liaison Bob Rodda, Core Competencies Task Force Chair Joel Zarr, 2006 Conference Program Team Chair Mandy Ellertson, ACUI Educational Program Coordinator Jack Voorhees, and ACUI Publications Coordinator Elizabeth Beltramini, who took minutes. At-Large Members Juanita Salas and Tari Hunter joined at 8:10 a.m. College Bowl Program Team Chair Sharon Silverstein and ACUI Legal Counsel Mark Guthier were absent.

**Meeting with special appointments**

Maxwell asked the special appointments to discuss their interaction with the Board of Trustees. Timmann said the recreation volunteers have interacted with the trustees more in the past year because of the Recreation Redesign Committee. Zarr said that while there needs to be open communication, the trustees primarily should be involved during strategic initiatives. Rodda said this weekend was first time the special appointments have ever met together, but that there is a difference between chairing a team versus holding a solitary position. He said that as the CAS representative, sometimes he does what CAS tells him to do instead of receiving instruction from ACUI or the trustees. He said he strives to inform the membership but he has not been asked to give formal reports to the trustees. Thibbault said he does not formally report to or relate directly to the trustees as Voorhees acts as a conduit.

Voorhees said Thibbault's position is different from some other special appointments because it does not have a formal "term." Thibbault said he started in the position because he proposed having an ACUI college poetry slam tournament. Rodda said a CAS vision cycle is two to three years and CAS does not recognize the individuals until they have served in the position for 10 years, but the ACUI CAS position term is two to three years. Herman-Betzen said the CAS liaison position has not been an easy one to recruit in the past and ACUI is willing to keep people in position for longer than the standard term if the person is interested in continuing. Adams said the same is true for the alcohol task

force liaison. Herman-Betzen said those positions used to be staff functions until the Association found volunteers who love the experience. Ratcliff said he thinks it is a good idea for the position to change over every few years.

Johnson said he has the contact he needs through Association Executive Director Brett Perozzi, but that he understands the trustees support his work. He said that until the strategic plan was reviewed this weekend, public policy had not been discussed much in ACUI.

Maxwell said each special appointment is different and not all need to report to the trustees, but they need to ensure they are treating them all the same way. He said a staff member should be working with each of the appointments to help with reporting and answer questions as they come up so people do not feel disconnected.

On behalf of Silverstein, Voorhees said she has felt disconnected from the trustees and the Leadership Team because of a lack of communication.

Kowalka said that as the I-LEAD Program Team coordinator he had felt very connected and supported working closely with former Educational Program Coordinator Danielle De Sawal. He said that as development coordinator, he has not needed to report to the trustees about the ACUI Foundation because several members of the Board of Trustees also serve on the ACUI Foundation Board of Directors.

Ellertson said her only connection has been with Voorhees because it is not time to begin planning the 2006 annual conference yet. However, she said she feels the trustees support her because the conference is so important to the ACUI budget.

Maxwell asked what the special appointment thought about their relationship with the general membership.

Timmann said there has been more interaction this year because of the recreation redesign. Kowalka said he interacted with students a lot because of I-LEAD, but as development coordinator he has less interaction because ACUI Foundation Chair Winston Shindell interacts more with the membership.

Lincoln said there is a severe lack of interest in public policy among members. However, he said that for many Public Policy Team members, that volunteer role is their primary connection to ACUI and in the future there will be greater interaction in this area. Salas said undergraduate students are a population where there are great opportunities for that interaction to occur.

Maxwell asked each special appointment to tell the trustees two things they should know about what the special appointments do.

Johnson said the trustees should know there are things being done in terms of public policy involvement, but they do not need to know about every single thing being done.

Maxwell said the trustees' role is to look at strategic vision but sometimes the trustees do not know everything they should. He said the staff can aid in that process by monitoring more of the daily goings-on.

Rodda said he attends meetings for CAS several times a year. He said ACUI members overlap many of the standards, whereas many of the other 30 associations focus more on one standard. He also said it is a two- to three-year process to review a standard.

Timmann said the recreation volunteers are doing things, but they have been using the staff as a liaison instead of reporting directly to the trustees.

Zarr asked if the trustees had any expectations for the special appointments. Maxwell said there should be more interaction with task force chairs than the other special appointments, for which the staff can act as liaisons. Herman-Betzen said the monthly Executive Director Updates to the Leadership Team and Quarterly Reports to the Board of Trustees can be used as communication vehicles for regular reporting. Maxwell agreed and said the special appointments should be at all Leadership Team meetings. Johnson orienting new special appointments to these responsibilities will be important. Rodda added that the new Communities leaders will also need to be aware of how they fit in and said that it is important to make the membership aware of special appointments' role. Timmann agreed but added that the membership might be more engaged than the Leadership Team sometimes realizes.

Maxwell thanked and dismissed the special appointments at 9:30 a.m. Timmann and Voorhees stayed for the recreation presentation. Maxwell resumed the meeting at 9:42 a.m.

### **Recreation**

Timmann gave an update on the recreation information session held the previous evening. He said the \$10 ACUI administrative fee per regional tournament participant was the primary concern mentioned by those attending the information session. He said the Recreation Program Team would look at alternatives to the \$10 fee. He said that at the information session he and Voorhees had also mentioned the open volunteer positions on the Recreation Program Team. Adams said in the coming year they would need to keep a high profile on the plan and the team through communication and recruitment efforts. The trustees agreed.

With the change of "complete autonomy" to "flexibility" at the top of page 4 of the report, it was moved by Garcia and seconded by Edgington to bring the motion to accept the report back onto the table. The motion to accept the report passed unanimously with no abstentions.

Voorhees and Timmann exited the meeting at 10:02 a.m.

### **Assessment Subcommittee report**

*Student survey*

Edgington passed out the student survey analysis from Perozzi. She said it showed that students surveyed do not know a lot about the ACUI Board of Trustees. The trustees agreed they wanted to boost efforts to show undergraduate and graduate students what ACUI can offer them and increase their involvement. It was decided that the Assessment Subcommittee will draft a letter to go to student members along with *The Bulletin*.

#### *Calls with regional directors*

The trustees agreed they would continue regular calls with regional directors to answer questions and garner feedback. Edgington said she would send the trustees a timeline for these calls and potential topics, including feedback on the Leadership Team meeting.

#### *Evaluations*

Edgington said the Board of Trustees, Central Office, and executive director evaluations have not been worked on yet but will be. Maxwell asked the trustees to make their upcoming self-evaluations a priority to complete.

### **Governance Subcommittee**

#### *Sarbanes-Oxley compliance*

Ratcliff said he had reviewed Guthier's assessment of the Association's potential areas of liability. Herman-Betzen gave a brief on the Sarbanes-Oxley Act, which discusses what constitutes a document and how documents must be maintained and disposed of, as well as protection for whistle-blowers. Guthier is working on a policy for this in coordination with the American Society for Association Executives' guidelines, and a report will be presented to the Board of Trustees in October.

#### *Host schools letter of agreement*

Ratcliff said that a letter of agreement outlining roles, responsibilities, and expectations of host schools does not currently exist, which leaves the Association open to financial and administrative liabilities. Herman-Betzen said this agreement would cover recreation events, conferences, seminars, institutes, etc. Ratcliff said Guthier is working on a template for the letter to be sent out prior to the October Board of Trustees meeting so it can be on the agenda during the call.

#### *Copyright guidelines*

Ratcliff said the Association needs to update policies to include copyright guidelines for use of multimedia materials by presenters. He said Guthier is working on this.

At 11:04 a.m. the trustees took a break. Maxwell called the meeting to order at 12:47 p.m. Director of Finance and Administration Dave Teske joined the meeting at this time.

### **Board of Trustees structure**

Maxwell expressed concern that there are not enough members of the Board of Trustees and that there is no past president position for consistency. He said he would be inclined to add a past president position as well as another at-large member position. Herman-Betzen said that with the reinvention, the past president position had been removed because of the lengthy three-year commitment and because the individual's role is

awkward after his or her presidential term is over. However, she said, with a smaller board lack of manpower and a quorum for decision-making can be issues. She said adding members to the Board of Trustees would require changing the bylaws. Maxwell said he would not want the past president to chair a subcommittee. Ratcliff said volunteers with a specific charge could be appointed to the board. Teske said special appointments could—without a bylaw change—be treated as ex-officio members of the board without making them officially ex-officio members. Ratcliff said a bigger Central Office was needed more so than a bigger Board of Trustees. Teske said the past president could be a temporary special appointment until a bylaw change is passed. The trustees agreed to add this item to their August meeting agenda.

### **Finance Subcommittee report**

At 1:21 p.m., the trustees went into executive session with Teske and Beltramini left the meeting. At 1:37 p.m., the trustees moved out of executive session and Beltramini returned to the meeting.

#### *Q2 statement*

Adams said the Q2 statement shows adjusted projections for the rest of 2004. He said the number represent a good turnaround from 2003, but cautioned that 90 percent of the annual revenue has already been realized so spending must continue to be diligently monitored for the rest of 2004. He said the money in the black on the bottom line will go to pay back a paper deficit in the reserves from start-up costs for ACUI Procure and from the deficit realized when the Association switched to an accrual-based accounting system several years ago. Teske said that, ACUI Procure aside, with the reserves contribution this year ACUI will begin to be in the black. However, he said, 2005 will be the first year ACUI is obligated to contribute 5 percent of net membership revenue instead of gross membership revenue to the reserves to more quickly build the reserves. Teske finished by saying ACUI Procure has not been the revenue engine originally imagined but it has immensely increased the corporate partnerships cost center. Adams proposed that the Board of Trustees approve the Q2 statement. Edgington moved to accept the statement, and Garcia seconded. The motion passed unanimously with no abstentions.

#### *Membership dues*

Adams said a dues increase could be approved for up to 17 percent because the membership had already voted to accept two increases at that level, which had been deferred. Adams said the third-year increase cannot exceed 5 percent or it must be voted on by the membership. He said a five-year projection would not be as realistic as a three-year plan would be. He said the Membership/Operation cost center is where the membership dues revenue is listed and where the overhead operation expenses are listed. He said 10 percent increases in the next two years do not generate the necessary revenue for the cost center to break even in the third year even without increasing expenses. He said discussing increases in percentages is scarier than looking at the dollar amounts.

Ratcliff said ACUI should benchmark its dues levels against other associations. Herman-Betzen said all higher education associations figure their dues based on FTE, and ACUI

is in the upper middle range of dues. She said ACUI's dues matrix is also based on the number of professional staff at a union, which differs from other associations.

Adams said ACUI has gone four years without a dues increase and it is the Finance Committee's recommendation that there be some increase in 2005, although the level of that increase must be determined by the Board of Trustees. The trustees agreed they were more comfortable with a three-tier increase than a larger increase in the first year. Maxwell said that to enhance and maintain programs and services and increase is necessary, but the Association will also be introducing benefits such as the database that will make membership more attractive. The trustees agreed to add this discussion to their August meeting agenda. They said they would submit their recommendations to Adams by Aug. 10 so the Finance Subcommittee could review them during its Aug. 16 meeting.

The trustees took a break from the meeting at 2:50 p.m. and resumed the meeting at 3:15 p.m.

### **Strategic Think Subcommittee report**

#### *Goal 1 of the strategic plan*

Ratcliff said that in looking at the strategic plan strategies under Goal 1, ACUI has increased the use of technology for delivering its goods and services. He said the Association needs to do a better job of marketing Web site and needs to increase use of the ACUI Forum. He said ACUI listserves are being used but they have no archives and no capability for searching past discussions. Herman-Betzen said Teske would work on a way to connect the listserves to the ACUI Forum and then phasing out the listserves. She said that by Dec. 31, 2004, the Central Office will create a plan and timeline for linking listserves with the ACUI Forum and placing the ACUI Forum in a more prominent place on the Web site.

Claussen said another objective was to create a marketing plan for the Association. Herman-Betzen said this has been difficult because no staff member has marketing expertise, just expertise with promotions. Claussen said this item could be included in the next strategic plan. Ratcliff said ACUI does have market research based on the 2004 Needs Assessment and can target messages by demographic. Herman-Betzen said ACUI has done an internal marketing plan and outsourced its creation to 4X6 Designs. She said these efforts are ongoing.

#### *Goal 2 of the strategic plan*

Ratcliff said ACUI must first assess what members' interests and needs are before it creates a public policy plan. He said the Public Policy Center online is receiving relatively little use, the updates are written such that the reader must already know what is going on in the government, and there is no interpretation of their meaning for student activities and college unions. Maxwell said perhaps Perozzi and Johnson could offer more frequent updates to help the trustees know if this goal is being met.

#### *Goal 3 of the strategic plan*

Claussen said the Leadership Team responded favorably to the idea of offering a “tool kit” for community building. Herman-Betzen said she would talk with Susan Yung Maul, former educational program coordinator, to see if she is interested in creating the tool kit as a volunteer.

Claussen said having an external marketing plan is something for the future. Ratcliff said ACUI can do a better job of promoting its definition of community and marketing that its niche is as the organization for community building.

#### *Goal 4 of the strategic plan*

Claussen said ACUI Procure has been created, the Association has moved to cost centering, and dues were increased once. However, she said, a funding plan for additional staff and developing business plans are areas where there is still work to be done. Maxwell said the trustees’ vote on a dues increase will illustrate the Association’s philosophy for finances and staffing.

Maxwell said that prior to the 2005 annual conference he would ACUI to create a document that says what ACUI has done to complete its strategic plan. He said this would give closure to then begin the next strategic plan. Maxwell, Claussen, and Herman-Betzen said they would work on this.

The trustees cancelled their July 26 meeting and said they would meet in subcommittees and then all together on Aug. 30.

#### **Claussen’s trip to Canada**

Recently Claussen met with nine Canadian student affairs professionals while visiting Toronto, two of which were not ACUI members. She said the Canadian professionals she spoke with think ACUI focuses much more on the United States than on international members and might consider doing more for international members. Herman-Betzen said this focus was intentional and was driven by international members during the creation of ACUI’s strategic plan. However, she said ACUI can look at offering a special international delegates reception during the annual conference. She also said ACUI should consider trading one free annual conference registration with AMSU, which it is not doing right now (but ACUI is doing this with ACUMA and AMICCUS-C). She said that perhaps ACUI can work with AMICCUS-C to offer ACUI membership for a small additional fee to AMICCUS-C dues. The trustees agreed this might help boost international membership and agreed to consider these options.

The meeting was adjourned at 4:32 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, August 30, 2004

President Dan Maxwell called the meeting to order at 12:15 pm (EDT) using WebEx. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Tari Hunter, Jaunita Salas, Carlos Garcia. Also present was Mark Guthier, legal counsel; Dr. Brett Perozzi, Associate Executive Director; Dave Teske, director for administration; Jack Voorhees, education coordinator

**Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

The committee's next scheduled meeting is September 10 at 1:00 pm EDT. The topics to be covered are outlined below.

- ◆ Marketing Consultant – developing a proposal for outsourcing with one of the Association's member institutions
- ◆ 2001 – 2005 Strategic Plan Report Card Proposal
- ◆ 2005 – 2010 Strategic Plan Planning Process Outline – developing an overall planning process for creating a new strategic plan for the Association

**Finance** (Dr. Adams, Chair)

- ◆ Business Planning Task Force Member Update

Mr. Teske shared that a sub-committee of the Task Force has been working on a survey for the membership in this area. Dr. Perozzi indicated that the committee is also working on additional webinar ideas as well as corporate promotional items for member campuses.

- ◆ Discussion on Delayed Implementation on Phase 2 and 3 of Dues Matrix

There was a lengthy discussion on whether or not to approve the recommendation of the Finance Committee to proceed with the dues increase in the coming year that has been delayed by the previous two Boards – delays that were in response to the economic situation facing most campuses. However, the Association is at a point where it must decide to either proceed with the previously approved dues increases as approved by the membership, or substantially cut back its programs and services. The discussion also addressed the shift that has occurred in the last few years away from volunteer hours and toward more staff support – a shift that

has been in response to the increased demands that have been placed on staff members at member institutions in recent years.

Finance Committee MOVED, Ms. Claussen SECONDED, and it was APPROVED that:

*The delayed increases in Phase 2 and Phase 3 of the dues that were previously approved by the membership in 2000 will be implemented at this time, beginning with FY 2005.*

### **Governance** (Dr. Ratcliff, Chair)

Mr. Guthier made the commitment that a Host Institution agreement, Presenter Agreement, and an association response to the Sarbanes-Oxley Act would be completed in time for the September 27 meeting of the Board.

### **Assessment/Evaluation** (Ms. Edgington, Chair)

- ◆ Letter to Our Student Members

There was general agreement that the proposed letter to student members should be distributed as written. It will go out in the near future via e-mail.

- ◆ Regional Director Phone Calls from BOT

The updated contact list has been distributed to the BOT members. There was general agreement that the proposed list of questions for the Board's use was appropriate. It will be updated to include the recent decision with respect to the dues. The calls should occur prior to the fall regional conferences.

- ◆ BOT Self-Evaluation and Timeline

The self-assessment instrument will be coming out this fall in preparation for the Board's January teleconference.

### **Central Office Update**

Dr. Perozzi reported that the Consortium RFP process has concluded and the Association will be remaining with its current liaison.

The Association is looking to co-sponsor another mid-level managers seminar this year with sister institutions, to be hosted at the Indiana Memorial Union in Bloomington, IN.

### **Stop the Hate Budget Request**

Dr. Perozzi shared an update on the Stop the Hate! program. There is a request to fund the program from the Beitler foundation earnings. A copy of the proposal was distributed to the Board prior to the meeting and is attached to the minutes.

Ms. Edgington MOVED, Ms. Salas SECONDED, and it was APPROVED that:

*\$4,000 be allocated from the Beitler Family Foundation to fund the Stop the Hate! request as submitted.*

### **Webinar with the BOT**

Mr. Zach Wahlquist presented a webinar proposal involving the BOT. It would essentially be an “electronic town hall” for the Association’s members with the BOT, using the webinar technology. It would introduce a broad-range of members to the webinar concept while giving the Board an additional avenue of access to the membership. One limiting factor on the concept is its financial cost. It was generally agreed that it would have to be offered free of charge to the members as a member-benefit in order to be successful. The consensus was that this concept should be included in next year’s budget.

### **Term of Office for Educational Council Chairs**

Dr. Perozzi asked the Board to consider optional renewal of Education Council Co-Chairs for an additional two-year term as opposed to simply an additional year – as is the case for all other special appointments. This would provide the Councils with the necessary staggering of new and veteran co-chairs. There were no objections expressed to using this approach. Dr. Perozzi agreed to bring a detailed proposal to the Board for its consideration at its September meeting.

### **ACUI/NIRSA Partnership**

Mr. Garcia agreed to represent the Association in this capacity.

### **Program Team Name Change**

Mr. Voorhees asked the Board to consider a change in the Leisure-Time Activities Program Team to the Leisure Activities Program Team. There were no objections to this change in name.

### **Summer Board Meetings**

Mr. Maxwell asked the Central Office to secure dates for future summer meetings in Bloomington, IN in the event that subsequent Board's wanted to meet. It was agreed that the following dates would be held for that purpose:

- ◆ July 14-17, 2005
- ◆ July 13-16, 2006

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, September 27, 2004

Vice President Ann Claussen called the meeting to order at 12:15 pm (EDT) using WebEx. Additional members present were: Dan Maxwell, Mary Edgington, Gary Ratcliff, Dan Adams, Carlos Garcia, and Tari Hunter. Also present was Mark Guthier, legal counsel; Dr. Brett Perozzi, Associate Executive Director; Dave Teske, director for administration; Kim Keller, exhibits and membership manager.

**Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

- ◆ Marketing Consultant Proposal: After review by the Central Office Staff, it has been decided that an outsourcing approach to marketing is not in the best interest of the Association at this time. In the alternative, the staff has developed a re-distribution of duties and priorities among the current staff, as well as a greater reliance on technology in concert with an improved database. Ms. Herman-Betzen will forward this plan to the BOT following the conference call.

- ◆ 2001-2005 Strategic Plan Analysis & Report Card:

The Strategic Think Committee (STC) of the ACUI Board of Trustees has completed its review of the four long-range goals as put forth in the Strategic Process Core Team Report of March 6, 2000.

Listed below are those goals that have not been met in some part. These are put forward by the STC for the Board's review at its monthly meeting on September 27, 2004. Prioritization of these goals will be done through the review.

**Goal # 1:**

**ACUI will be its members' primary resource for education, knowledge, or information exchange, and services.**

**Strategies:**

1. Expand the use of technology in the delivery of services, programs and information sharing.

**RECOMMENDATION: Market web-based resources to the membership.**

2. Develop comprehensive forums and databases for resource exchange.

**RECOMMENDATION: Complete the development of the on-line databank. Replace the ACUI general list serve with web-based community forum as a primary online tool of communication among our members.**

3. Support and conduct research and assessment.

**RECOMMENDATION: Conduct a specific needs assessment of the membership regarding public policy issues and needs.**

4. Evaluate programs and services for value, effectiveness, and alignment with strategic plan.

**RECOMMENDATION: Continue to conduct assessments on timely basis- this has just been done- perhaps do so in a couple of years.**

5. Create new programs and services to meet members' assessed needs and documented wants.

**RECOMMENDATION: Develop community-building toolkit.**

6. Develop an integrated, internal (to members) marketing plan that provides for improved and increased membership assessment and communicates the benefits and values ( not features and activities) of membership.

**RECOMMENDATION: Work with Central Office to develop a short term and long term staffing plan to determine whether hiring a marketing manager is the most urgent staffing priority for the office.**

**Goal #2:**

**ACUI will be a public policy advocate for creating an increasingly favorable environment for campus community builders.**

**Strategies:**

1. Develop a public policy plan that integrates ACUI'S various public policy activities identifies required resources, and defines what advocacy will be for the Association (its scope, intent, and outcomes).

**RECOMMENDATION: In 2003, a preliminary plan was developed by Lincoln Johnson and Brett Perozzi. Assess with Lincoln Johnson where we are in the completion of this task.**

2. Develop a public policy issues update for regular distribution.  
**COMPLETE**

3. Determine a process to evaluate members' policy issues and needs.

**RECOMMENDATION: Develop a needs assessment for the membership regarding public policy issues.**

4. Create a mechanism by which external critical issues can be identified.  
**COMPLETE at FEDERAL LEVEL**

5. Present public policy updates at various ACUI educational programs and opportunities.  
**COMPLETE AT NATIONAL LEVEL**

6. Develop win-win coalition with other organizations that share similar public policy positions.  
**COMPLETE**

7. Establish visibility, communication, and rapport to increase the number of invitations for ACUI's involvement with public policy advice, decisions, and discussions  
**COMPLETE**

**Goal # 3:**

**ACUI will be recognized widely as a source of credible information on campus community building.**

**Strategies:**

1. Operationally define community building for internal and external use.  
**COMPLETE**

2. Better educate members on how ACUI assists its members in building community .

**RECOMMENDATION: Develop community-building toolkit.**

3. Collect and create additional research based info and knowledge.  
**COMPLETE**

4. Develop and external marketing plan

**RECOMMENDATION: Discuss with Central Office how viable this is.**

**Goal #4:**

**ACUI will be financially secure and stable enough to achieve its envisioned future and sustain success.**

**Strategies:**

1. Create a for-profit subsidiary for group buying.  
**COMPLETE**

2. Develop a long range financial plan linked to the strategic plan.

**RECOMMENDATION: The Association needs to develop a plan.**

3. Integrate cost centering into pricing of programs and services.  
**COMPLETE**

4. Revise ACUI membership dues.  
**COMPLETE**

5. Develop funding plans for additional staff to support the implementation of the strategic plan.

**RECOMMENDATION: BOT to further discuss and evaluate this need.**

6. Investigate the pros and cons of creating an educational foundation.

**RECOMMENDATION: Discuss the ramifications of written policy with BOT.**

The BOT will review the recommendations, along with the staff report on Marketing initiatives from Ms. Herman-Betzen in time to set its priorities during the October conference call.



### **Finance (Dr. Adams, Chair)**

- ◆ Business Planning Task Force: The group continues to meet to develop and explore ideas for additional revenue generation for the Association. The BOT can still expect a progress report in December.
- ◆ Long Range Financial Plan Discussion: Dr. Adams asked the BOT to provide feedback on what more they are looking for in this area beyond the information they are currently receiving. There was interest expressed in discussing items such as forecasting automatic dues increases for the foreseeable future to gauge whether or not the current language in the bylaws is appropriate. Another area of interest is the identification of long range staffing needs as it relates to the strategic plan and the corresponding costs associated with that.

### **Governance (Dr. Ratcliff, Chair)**

- ◆ There was agreement on a deadline of Monday, October 11 for the BOT to get their feedback to Dr. Ratcliff on the three items that were distributed prior to the meeting – Host Institution Agreement, Presenter Agreement, and the Association’s response to the Sarbanes-Oxley Act.

### **Assessment/Evaluation (Ms. Edgington, Chair)**

- ◆ The talking points on the dues increase have been finalized and are ready for use.
- ◆ RD phone calls should be happening for the month of October.
- ◆ The BOT self-evaluation will be going out in the next two weeks.
- ◆ The Executive Director performance evaluation will be occurring in December. Please be prompt in response to requests for feedback on this item.

### **Central Office Update**

Ms. Herman-Betzen shared that there is one staff announcement to make – Scott Testy has joined the staff in a part-time position (approximately 35 hours per week) to cover the previous responsibilities of Luke and Melissa.

## **Review and Reconfirm Job Descriptions and Term of Office**

Dr. Perozzi joined the meeting and provided background on a revised job description for the Education Council Chairpersons. The only substantive change is that the terms of office may be extended by mutual agreement for a second term.

Ms. Claussen MOVED, Ms. Hunter SECONDED, and it was APPROVED that:

*The first terms of office for Education Council Chairpersons may be extended to a second term with mutual agreement of the parties.*

Dr. Perozzi then presented the position description for the CAS Liaison (the Council for the Advancement of Standards). There was general agreement that the position description is appropriate, however, the BOT requested that Dr. Perozzi forward the description to the current liaison, Bob Rodda, for his review and comment. Mr. Maxwell will forward the description to the BOT electronically for their approval once this has occurred.

## **Status on IATF**

The Association has been informed that it will no longer be able to participate in this inter-association task force if it does not send someone as a representative to the meetings. Travel for this position has been unfunded for the last year. There was a discussion regarding the relative merits of having a “seat at the table” on this topic versus the current financial situation and whether this group is a high enough priority for the Association at this time. There will be a vacancy in this position for the coming year, therefore, the BOT needs to make a decision as to the viability of this position during its October conference call.

## **Membership Committee Update**

Ms. Keller joined the BOT to provide a brief update on membership initiatives. The committee is currently following up via phone calls on members that have dropped. Of the 38 that are being pursued, 12 have already re-joined. Renewal notices for the second half of the year have just gone out.

### **Facility Design Award**

The BOT reviewed the proposal from Ms. Blood for the initiation of a design award for the Architecture and Design Showcase at the 2005 Annual Conference.

Dr. Ratcliff MOVED, Mr. Garcia SECONDED, and it was APPROVED that:

*The Association establishes the Facility Design Award(s) to be awarded to an architectural firm that participates in the Architecture & Design Showcase at the annual conference.*

### **ACUI Foundation Update**

Dr. Perozzi joined the BOT and provided an update on the ACUI Foundation. The annual fund brochures, letters, and giving envelopes will be going out this week.

### **Adjournment**

Ms. Edgington MOVED, Ms. Claussen SECONDED, and it was APPROVED that:

*The meeting was ADJOURNED at 1:35 pm.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, October 25, 2004

President Dan Maxwell called the meeting to order at 12:10 pm (EDT) using WebEx. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Carlos Garcia, Juanita Salas, Tari Hunter, and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier, legal counsel; Dr. Brett Perozzi, Associate Executive Director; Dave Teske, director for administration; Kim Keller, exhibits and membership manager.

**Minutes**

Ms. Hunter MOVED, Ms. Claussen SECONDED, and it was APPROVED:

*The minutes from the August 30, 2004 meeting are approved as submitted.*

Ms. Claussen MOVED, Ms. Hunter SECONDED, and it was APPROVED:

*The minutes from the September 27, 2004 meeting are approved as submitted.*

**Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

The committee made the following recommendations for completion timelines with respect to elements of the Strategic Plan for the Board's consideration:

1. Market Web-based resources to the membership. **On-going and long-term.**
2. Complete the development of the online databank (ACUInfo). **Reno.**
3. Replace the ACUI general list serve with web-based community forum as a primary online tool of communication among our members. **Reno.**
4. Conduct a specific needs assessment of the membership regarding public policy issues and needs. **Reno.**
5. Continue to conduct needs assessments on a timely basis- this can wait. **Plan by Reno.**
6. Develop community building toolkit. **Possible by Reno likely long-term.**

7. Determine where we are with public policy liaison regarding a preliminary plan for public policy. **After quick query needs assessment.**
8. Develop a long range financial plan for the Association. **On-going and long-term.**
9. Discuss a funding plan for additional staff to support the implementation of the strategic plan, specifically in regard to marketing. **Long-term.**
10. Discuss the ramifications of a policy for business planning for programs and services. – **Completed.**

There was general agreement that this assessment represents an acceptable timeline and approach to accomplishing the Strategic Plan.

#### **Finance** (Dr. Adams, Chair)

**Business Planning Task Force:** Appears to still be fairly on target as we approach December. They are waiting on their web survey responses. If the responses are positive regarding computer based training programs/modules, they will be exploring the financial arrangements with Skillsoft and Element K (they have made initial contact with those companies). Once they have that information they should be able to at least complete a December update report; whether or not they can get their entire Business Plan completed by then Mr. Conway is not sure. If there are delays with getting the survey data or if he can not get more active participation from his group, which he has been dealing with from day one, he may need more time.

**Budget for 2005:** The committee discussed this with Mr. Teske and Ms. Herman-Betzen. Everything seems to be on target. The tough decisions we made last year and the decision to hold the 2004 budget in line with 2003 actuals is proving to be successful. The committee also discussed Mr. Teske's plan to include both the new income from dues as well as projected costs for next year's budget. The new budget will also reflect the new method for contributions to the reserve.

**Dues Increases:** There was not support in the Finance Committee for creating a policy that reflects a minimum dues increase each year. It is felt that the BOT should address the dues each year (in years beyond the three year plan already approved). Each BOT actually has the ability to change on an annual basis any decisions made by the current BOT. With that in mind and the relative volatility of the economy, the Finance Committee felt it best to not create a policy and permit each BOT as much flexibility as possible.

### **Governance** (Dr. Ratcliff, Chair)

The Governance Committee has not been able to meet since the last Board meeting. The committee is now scheduled to meet on November 8.

Mr. Guthier and Ms. Herman-Betzen will continue to prepare items with respect to the Sarbanes-Oxley Act for the committee's consideration.

### **Assessment/Evaluation** (Ms. Edgington, Chair)

- ◆ RD Phone Calls from the BOT

There was a brief discussion regarding the current regional conferences that various members of the Board have attended so far. The dues increase has been received in largely positive terms at this point.

- ◆ BOT Self Evaluation and Timeline

The Board members have the evaluation instrument at this point. They are due next month.

- ◆ Executive Director Performance Evaluation

The Board members will have the opportunity to provide feedback on the Executive Director performance evaluation in the coming month. The actual face-to-face evaluation will occur in December with Ms. Herman-Betzen, Mr. Maxwell, and Ms. Edgington.

### **Central Office Update**

Ms. Herman-Betzen shared that the Conference Overview is printed and in the mail. This is the earliest it has ever gone out. The overall staff environment is the most positive that she has seen in years. There are continuing to be some successes with respect to membership as well.

The Board expressed its appreciation for the staff work that was put into the power point presentation for their use at the regional conferences.

### **Donation to ACPA in Honor of Associate Executive Director**

Dr. Perozzi shared that the Associate Executive Director at ACPA, Donna Bourassa, passed away about three weeks ago. Ms. Bourassa was a great friend of ACUI's and

worked closely with Ms. Herman-Betzen and Dr. Perozzi over the last few years, especially in the area of hate crimes and the mid-level management institute.

Ms. Claussen MOVED, Ms. Edgington SECONDED, and it was APPROVED that:

*A gift of \$100 be made in ACUI's name to the Donna Bourassa Fund, established by ACPA in her honor.*

### **IATF Update**

Mr. Maxwell provided a brief update on where the Association currently stands with respect to its partnership with the Inter-Association Task Force on Alcohol and Other Substance Abuse. There was nothing new added to the dialogue since the previous conference call – see the September 27, 2004 minutes.

Mr. Garcia MOVED, Ms. Edgington SECONDED, and it was APPROVED that:

*The presidential appointment of ACUI Liaison to IATF will not be filled for the immediate future.*

### **Membership Committee Update**

Ms. Keller reported that the committee is currently working on 51 past member schools. In addition, the committee will soon begin making calls to schools that will be up for renewal in the next two months. The current institutional membership is 698. Last year at this time membership stood at 673.

### **ACUI Foundation Update**

Dr. Perozzi indicated that the database upgrade they have been waiting on has now arrived and will be implemented soon. The annual fund drive has been launched, although there has not been a large response – most likely due to the fact that the Founder's Circle was launched at last year's conference.

### **Future Conference Call Technology**

Mr. Teske shared that beginning next week the Association will be using "Gotomeeting.com" as its web-based meeting client. This will save the Association nearly \$14,000 a year.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:58 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, January 10, 2005

President Dan Maxwell called the meeting to order at 12:05 pm (EST) using GoToMeeting. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Carlos Garcia, Tari Hunter, Dan Adams and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier, legal counsel and Dave Teske, director for administration.

**Special Meeting**

Pursuant to Article III, Section 6 of the Bylaws, President Maxwell called this special meeting of the Board. Mr. Maxwell turned the meeting over to Ms. Claussen to explain the purpose for this meeting.

Ms. Claussen informed the Board that she is seriously considering resigning from the Board due to some significant health concerns. While the resignation would not take place immediately, it would in all likelihood occur just prior to the Annual Conference in Reno.

Mr. Guthier outlined the Bylaw provisions that cover this possible occurrence as well as the options available to the Board:

**Possible Actions in Response to  
Vacancy on the ACUI Board of Trustees**

**Bylaws**

Article IV

Officers

Sec. 2. .... Any vacancy occurring in any office elected by the eligible voting members (and accordingly resulting in a vacancy on the Board of Trustees) shall be filled in accordance with the provisions of Article III of these Bylaws. ....

Article III

Board of Trustees

Sec. 2. ... Any vacancy on the Board of Trustees, from whatever cause arising, except by reason of the expiration of the member's term shall be filled by selection of a successor by a majority vote of the remaining members of the Board of Trustees (even if less than a quorum); provided, however, that if such vacancy or vacancies leave the Board of Trustees with no



members or if the remaining members are unable to agree upon a successor or determine not to select a successor, such vacancy may be filled by a vote of the eligible voting members, the vacancy shall be filled by the prescribed election procedures. The term of a person elected or selected to fill a vacancy shall expire at the end of the term for which such person's predecessor was elected.

\*\*\*\*\*

There are at least four possible options to consider when fulfilling the provisions of Article III, Section 2 as they relate to a vacancy in the position of president-elect:

#### Option 1

The Board selects the outgoing president to serve for an additional year, thereby completing the term of the vacating president-elect. This is only possible if two circumstances exist:

1. The current president is currently completing the first of a possible two consecutive terms on the Board.
2. The vacancy created by the president-elect is timed to occur on the same day as the end of the current president's term – in this case March 24, 2005 at the Annual Business Meeting of the Association. This prevents one person holding two officer positions simultaneously on the Board.

#### Option 2

The Board selects another current member of the Board who is in the first of a possible two consecutive terms on the Board or only halfway through their second term on the Board. This option, like Option 1, allows the Board to benefit from some level of continuity and lessens the impact of a steep learning curve that would necessarily result if someone else were selected.

#### Option 3

The Board selects an eligible member from the Association at large. Possible candidates would be other current members of the Leadership Team or a past president, but there is no requirement that the person have any previous leadership experience with the Association.

#### Option 4

The Board elects not to make a decision or is unable to do so, thereby forcing a special election for this purpose.

Dr. Adams asked the Board to have an open discussion about these four options in order to be able to make a decision at the next regularly scheduled meeting of the Board.

As for Option 1, Mr. Maxwell indicated that after careful consideration he has determined that he would be able to serve an additional year if the Board made that decision. Ms. Claussen expressed support for this option.

There was also a discussion of the importance of taking into consideration the opportunity that Option 2 provides to someone else on the Board. Ms. Herman-Betzen asked Mr. Maxwell to share his typical work day with respect to serving as president of the Association so that the other members of the Board could have a fair impression of the time commitment required to serve as president. Mr. Maxwell shared this information with the Board, at the end indicating that on average he spends at least 10% of every workday on ACUI matters. This does not include the higher volume times of the year such as regional conferences, the annual conference, the summer meeting, Foundation meetings, etc. The other significant time commitment involved is that dedicated to writing – for the *Bulletin*, the *Wire* and other publications.

A healthy discussion ensued about the various options. It was decided that none of the options would be withdrawn from consideration at this time. The Board agreed to make a decision at the January 24, 2005 meeting. There was also agreement that should anyone want an additional meeting prior to that time they should request one and it will be pulled together.

Mr. Maxwell thanked Ms. Claussen for her service to the Association and recognized the difficulty with which she has had to make this decision. The Board concurred in his sentiments and expressed their appreciation for Ms. Claussen as well.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 pm EST.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, January 24, 2005

President Dan Maxwell called the meeting to order at 12:05 pm (EST) using GoToMeeting. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Carlos Garcia, Tari Hunter, Dan Adams and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier, legal counsel and Dave Teske, director for administration.

**President Elect Position Discussion**

There was a lengthy discussion of the various options available to the Board, based on the previous meeting of January 10, 2005. There was agreement that the Board wanted to make the decision to fill the vacancy, as outlined in the Bylaws. There were several factors that the Board took into consideration while making their decision.

Ms. Hunter MOVED, Dr. Ratcliff SECONDED, and it was APPROVED:

*Mr. Maxwell shall fill the President Elect vacancy created by the resignation of Ms. Ann Claussen, effective March 23, 2005.*

**Sub-Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

Meeting with consultant in Arizona during February to plan the upcoming process for the strategic plan.

**Finance** (Dr. Adams, Chair)

Based on the Report of Business Task Force, which was forwarded to the Board under separate cover, Dr. Adams suggested that the Association thank them for their efforts and conclude the work of the Task Force. BOT was asked to e-mail their thoughts to Dr. Adams as to whether or not the Task Force should continue. If not, their recommendations will be rolled into the upcoming work on the strategic plan.

**Governance** (Dr. Ratcliff, Chair)

The following three items will be done in time for the Reno conference: Whistleblower Policy, Definition of What Constitutes a Document, and a Donor's Bill of Rights.

## **Assessment & Evaluation** (Ms. Edgington, Chair)

Ms. Edgington thanked everyone for submitting their self-evaluations and indicated that the review of the Executive Director has been completed.

## **ACUI Foundation Update**

Mr. Maxwell reported on the seminar and BOD meeting. Overall evaluation of seminar was 4.6 out of 5. This might be another area where ACUI has a "corner" on this market. Mr. Maxwell will send out the documents prepared by Dr. Perozzi.

One issue discussed at the meeting was funding of current and future ACUI awards and scholarships. The BOT is supportive of the Association presenting the awards with funding from the ACUI Foundation. There will be e-mail correspondence concerning this and then it will be placed on the February agenda.

## **Letter of Congratulations to ACCED-I for 25<sup>th</sup> Anniversary**

The BOT agreed to send a letter of congratulations to ACCED-I for their 25th anniversary.

## **Appointments, Emeritus Award and Honorary Membership**

Ms. Edgington MOVED, Ms. Hunter SECONDED, it was APPROVED that:

*The following individuals will be the recipients of the ACUI Emeritus Award:*

*Annie Thorton, University of Dayton  
Harvey McKee, California State Fullerton  
John Wright, Sonoma State University  
Linda Offman, University of Toronto  
Daryl Swanson, University of Lincoln*

Ms. Hunter MOVED, Ms. Edgington SECONDED, and it was APPROVED that:

*The following individuals will be the recipients of an ACUI Honorary Membership:*

*Patrice Coleman-Boatwright, The College of New Jersey  
Judy Schwartz, University of Toronto*

Ms. Edgington MOVED, Ms. Hunter SECONDED, and it was APPROVED that:

*The 2007 Conference Program Team Chair for the Atlanta Conference will be David Barnes, James Madison University.*

### **Election Results/New BOT Member Training**

The Board discussed the idea of pairing up new BOT members with current members prior to and during the upcoming annual conference in Reno. The importance of getting the new members to read their orientation handbooks prior to conference was also stressed.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:24 pm EST.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES MEETING**  
Monday, February 28, 2005

President Dan Maxwell called the meeting to order at 12:05 pm (EST) using GoToMeeting. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Carlos Garcia, Tari Hunter, Dan Adams and Marsha Herman-Betzen, Executive Director. Also present were the incoming BOT Members: Robert Mindrum, Leah Barrett, Mark Day, and Brandon Hall as well as Mark Guthier, legal counsel and Brett Perozzi, Jack Voorhees, Kim Keller, and Zack Wahlquist from the ACUI Central Office

**Minutes**

Ms. Claussen MOVED, Mr. Garcia SECONDED and it was APPROVED that:

*The minutes from December 15, 2004, January 10, 2005, and January 24, 2005 are accepted as submitted.*

**Sub-Committee Reports**

**Strategic Think** (Ms. Claussen, Chair)

Ms. Claussen indicated that the committee member's individual reports have been included in the new orientation handbook.

**Finance** (Dr. Adams, Chair)

Dr. Adams indicated that the committee reviewed the Association's 4<sup>th</sup> Quarter performance and feels that the financial position of the Association is running right on target. The next item for the committee will be the review of the annual audit.

**Governance** (Dr. Ratcliff, Chair)

Dr. Ratcliff reported that the committee will be reviewing a proposed whistleblower policy and other documents related to the Sarbanes-Oxley Act during the upcoming annual conference in Reno.

**Assessment & Evaluation** (Ms. Edgington, Chair)

Ms. Edgington indicated that the committee member's individual reports have been included in the new orientation handbook.

## **Central Office Update**

Ms. Herman-Betzen reported that the orientation handbooks will be mailed on March 3 from the Central Office. Anything not included in the handbook should be sent as e-mails with attachments to the entire group. She also reviewed the meeting of the Board with respect to the upcoming annual conference. The schedule will be included in the handbooks.

The current number of registrations for the conference in Reno is 845. The room block at the Reno Hilton is currently running at 125% of our contracted number.

## **Strategic Planning**

Mr. Maxwell shared an update on his recent attendance at the ASAE CEO Symposium, where he and Ms. Herman-Betzen met with Bud Crouch, the consultant who will be meeting with the Leadership Team in Reno to assist with the Association's next strategic plan. He asked that the Board members complete and return their survey instruments as soon as possible. As the annual conference nears, there will be additional discussions concerning the next steps in the plan.

## **Core Competency Task Force Update**

Dr. Perozzi reminded the group that the core competency process began in 1998 and is now near its conclusion. Joel Zarr will compile the results from the most recent survey, conducted in October, in time for the annual conference. The plan at this time is to move further discussions and implementation plans around the core competencies into the Educational Councils and/or sponsored research in this area. Mr. Maxwell indicated that it is his hope that the Board will bring closure to this topic area by affirming the work of the task force.

## **ACUI Foundation Update**

Dr. Perozzi reported that the Foundation is currently drafting a policy that will address the awarding of current awards and scholarships as well as future awards. The thinking at this point is to leave the awarding of the scholarships in the hands of the Association, with the Foundation serving as the funding source for those awards. There is additional discussion around the possibility of conducting a campaign to endow the current awards at a minimum level of \$10,000, which would be in line with the level that will be set for all future awards and/or scholarships.

Dr. Perozzi will forward a current complete list of awards and scholarships, both endowed and otherwise, which are sponsored by the Association. This will be done in time for a more complete discussion on this at the annual conference.

## **Appointments, Emeritus Award and Honorary Membership**

Mr. Maxwell introduced the nomination of Toby Peters for an Emeritus Award. Ms. Herman-Betzen shared a brief description of the distinction between the Emeritus Award and Honorary Membership. The nomination of Toby Peters was distributed to the Board prior to the meeting.

Ms. Claussen MOVED, Ms. Edgington SECONDED, and it was APPROVED that:

*Thomas J. "Toby" Peters, Marquette University, is granted an Emeritus Award.*

## **Membership Committee Update**

Ms. Keller shared an update on the work of the Membership Committee. The current number of institutional members in the Association is 714, compared to 655 this same time last year and 739 two years ago. Those institutions, which are not current on their dues at the time of conference, will be flagged during registration and encouraged to renew on site.

Dr. Ratcliff asked whether or not the dues increase has impacted the level of memberships. Ms. Keller shared that those institutions that asked the most questions about the increase in their dues were a result of either an increase in their FTE count or the number of individuals that they wanted to include on their membership roster. There has been very little negative response to the increase overall.

Mr. Mindrum asked where the trend is for those institutions, which are not renewing. Ms. Herman-Betzen indicated that is the two-year schools and smaller four-year schools – this has traditionally been the case over time.

## **New BOT Member Training**

Mr. Maxwell reminded the new Board of the two upcoming orientation sessions on March 7 and 14.

Mr. Maxwell shared that he has attempted to get in contact with Ms. Salas to discuss her continued status with the Board. At this point, he has not heard from her and anticipates that she may not be joining the Board in Reno.

## **Adjournment**

Mr. Garcia MOVED, Dr. Adams SECONDED, and the meeting was ADJOURNED at 1:04 pm EST.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Saturday, March 19, 2005**

President Dan Maxwell called the meeting to order at 9:06 am (PST) in the Reno Hilton in Reno, Nevada. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Carlos Garcia, Tari Hunter, Dan Adams and Marsha Herman-Betzen, Executive Director. Also present were the incoming BOT Members: Robert Mindrum, Leah Barrett, Mark Day, and Brandon Hall as well as Mark Guthier, legal counsel.

**Introductions**

Mr. Maxwell asked the members present to introduce themselves to the entire group, sharing their past involvement with the Association, their current positions on the Board, and their current campus responsibilities.

Mr. Maxwell indicated that it is unlikely that Juanita Salas will be joining the Board during this conference. He contacted her formally prior to this meeting and did not hear back from her.

**Minutes**

Ms. MOVED, Ms. Hunter SECONDED and it was APPROVED that:

*The minutes from February 28, 2005 are accepted as submitted.*

**BOT Conference Schedule and Morning Check-ins**

Mr. Maxwell reviewed the conference schedule for the upcoming days of the conference. Due to flight complications, there are several members of the Central Office staff who will not be at the conference until Sunday, March 20. As a result, any agenda items related to these individuals will be moved to later slots on the agenda.

**BOT Self Assessment Discussion**

Ms. Edgington shared a report on the Assessment and Evaluation sub-committee.

The first topic the committee addressed following the Washington, D.C. conference was an assessment of the role of students in the Association as well as their perceptions of the various components of the Association. All of the data collected through the student survey was shared with the Board. One of the major concerns students face is financial pressure. Ms. Edgington asked whether or not this might be an area the Board should consider addressing through some type of scholarship program.

There was a discussion on how large a student delegation there will be at the conference this year as opposed to previous years as well as what the trend has been over the last few years with respect to student participation at the conference. Ms. Herman-Betzen shared a historical perspective on the role of students at the conference over the years and reminded the Board that the increase in student numbers at the conference has actually replaced a decrease in full-time staff numbers; thereby continuing to provide the Association with the financial base it has come to rely on. The reasons why people attend the conference are relatively the same across all demographics, students included. Dr. Ratcliff shared his perspective that perhaps we should be more proactive in our approach to the role that students play at the annual conference as opposed to letting things happen coincidentally. Ms. Claussen suggested that one approach might be to have a more purposeful role for the students at the annual business meeting. Ms. Barrett asked the Board to consider a larger, stronger role for graduate students at the conference and in the Association at large as well.

Mr. Maxwell asked the Board to consider this entire area from a more strategic perspective and there was general agreement that this was something to keep in mind during the upcoming strategic planning process.

Ms. Edgington continued her report on assessment by initiating a review of the regional director phone calls that were conducted this last year. There was a brief review of topics such as the dues increase and the role of the regional education council positions. There is a perception that there still is not as strong a connection as there could be between the regional education council representatives and the international co-chairs. Ms. Barrett suggested that the most critical time for the Board to communicate with the RDs is just prior to the regional conferences. Ms. Herman-Betzen agreed and further suggested that the annual ACUI Update that she shared with the BOT this last year should perhaps be shared with all of the RDs as well so that they can share it with their leadership teams in the fall. Mr. Maxwell indicated that this will be placed on the agenda for the summer meeting.

Dr. Ratcliff asked for a new approach to the use and intermingling of the ACUI Listserv and the ACUI Forum in order to improve the overall communication tools of the Association. Ms. Herman-Betzen indicated that this is high on the Central Office staff's priority list for the coming year.

Ms. Edgington continued her report by recommending that the annual evaluation of the Executive Director should continue and that there should be serious consideration given to having the president, the president-elect, and the assessment committee chair all being present for the face-to-face evaluation of the Executive Director. Ms. Herman-Betzen indicated that her direct reports are happy with their evaluation forms they use in this process; however, her indirect reports would like for their evaluation forms to be re-tooled.

Ms. Edgington concluded her report by sharing the BOT self-evaluation. The Board felt that it has done a fairly good job overall. The significant contributions from the last year that were identified were: getting on top of the Association's financial position; preparing for the upcoming strategic plan; redesign of the recreation area; establishment of the Foundation board. The obstacles that were identified were: preparing for the possible fall-out from a dues increase; staying focused on the Board's role of being strategic; finding the time to do this; moving the core competencies forward; staying on top of communicating with the membership and the recreation re-design. There was a feeling that not all members of the Board contributed equally throughout the year. There was a recommendation that there should not be two student members on any particular committee. The Central Office staff received very positive comments across the board.

Advice to the new BOT members was summarized as follows: educate yourself about the Association; mentor with a past board member; read the information you are provided; do what you are asked to do and meet deadlines; communicate openly and honestly; don't take yourself too seriously. There still seems to be confusion in the membership about the structure so continue to educate them.

Dr. Ratcliff provided his assessment of the decision that was made to re-convene the summer leadership team meeting this last year at a time when it appeared that the Association could not afford it from a financial perspective. However, there was also a feeling that the Association could not afford not to do it from an organizational development perspective. He indicated, and there was general agreement, that there is no substitute for the benefits the Association reaps by ensuring there is a healthy amount of propinquity among its leaders.

The Board then discussed the various attempts made through the years to improve communication between the Board and the larger membership. It was decided that this would be a good topic for the upcoming strategic plan.

### **Legal Briefing**

Mr. Guthier provided the Board with an overview of the legal aspects of the Association and the Board of Trustees. He directed their attention to the Association's Articles of Incorporation, Constitution, and Bylaws as well as particular provisions of the Indiana Non-Profit Corporations Act. Topics covered were items such as reasonable conduct, contract rights, and the delegation of authority from the Board to the Executive Director. There were several questions with respect to the regular evaluation and assessment of the regions, education councils, and task forces, as proscribed by the bylaws as well as whether there should be more specific provisions in these documents for the possible removal of board members. There was general agreement that this should be an item for the next assessment and evaluation committee.

## **2017 Conference—Philadelphia Marriott Proposal**

Mr. Jack Voorhees joined the group and made a presentation on the possibility of hosting the 2017 annual conference in Philadelphia. The proposal on the table at this point meets all of the Association's meeting and exhibition needs. Philadelphia is considered a tier one city and the Marriott is large enough for the entire Association to be housed in one facility. In addition, he and Ms. Herman-Betzen have been able to secure a guaranteed hotel room rate that will be under \$200 by the year 2017, which is right in line with the amounts delegates will be paying in the years preceding this conference. Mr. Voorhees recommends that the Association sign an agreement with the Philadelphia Marriott for 2017.

Dr. Adams MOVED, Ms. Edgington SECONDED and it was APPROVED that:

*The 2017 annual conference site is the Philadelphia Marriott.*

## **Sarbanes-Oxley Discussion**

Dr. Ratcliff presented a report of the Governance Committee which highlighted the work done by the committee in 2003 when there was an entire overhaul of the Association's policies and procedures. Therefore, the committee focused its work this last year in some very specific areas: host institution agreements, fine-tuning the current presenter agreement, and bringing the Association into compliance with the Sarbanes-Oxley Act.

Mr. Guthier and Ms. Herman-Betzen shared draft policies on the three remaining items that the Board needs to approve in order to be in compliance with Sarbanes-Oxley: a donor's bill of rights, a whistleblower policy, and a records management policy. Mr. Maxwell indicated that this overall topic will be placed on the agenda for the summer leadership team meeting and asked that at least one of the above draft policies be on the Board's April agenda for action.

## **Finance Discussion**

Dr. Adams shared an update on the work of the finance committee over the last year.

The first item for their consideration was to develop a financing plan for the summer meeting – as was previously address in this meeting. They then addressed the financial realities caused by the deferral of any dues increases over the last two years. The committee determined and recommended that the last two years of the previously approved (in 2001) three-year dues increase should now be implemented. The Board approved this approach last fall.

Dr. Adams then drew the Board's attention to the 2004 and 2005 fiscal year budgets. He made particular note of the ACUI Procure start-up repayments and the reserve

contributions and gave an historical explanation of these items. Mr. Mindrum asked whether the reserve contribution is booked monthly or as a year-end adjustment. Ms. Herman-Betzen indicated that it is booked monthly and reconciled quarterly.

There was a brief discussion of ACUI Procure from a historical perspective as it relates to its current impact on the Association's corporate partnerships cost center. There was general agreement that, although Procure has not fulfilled its original business plan, it is inextricably linked to the current success the Association is experiencing with corporate partners and is more than holding its own five years out from its inception. The positive corporate relationships Procure has fostered, in addition to the positive bottom line that has been generated from Procure fees has been a significant step forward for the Association. However, there is still work that needs to be done in educating the general membership on what is working with Procure and enhancing our credibility with being able to successfully run a business like Procure.

Dr. Adams suggested that next year's finance committee should focus on three items: addressing the membership program, managing the Association's perception with respect to Procure, and safeguarding the contributions to reserves.

There was a review of the work of the Business Planning Task Force from this last year. Dr. Adams reminded everyone that this group, chaired by Guy Conway, was charged with the task of identifying some new, big impact, revenue ideas for the Association. After many meetings and much deliberation, the group did not forward any new ideas for the Board's consideration.

Mr. Day asked for a current balance sheet, audit report, and five-year financial projection. He also asked how often the financial statements are distributed. Ms. Herman-Betzen indicated that the balance sheet and audit report are distributed annually with the annual report, financial statements are distributed quarterly and that there is currently no five-year financial projection. The current Board has only asked for a three-year projection based on some dues increase assumptions across that time.

Ms. Barrett inquired as to the fiduciary responsibility that the Board has for the regional financial statements. Mr. Maxwell indicated that Mr. Dave Teske oversees these accounts in the Central Office and that they are included in the annual financial audit of the Association. If there were any concerns, Mr. Teske would bring them to the attention of the finance committee, who in turn would alert the larger Board if necessary.

### **Report Card**

Ms. Claussen provided the Board with an update on the work of the strategic think committee over the last year. A report card was developed to provide a mechanism for conveying the extent to which various components of the strategic plan have been completed since 1999. (A copy of the report card is on file with the minutes.) Based on the assessment of the committee, and approved by the larger Board, the Association has

completed 87% of the envisioned work of the 1999 strategic plan. Mr. Maxwell indicated that the report card provides a measure of accountability and closure to the current strategic plan and positions the Association for undertaking its next strategic planning process. It is quite possible that there will be particular elements of the current plan, even if assessed at a 100% completion rate, will still appear in the next plan as elements that are important to be advanced as the Association moves forward.

### **Strategic Planning Process**

Ms. Herman-Betzen reviewed the timeline and milestones of the 1999 planning process and then outlined the upcoming strategic planning process for the Board. March 20<sup>th</sup> will begin the process with the leadership team. The process will continue with a smaller group from the team in time for the summer leadership team meeting, July 13-18. Then, once it is presented at the summer leadership team meeting, it will be shared with the regions during the fall conferences. The goal is to have the Board approve the new strategic plan sometime in November so that it can be implemented at the beginning of the 2006 fiscal year.

### **2005 Central Office Goals**

Ms. Herman-Betzen reviewed the 2005 Central Office goals and objectives. These are developed as a result of a retreat with the department heads and the Executive Director. The goals are tied directly to the goals and objectives of the strategic plan. It creates a work plan for the Central Office for items that are not part of the on-going work of the Association (e.g., the annual conference would not appear on a list such as this). A copy of the 2005 goals and objectives is on file with the minutes.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Sunday, March 20, 2005

President Dan Maxwell called the meeting to order at 9:02 am (PST) in the Reno Hilton in Reno, Nevada. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Carlos Garcia, Tari Hunter, Dan Adams and Marsha Herman-Betzen, Executive Director. Also present were the incoming BOT Members: Robert Mindrum, Leah Barrett, Mark Day, and Brandon Hall as well as Mark Guthier, legal counsel.

**Minutes**

Ms. Edgington MOVED, Ms. Claussen SECONDED and it was APPROVED that:

*The minutes from March 19, 2005 are accepted as submitted.*

**BOT Structure Discussion**

Mr. Maxwell introduced the topic of examining the structure of the Board – this was something that initially surfaced during last summer’s Board meeting in Bloomington. The issues for consideration he placed before the group were: the size of the Board, the role of the past president, and the role of the student member. He reminded the group that any changes in the structure of the Board would require a constitutional amendment.

Dr. Adams inquired as to whether or not the Board intends to keep its sub-committee structure. If so, then the committees will continue to have two to three members and when one person cannot make a particular meeting it does become difficult at times. Mr. Maxwell indicated that this is also the case with the size of the entire Board, where it is sometimes difficult to meet the 5-member quorum requirement for particular meetings.

The idea was introduced that there could be appointments made to the various sub-committees of the Board without those people being elected members of the Board.

Dr. Ratcliff asked what would be the downside of adding two additional members to the Board. Ms. Herman-Betzen responded that the current size of the Board is very lean as compared to our sister associations, so in her opinion there is room to add some members and still remain a nimble board. It was also discussed that if a few members were added, would we want to add some additional at-large positions or would we want to add members that represented particular components of the Association; i.e., the regions or the education councils. It was agreed that the Association should not head in the direction of adding Board members who represent particular components of the Association.

The discussion then moved to the role of the student member on the Board. The current orientation and training program for the student member does not differ in any way from the support given to full-time staff when they assume their roles. The question was raised whether we should have a more formal mentoring program for the student member of the Board. Ms. Hunter shared her experiences as a student member of the Board over the last year as compared to her status as a full-time staff member this year. Mr. Mindrum inquired whether or not we would ever entertain the possibility of moving to a selection process for the student member of the Board while maintaining an elected process for the staff members. Mr. Maxwell asked the Board to consider the current language in the constitution which states that there will be a “minimum of one student.” This allows the possibility that the Board could be comprised of all students at some point and that the president could be a student as well. Dr. Adams suggested having a third category for students within the elections and that if a student was not selected in a necessary year one could be appointed. Ms. Hunter said she would not be in favor of the third category because she said although it is important to elect students who know ACUI and are qualified, in an election year when it was not required to elect a student to the board people might not vote for anyone in that third category. Ms. Herman-Betzen brought up the idea of having a nominating committee that qualified students to be candidates. Dr. Adams asked whether an appointed student could vote in board decisions. Mr. Hall said he liked the idea of a review process and selecting a student and questioned whether he might have been elected had he run in a year when it was not required to elect a student. Dr. Ratcliff said even with going with the selection process, students could still be elected as at-large trustees, but this was an assurance for the student representative position. Ms. Hunter questioned whether student’s references could influence their selection. Dr. Ratcliff said there would be an evaluation matrix for selection.

The discussion moved to a consideration of the role of the past president and whether or not this person should serve on the Board, thereby making the term of president three years in length. Dr. Ratcliff indicated that this was a strength under the previous structure of the Board. The question was raised regarding whether this would be too long to ask a volunteer to serve. Mr. Mindrum said in his conversations with past presidents they have felt a sudden disenfranchisement after spending two years serving the Association. Ms. Edgington said her concern would be that the new president is able to take over and have authority even with a past president still on the board.

Dr. Adams clarified whether the trustees were suggesting adding the past president and one at-large trustee or whether they were suggesting the past president and two at-large members. He said the past president might not lend that much support labor-wise because he or she would also have elections coordination duties. Ms. Barrett and Ms. Claussen said adding two trustees and the past president would make 10 voting members should the president choose to vote. Ms. Edgington said the issue of a tie was not a huge factor in the discussion.

Ms. Edgington MOVED that the possibility of adding a selection process for a student member and extending the president’s term to three years and two at-large members to



the board be a topic of discussion for the Governance Committee on their next meeting's agenda. Dr. Adams SECONDED. Motion PASSED.

### **Public Policy Liaison**

Dr. Brett Perozzi joined the meeting at 10:37 p.m. to discuss public policy. He said ACUHO-I has joined the Consortium on Student Affairs and Government Relations, of which ACUI is a charter member. He said Carol Holladay has been retained for another year as the Consortium's advocate and will be present at the ACUI conference Wednesday and Thursday including presenting an educational session and attending the Board of Trustees meeting. He said the Trio programs are a big issue in the government right now and ACUI should consider signing the letter on behalf of higher education. He said the Public Policy Team is not terribly active right now. He said Kim Savage is interested in the position as public policy liaison and makes sense as a candidate because she has run for public office.

Dr. Ratcliff asked whether Ms. Savage was aware of the suggestions in the strategic plan regarding efforts to assess members' needs in public policy. Perozzi said he has not discussed that specifically with her, but the current liaison, L. Lincoln Johnson, has made some progress in doing this and Savage could continue his work. Mr. Mindrum asked whether there were concerns about ACUI's public policy efforts being more constituency based and political rather than knowledge based. Dr. Perozzi said right now there is not an evaluation mechanism in place to determine whether ACUI by signing on to support a particular legislative effort the Association would be supporting a political ideology. Dr. Perozzi said NASPA has a comprehensive policy information center on its Web site and there is the possibility of the Consortium feeding into that. He added that NASPA has a full-time staff member in charge of public policy. Dr. Perozzi said other associations in the Consortium look to that a mechanism for getting their foot in the door in Congress not as a mechanism for gathering information to pass on to individual members. Dr. Ratcliff said public policy might not be as central to ACUI's mission as other issues that are currently languishing because of limited resources. Dr. Adams asked whether Central Office staff needing to make public policy decisions on behalf of the Association is an issue too.

Ms. Claussen MOVED to appoint Kim Savage as public policy liaison and ask the Assessment Committee to discuss what her charge should be in terms of ACUI's public policy efforts. Ms. Hunter SECONDED. MOTION PASSES.

### **Core Competency Task Force Report**

Dr. Perozzi presented an update on the work of the core competency task force. He provided an historical perspective on the process used to date. There have been eleven

core competencies that have been identified that apply across the four education councils of the Association. The 2006 CPT has already planned to apply the competencies to the educational program for the Kansas City conference. Dr. Perozzi recommends that the Board accept the report, provide some insight and specifics of where the Association should go next (along with a timeline), and then hand the responsibility for advancing and operationalizing the core competencies throughout the Association to the Education Councils.

The Board explored how formal the Association should be in incorporating the core competencies into its educational program – whether it should allow it to happen organically at first through the Education Councils or should there not be any movement on this until a certification and/or credentialing program that uses the core competencies is developed.

The discussion moved to how purposeful the Association has been over the years in ensuring that the education program at the annual conference is balanced. It was agreed that the education councils and the core competencies go a long way toward securing a balanced program for the conference and does not leave it to chance or the vagaries of a particular conference program team. Ms. Edgington indicated that this is also an important consideration for the regional conferences, which do not have any currently established standards or levels of expectation from the Association for their educational program.

Mr. Maxwell asked Dr. Perozzi to join the Board for its April meeting, by which time the Board will have read the report, in order to continue this discussion.

### **ACUInfo**

Dr. Perozzi provided the Board with an update on this important new tool for the Association. He is extremely enthusiastic about the potential for this interactive, real-time database and the impact it will have on the Association's ability to serve its members. Currently there are 48 institutions in the system. The goal is to have 200 in the near future. Data entry can now occur 24 hours a day by the member institutions. The target deadline for the first reporting is April 15. Ms. Herman-Betzen shared that she is already receiving comments from individuals in the Association that this resource is "worth their membership." She anticipates that ACUInfo will be one of the most important sales tools for membership.

Ms. Herman-Betzen thanked, recognized, and congratulated Dr. Perozzi for his work on this important project. The Board expressed its appreciation as well.

## **Elections Committee**

Mr. Maxwell asked the Board to respond to the report submitted by Mr. Henthorne, the 2004-2005 Elections Report (a copy of which is on file with the minutes). Mr. Day expressed his opinion that the Board should not be too quick to react to the lower number of individuals willing to stand for election during this last year. He cautioned that perhaps it was a one-year “blip” and that the Board should assess the situation carefully going into this next year. There was a discussion around the importance of consistently having a quality marketing effort in this area as well as not underestimating the importance of personal one-on-one contact and/or phone calls with potential candidates.

Dr. Adams MOVED, Ms. Edgington SECONDED, and it was APPROVED that:

*The 2004-2005 Elections Report is referred to the Governance Committee for their reaction, with a deadline of reporting back to the Board by the April meeting.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES MEETING**  
Wednesday, March 23, 2005

President Dan Maxwell called the meeting to order at 7:08 am (PST) in the Reno Hilton in Reno, Nevada. Additional members present were: Ann Claussen, Mary Edgington, Gary Ratcliff, Tari Hunter, Dan Adams and Marsha Herman-Betzen, Executive Director. Also present were the incoming BOT Members: Robert Mindrum, Leah Barrett, Mark Day, and Brandon Hall as well as Mark Guthier, legal counsel.

**Minutes**

Ms. Claussen MOVED, Ms. Hunter SECONDED and it was APPROVED that:

*The minutes from March 20, 2005 are accepted as submitted.*

**Business Meeting and Other Updates**

Mr. Maxwell reminded the Board of today's Annual Business Meeting at 4:30 pm. He asked the Board to sit together at the front of the room. He provided a brief overview of his intended remarks, most of which will be centered around the health of the Association's membership.

Mr. Maxwell then reviewed the following upcoming items on the Board's schedule during the conference:

- ◆ Ms. Herman-Betzen's Keynote: Friday, March 25 at 11:00 am
- ◆ Ms. Carol Holliday: Thursday, March 24 at 7:00 am
- ◆ Ms. Mandy Ellertson: Friday, March 25 at 7:00 am
- ◆ The Open Board Meeting on Thursday, March 24 at 1:30 pm.
- ◆ EXPO Grand Opening: Wednesday, March 23 at 10:30 am.

**Constituency Based Representation**

The Board engaged in a brief discussion of the relative merits of a constituency-based association versus a knowledge-based association. Individual members of the Board shared that there continue to be discussions around these issues among some members of the Association. The consensus was that many of these perspectives are a result of a lack

of information and understanding and a commitment was made to continue to support a more thorough sharing of information.

Mr. Maxwell suggested that an assessment of the Association's information flow may be a good component for the upcoming strategic plan. In addition, there may need to be serious consideration given to sorting out the balance between the service and leadership roles that the members of the Central Office staff play with respect to component groups such as the Regional Directors and the Education Council Chairs.

### **Foundation Update**

Mr. Maxwell shared that the Foundation is asking the Board to review all of the current awards to assess their relevancy. In addition, there is a formal policy being developed that outlines the funding requirement for new endowments as well as the relative responsibilities of the Foundation and the Association with respect to annual awards and scholarships.

### **Sub-Committees**

The following appointments were made to the sub-committees of the Board as well as their meeting schedules:

Assessment & Evaluation (1<sup>st</sup> Monday of the month at 12:00 pm EST)  
Gary Ratcliff\*, Tari Hunter, Brandon Hall, Carlos Garcia

Governance (2<sup>nd</sup> Monday of the month at 12:00 pm EST)  
Bob Mindrum\*, Leah Barrett, Mark Day, Tari Hunter, Brandon Hall

Finance (3<sup>rd</sup> Monday of the month at 12:00 pm EST)  
Carlos Garcia\*, Leah Barrett, Mark Day, Bob Mindrum, Gary Ratcliff

Board of Trustees Meeting (4<sup>th</sup> Monday of the month at 12:00 pm EST)

\*denotes chair

### **Adjournment**

Ms. Edgington MOVED, Ms. Claussen SECONDED and it was APPROVED that:

*The meeting was adjourned at 7:55 am.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday, March 24, 2005

President Dan Maxwell called the meeting to order at 7:08 am (PST) in the Reno Hilton in Reno, Nevada. Additional members present were: Gary Ratcliff, Tari Hunter, Brandon Hall, Bob Mindrum and Marsha Herman-Betzen, Executive Director. Also present was Dr. Brett Perozzi, Lincoln Johnson and Mark Guthier, legal counsel.

**Minutes**

Ms Hunter MOVED, Dr. Ratcliff SECONDED and it was APPROVED that:

*The minutes from March 23, 2005 are accepted as submitted.*

**Public Policy Discussion**

Mr. Maxwell welcomed and introduced Lincoln Johnson, the Association's public policy coordinator and Ms. Carol Holliday, the Association's lobbyist as part of the Consortium on Governmental Relations and Student Affairs. Ms. Holliday updated the group on the educational session that she conducted yesterday at the conference. Highlights from the session included:

- ◆ A current trend being explored is a moving away from IPEDS to a Student Unit Records System – the records of students would be tracked by student rather than by institution. There are concerns of whether or not this will run afoul of FERPA; however, there are research benefits with moving in this direction with items such as graduation rates. A feasibility study has been completed at this point.
- ◆ The Campus Act for campus childcare centers is another piece of legislation being pushed forward at this point. It would increase the amount of federal dollars per campus childcare center.
- ◆ All educational institutions and federal government agencies are required by legislation to provide education on Constitution Day each year (September 13).
- ◆ Department of Labor changed the rules around exempt status and overtime pay. This particularly affects the definition of “seasonal employees” and may have a large impact from a human resources perspective with respect to student employees on college campuses.
- ◆ There are discussions currently underway to possibly expand the definition of which educational institutions are eligible for federal funding to include for-profit institutions.

Ms. Holliday shared an overview of why it is important for student affairs units on college campuses to have a voice in Washington, D.C. as a complement to the lobbying efforts done on behalf of ACE. The issues that directly impact student affairs do not always rise to the level of a university-wide global issue that commands the attention of university presidents. Using the Consortium allows those issues to receive more direct attention in a proactive way, attempting to impact the legislation before it is passed, rather than reacting to the legislation after it is passed.

There was a discussion of how important it is for the Association to invest resources in the Consortium, when there can be a perception by some of the membership that the issues the Consortium is working on most often may not have a direct impact on college unions and student activities. In addition, what happens when the work of the Consortium conflicts with the lobbying efforts of individual member institutions?

Ms. Holliday indicated that it is important to have a seat at the table on a consistent basis in anticipation of being ready when legislation that directly impacts college unions/student activities does arise. In addition, it is important to have a healthy flow of information between the Consortium and the Association so that both are aware of emerging issues, both in Washington, D.C. and out among the member institutions. She indicated that the Consortium does not advocate for issues that are at odds with the work of ACE and works hard to advance student affairs issues that are in alignment with their positions.

The Board agreed that there needs to be an improved understanding among the Association's members as to the importance of investing resources in and being an active partner of the Consortium – as well as an increased understanding of the issues. Mr. Maxwell indicated that this issue will be placed on the Board's April meeting agenda. He also asked Mr. Guthier to do some preparatory work in this area with respect to producing a disclaimer for member institutions to use, if they so choose, to separate themselves from positions taken by the Association.

Ms. Herman-Betzen thanked Ms. Holliday and shared that Ms. Holliday's time with the Board this morning has been more informative and more beneficial than the time previously spent with the Association's other lobbyists.

### **Adjournment**

Mr. Mindrum MOVED, Mr. Hall SECONDED and it was APPROVED that:

*The meeting was adjourned at 8:22 am.*

ACUI Board of Trustees Meeting  
Reno, Nev.  
March 25, 2005

ACUI President Dan Maxwell called the meeting to order at 3:10 p.m. Also present were At-Large Trustees Tari Hunter, Brandon Hall, Mark Day, and Gary Ratcliff, ACUI President-Elect Bob Mindrum; and Ex-Officio Member Marsha Herman-Betzen. Carlos Garcia and Leah Barrett were absent.

#### GOVERNANCE COMMITTEE

Mindrum said the governance committee had discussed the Sarbanes-Oxley regulations and Michael Henthorne's report. He said implementing a training program to help standardize elections would be helpful. By end of the first week in April, Herman-Betzen will do an audit of current documents ACUI has in place related to elections. Job descriptions will come later.

The trustees said an e-mail with a link to the online application form for awards is something ACUI should do. Some communication should happen regarding the number of people who have agreed to run by region, but not include their names and not include all who were nominated. Mindrum said that might motivate people to run and result in a diverse body of applicants. He said if people declined to run, they would be asked general questions about their reasons for not wanting to run. Ratcliff said breaking down the number of those running by region would open the door for categorizing by institution type, etc., and ACUI might not gain a lot by going things that way. Day said that kind of communication sounds constituency based.

Mindrum also said research should be conducted on ACUI leadership roles; however, he said this would be something for the Assessment Committee to discuss. Ratcliff said that committee can look at this issue, but one year of elections lacking in candidates might not constitute the need for assessment.

Mindrum said the governance committee thought the past regional director could be responsible for identifying possible candidates within their geographical area. He said the committee members will try to discuss this with the regional directors.

Mindrum said the committee agreed it does not think the board should create a board project team for the elections. Henthorne has agreed to be the Election Committee chairperson for another year.

Risk management is a topic postponed to discuss at a later meeting, and it would be 2007 until ACUI could change the composition of the Election Committee regarding the number of past trustees.

#### ASSESSMENT COMMITTEE



Ratcliff said the committee met with past trustee Mary Edgington to look at what is ahead for the coming year. He said the committee will consider the effectiveness and utility of the monthly executive director update. He said the committee identified ACUI's public policy efforts as an area needing an assessment tool to compile members' needs. He said in terms of the future strategic plan, the trustees would need to talk with the hired consultant to determine the most appropriate way to go about soliciting and gathering member input. Herman-Betzen said the next step in the strategic plan remains to be determined until she can talk with Tecker Consultants. Ratcliff asked how it had been determined in the past what the Assessment Committee does versus the Central Office. Herman-Betzen said it is a collaborative process; however, the topic generation must come from the Assessment Committee. She said the committee should move quickly on the public policy assessment because Associate Executive Director Brett Perozzi's expertise in this area and his departure from the Central Office in June.

The board then discussed whether to continue the trustees' phone calls with the regional directors to engage them in dialogue about current issues and concerns or need for information. Herman-Betzen suggested the trustees have an open forum once a month where anyone could call in with questions or concerns and it would be run like a webinar with a moderator. Mindrum said perhaps they could schedule it for the end of the board's regular meeting and it could be 30 minutes long. Maxwell said the format could be similar to the open forum at the conference—just a place for clarification and not to make decisions. Maxwell said the phone calls with the regional directors might not have singularly broadly increased communication. Ratcliff suggested the trustees call the regional directors prior to the July meeting and prior to the annual conference. Hunter also suggested a call before the regional conferences. The trustees agreed that, during that call, the trustees could suggest the directors call the trustees following the regional conferences to inform them about what transpired. Ratcliff said the Assessment Committee will make a formal recommendation to the board regarding these calls.

#### FINANCE COMMITTEE

Maxwell said the finance committee discussed the 2004 fourth quarter audit and 2005 first quarter audit. He said the committee also discussed the regional accounts and risk management issues. Additionally, he said they discussed benchmarking long-term financial planning issues. They discussed continuing the Business Planning Task Force or something sooner to continue dialogue in this area. They discussed the idea of articles in *The Bulletin* about ACUI Procure and the concept of reserves and our obligations with both. Ratcliff said the Leadership Team might care more about this than the average member. Maxwell said it would continue the open discussion and education with credible information. Mindrum said an article would not fully explain the issues on which people are frustrated. He said the larger issue people want ACUI to demonstrate is that it is sophisticated enough to make good decisions based on comprehensive information. Ratcliff said once again it comes down to transparency and trust. Mindrum said the Annual Report does not have the specific numbers people want and the quarterly report is too specific. Maxwell said the finance committee will develop the most appropriate and

effective method of relaying to members the correct information regarding ACUI Procure and the reserves contribution.

Mindrum said sending the preliminary fourth quarter statement to the regional directors is not necessary but that some communication about the statement is necessary. He added that Teske is going to do a year-end audit of the regional accounts.

#### ACUI FOUNDATION PROPOSAL

The ACUI Foundation is proposing that current awards with a monetary gift should be endowed with a minimum amount of \$10,000 and that any new awards with monetary gift only be established once they each have a \$10,000 endowment. The awarding and nomination process would be kept under the purview of the Association, but the ACUI Foundation would be in charge of fundraising for the endowment. The only stipulation is that an award not be given until the awards are fully endowed. The Helen M. Blood and Gretchen Laatsch are the only two endowed awards.

Hunter said she took issue with the awards not being given in the mean time until they could be endowed. Herman-Betzen said that some have not been awarded because there are no funds to give the awards and that some of the individuals after whom the awards are named have no personal connection to current ACUI members. Maxwell said the ACUI Foundation is just asking for the permission to raise the funds for the awards. Day said because the awards only will be given from the interest on the endowment, a lot more than \$10,000 will need to be raised and therefore some awards will not be given for several years. Maxwell said the ACUI Foundation also would like the trustees to evaluate each of the awards. Ratcliff asked where the money from the awards came from if they were not endowed. Herman-Betzen said no money came from the families of the individuals after whom the awards are named. She said the funds came from specific contributions to those monetary awards. Ratcliff said some of the money from the Development Fun can be the original funding for the endowment.

Ratcliff MOVED to accept the recommendation of the ACUI Education and Research Foundation regarding the policy on funding existing awards with monetary gifts. Mindrum SECONDED. Motion PASSED.

The Trustees also agreed to delegate to the Central Office the history of each of the five awards in question to assess whether they will be continued.

Hunter MOVED to accept Henthorne as the 2005-06 Elections Committee chairperson. Ratcliff SECONDED. Motion PASSED.

Day MOVED to accept the minutes from March 24, 2005. Hall SECONDED. Motion PASSED.

#### COMMUNITY BUILDERS AWARDS CEREMONY

Mindrum recommended that the Host Team chairperson be included in the recognition of volunteers at the same level as the Conference Program Team Chair. Herman-Betzen said in

the future there should be more promotion of the event during the conference as well as food, drinks, live music, and volunteers helping to coordinate the ceremony to make it more lively and entertaining.

Hunter MOVED to adjourn at 4:40 p.m. Mindrum SECONDED. Motion PASSED.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, April 25, 2005

President Dan Maxwell called the meeting to order at 12:15 pm (EDT) using GoToMeeting. Additional members present were: Tari Hunter, Brandon Hall, Carlos Garcia, Bob Mindrum and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske and Mark Guthier, legal counsel.

**Minutes**

The Board will approve the minutes from the March 25, 2005 meeting once they are prepared and distributed.

**Committee Reports**

**Finance** (Mr. Garcia, Chair)

Mr. Garcia provided the Board with an update of the committee's last meeting. There was a discussion of reviewing the regional funds, the upcoming audit report, and the first quarter report that will come out at the end of the month.

The Finance Committee began to assemble a list of goals for the year. Included in these were identifying additional revenue streams, ACUI Procure, and developing a long-range financial plan for the Association.

**Governance** (Mr. Mindrum, Chair)

Mr. Mindrum shared an update of the committee's work since the Reno conference. They reviewed the 2004-05 Elections Report, position descriptions for volunteer positions, web-based nominations and elections procedures, as well as the elections committee process (which Mr. Henthorne has agreed to chair). With respect to the latter, the committee is exploring the possibility of interfacing with the Regional Directors in order to improve communication and the process in this area.

Additional areas of work for the committee include follow-up on Sarbanes-Oxley compliance, identifying areas of overlap between the Governance Committee and the Finance Committee, and the overall structure/size of the Board, including the role of students.

**Assessment & Evaluation** (Dr. Ratcliff, Chair)

No report was available at the time.

## **Central Office Update**

Ms. Herman-Betzen had a good conversation with Bud Crouch, the facilitator that has been secured for the Association's strategic planning process. He would like to speak with the Board, or at least the president and president-elect in order to come to some common understanding of what his role should be as the Association moves forward in this area. He feels that his role should be one of almost strictly facilitation, as opposed to the more presentation/speaking role he assumed at the meeting in Reno. There was no conclusion reached as to current and/or future financial commitments to Mr. Crouch.

The staff continues to meet to discuss re-organization options with respect to the departure of Dr. Perozzi, who will be leaving to assume the director position at Arizona State University. Ms. Herman-Betzen anticipates that they should be able to share a new plan by next month's Board meeting.

There should be an assessment of how the annual conference preformed from a financial perspective in the next few weeks. Work continues to progress on the annual audit as well, with an anticipated report date no later than the first of July.

Ms. Herman-Betzen will be in Washington, D.C. at the end of the week to attend meetings with the Association's sister organizations in higher education administration.

Dr. Perozzi provided an update of the core competencies process, indicating that he hopes to have a final document prepared in time for the May meeting of the Board.

## **ACUI Foundation Update**

Mr. Maxwell initiated a discussion regarding Foundation sponsorship and support of ACUI Scholarships and Awards. Mr. Mindrum sought a clarification of the Foundation's position with respect to their funding of the current awards. Dr. Perozzi indicated that it is the position of the Foundation that the financial aspect of scholarships and awards will not be awarded until the particular fund is fully endowed – however, a non-financial award can be made in the interim until the fund is endowed. In addition, the Foundation has asked the Board to assess the current scholarship and award program and to provide the Foundation with its recommendation as to which scholarships and awards should continue as well as at what level they should be ideally funded.

## **Public Policy Review**

Dr. Perozzi indicated that Ms. Beltramini will assume his responsibilities in this area in the interim. She was able to join the consortium conference call on April 25, as well as

Kim Savage. The upcoming two months should be a busy time in Washington, D.C. for consortium-related issues.

Mr. Maxwell reminded the Board of the topics that were covered in this area during the Reno conference. He asked Mr. Guthier to begin work on a disclaimer process for member institutions to use and to forward this to the Governance Committee for their review and action.

### **Membership Committee Update**

Mr. Teske shared an update in this area with respect to membership renewals. The goal is to bring closure to this in the next two weeks, at which point lapsed members will be officially dropped.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:53 pm EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, May 23, 2005

President Dan Maxwell called the meeting to order at 12:00 pm (EDT) using GoToMeeting. Additional members present were: Mark Day, Brandon Hall, Carlos Garcia, Gary Ratcliff, Leah Barrett, Bob Mindrum. Also present was Dave Teske, Jack Voorhees and Mark Guthier, legal counsel.

**Minutes**

Mr. Garcia MOVED, Mr. Mindrum SECONDED, and it was APPROVED that:

*The minutes from the April 25, 2005 meeting are approved as submitted.*

**Committee Reports**

**Finance** (Mr. Garcia, Chair)

The Board reviewed the 1<sup>st</sup> Quarter financial statement, a copy of which is on file with the minutes. Currently the projected year end is running approximately \$30,000 ahead of budget. All of the annual conference revenue and expenses are in at this point. The Finance Committee recommends that the first quarter report be accepted as submitted.

Mr. Mindrum MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The 2005 1<sup>st</sup> Quarter Financial Statement is approved as submitted.*

The Board then reviewed the 2006 Conference budget request. The CPT has requested \$62,074 with \$10,000 coming from corporate sponsorships. This entire amount represents the amount of money allocated to the conference program and does not reflect the operational costs of the conference.

Mr. Garcia MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The 2006 Conference program budget is set at a net of \$52,074.*

**Governance** (Mr. Mindrum, Chair)

The committee reviewed and discussed the various elements of the 2005 Elections Committee report as submitted by Michael Henthorne. Mr. Teske has agreed to implement the web-based recommendations by this coming June. The committee also agreed to move forward with involving the Regional Directors more in the elections committee process. However, there is some concern that the recommended changes from the report as well as the committee's response to those changes may not happen quickly enough to impact the next election cycle. There was a discussion about the possibility of

implementing some of the recommended changes in a modified way on a trial basis for the upcoming election cycle. There was general agreement that this was the desired approach. Mr. Mindrum agreed to contact Mr. Henthorne regarding this approach, after which Mr. Day would initiate a discussion with the Regional Directors, through Jeff Hoffman.

The committee also began a discussion with respect to the Board of Trustees structure. The current thinking is to expand the number of at-large positions to a range of between 6 and 9 as well as maintaining the elections process for the student position. Mark Day and Tari Hunter agreed to provide some additional thinking in this area in preparation for the committee's future discussions on this topic.

The Board then reviewed the proposed Donor's Bill of Rights that was distributed at the Reno meeting, a copy of which is on file with the minutes.

Dr. Ratcliff MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The Association adopts a Donor's Bill of Rights, as submitted by the Governance Committee.*

**Assessment & Evaluation** (Dr. Ratcliff, Chair)

The committee discussed the possibility of adding an additional survey through EBI, Inc. for an assessment of public policy. Dr. Ratcliff will further discussions with Mr. Teske on this topic.

**2018 Conference Site Proposal**

Following the close of the 2005 Reno Conference, the Hilton property submitted a very attractive proposal to Mr. Voorhees for the Association's consideration. This would be for the 2018 annual conference. Mr. Voorhees shared that the maximum hotel rate in 2018 would be \$165 per night. The contract would also provide the Association with a 5-year out clause. In addition, the dates for 2018 would not conflict with the Christian Easter holiday as the dates in 2005 did. Based on the presentation made by Mr. Voorhees, there was general agreement that Reno would again be an acceptable site for the annual conference.

Mr. Mindrum MOVED, Mr. Day SECONDED, and it was APPROVED 4-2-0 that:

*The 2018 annual conference site will be the Reno Hilton.*



## **Core Competency Task Force Report**

Ms. Beltramini joined the group and led a discussion regarding the 75-page report that was previously distributed. Once the report is thoroughly reviewed by the BOT, there will be a request to approve the 11 core competencies and to accept the work of the Task Force up to this point. The actual skill sets are subject to change and won't go through a formal approval process. Mr. Maxwell indicated he would request formal action on the report via e-mail prior to the next regularly scheduled BOT meeting.

## **Leadership Team Meeting**

Mr. Maxwell asked everyone to review the update he provided regarding the summer leadership team meeting via e-mail.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:10 pm EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, June 27, 2005

President Dan Maxwell called the meeting to order at 11:08 am using GoToMeeting. Additional members present were: Mark Day, Brandon Hall, Tari Wimbley, and Leah Barrett.

**Minutes**

Ms. Barrett MOVED, Mr. Day SECONDED and it was APPROVED that:

*The minutes from the May 23, 2005 meeting are approved as submitted.*

**Committee Reports**

**Finance (Mr. Garcia)**

A proposal will be forthcoming from Mr. Garcia regarding the creation of a regional finances task force.

Mr. Teske gave an institutional membership update.

Mr. Mindrum is going to draft an article for inclusion in the September *Bulletin*. Mr. Garcia will be work on a follow-up article on corporate partnerships.

**Governance (Mr. Day)**

Mr. Day reported that the RDs are supportive of the new definition of the election committee. It will be implemented on a trial basis immediately. A formal proposal will be presented at the July meeting.

Mr. Day reported that the Whistleblower report is mostly done. It was sent back to Mr. Guthier to determine if an anonymous reporting process is required.

A report on the current BOT structure will be presented at the July meeting.

**Assessment & Evaluation (Dr. Ratcliff)**

There was no report at this time.

### **Central Office Update**

Ms. Herman-Betzen indicated that she has completed the first round of interviews for the new administrative systems manager and the Annual Report is on target for a July publication date.

### **CHEMA Report**

Mr. Maxwell reported that there are many common issues and ideas among our sister associations. He believes ACUI is ahead of the curve in several areas: strategic planning, technology, and forward vision-thinking.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 11:46 am.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES MEETING**  
Saturday, July 16, 2005

President Dan Maxwell called the meeting to order at 8:40 am (EST) in the Distinguished Alumni Room of the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Mark Day, Brandon Hall, Carlos Garcia, Gary Ratcliff, Leah Barrett, Tari Hunter, Bob Mindrum, and Marsha Herman-Betzen. Also present was Mark Guthier, legal counsel.

**Affirmative Action Officer Report**

Ms. Victoria Angis, the Association's Affirmative Action Officer joined the Board to offer a brief overview of her role. She walked the Board through highlights of the position's job description, which include: collection of demographic information, ensuring compliance with the Association's affirmative action goals, serving as an ex-officio member of the Election's Committee, and advancing the vision of the association's commitment to multiculturalism. Ms. Angis asked the Board to offer their remarks on this final point.

The Board offered the following thoughts: moving the role of the affirmative action officer from one of being responsive to/certifying candidate pools to one of being proactive in the recruitment process of candidates; playing a coordinative role with the Executive Director and legal counsel with respect to affirmative action issues as well as updating the job description; active involvement with the emerging strategic plan goal having to do with creating a more pluralistic association.

**Strategic Plan Discussion**

Mr. Maxwell initiated a discussion regarding the possible inclusion of membership and volunteer participation into the strategic plan, as it is currently being developed during the summer leadership team meetings. The results of the discussion will be shared with the leadership team later in the summer meeting.

The Board then moved to a discussion of how the strategic plan will be rolled out to the Association's general membership once it is complete. It was decided that a PowerPoint presentation will be developed and there will be an expectation that the person rolling out the strategic plan at the various regional conferences will receive training on the use of the PowerPoint and will use the presentation as distributed.

## **Governance Committee**

Mr. Mindrum will forward the remaining recruitment that is needed from the Regions to populate the Elections Committee to Mr. Henthorne. Currently that number stands at five additional people from various regions.

Mr. Day presented proposed changes to the Constitution and the Bylaws that would impact the size of the Board of Trustees. The main proposal would fix the number of members-at-large in a range of 6 to 8 and add the Immediate Past President as an additional member. Discussion then followed as to whether or not a range was a preferred approach as well as the best use of the past president.

Ms. Hunter MOVED, Mr. Hall SECONDED, and it was APPROVED 4-2-1 that:

*The number of BOT members-at-large will be increased to 8 and the immediate past president will be added as a voting member.*

Mr. Maxwell asked Mr. Day and Ms. Hunter to work with Mr. Guthier through the Governance Committee to prepare the necessary timeline to put the aforementioned change to a vote of the institutional members. Mr. Garcia asked that the Governance Committee scan the Constitution and Bylaws for other possible changes so that all changes could be voted on simultaneously by the membership. Mr. Maxwell asked that all of the standing committees do the same. This issue will reappear on the Board's September agenda.

## **Finance Committee**

Mr. Teske joined the Board and provided a draft June 30<sup>th</sup> financial report (end of the 2<sup>nd</sup> Quarter). The projected year-end at this point shows the Association with a positive budget variance. However, the Finance Committee will review the 2<sup>nd</sup> Quarter financial statement at its next meeting and provide a final June 30<sup>th</sup> report to the Board in August.

There was a brief discussion of the need to establish financial procedures for Association events that occur outside the daily operations of the Central Office. There was agreement that the Finance Committee will draft a charge statement for a group to address this topic for the Board's review at its August meeting.

## **ACUI Foundation**

Mr. Voorhees joined the Board to provide an update on the activities of the Foundation. He reported that the Board of Directors has approved a Donor's Bill of Rights, is looking

at developing a privacy policy, and is in the process of accepting and funding its first project, specifically addressing sustainability.

The Foundation may not meet its projected operating budget for this year, although it has the necessary cash flow to meet its obligations for this year. Mr. Voorhees has initiated discussions with Ms. Plakidas concerning how to address this. He assured the Board that the situation is being monitored closely.

Mr. Maxwell asked Mr. Voorhees to provide the BOT with a Foundation financial update at its August meeting.

### **Central Office Update**

Ms. Herman-Betzen shared some initial thoughts on succession planning. She drew the Board's attention to an article she provided in the leadership team handbook, *Managing Executive Transitions* (from the Neighborhood Reinvestment Corporation). She intends to provide the Board with some initial thoughts with respect to how succession planning might influence the senior management of the Central Office by the end of December.

Ms. Herman-Betzen outlined how the Executive Director's Goals will be developed and implemented through the work of the Central Office in response to the emerging 2006-11 strategic plan. The process will be very similar to the one the Board has come to rely on with respect to her current monthly update, based on the 2000-05 strategic plan.

### **Public Policy Survey**

Ms. Beltramini joined the Board to discuss the upcoming public policy survey that will be distributed as part of the work of the Board's Evaluation and Assessment Committee. The survey has been developed in conjunction with Kim Savage, the Association's special appointment for public policy. The survey will be shared with Carol Holliday, the Association's lobbyist with the Consortium on Governmental Relations with Student Affairs, prior to being distributed to a sample of the Association's membership.

One of the outcomes that the Association hopes to glean from the survey is how important public policy is to the general membership and then to adjust the amount of resources dedicated to this area, if necessary.

### **Executive Director Performance Evaluation**

Mr. Maxwell shared that Dr. Ratcliff will draft a timeline for the upcoming Executive Director performance evaluation, which will take place this fall. The draft timeline should be presented at the August meeting of the Board.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 3:50 pm EST.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, August 29, 2005

President Dan Maxwell called the meeting to order at 12:00 pm (EDT) using GoToMeeting. Additional members present were: Mark Day, Brandon Hall, Carlos Garcia, Gary Ratcliff, Leah Barrett, Bob Mindrum, Tari Hunter, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske, Jack Voorhees and Mark Guthier, legal counsel.

**Minutes**

Ms. Barrett MOVED, Mr. Mindrum SECONDED, and it was APPROVED that:

*The minutes from the July 16, 2005 meeting are approved as submitted.*

Mr. Maxwell introduced the possibility of a summary statement of each monthly sub-committee meeting being produced and shared with the BOT after each sub-committee meeting. There being no objections, it was decided that sub-committee minutes would be taken by the chair of each committee and shared with the Board starting with the September 2005 meetings.

**Committee Reports**

**Finance** (Mr. Garcia, Chair)

2<sup>nd</sup> Quarter Financial Report

The financial report had been reviewed prior to the meeting by all members of the Board. Mr. Garcia provided some summary comments with respect to the projected year-end, which currently stands at a positive balance of \$57,000. It was stated that the Association has not been in as positive a position financially for quite some time.

Mr. Garcia MOVED, Mr. Day SECONDED, and it was APPROVED that:

*The 2005 2<sup>nd</sup> Quarter Financial Report is approved as submitted.*

Audit Report

Mr. Garcia introduced Mr. Teske to provide a review of the 2004 Audit. Mr. Teske shared that the audit resulted in two reportable conditions.

The first reportable condition has to do with the Association's accounts receivable balance and the second has to do with the collection of registration fees from regional conferences and programs. The two are related. Mr. Teske indicated that an improved process for collection will be developed and implemented during the current fiscal year.



Mr. Garcia MOVED, Mr. Mindrum SECONDED, and it was APPROVED that:

*The 2004 Audit Report is accepted as submitted.*

Mr. Garcia MOVED, Mr. Mindrum SECONDED, and it was APPROVED that:

*To close out Fiscal Year 2004, \$81,884 will be moved to Reserves and \$83,498 will be moved to Re-Pay Procure Start-Up Expenses.*

#### Task Force for Financial Procedures

Mr. Garcia provided a review of the topics that a Task Force for Financial Procedures would address, specifically as it relates to regional programs and expenses. A draft of the Task Force Charter and suggestions for its initial membership will be shared at a future Board meeting.

#### **Governance (Mr. Mindrum, Chair)**

##### Elections Process Update

Mr. Mindrum shared an update on the process to date. Currently there are 45 nominations for Board Members and 7 for President-Elect. The deadline for nominations is October 3. Mr. Mindrum indicated that there is some frustration that there are not more nominations coming from the Leadership Team.

##### BOT Structural Change and Timeline

Mr. Mindrum reminded the Board that there was a recommendation coming out of the July meeting to increase the size of the Board. A timeline for how this might occur using the Association's by-laws as a guide was shared with the Board.

##### Affirmative Action Office Job Descriptions

Mr. Mindrum informed the Board that the Central Office staff will forward an updated job description for the Affirmative Action Officer to legal counsel and the position's incumbent, Victoria Angis, for review and comment.

##### Sarbanes-Oxley Next Steps

The Central Office staff will begin work on defining what is a document as the first step in developing a records management system for the Association. A timeline for this process will be presented at a future date.

#### **Assessment & Evaluation (Dr. Ratcliff, Chair)**

Dr. Ratcliff asked Mr. Teske to share an update on the Public Policy Survey. Mr. Teske indicated that the survey should be ready for distribution via e-mail to a sample of the membership within the next couple of weeks. Dr. Ratcliff solicited feedback as to a

preferred timing for distribution of the survey, given the start of the semester for many of the Association's members. There was agreement that the survey should still go out now.

The sub-committee is always open to other initiatives that the Assessment Team could be working on. Mr. Mindrum suggested that one topic might be the leadership team transition process – why and why not do people choose to accept leadership team nominations?

### **Central Office Update**

Ms. Herman-Betzen shared that Karen Burns Smith has just gone on Family Medical Leave. The Association, due to its size, would not be required to offer the protections of FMLA, but made the philosophical decision a few years ago to offer the benefits of the Act to its employees. The Central Office will fill in with part-time help for the near future.

Ms. Herman-Betzen introduced Ms. Beltramini to discuss the Association's efforts with respect to sustainability. Ms. Beltramini shared that the Association will be partnering with Debra Rowe to present many of our current programs and services through a sustainability paradigm. Ms. Beltramini and Ms. Herman-Betzen will be attending a conference on sustainability where Debra Rowe will be present later this fall. They hope to strengthen the partnership following the conference.

Ms. Herman-Betzen shared that the Association just received \$11,000 as a result of our partnership with ACPA and NASPA on the international study tour this last summer.

### **Strategic Plan Update**

Mr. Maxwell shared that Mr. Crouch has returned his portion of the strategic plan after incorporating the work of the leadership team during the summer meeting. The Central Office has completed work on a proposed PowerPoint presentation that outlines the plan for use at fall regional conferences by various members of the Board and other leadership team members. Ms. Beltramini is also developing an overall communications plan for the strategic plan that will complement and expand upon the PowerPoint presentation.

A final vote on the strategic plan by the Board is anticipated by December, January at the latest.

### **Core Competencies Implementation Team Discussion**

Mr. Maxwell shared that he will be meeting with Ms. Carolyn Farley to discuss the role of the Education Councils with respect to the Core Competencies. The discussion will involve the extent to which the Association should or should not expect the Education Councils to institutionalize the core competencies.

### **Membership Committee Update**

Mr. Teske shared that the current membership stands at 701 institutions. The membership section of the website is currently being re-developed at this time. A return on investment calculator will be added to the site.

### **ACUI Procure Article**

Mr. Mindrum shared that he has submitted an article, *The Truth About Procure*, for inclusion in the September edition of *The Bulletin*. The article makes the case that the Association is in better shape as a result of adding Procure a few years ago.

### **Adjournment**

The next scheduled meeting for the entire Board is September 26, 2005.

The meeting was ADJOURNED WITHOUT OBJECTION at 1:11 pm EDT.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, September 26, 2005

President Dan Maxwell called the meeting to order at 12:10 pm (EDT) using GoToMeeting. Additional members present were: Mark Day, Brandon Hall, Carlos Garcia, Gary Ratcliff, Leah Barrett, Bob Mindrum, and Marsha Herman-Betzen, Executive Director.

**Minutes**

Mr. Garcia MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The minutes from the August 29, 2005 meeting are approved as submitted.*

**Committee Reports**

**Finance (Mr. Garcia)**

The Task Force for Financial Procedures charge statement was previously distributed to the Board, a copy of which is on file with the minutes.

Ms Barrett MOVED, Mr. Garcia SECONDED and it was APPROVED to:

*Remove “and manage accounts receivable” from point #3 in the Task Force For Financial Procedures charge statement.*

Mr. Maxwell will be sending a message to the leadership team to gather nominations for the task force.

**Governance (Mr. Mindrum)**

Mr. Mindrum directed the Board to the previously distributed Governance Committee minutes, which included updates on the following items:

- Elections Process Update
- BOT Structure Update
- Affirmative Action Officer Job Description Update
- Sarbanes Oxley Update

**Assessment & Evaluation (Dr. Ratcliff)**

Dr. Ratcliff indicated that the Public Policy Survey deadline is going to be extended. In addition, the committee continues to prepare for the Executive Director & Board Evaluations.

### **Central Office Update**

Ms. Herman-Betzen indicated that she is working with CHEMA organizations on how to support ACE in terms of creating a statement on sustainability.

### **2006 Facility Design Award Selections Committee**

Mr. Maxwell will appoint the committee for the 2006 Facility Design Awards.

### **2008 New Orleans Conference**

Some concern has been expressed about the 2008 conference. Ms. Herman-Betzen said it is premature to look at making any changes until we know more next year.

### **Strategic Plan Update**

The PowerPoint Presentation is completed and has been delivered four times as of this meeting.

### **Regional Conferences**

Mr. Garcia reported that the feedback he has heard so far has been concern expressed about the future of ACUI communities.

### **Core Competencies Implementation Team Proposal**

There was a brief discussion on the initial task force proposal. Mr. Maxwell asked that feedback be sent to the BOT listserv.

### **Membership Committee Update**

It was reported that invoices are going out early next month to institutional members.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:16 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, October 24, 2005

President Dan Maxwell called the meeting to order at 11:07 am using GoToMeeting. Additional members present were: Mark Day, Brandon Hall, Carlos Garcia, Tari Wimbley, Leah Barrett, Bob Mindurm, and Marsha Herman-Betzen, Executive Director.

**Committee Reports**

**Finance (Mr. Garcia)**

The financial procedures task force membership is being handled by Mr. Maxwell. The task force will be chaired by Ms. Barrett. The committee's deadline has been adjusted to February 1.

Mr. Teske gave an overview of the budget process as well as a look at the Association's long-term financial plan which will be part of the new strategic plan. This approach to the financial health of the organization will start with the current BOT and be looked at more extensively by the next BOT. Mr. Maxwell will send out a revised timeline with this approach in mind.

**Governance (Mr. Mindrum)**

Mr. Mindrum directed everyone to the committee's minutes which include the following items:

- Affirmative Action Officer Job Description Update
- Sarbanes Oxley Update

**Assessment & Evaluation (Dr. Ratcliff)**

Mr. Teske indicated the public policy data and executive director evaluation feedback has been sent to Dr. Ratcliff.

**Central Office Update**

Ms. Herman-Betzen has been invited to be part of a sustainability discussion with several other associations. In addition, ACUI will be doing a presentation on ACUInfo at the CHEMA meeting in late November.

**Strategic Plan Update**

Mr. Maxwell reported that Region 12 hosted an online presentation of the plan for their regional leadership team.

## **Core Competencies Implementation Team Update**

Information has been sent to the leadership team on the core competencies implementation team. Twenty-five nominations have already been received.

## **Membership Committee Update**

Dues renewal notices have been sent by e-mail. Follow-up by postal mail will occur November 1. There have been no problems identified at this point

## **Kansas City Conference**

Please make your travel arrangements to arrive by 6PM on Monday, March 13.

- Pre-conference Meetings:
  - Tuesday, March 14, current and new BOT members all day
  - Wednesday, March 15, current and new BOT members in the morning
  - Wednesday, March 15, Leadership Team in the afternoon beginning at 1PM\*
  - Thursday, March 16, New BOT committees in the morning
  - Thursday, March 16, New BOT in the afternoon
- Meetings during the Conference:
  - Each morning at 7AM in my suite (all current and new BOT members)
  - Monday, March 20, New BOT during last ed. session from 2:30 - 3:45PM
- **There will be no post-conference board meeting for the new BOT.**

## **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:06 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, December 19, 2005

President Dan Maxwell called the meeting to order at 11:37 am using GoToMeeting. Additional members present were: Mark Day, Brandon Hall, Tari Wimbley, Bob Mindrum, Carlos Garcia, Leah Barrett, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske, Jack Voorhees, and Lix Beltramini. Gary Ratcliff and Mark Guthier, legal counsel, joined the meeting at 12:00 noon.

**Minutes**

Mr. Mindrum MOVED, Ms. Barrett SECONDED and it was APPROVED that:

*The minutes from the June, September, and October 2005 meetings are approved as submitted.*

**Committee Reports**

**Finance (Mr. Garcia)**

Ms. Barrett provided a report for the committee. "One-sheets" are being developed for each of the areas. Please see the minutes which will be distributed this week. Next meeting is January 18<sup>th</sup>.

**Governance (Mr. Mindrum)**

Mr. Mindrum directed everyone's attention to the most recent Governance Committee minutes, a copy of which is one file with these minutes.

Affirmative Action Officer Job Description (a copy is on file with the minutes)

Mr. Mindrum MOVED, Ms. Barrett SECONDED and it was APPROVED that:

*The Affirmative Action Officer job description is approved as submitted.*

Commitment to and Vision for a Multicultural Organization Statement

This was provided as an informational item. The Governance Committee will be discussing this at their next meeting.

**Assessment & Evaluation (Dr. Ratcliff)**

BOT Self Evaluation

Mr. Maxwell asked for someone on Governance to volunteer to coordinate this process.



### Executive Director Evaluation Update

Mr. Maxwell and Mr. Mindrum conducted the Executive Director evaluation in Bloomington on Friday. Mr. Mindrum will be looking at the timeline and the process for future years

### **Central Office Update**

Ms. Beltramini provide the BOT with an update on the current work regarding sustainability – specifically with respect to how the Association is trying to tie it into everything that we are doing. She is hoping to be able to include something in the this year’s delegate bags at the Annual Conference on this important topic.

Mr. Teske provided the BOT with background information on the Association’s current cafeteria plan with respect to health insurance, dependant care expenses, etc. A proposed change is this plan, as recommended by the Association’s CPA, would allow employees to make claims up to 30 days after the end of the calendar year. A copy of this proposal was distributed to the BOT prior to the meeting is on file with a copy of the minutes.

Ms. Wimbley MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The adjusted flexible benefit plan is approved as submitted.*

With respect to membership, dues invoices for institutional members have gone out and well over half have already renewed. There have been very few questions with respect to the dues increase. Mr. Maxwell asked that there be an update on renewals presented at the January 30<sup>th</sup> meeting.

### **Strategic Plan**

Ms. Beltramini informed the BOT that there has been a lot of feedback on “communities”. Therefore, she added it to the draft version of the strategic plan under Goal B. In addition, based on feedback, the following adjustments have been made in the current draft:

- Added mentoring program for professionals under Goal D
- Added service learning opportunities under Goal E

The Board then spent some additional time discussing the following larger items:

Under Goal D: What is the appropriate wording with respect to racial and ethnic diversity? Is this wording too restrictive? Should it be broader and taken back to the original wording: plurality?

Under Goal E: Do we do service learning at the annual conference? Is this meant to be more than community service? Should we bring this back to being just “student volunteer involvement”?

Mr. Maxwell indicated that he will be setting up a separate time to wordsmith a final draft for the Board's consideration (at least a week prior to the January 30<sup>th</sup> meeting). Please send comments in the meantime to Ms. Beltramini (by January 6<sup>th</sup>).

### **Volunteer Appointments**

Ms. Barrett MOVED, Mr. Day SEDCONDED, and it was APPROVED that:

*David Wagner, from Hendricks College, is the Poetry Slam Coordinator.*

Mr. Mindrum MOVED, Mr. Garcia SECONDED, and it was APPROVED that:

*Gail Ferrazo, from University of Iowa, is the College Bowl Coordinator.*

Mr. Mindrum MOVED, Mr. Day SECONDED, and it was APPROVED that:

*Sharon Silverstein is the Auxiliary Services Education Council Co-Chair.*

Mr. Mindrum MOVED, Mr. Hall SECONDED, and it was APPROVED that:

*Sarah Hadley-Aikman, from UW-Oshkosh, is the 2008 Conference Program Team Chair.*

### **Public Policy Survey**

Dr. Ratcliff informed the Board that the results from the Public Policy Survey should be out in e-mail form to the Board by January 6<sup>th</sup>.

### **Core Competencies Team**

Mr. Maxwell informed the Board that almost everyone who has been asked has indicated that they are willing to serve. He will finalize the committee in the next few weeks and send it out via e-mail in early January.

## **2006 Budget**

Mr. Garcia engaged the Board in a thorough review of the proposed 2006 operating budget. He drew the Board's attention to the documents distributed prior to the meeting, copies of which are on file with the minutes. Mr. Teske answered all of the questions posed by the Board members. There was a brief discussion of the salaries line in the budget, specifically as it related to the ability of the Association at this time to bring staff salaries in line with comparable educational associations in the Midwest. This has not been something the Association has been able to do in the last few years.

Ms. Barrett MOVED, Mr. Day SECONDED, and it was APPROVED that:

*The 2006 operating budget is approved as submitted.*

Board members asked that the Central Office staff prepare talking points on the 2006 Budget for their use after January 1<sup>st</sup>.

## **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 2:46 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, January 29, 2007

President-Elect Lincoln Johnson called the meeting to order at 12:02 pm Eastern Time using GoToMeeting. Additional members present were: Michael Bowen, Leah Barrett, Rich Steele, Jeff Hoffman and Marsha Herman-Betzen, Executive Director. Mr. Mindrum joined the group at 12:03 pm. Also present was Mark Guthier, legal counsel, as well as Dave Teske from the Central Office.

**Minutes**

Mr. Johnson MOVED, Mr. Steele SECONDED, and it was APPROVED that:

*The minutes from the December 18, 2006 meeting of the Board are accepted as submitted.*

**Committee Reports**

**Finance Committee** (Ms. Barrett, Chair)

5-Year Financial Plan: The committee has reached agreement on a five-year financial planning tool for use by the Central Office. The tool will provide the Finance Committee members with more information and detail than the entire Board receives in its quarterly financial statement.

Annual Budget Review Process: The committee is working toward a tool that will provide some previous year(s) financial information for the Board's use during the annual budgeting process.

Financial Review Calendar: Mr. Teske has created a calendar for use by the Finance Committee. A copy of this was shared with the Board and an example of it is on file with the minutes.

Additional Training for Finance Committee Members: The committee is still working on this item and hopes to finish its work before the March Board meeting.

## **Governance Committee (Mr. Mindrum, Acting Chair)**

ACUI Volunteer Academy Update: Mr. Hoffman will be completing the script and agenda for this conference educational session in the coming week. The exact date and time for the session is still to be determined.

New Board Member Orientation Process: Mr. Johnson provided a brief update of the orientation plan. There will be two 90 minute conference calls planned for mid to late February. The first 90 minutes of the Board meeting in Atlanta on Thursday, March 22 will also be dedicated to orientation topics. The traditional Board handbooks will not go out prior to the orientation sessions this year. Instead, the information will be placed on the website for use by new Board members.

Elections Report Update: Mr. Maxwell has informed Mr. Mindrum that there will be an Elections Report by 5:00 pm on January 29, 2007. The current Governance Committee will have a chance to review the report prior to the meeting in Atlanta.

Volunteer Contract Concept: The committee would like to put some responsibility and accountability language in place for volunteers.

Best Practice Information on Board Effectiveness: The committee would like to put some thoughts together in this area prior to the end of their current term.

## **Strategic Direction Committee (Mr. Johnson, Chair)**

Update on Task Force on Applying the Core Competencies: Mr. Hoffman shared that a second meeting occurred on January 19, 2007. The categories of skill sets identified at this point include: transferable skills, knowledge-based skills, and personal traits/attributes. The Task Force will apply these categories to the work of the 2005 report on core competencies with the understanding the report will serve as a guide that will inform their work.

Update on Communication with Component Groups on the Volunteer Action Plans (VAPs): The committee is in the process of re-communicating with the volunteers with respect to their current plans. The component groups are being asked to update their plans in time for the meeting in Atlanta. There may need to be some discussion regarding who the Volunteer Action Plans should apply to – specifically the special appointments.

Possible Atlanta Think Tanks on Community Building and Diversity: Mr. Johnson shared that he, Mr. Mindrum and Ms. Herman-Betzen have engaged in discussions regarding how the various VAPs do not seem to speak very directly to the issues of diversity and community building as this point – two important areas of the Association's strategic plan. A possible response to this is to begin a discussion at the conference (via Think

Tanks) around how the Association can make more significant process in these areas. These Think Tanks would occur during the educational session blocks. The Board engaged in a discussion around whether this approach might work. Members thought this was a good idea generally, but also wanted some more time to think about it. Mr. Mindrum and Mr. Johnson agreed to draft some initial language for the Think Tanks.

### **Central Office Update**

Ms. Herman-Betzen shared that she is finalizing the Board's calendar for the conference. The newly redesigned website is currently being tested. The conference numbers currently stand at over 600 – which is good news at this point.

### **Action Items**

#### **Recommendations on Chair of the 2009 Conference Program Team**

Ms. Herman-Betzen reviewed the recruitment and selection process for the 2009 CPT chair. Interviews were conducted with three finalists. The recommended candidate by the Central Office staff is Chip West.

Mr. Hoffman MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*Raymond “Chip” West, University of LaVerne , is appointed as the 2009 CPT Chair for the Anaheim Conference.*

#### **Recommendations on I-LEAD Team Leader**

Ms. Herman-Betzen reviewed the recruitment and selection process for the I-LEAD Team Leader. There were five people nominated and two applied. The recommended candidate by the Central Office is Joseph Maurer.

Ms. Barrett. MOVED, Mr. Hoffman. SECONDED and it was APPROVED that:

*Joseph Maurer, Montgomery College, is appointed as the I-LEAD Team Leader.*

### **Deliverables**

Mr. Mindrum indicated that the committee chairs will be expected to bring their deliverables (as outlined in a previous e-mail) to the Board's meeting in Atlanta.

### **Board Self-Assessment**

Mr. Mindrum thanked everyone for their participation in the self-assessment instrument that was previously distributed to the Board. This will appear as an agenda item for the Governance Committee in February.

### **Atlanta Schedule for BOT Members**

Mr. Mindrum re-iterated that the Board's final meeting schedule for the Atlanta conference will be distributed within the next week.

### **Replacement of Vacant Board Position**

Ms. Barrett left the Board meeting at this time, as she was under consideration as a possible replacement for the vacant Board position, created by the resignation of Margaret Vos.

Mr. Mindrum reviewed the current list of possible candidates, as previously generated by the Board members, in line with the procedure outlined in the by-laws for the filling of Board vacancies.

Mr. Hoffman MOVED, Mr. Bowen SECONDED, and it was APPROVED that:

*Ms. Leah Barrett, Boise State University, is appointed to fill the unexpired term of Margaret Vos on the Board of Trustees, until the 2008 conference.*

### **Adjournment**

Mr. Steele MOVED, Mr. Bowen SECONDED, and it was APPROVED that:

*The meeting was ADJOURNED at 1:05 pm.*

**Next BOT Meeting: Monday, February 26, 2007. 12:00 p.m. ET**

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, February 26, 2007

President Robert Mindrum called the meeting to order at 12:02 pm Eastern Time using GoToMeeting. Additional members present were: Lincoln Johnson, Michael Bowen, Leah Barrett, Rich Steele, Jeff Hoffman, Brandon Hall and Marsha Herman-Betzen, Executive Director. Incoming Board member Thomas Lane joined the meeting as well. Also present was Mark Guthier, legal counsel, as well as Dave Teske from the Central Office.

**Minutes**

Mr. Steele MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The minutes from the January 29, 2007 meeting of the Board are accepted as submitted.*

**Committee Reports**

**Finance Committee** (Ms. Barrett, Chair)

- Additional Training for Finance Committee Members and Finance Committee Charge: Ms. Barrett indicated that the committee continues to work on these items and will have their work completed in time for the upcoming conference.
- New Audit Standards: The Board will spend some time during the Atlanta conference reviewing new audit standards.

**Governance Committee** (Mr. Mindrum, Chair)

- ACUI Volunteer Academy Update: Mr. Hoffman indicated that there has been a good response to the academy and that things are in place for the upcoming conference.
- Elections Report Update: Mr. Maxwell's report was reviewed by the committee. There has been an increase in the conversion rate from nominations to applications, but the number of nominations received from leadership team members was down this last year.
- New Board Member Orientation: Mr. Johnson provided a brief update on the first orientation session that occurred last week. Some of the topics covered were the structure of the Central Office and preliminary financial information.



- Volunteer Contract Concept: The committee had some good discussion on the possibility of developing a volunteer agreement for use by the Association within all levels of the organization.
- Best Practice Information on Board Effectiveness: Ms. Herman-Betzen agreed to gather information on this topic in time for a presentation to the Board during the Atlanta conference.
- Governance Committee Charge: The committee will look closely at the language in its current charge with respect to the elections process.

#### **Strategic Direction Committee (Mr. Johnson, Chair)**

- Review of Committee Charge: The committee will finalize its committee charge during its meeting next week.
- Update on Communication with Component Groups on the Volunteer Action Plans (VAPs) (includes discussion on Special Appointment VAPs): Mr. Johnson requested updates from each Board member regarding their liaison tasks with the volunteer action plans for the component groups. These are due by next week. The committee also had a good discussion regarding special appointments with respect to this topic. In the future, some of the special appointments will not be asked to use the same matrix as the remaining component groups have used this year.

The Board had a brief discussion regarding how the updates will be used. The Board will review the updates and provide feedback to the component groups. This will be a topic of discussion on the Board's agenda for its time in Atlanta.

- Atlanta Think Tanks on Community Building and Diversity: The call went out and the deadline for applications was last Tuesday, February 20.

#### **Central Office Update**

- Education and Research Fund Program Team Update: Ms. Herman-Betzen reported that all the team's conference events are going well. They currently have a goal of 100% participation by the members of the team for individual giving and are very close to reaching their goal. The next group that has been identified for individual giving is the Board of Trustees.
- Conference Update: 828 delegates are currently registered for the conference. Last year the final number was 792. The exhibit hall currently has 100 booths registered.

#### **Action Items**

- Think Tank Member Selection  
The Board engaged in a discussion regarding the current status of the Think Tank applications. The numbers stand at 10 at this point. The reasons stated for why people did not apply were mostly around the requested time commitment during all

nine educational session blocks. Of the applications that were received there was consensus that the quality of the applicants is outstanding, At the end of the discussion the following recommendations were made for the two Think Tanks with the identified chairpersons, membership being contingent on the their ability to commit to all nine educational session blocks. There was agreement that the chairs and teams could recruit additional members prior to the conference.

Mr. Steele MOVED, Mr. Johnson SECONDED, and it was APPROVED that:

*The following teams and chairs will be appointed for the respective Think Tanks at the Atlanta Conference, contingent on their ability to commit to the entire program:*

*Community: Christina Coop, University of Washington  
Lynda Matusek, University of Kentucky  
Ryan O'Connell, Florida State University  
Jamie Singson, University of Illinois  
Collette Berge, Pike Peak Community College  
Rob Rouzer, University of Illinois-Chicago (Chair)*

*Diversity: Victoria Angis, Castleton State College  
Daniel Maxwell, IU-PU Indianapolis (Chair)  
Regina Howell, SUNY Downstate Medical Center  
Rene Singleton, University of Washington*

Mr. Mindrum will contact the appointed chairpersons and potential members for their commitment to the Think tank program.

- Review of Conference Schedule  
Mr. Mindrum asked the Board for their reactions to the current schedule. There were no substantive questions at this time. Ms. Herman-Betzen will send a final schedule to all current and incoming members prior to the conference.
- Discussion on Agenda Items for BOT meetings in Atlanta  
Mr. Mindrum asked for any additional agenda items for the Board meetings in Atlanta. He reviewed his thinking at this point as to what items will be covered. Ms. Herman-Betzen indicated that she will add some additional items. Mr. Mindrum asked that all items be forwarded to him as soon as possible so that he can finalize the agenda and get it back out to the Board.

### **Adjournment**

Ms. Barrett MOVED, Mr. Hoffman. SECONDED and it was APPROVED that:

*The meeting was ADJOURNED at 1:07 pm.*

**Next BOT Meeting: Thursday, March 22, 2007, 10:00 a.m. ET**

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday, March 22, 2007

President Robert Mindrum called the meeting to order at 10:15 am in the Marriott Marquis in Atlanta, Georgia. Additional members present were: Leah Barrett, Brandon Hall, Rich Steele, Jeff Hoffman, Lincoln Johnson, Michael Bowen and Marsha Herman-Betzen, Executive Director. Also present were the incoming members of the Board: Thomas Lane, David Barnes, and Adam Burden as well as legal counsel, Mark Guthier.

**Welcome Remarks**

Mr. Mindrum welcomed the new incoming members of the Board. All in attendance then introduced themselves. He then walked the Board through their schedule for the week.

The following committee assignments were announced:

Strategic Directions: Chaired by Mr. Hoffman with members Mr. Barnes, Ms. Barrett, Mr. Bowen, Mr. Burden, Mr. Steele, Ms. Herman-Betzen, and Mr. Johnson (Meeting the 1<sup>st</sup> Monday of the month at 12:00 noon Eastern)

Governance: Chaired by Mr. Mindrum with members Mr. Barnes, Mr. Bowen, Mr. Hoffman, Mr. Steele, Ms. Herman-Betzen, and Mr. Johnson (Meeting the 2<sup>nd</sup> Monday of the month at 12:00 noon Eastern)

Finance: Chaired by Mr. Steele with members Ms. Barrett, Mr. Burden, Mr. Lane, Mr. Mindrum, Ms. Herman-Betzen, and Mr. Johnson (Meeting the 3<sup>rd</sup> Monday of the month at 12:00 noon Eastern)

The full Board will continue to meet the 4<sup>th</sup> Monday of the month as 12:00 noon Eastern.

Mr. Johnson, President-Elect, shared an update on the agenda and topics for the Leadership Team meeting scheduled for Friday, March 23.

**Role of Board Members**

Ms. Herman-Betzen delivered a presentation on the Role of Boards. Most of the material came from the American Society of Association Executives and BoardSource. The topic of the presentation was “*Govern More – Manage Less.*”

Highlights from the presentation and the handout that was distributed were:

- Major premise: Boards govern, staff manages

- Disputes usually occur at a practical level when a general theory is applied to a specific case.
- Issues related to governance include: organizational mission, values and direction; long-term performance
- Issues related to management include: short-term disposition of programs, products, and services; short-term deployment of human, financial and physical resources
- Has the Board, with management, explicitly identified a short list of issues that matter most to the organization's well being in the short and long runs?
- The responsibility for maintaining focus on the above question rests squarely on the Board.
- Explore the possibility of developing a consent agenda for the Board
- Looking at the on-going collection of feedback regarding the Board's performance
- Questions the Board should ask:
  - Does the Board understand the organization's culture and know its history?
  - What steps does the Board take to continuously educate Board members?
  - How does the Board nurture leadership?
  - In what ways does the Board ensure that Board hears multiple viewpoints?
  - Are there mechanisms in place that create a link between the Board and the organization's stakeholders?
  - Does the Board provide direction and create strategy for the organization?

The Board engaged in an initial discussion of Ms. Herman-Betzen's comments. There was agreement that many of the concepts will be explored in the weeks and months ahead.

### **Board Member Expectations**

Mr. Mindrum shared his thoughts on Board expectations. Items included were:

- Meeting preparedness – using the full Board meeting and committee meetings as an opportunity to react to reports – they are not a time to do original work
- Professional response time with each other
- Effective, courteous communication between each other
- Working with the Central Office staff as professional partners
- Don't engage in wordsmithing
- Be an engaged listener and contributor – do not multi-task during meetings
- Be prompt
- Calendar meetings as 90 minutes
- Engage in proactive, critical thinking on agenda issues

Mr. Barnes asked that members also agree to engage each other directly on issues during meetings as opposed to off-line conversations between and among a few board members. There was general agreement that this was a good and acceptable expectation.

## **Committee Charges**

The Board reviewed proposed charge statements for the various sub-committees of the Board. Mr. Mindrum asked each chair to lead a discussion of their respective committee statements.

Mr. Johnson reviewed the proposed charge statement for the Strategic Direction Committee. He offered that the statement has been tightened up from last year.

Ms. Barrett reviewed the proposed charge statement for the Finance Committee. She commented that there were not many changes to the statement from last year.

Mr. Mindrum reviewed the proposed charge statement for the Governance Committee. He stated that the statement attempts to carve out a niche for the committee that is significantly different from that of the Elections Committee.

Mr. Mindrum reviewed the proposed charge statement for the Executive Committee. He indicated that the statement intentionally makes no provision for the Immediate Past President.

Ms. Barrett MOVED, Mr. Steele SECONDED, and it was APPROVED that:

*The following committee charges are in effect for the sub-committees of the Board for the coming year:*

### ***Strategic Direction Committee***

*The Strategic Direction Committee is responsible for organizing and overseeing the development, assessment, and communication of the strategic plan. The strategic direction committee will enhance the quality and future viability of the association by providing a blueprint for a well-considered plan to keep the association moving in a unified direction. The committee's work focuses on the following areas, with specific duties dependent on board needs at any specific time, as well as evolving practice:*

- 1. On a regular basis, lead a Strategic Plan review process that takes into consideration current and anticipated internal and external opportunities and challenges. Revise the strategic plan as necessary ensuring opportunities for association-wide input and buy-in, and communicating with the membership.*
- 2. Work with Finance Committee to ensure all financial opportunities and constraints are calculated into the plan and that the plan has been developed within a sound and realistic financial framework.*
- 3. Present an annual update on progress of the strategic plan.*

4. *Assist volunteer component groups in developing action plans and monitor, assess, and support their efforts.*
5. *Monitor, assess and support the Central Office Operational Plan through the Executive Director.*

### ***Finance Committee***

*The Finance Committee is responsible for assisting the board in ensuring that the organization is in good fiscal health. The work of the committee revolves around five major areas.*

1. *Ensure that accurate and complete financial records are maintained.*
  - *Review and recommend financial policies to the board, including ensuring adequate internal controls and maintaining financial records in accordance with standard accounting practices.*
  - *Comply with federal, state and any other requirements related to the organization's finances.*
  - *Ensure that the IRS Form 990, other forms, and employment and other taxes required by government are filed completely, correctly and on time.*
2. *Ensure that accurate, timely, and meaningful financial statements are prepared, analyzed and presented to the board with commentary on a quarterly basis.*
3. *Oversee budget preparation and financial planning.*
  - *Propose for board approval a budget that reflects the association's goals and board policies. As part of the preparation process, consult the other committees of the board about financial priorities and concerns.*
  - *Ensure that the budget accurately reflects the needs, expenses, and revenue of the organization.*
  - *Assess the budget's impact on the association's long-term financial strategies.*
4. *Safeguard the organization's assets.*
  - *Review proposed new initiatives for ongoing financial implications, recommending approval or disapproval to the board.*
  - *Ensure that the association has the proper risk-management provisions in place.*
  - *Ensure that the association maintains adequate insurance coverage.*
5. *Help the full board understand the organization's financial affairs.*
  - *Ensure that the board as a whole is well informed about the association's finances.*
  - *Educate the board about financial matters.*

### ***Governance Committee***

*The Governance Committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the board. It focuses on the following four*

areas, with specific duties dependent on board needs at any specific time, as well as evolving practice:

1. *Board role and responsibilities*

- *Lead the board in regularly reviewing and updating its role and areas of responsibility, and the expectations of individual trustees.*
- *Assist the board in periodically updating and clarifying primary areas of focus—the board’s agenda for itself for the next one to two years based on the strategic plan.*

2. *Board composition*

- *Lead assessment of the current and anticipated needs for board composition.*
- *Develop a profile of the board as it should evolve over time.*
- *Determine the knowledge, attitudes, skills, abilities and influence that the board will need to address issues that will arise in the foreseeable future.*
- *Nominate qualified individuals under criteria to be elected as board trustees.*
- *Create awareness of volunteer opportunities within the association, including service on the board*

3. *Board knowledge*

- *Design a process of orientation, including information prior to election and during first cycle of board activity for new members (usually one year).*
- *Design and implement an ongoing training and education program for board members*

4. *Board effectiveness*

- *Initiate the periodic assessment of the board’s performance and propose, as appropriate, changes in board structure, roles, and responsibilities.*
- *Provide ongoing counsel to the president and other board leaders on steps they might take to enhance board effectiveness.*
- *Regularly review the board’s practices regarding member participation, conflict of interest, confidentiality, etc., and suggest improvements as needed.*
- *Periodically review and update the board’s policy guidelines and practices.*

### ***Executive Committee***

*The Executive Committee is responsible for working in support of, or occasionally in place of, the full board. The committee is comprised of three permanent members – the president, the president-elect, and the executive director. The work of the committee revolves around six major areas:*

1. *Perform policy work.*

- *Carry out specific directions of the board and take action on policies when they affect the work of the executive committee or the when the full board directs them to do so.*

2. *Act as liaison to the executive director.*
  - *Nurture the executive director by providing counsel, feedback, and support during weekly telephone conference calls.*
  - *Facilitate annual assessment of the executive director by the board and report the results to the executive director.*
3. *Conduct executive searches.*
  - *Assume the lead in the search for a new executive director or delegate the responsibility to a task force or other entity.*
  - *Use available research to determine an appropriate salary for the executive director.*
  - *Seek approval from the full board before hiring a new executive director*
4. *With help from association's attorney, write, negotiate, execute, and update executive director's contract.*
5. *Handle urgent issues.*
  - *Resolve an emergency or organizational crisis (e.g., loss of funding, catastrophic event, or unexpected loss of chief executive.)*
6. *Set the agenda for the full board meeting.*

*The role of the Executive Committee is also defined by what it cannot do. To avoid delegating essential powers away from the full board, the executive committee cannot:*

- *Determine its role in the organization*
- *Elect or remove board members*
- *Hire or fire the executive director*
- *Approve or change the budget*
- *Make major structural decisions (add or eliminate programs, approve mergers, or dissolve the Association)*

## **Committee Reports**

### **Strategic Direction** (Mr. Johnson, Chair)

Mr. Johnson reported on the work of the committee over this past year. The committee established liaisons between the Board and the various component groups of the Association. These liaisons facilitated discussion with the component groups regarding their Volunteer Action Plans. These plans outline the goals of the particular groups with respect to their implementation of the Association's strategic plan. The committee, and Mr. Johnson in particular, is interested in looking at how the VAPs will be used in the coming year.

The committee also spent some time this last year looking at how to apply the core competencies to the educational program of the Association. A more full report on the Applying Core Competencies Task Force is expected to be made by Mr. Hoffman later in the meeting.



There was a discussion among the Board regarding volunteer time, energy, and accountability – particularly as these topics were brought to the fore through this last year’s Volunteer Action Plan process. The Board also discussed when the process will begin for the next version of the strategic plan and the need to begin that process before the current plan comes to a close.

**Governance** (Mr. Mindrum, Chair)

Mr. Mindrum reported on the work of the committee over this past year. The committee looked at the size and composition of the Board. They also reviewed the report of the Elections Committee.

The committee discussed the orientation process for new board members – particularly focusing on the provision of additional education to incoming and current board members. A board self-assessment was conducted near the end of the term. Recruitment of volunteers, especially through the introduction of the Volunteer Academy, was also an area of focus.

The committee explored the possibility of adding an additional face-to-face meeting for the Board. Calendaring for this was ultimately problematic given the current election cycle for the association. There was some discussion that if this could be worked out it might be beneficial in providing some much needed time to engage effectively in strategic planning.

**Finance** (Ms. Barrett, Chair)

Ms. Barrett reported on the work of the committee over this past year. She indicated that the committee has a strict schedule it needs to follow every year with respect to quarterly financial statements and the annual budget process. This last year the committee created an investment policy for the association.

There was discussion regarding the need of the Board to more fully develop a financial reserves philosophy that is commonly understood and easily articulated to the membership.

The committee spent time this last year putting a foundation in place for a more consistent five-year financial planning model for the association. In addition, recommendations were made for some minor changes in how the annual audit is conducted.

**Review of Volunteer Action Plans**

Mr. Mindrum and Mr. Johnson initiated a discussion around the current iteration of the Volunteer Action Plans. They asked the Board to provide their feedback as to what observations they have after reviewing the plans, as submitted by the various component groups of the association.

The first theme identified by the Board was the level to which staff support will be needed to ensure success across some of the more dynamic objectives outlined in the VAPs. One of the limitations to moving forward on the staff issue is the allocation of additional salaries and wages. In order to find more money to possibly address this, the question was asked whether or not the Board receives assessment data on current programs and services to determine if resources are currently being expended in the right way. The general answer was “No.” An assessment of association programs and services has not been conducted recently.

There was a continuing discussion that in order to find more resources it is often necessary to cut expenses. This can occur either incrementally in a variety of areas, thereby possibly affecting the overall quality of the association’s programs and services – or a decision can be made to completely stop doing something in order to re-allocate those dollars to an entirely new initiative.

The Board then moved into a discussion of where the best level within the association is to impact and bring alignment to the strategic plan – particularly as it relates to the regions. It was stated that perhaps too many resources are spent bringing RDs together around the strategic plan as opposed to bringing the regional leadership teams together. However, there was no final agreement reached as to the best approach.

Ms. Herman-Betzen shared that it is becoming increasingly difficult for the staff to find the time to effectively advance new initiatives as they come out of the VAPs and the strategic plan. Priorities need to be set among the identified objectives and then decisions need to be made as to how to balance the staff’s time between revenue generation and the strategic priorities. Or – priorities that generate revenue should be moved to the top of the list and/or new staff positions need to be developed and funded to accomplish the work of the association.

Mr. Hoffman shared that the following topics should be explored more fully: the association’s planning cycle; the amount of staffing in the Central Office; and the regional structure within the association.

Mr. Steele asked what it would take from a staffing perspective to more effectively implement the program requirements of the strategic plan.

The following is a summation of themes on the VAPs: there needs to be a better framing of the strategic plan for the component groups to respond to; there needs to be more narrowing and prioritizing done on the currently identified strategies; there needs to be better alignment between the staff operational plan and the VAPs; there has not been significant measurable progress made on the VAPs at this time

Mr. Mindrum suggested that the Strategic Direction committee take up the previously identified issues and report back to the full Board.

## **Applying Core Competencies Task Force**

Mr. Hoffman provided the Board with an update on the Applying Core Competencies Task Force. His submitted written report is on file with the minutes.

The Task Force will meet during the annual conference on Sunday afternoon. Almost all members of the Task Force will be in attendance. He has encouraged the members to use the original report of the Core Competencies team as a starting point for their work. One of their first areas of focus will be to identify the skill sets that are necessary, and therefore must be assessed, in order to measure the successful mastering of each core competency.

Successfully identifying the skill sets will be a major step forward in legitimizing the core competencies across the variety of jobs in the profession. Mr. Mindrum asked what the next steps will be once the skill sets have been identified. Ms. Herman-Betzen indicated that strategically the Board needs to consider this, with the possibility that this *may* lead to certification, credentialing, or some other tangible and/or commercial outcome. However, even if this is not a course the Board chooses to take in the future, the process will have at the very least identified the learning outcomes that result from active participation in the college union and student activities profession.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Saturday, March 24, 2007

President Robert Mindrum called the meeting to order at 9:07 am in the Marriott Marquis in Atlanta, Georgia. Additional members present were: Leah Barrett, Brandon Hall, Rich Steele, Jeff Hoffman, Lincoln Johnson, Michael Bowen and Marsha Herman-Betzen, Executive Director. Also present were the incoming members of the Board: Thomas Lane, David Barnes, and Adam Burden as well as legal counsel, Mark Guthier.

**Education Council and Conference Program Teams**

Mr. Mindrum introduced the first topic for the morning: How the Education Councils and the Conference Program Teams work together. The following people joined the Board for this discussion: Jerry Mann (UCLA), Carolyn Farley (UNC-Wilmington), Zach Wahlquist (Central Office), Sarah Aikman (University of Northern Kentucky), Chip West (University of LaVerne), Michelle Smith (Central Office), and Liz Beltramini (Central Office).

Ms. Farley provided the Board with an historical overview of the development of the Education Councils, especially as it relates to the emergence of the association's core competencies over the last few years and the impact of that on the educational program of the association at the annual conference – which has required a close working relationship with the Conference Program Teams to be fully successful. Mr. Mann offered that while this has developed over time, it has been perhaps the only significant area that the Education Councils have been able to have a direct influence on the educational program of the association. There is very little interaction with and impact on the educational program at the regional level.

Mr. Barnes and Ms. Aikman shared their perspective, as CPT chairs, on how their teams have either worked with the Education Councils or intend to work with them. Mr. West indicated that he is looking forward to observing the process, learning from it, and developing a collaborative approach with the Education Councils when working on the educational sessions for the Anaheim conference.

The discussion then focused on how far the association has come over the last few years with respect to the Education Councils, core competencies, and the educational content of the association. Topics also explored during the conversation included the number of co-chairs at the international level, the scope of the Councils as it relates to the current language in the bylaws (and whether or not those are in alignment), and the marked increase in quality and balance of the educational program since the Education Councils were established.

It was noted that some areas of focus heading forward might be: additional exploration of the connection between the Regions and the Education Councils; once the final scope of work for the Councils is firmed up, bringing that in alignment with the bylaws; deciding whether or not to formalize the relationship between the Education Councils and the Conference Program Teams (setting up some expectations/standards that should occur on an annual basis as the educational content of the annual conference is developed).

There was general agreement among the volunteer leaders and staff that the most pressing area of focus at this time is the apparent disconnect between the Education Councils and the Regional Leadership Teams, particularly as it relates to the association's ability to brand its program offerings.

Mr. Hoffman asked the group to consider how learning outcomes are being identified as educational programs and services are developed and delivered. The discussion included mention of the Applying Core Competencies Task Force; identification of learning outcomes on the new ACUI website for all educational programs and services; and the on-going discussion of whether or not all of this is headed toward certification/credentialing for the association. The current thinking on the inter-relationship of these topics is:

**Core Competencies**     $\implies$     **Skill Sets**     $\implies$     **Learning Outcomes**

The Board thanked the various guests for their time and input. Following their departure, the Board took a short break without objection.

### **Minutes**

Mr. Johnson MOVED, Mr. Steele SECONDED, and it was APPROVED that:

*The minutes from the February 26, 2007 meeting are accepted as submitted.*

Ms. Barrett MOVED, Mr. Hoffman SECONDED, and it was APPROVED that:

*The minutes from the March 22, 2007 meeting are accepted with the noted changes.*

### **Follow-Up to the Education Council Discussion**

The Board explored the distinction between and among several items that were raised during the previous session. There was some discussion of whether the separate Education Councils operate as one Council in and of itself for the association. There was agreement that the current co-chairs of the individual councils offer guidance to the

separate areas, but also interact as a group of eight with a vision toward producing a balanced educational program for the association at large.

There was no decision made at this time as to whether potential bylaws changes are necessary to bring the current work of the Education Councils in line with the actual language in the bylaws.

### **Volunteerism**

Mr. Mindrum initiated a discussion on volunteerism – particularly as it relates to the current level of participation in association-wide leadership positions. He referenced his recent article in *The Bulletin* on this topic as a starting point for the discussion. The group also brought pieces from Dr. Arthur Brooks’ presentation (made the previous day to the Leadership Team) into the discussion.

Topics explored included: the role of the Regions in generating grass roots appeal to volunteer positions; the distinction between membership and involvement; the history of volunteer recruitment in the association; finding the right balance between high tech and high touch; how much is the association trying to find solutions to fix the “old model” of volunteerism; what research needs to be done in order to better understand a new model of volunteerism; if research is done, what will the association do in the meantime; possibly readjusting the balance between the volunteer and staff workforce in the association; looking at the time commitments the association asks of volunteers (*position commitments vs. volunteer experiences*)

The discussion then turned to how the Board will address some of these issues. One suggested approach was to assemble a task force on some or all of the topics.

Mr. Steele MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The Strategic Direction Committee will draft a charge statement(s) for a task force(s) to address the nature of volunteerism today in the Association. The charge statements(s) will come back to the Board for further consideration.*

The Board took a short break for lunch without objection.

### **Volunteer Agreement**

Mr. Mindrum drew everyone’s attention to the distributed draft of a proposed Volunteer Agreement for the association. The draft document comes to the Board as a result of the work of the Governance Committee. The purpose of the agreement is to more clearly delineate the rights and responsibilities of both the association and its volunteers, as well

as the relationship between the two, prior to the assumption of a volunteer role within the association.

The discussion addressed the following issues: to whom would the agreement first apply; what levels of signature would be used (both on the volunteer side and the staff side); should slightly different versions be drafted for international level positions vs. regional level positions; the proper timing for the implementation of this type of agreement; the importance of presenting this as a mutually beneficial mechanism for enhancing the volunteer experience

There was general agreement that Mr. Mindrum will make some additional edits to the draft document in time for the next Governance Committee meeting, with the intent that it will be approved at that point in time for inclusion on the next full Board agenda.

### **Volunteer Input on Central Office Staff Performance**

Ms. Herman-Betzen shared a proposed form for possible use by volunteers when providing input on Central Office staff performance. Information gleaned from this form would be used by the Executive Director when evaluating staff members with respect to that portion of their jobs that are dependent on creating positive working relationships with volunteers. She welcomes any additional input the Board may have on the form.

### **Committee Reports**

Notes from each of the three sub-committee meetings of the Board (which took place on March 23) were distributed to the full Board. Copies of these are on file with the minutes.

#### **Strategic Direction** (Mr. Hoffman, Chair)

Mr. Hoffman reviewed the highlights of the committee's meeting from March 23. These included: applying core competencies task force; volunteer action plans; think tanks; regional structure and alignment; volunteerism; and periodic assessment of the strategic plan

#### **Governance** (Mr. Mindrum, Chair)

Mr. Mindrum reviewed highlights of the committee's meeting from March 23. These included: possible Elections Committee changes; required orientation sessions for candidates/nominees for the Board; assessing the size of the Board; using the recent Board self-assessment to consider areas where Board knowledge needs to be increased

#### **Finance** (Mr. Steele, Chair)

Mr. Steele reviewed the highlights of the committee's meeting from March 23. These included: the annual financial statement and budget timeline; changing audit guidelines;

investment policy; review of typical quarterly financial statements; the five-year financial plan; review of upcoming financial topics for the year

### **July Leadership Team Meeting**

Mr. Johnson suggested that an outline be developed for the July meeting – with the likely focus being on Volunteer Action Plans. The agenda and outline would be shared with everyone on the Leadership Team well in advance of the July meeting. Since the Volunteer Action Plans may not have as much relevance to special appointments, they would be given an option to decide whether or not they want to attend all or a portion of the July meeting.

There was general agreement that this would be a good approach. The meeting is scheduled for July 11-14, 2007.

### **Looking Ahead**

Mr. Johnson shared his reflections on where the Board is positioned at this time. He expressed his excitement over the opportunities that face the Board and the association and the ability of the Board members to meet those challenges.

Expectations for the year that Mr. Johnson outlined included:

- Being attentive to the meeting schedule (give plenty of notice when a meeting must be missed)
- Review of the minutes prior to meetings
- Preparedness for meetings
- Schedule 60 minutes for the meetings
- Meetings will be cancelled if there is no business to conduct (Reports from committees are not “business”)
- Meetings will be run by consensus as much as possible
- Discussions need to occur on the conference call, not between the calls
- Development of future leaders will be a primary focus this year
- Also important will be Board accountability, effectiveness, and maintaining a strategic focus
- It is a Board responsibility to increase the pipeline of volunteers to leadership opportunities within the association



### **Recognition of Mr. Mindrum**

Mr. Johnson, on behalf of the Board, thanked Mr. Mindrum for his years of service on the Board, particularly this last year as President. All agreed that his leadership was instrumental in raising the Board's level of accountability, focus on strategic thinking, and attention to volunteerism. Much appreciation was expressed for his thoughtful approach to the position and his commitment to the profession.

### **Adjournment**

Ms. Barrett MOVED, Mr. Hoffman SECONDED, and it was APPROVED that:

*The meeting was adjourned at 2:40 pm.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, April 23, 2007

President Lincoln Johnson called the meeting to order at 12:01 pm Eastern Time using GoToMeeting. Additional members present were: Leah Barrett, Rich Steele, Jeff Hoffman, Thomas Lane, Adam Burden, Robert Mindrum, Michael Bowen and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Central Office, and Mark Guthier, legal counsel.

**Minutes**

Mr. Lane MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The minutes from the March 24, 2007 meeting are accepted as submitted.*

**May Meeting**

There was a brief discussion regarding the scheduling of the Board's May meeting. Ordinarily the meeting would occur on May 28 as the fourth Monday of the month, but that is the Memorial Day holiday. It was decided that action items such as the 2008 Conference Program Team budget and the Q2 Financial statement will need to be handled in an alternative format, possibly via e-mail.

**Committee Reports**

**Strategic Direction (Mr. Hoffman, Chair)**

- i. Think Tank next steps  
The committee is still unsure where to go with the information gleaned from the Think Tanks. The committee will at the very least be looking more in depth at the two reports, developing some questions as a result of the reports, and assessing whether some additional resources are needed to move items in the reports forward.
- ii. Priorities & Subcommittee charges  
There are currently three additional areas of focus for the committee at this point: Recruitment and retention of volunteers; attraction of individuals to the profession as a whole; and possible realignment of the regions.
- iii. Volunteer Action Plan process  
Mr. Hoffman provided the Board with an update on where this process currently stands. Mr. Johnson will be very much involved with this particular item as it is a priority for his year as president. Some

preliminary thoughts include limiting the number of goals per VAP to somewhere between 3-5.

iv. Applying Core Competencies Task Force

Mr. Hoffman indicated that this Task Force continues to do good work.

**Governance (Mr. Mindrum, Chair)**

v. ACUI Volunteer Agreement process

The committee discussed the current version of the volunteer agreement. The recommendation at this point is to bring the current draft of the agreement to the Leadership Team in July. Based on what occurs there, the agreement would then be used during the following volunteer recruitment cycle.

vi. BOT Election timeline issues

The committee discussed the role of the Elections Committee and the possibility of adding a third in-person retreat in January. The limiting factor at this point is financial and this will be explored as part of the next budgeting process.

The committee also discussed whether the size of the Board needs to be enlarged and the decision was that the current size is appropriate – therefore, there will not be a recommendation to increase the size at this point.

The committee discussed the following items as well: Board knowledge, the length of the term of office for the student Board member, and the distinction between the role of the Governance Committee and the role of the various implementation teams.

**Finance Committee (Mr. Steele, Chair)**

vii. Priorities for 2007

The committee discussed financial and budgetary issues related to the Education & Research Fund. As this Fund is incorporated into the Association's overall financial picture, it will be important to have a good handle on the Fund's impact on the financial position of the Association. The committee has asked Mr. Teske to give some additional thought to this and to make recommendations to the Finance Committee for their possible action.

Additionally, the Finance Committee will give some additional consideration to alcohol issues as they relate to the Association's overall risk management philosophy. Ms. Herman-Betzen has conducted some preliminary research on this with sister associations, especially in the areas of business officers, student affairs officers, and ASAE.

## **Executive Director Update**

Ms. Herman-Betzen shared an update on the conclusion of some recent travel conducted by members of the Central Office. Members of the office attended *Digital Now* and *Honda Campus All-Star Challenge*.

She then updated the Board on the work done by the Association with Julie Walters-Steele, Union Director at Virginia Tech, in response to the tragic massacre that occurred there on April 16. Mr. Johnson thanked Ms. Herman-Betzen for the quick and thoughtful response on behalf of the Association.

There is currently a vacancy in the ACUI Corporate Partnerships area of the Central Office. Martha Blood is currently conducting a search for this important position that reports through her.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:45 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, June 25, 2007

President Lincoln Johnson called the meeting to order at 12:03 pm Eastern Time using GoToMeeting. Additional members present were: Leah Barrett, Rich Steele, Jeff Hoffman, Thomas Lane, Robert Mindrum, Michael Bowen and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Central Office, and Mark Guthier, legal counsel.

**Minutes**

Mr. Mindrum MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The minutes from the April 23, 2007 meeting are accepted as submitted.*

**Action Items**

**Strategic Direction: Professional Pipeline Task Force Charge**

Mr. Hoffman provided the Board with an overview of the thought process behind the Strategic Direction Committee's request to convene a task force. Its focus would be the development of an improved professional staff pipeline for college unions and student activities. It was noted that a desirable outcome from this process would be a more diverse pool of professionals in the union/student activities field.

There was much discussion regarding whether or not a focus in this area would divert scarce time and resources from developing a more comprehensive approach to diversifying the profession in general, as suggested by Goal D of the Association's current strategic plan. The Board was split on whether or not both initiatives could be pursued simultaneously or whether the former would indeed produce the results desired in the latter.

There was agreement that in any event, diversity needs to be fully integrated into everything the Association does.

There was a motion to table this until the July Board meeting. The Strategic Directions Committee would take the themes from the discussion into consideration as it finalizes its recommendations. The motion passed.

It is anticipated that the Board will take final action on this agenda item at the July meeting.

## **Discussion Items**

### **July Leadership Team Meeting Structure and Agenda Items**

Mr. Johnson reviewed the schedule and agenda items for the upcoming Leadership Team and Board meetings that will take place in Bloomington, Indiana from July 11-14, 2007.

## **Committee Updates**

### **Governance (Mr. Mindrum, Chair)**

Mr. Mindrum provided the Board with an Elections Committee Update.

### **Finance Committee (Mr. Steele, Chair)**

Mr. Steele shared an update with the Board on two policy initiatives that the committee is currently pursuing: an Alcohol Policy and a Business Continuity Policy.

### **Strategic Direction (Mr. Hoffman, Chair)**

Mr. Hoffman provide the Board with updates on the following topics in preparation for the upcoming July Board meeting: Volunteer Engagement Task Force; Think Tank progress; Applying Core Competencies Task Force; and a Potential *Bulletin* article on the strategic plan.

## **Executive Director Update**

Ms. Herman-Betzen shared an update on the work of the Central Office and indicated that they are working in preparation for the July meeting.

## **Announcements**

Mr. Johnson confirmed the July committee meeting schedule and asked for feedback on his recent President's Update.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday, July 12, 2007

President Lincoln Johnson called the meeting to order at 3:15 pm Eastern Time at the Indiana Memorial Union. Additional members present were: Leah Barrett, Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen and Marsha Herman-Betzen, Executive Director.

**Minutes**

Approval of minutes was postponed until a final draft is available.

**Professional Pipeline Task Force**

Mr. Hoffman indicated that the proposed Task Force charge was again discussed. The committee confirmed that the charge is important to pursue knowing that there is still a need to pursue efforts in diversity (per the strategic plan). A suggestion was made to change the title to "Growing the Profession Task Force" and amend the Timeline to: "The initial draft report will be presented to the ACUI Board of Trustees by February 1, 2008. This draft will then be available for member feedback and refined by March 1, 2008."

*The charge was approved unanimously.*

**Diversity of ACUI and the profession**

Mr. Johnson led a discussion regarding philosophical thoughts of the BOT toward the issue of diversity.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 5:10 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Friday, July 13, 2007

President Lincoln Johnson called the meeting to order at 10:00 am Eastern Time at the Indiana Memorial Union. Additional members present were: Leah Barrett, Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen, Robert Mindrum and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske from the Central Office and Mark Guthier, legal counsel.

**Auditor Meeting**

Ms. Herman-Betzen introduced Linda Simon and Duane Vaught from Stampfli Associates. This is the first time the Association's auditing firm has spent time with the Board of Trustees. Ms. Herman-Betzen shared a brief history of the business partnership that Stampfli and ACUI has enjoyed over the years.

Mr. Vaught provided an assessment of the Association's financial health over the last ten years, particularly since 1995-96 at which time the Association was technically bankrupt. Since that time the Association has undertaken several items and moved positively down its financial path: moving to a calendar year for financial reporting; moving the Regions in under the Association's financial umbrella; moving to a state of financial solvency for both the Central Office and the Regions.

Mr. Vaught shared his rules of thumb on whether or not to consider auditor rotation:

- Is the auditor taking a hard, serious look at our financial position?
- Will they tell us the truth, whether we like it or not?
- Are they charging a fair price for their work?

Mr. Vaught indicated that during the next audit cycle, Stampfli will communicate directly with the Board both at the beginning and at the end of the audit, as required by his interpretation of new audit standards. During this time an assessment will be made as to the mutuality of understanding that exists between the Board and the auditor as to the annual financial review – both in its purpose and in the final results. A decision will need to be made by the Association as to whether or not management (Central Office staff) is present during either or both of these meetings as well as which members of the Board will be present at each (i.e., Finance Committee, Executive Committee or the full Board).

Ms. Simon encouraged the Board to take a serious look at its balance sheet. She indicated that the Association has done an excellent job at improving cash flow and cash balances over the last several years. She is encouraged to see that account receivables are on a downward trend, deferred income is up and the ending cash balance has changed by nearly \$500,000 in the last year. While some challenges still remain, she wanted the Board to understand how far the Association has come over the last ten years.



## **Finance Committee Report**

### Staffing Needs

Mr. Steele provided the Board with an assessment of the Central Office's staffing needs, based on an initial proposal they received from Ms. Herman-Betzen. He asked Ms. Herman-Betzen to share the proposal with the Board.

The staffing proposal attempts to address a growing phenomenon at the Central Office – work product is beginning to suffer as demands go up. There is no immediate financial return on the proposal – it would need to be funded by not fully funding reserves for the year (with the hope that in the ensuing year the additional staffing will produce the necessary financial results to fund the positions.) Copies of the proposal and the financial implications are on file with the minutes.

The Board discussed whether or not the staffing proposal will address the coming together of three important items at this time: the on-going strategic plan; declining membership; and increased educational demands from the membership the Association currently has. It was noted that there are risks associated with both moving forward on this proposal and in not moving forward. Some Board members felt that the Association is in a unique position at this time to be able to look forward and anticipate the staff growth that will be needed to be successful in the future. There was also a discussion on whether or not there are things that the Association can stop doing in order to find additional resources.

The discussion then focused on how the staffing proposal will drive membership and member benefits, since it was generally agreed that membership income is the only truly significant growth area for the Association. It was asked if the Association knows membership needs better today than in the past. The answer was, “yes,” but that there are not the necessary human resources to meet those needs.

If the Board moved in this direction, it would add one year to the current ten-year plan to have 50% of one year's operating revenue in reserves; thereby extending it to eleven years.

Mr. Hoffman MOVED, Ms. Barrett SECONDED, and it was APPROVED that:

*The Board accepts the Finance Committee recommendation to revise the FY 2007 budget for the purpose of addressing the strategic staffing needs outlined in “ACUI Central Office Staffing Proposal (July 2007)” and to suspend the reserve policy for FY 2008.*

### Alcohol Policy

Following action by the Executive Director, the committee will address a draft policy on alcohol use during its August meeting.

## **Strategic Direction Committee Report**

### Think Tanks

Mr. Hoffman shared that Rob Rouzer is currently working with the Community Think Tank and plans to have a progress report by sometime in August. The Diversity Think Tank does not have a facilitator at this point. The plan is to ask the group to continue its work without a facilitator.

### Taskforces

A call has gone out for the Volunteer Engagement Taskforce. The deadline is July 23. The call will go for the Growing the Profession Taskforce in early August. This group will have until February 1 to complete their report.

### Applying the Core Competencies

A conference call with the Core Competencies Taskforce co-chairs occurred Thursday, July 12. Their focus at this point is to finish the final draft report by September 1. After feedback is received from the membership, the Strategic Direction Committee will review it during its October and/or November meeting with the goal that the full Board will have the report prior to the annual conference in New Orleans.

### Liaison Relationships

The liaisons are working with the component groups currently to submit their Volunteer Action Plans. Mr. Johnson will create a matrix that includes all component group VAPs for both last year and the coming year. The deadline for completion of VAPs is next Friday, July 20. There is a renewed emphasis this year on making sure that assignments and timelines are included with the plans.

## **Volunteer Recognition**

Mr. Johnson asked that there be some consideration given to how the Association will recognize the growing number of volunteers who will be making contributions for shorter periods of time on perhaps more narrowly defined projects than has been the norm. Some ideas that were generated were to use the Volunteer Engagement Taskforce and the Community Builders Awards Ceremony as places where this conversation could occur more fully in the coming months.

## **Governance Committee**

Mr. Mindrum shared an update on the current topics being addressed by the committee. They include:

- New member BOT survey for orientation and training will be conducted and compiled by Mr. Hoffman.
- Possible third face-to-face meeting for the BOT will be discussed at the close of the July Board meeting.
- Elections committee process – call for nominations to occur on the website in the near future. Deadline is October 1, 2007.
- Role of the Affirmative Action Officer – Mr. Lane will work with Ms. Angis and Ms. Herman-Betzen to review this area.
- “Leading the Association” readings have continued. More will be discussed at the BOT meeting on Saturday, July 14.

Mr. Hoffman asked that a voluntary GoToMeeting session for potential applicants for Board positions be conducted this fall. Mr. Johnson agreed to coordinate this and to have it scheduled in enough time prior to the October 1 deadline.

### **Executive Director Annual Evaluation**

Mr. Johnson provided the Board with an update on the annual evaluation process that is typically used with respect to the Executive Director. The deadline for completion is usually December 1. All members of the Board will have the opportunity to provide feedback to the evaluation team through a previously designed instrument. The evaluation team is the currently composed Executive Committee.

### **Reasonable Accommodations**

Mr. Guthier provided the Board with a draft policy on reasonable accommodations for people with disabilities that would be used by all regional and international planning committees. The Board reviewed the draft and provided feedback. The Finance Committee will take the provisions of the draft policy into account as it prepares the Q2 financial report. It is the Board’s intention to take action on the policy during its August meeting.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 4:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES and CENTRAL OFFICE STAFF WORKSHOP NOTES**

Saturday, July 14, 2007

President Lincoln Johnson welcomed the group at 9:00 am Eastern Time in the Indiana Memorial Union. Additional members present were: Leah Barrett, Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen, Robert Mindrum and Marsha Herman-Betzen, Executive Director. Also present from the Central Office were Dave Teske, Karen Bazuer, Michelle Smith, Zack Wahlquist, Liz Beltramini and Martha Blood; as well as Mark Guthier, legal counsel.

**Strategic Issues Discussion**

Mr. Johnson set the tone and direction for the discussion. He characterized it as a philosophical discussion with no pre-determined outcomes in mind. He asked Mr. Mindrum and Ms. Herman-Betzen to offer some introductory thoughts to the discussion.

The group was reminded of two themes from “Leading the Association” by James Dunlop that describe where the Association currently sits: a mature organization with a balanced mode of leadership between volunteers and staff.

Ms. Herman-Betzen asked the staff to describe their current job responsibilities and then asked the Board members to describe their committee assignments. All did so.

Mr. Teske shared a presentation from the most recent *Digital Now* conference. The conference is designed to help associations dream about their future – to be forward thinking and strategic.

Ms. Herman-Betzen distributed a one-page document as a starting point for the day’s discussion. The topic areas presented were:

**Membership/new business model**

- There are 615 member institutions compared to 890 in 2000 (31% drop). Small schools (those with enrollments under 5,000) are most likely to drop membership. Does our current dues structure best serve members? Small schools? Students?

**No.**  
**No.**  
**No.**

- Many, if not most, institutions are dropping after 10+ years of ACUI membership...

- Information has become a profitless commodity with professional development resources easily available from multiple resources for less cost or free. There is more competition. Does our name prohibit nonmembers from understanding the audience ACUI services?

**Yes.**

- Should ACUI change its business model to enable access to its knowledge base to everyone? At what level? Unbundling services?
- Is a generalist association model feasible to sustain? Can we serve multiple audiences? At what cost?
- People join more for the convenience of products and services than the personal connections with colleagues (though the latter can be an outcome of belonging to ACUI).
- For what programs and services or business practices have we passed our peak performance?
- <http://www.fusionproductions.com/digitalnow/>

### **Regional structure**

- How does the Association offer a consistent product line across all regions and establish a clear ACUI brand?
- Does the current geographic structure allow ACUI to best serve the membership?
- Are there services/support provided to the regions that should be on a fee-based/value added basis? A flat overhead for services?
- Should there be budgetary/financial expectations of the regions (e.g., financial reserve contributions, budgets, etc.)?

### **Succession planning**

- How do we ensure the Association is prepared for transitions in leadership, both current executive director upon retirement and loss of key volunteers.

### **Developing ACUI's brand**

- Create standards that apply to all aspects of ACUI's programs and services (including both international and regional programs) to address: cost, promotion, content development, program delivery, and evaluation.
- Coordinate graphic identity for all ACUI programs and services.
- Generalist association—can we “own” the campus community builder market?

### **Financial stability**

- How does ACUI continue to broaden the financial base to reduce reliance on a limited number of soft money funding sources (dues and corporate partnerships)?
- Should ACUI invest in ownership of a permanent office structure that could potentially be an asset as well as a revenue stream from renting space to other entities?
- Should ACUI explore consolidation with another association?
- Could ACUI create an association management service to assist other associations? Meeting planning function, negotiation of hotel contracts, software as in ACUInfo?

One of the big take-aways from the *Digital Now* conference was the realization that information is not a commodity any more. People are not willing to pay for information – they expect to be able to find it for free.

Some of the questions asked were:

- How do we maintain current members with current expectations while attracting new members with new expectations?
- Is it always possible to use community building as a metaphor that works both on our campus and in the Association?
- How do we un-bundle services? What do we mean by this?
- In relation to declining membership – is it a question of what we're offering or how we're offering it? Or both?
- What do people do with the information they receive from us? Can we add value to that?
- Why do people want to identify with ACUI as a group?
- How do we reconcile the various reasons people join – as consumers, for convenience, for identity ...?
- Would the current dues structure need to be changed to accommodate some of these new initiatives?
- Do we know how stable our membership base is with respect to large/historically involved institutions?
- Should information be given away to a niche market for a certain period of time; i.e., free one-year membership for graduate students; higher education faculty, ...?

- Should the conference registration rate for students be less than the full rate?
- How do we keep entry level and mid-management staff connected when the director leaves or drops the institutional membership?
- How do we reach multiple generations simultaneously? What are we trying to reach them with? What is our product?
- Are we a generalist association or not?
- Unbundling membership is about creating multiple entry points for someone to engage with the Association ...to make connections where and how they want (people, information, etc...)
- How do we segment what we offer to give it in specific, personalized ways to people under 40?
- Why is membership declining?
  - Very few resources are spent on this cost center currently
  - Lack of expertise in the Central Office around member recruitment and retention
  - More competition in our niche within student affairs
  - Business model has changed
  - Over-extended volunteer workforce
- How can we customize our printed materials and other products to meet the needs of our individual members?
- One of our products is the volunteer experiences we offer ...
- Some institutions see their dues as the fee they pay to support ACUI in a given year ...Some see their dues as the best way they can distribute information to a wide range of people
- How do we deliver quality products to a shrinking market?
- Does our name stand in our way?
- What about Campus Community Builders International?
- Three-for-One segmentation ... is this possible?
  - ACUI Procure
  - ACUI Program

- ACUI Facilities
- Or break into the four councils as separate brands....
- Where do we have market share/less competition?
  - Student employment
  - Leisure activities
  - Student organization advising
  - Student leadership? Undergraduates – ACPA, NASPA, NACA, Leadershape
  - Student governance
- What are we doing that is past its peak performance?
  - Food service
  - Cults
  - Fine arts/art galleries
  - Reservations technology
- The group was reminded of the Eight Super-Trends (from ASAE & The Center for Association Leadership)
  - Demassification
  - Unbundling
  - Scrimping
  - Wave 3.1
  - Virtualization
  - Cyber-Mobbing
  - Scrutiny
  - Counter-Americanism
- We currently only sell one product for membership right now.
- Should we market the regional and annual conference as *experiences* instead of *education*?
- What are we selling? One response – what I need to be a better union and activities professional.
- If we change our hook from “college union” to something else would we be able to bring people back?
- Should we spin something off (not unlike how ACUI Procure began) that is hip, now, and younger? -- ACUI Jr.



## ***Eight Super Trends – How do they impact the Association?***

- Demassification

What segments do we need in order to not be a one-shotgun-takes-all type of approach?

### Topic Areas – *What is the Association about?* – **Distinct categories of services**

Campus Life & Program Management  
Facilities & Operations  
Administration, Finance & Management

### Audiences – *Price point & How do we put things together?* – **Membership groups**

ACUI Jr.

- Grad students
- Undergrad students

New professionals (regardless of their function)  
Senior professionals  
One-person shops  
Corporate Partners  
Mid-Management Professionals

School Size (FTE)  
Staff Size  
Operating Budget  
Facility Size/Existence  
Public v. Private  
Institutional Type  
    Carnegie Classification  
    HBCU

Nationality  
Auxiliary Services v. Student Affairs  
Student Activities

- Unbundling

How do we make this a la carte?

Regional membership  
International membership  
ACUI Jr.  
Individual membership  
Institutional membership (group)  
Web only

Job postings  
Bulletin subscription  
ACUInfo  
Union Wire  
ACUI Procure  
CUSA  
Member Directory  
Salary Survey  
ACUI Forum  
Registrations  
Communities of Practice  
Etc..... (Staff to complete)

- Scrimping
- Wave 3.1

- Virtualization

Communities of Practice

Make more knowledge available on a free-basis on the website

Understanding the competition that already exists for on-line  
virtual community building

Better use of ACUI Forum

Podcasting

Video replaying of keynotes

- Cyber-Mobbing
- Scrutiny
- Counter-Americanism

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, August 27, 2007

President Lincoln Johnson called the meeting to order at 12:03 pm Eastern Time using GoToMeeting. Additional members present were: Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen, and Robert Mindrum. Also present were Dave Teske from the Central Office and Mark Guthier, legal counsel.

**Approval of Agenda**

Mr. Hoffman MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*The agenda is accepted as submitted.*

**Approval of Minutes**

Mr. Lane MOVED, Mr. Hoffman SECONDED it was APPROVED that:

*The minutes from the June 25, 2007 meeting are approved as submitted.*

Mr. Bowen MOVED, Mr. Barnes SECONDED it was APPROVED that:

*The minutes from the July 12, 2007 meeting are approved as submitted.*

Mr. Hoffman MOVED, Mr. Lane SECONDED it was APPROVED that:

*The minutes from the July 13, 2007 meeting are approved as submitted.*

**Action Items**

**2006 Financial Audit**

Mr. Steele reviewed the audited financial statement and management letter that the Board received previously with the agenda. He recommended, as chair of the Finance Committee and with their endorsement, that the Board accept the audit and management letter as submitted. Following a brief discussion of the letter and a short question and answer period between Board members and Mr. Teske, the audit was formally approved:

Finance Committee MOVED and SECONDED, and it was APPROVED that:

*The 2006 financial audit is approved as submitted.*

### **Volunteer Agreement**

Mr. Johnson reviewed the discussion that the Board and Governance Committee have had up to this point regarding the Volunteer Agreement, a copy of which was attached to the agenda and is attached to the minutes.

Mr. Hoffman MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*The Volunteer Agreement is approved as written.*

Mr. Johnson thanked Mr. Mindrum and the Governance Committee for their hard work on this important document. He asked the Central Office to consider the best distribution method for the agreement among volunteers.

### **Discussion Items**

#### **Recognition of non-Leadership Team volunteers**

Mr. Johnson re-introduced this topic, which was part of the Board's discussion during the July meeting. He asked for additional feedback from the Board members as to their thoughts in this area. It was noted that it is important to remember that not all volunteers attend the annual conference, so there should not be too much reliance on the Community Builders Ceremony as the sole method of recognition. Mr. Steele asked that the Executive Director and the Central Office consider additional ways to recognize the important work that all of the Association's volunteers undertake. Mr. Teske indicated that they would.

### **Committee Updates**

#### **Finance Committee** (Mr. Steele, Chair)

Mr. Steele indicated that the committee continues its review of financial policies. They have not yet reviewed the Q2 Financial Statement, but intend to do so as soon as Ms. Herman-Betzen returns to the office from her father-in-law's funeral.

#### **Strategic Direction** (Mr. Hoffman, Chair)

Mr. Hoffman provided updates to the Board on the following items: Growing the Profession Task Force; Volunteer Engagement Task Force; Diversity in the Profession & Community Think Tank; and the Applying Core Competencies Task Force.

#### **Governance** (Mr. Mindrum, Chair)

No report.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:45 pm .

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, September 24, 2007

President Lincoln Johnson called the meeting to order at 12:02 pm Eastern Time using GoToMeeting. Additional members present were: Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Leah Barrett, Michael Bowen, Robert Mindrum, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske from the Central Office.

**Approval of Minutes**

Mr. Barnes MOVED, Mr. Lane SECONDED and it passed unanimously:

*The August 27, 2007 minutes are approved as submitted.*

**Action Items**

**Finance:** Q2 statement and update (Mr. Steele) (attached)  
Mr. Steele presented the statement.

The Finance Committee MOVED and SECONDED, and it passed unanimously:

*The second quarter financial statement is approved as submitted.*

**Revised Financial Policies** (Mr. Steele) (attached)

Mr. Steele provided an overview of the process the finance committee has been going through over the past several months to do a regular review of the financial policies of the Association. The three proposed policy changes are a result of this review. These policies have been revised to be more succinct and to accurately reflect our current practices.

The Finance Committee MOVED and SECONDED and it passed unanimously:

*The investment/interest income, surcharge, and contingency reserve policies are approved as submitted.*

**Executive Director Update**

Ms. Herman-Betzen reported the Kim Keller has resigned effective Nov. 1. The Central Office will be examining options for addressing the areas she covered. Jennifer Maddox has been hired as the new educational program coordinator and will begin on Dec. 17.

Ms. Herman-Betzen reviewed the efforts the Central Office staff has undertaken since the additional funding to address membership was approved this summer. Seven association management companies were identified to potentially help us in this area. Fusion Productions has been selected as the partner to look at defining our value proposition and examine our current offerings. The statement of work is being finalized which will provide clear expectations for this relationship.

In addition to looking at the future of membership, much has been done to address membership, as follows:

- This is the earliest we've ever enabled people to renew their membership since we went to a calendar year cycle. Folks had the option of renewing in June; usually they can't do so until September.
- In the last six months, we've targeted the following audiences: HBCUs, those doing a renovation & construction project, those with new unions, and community colleges.
- We have reconvened the membership coordinators at the regional level and are having monthly calls to ensure they're up to speed and have everything they need.
- We're doing the Recruit-a-Member campaign through Sept. 30 where institutions that recruit another member can save \$100 off the cost of 2008 dues, with no limit (overage credits would be applied to 2009 dues). At least one institution has been recruited through this campaign so far. Others are in some stage of submitting payment.
- We're conducting a new Battle of the Regions campaign through Nov. 30. The region that recruits the most members (paid institutions) receives \$500 toward their regional reception at the annual conference. The regional membership coordinators are very excited about this.
- Regional membership coordinators have been working closely with Kim to target nonmembers for regional conference attendance. They also have been sending announcements to current institutional reps urging them to update their rosters.
- We published a new "brochure" about ACUI that directs folks to new areas of the ACUI Web site. They are business card-size info sheets about member benefits, all compiled on a spindle.
- Just sending an invoice to lapsed members has yielded three paid renewals.
- We're getting ready to send a member savings letter to institutions detailing their savings through member pricing over nonmember pricing.
- Content has been added to the Membership section every month since we launched the redesign and more is in the works.
- We have 120 institutions paid for 2008.
- Currently there are 623 institutions.

As the number of staff is changing in the Central Office there is a need to look at the available work space. The main entrance of the office is going to be shifted and a new work area with four work stations will be created in the space currently used as the main entrance.



## Updates

### **Elections Committee (Mr. Mindrum)**

The election committee met for the third and final time. They have been focusing on converting nominations to applications. The committee is focused on making personal contacts with each of the nominees. They also spent time to help nominees understand the expectations of these positions. An orientation conference call was conducted last week by Mr. Johnson for 15 nominees. Information about the positions was shared. The application deadline is October 1.

### **Growing the Profession Task Force (Mr. Hoffman)**

Mr. Hoffman indicated the initial list of 10 members which had been identified is going to be reworked during the October committee meeting.

### **Volunteer Engagement Task Force**

The task force is currently meeting weekly and plans to have the report prepared by December 1.

### **Applying Core Competencies Task Force**

The work of the additional references and documentation is underway. The education councils are partnering in the final efforts of the task force.

### **Strategic Plan article Update**

Ms. Barrett reported that the article is going to be delayed until the January issue of *The Bulletin* so that it can be inclusive of all efforts.

### **VAPs**

Mr. Johnson reported that Jill Patrick in the Central Office compiled the current VAPs.

## Announcements

### **Volunteer agreement**

The agreements will be sent out by the Central Office liaisons around October 1 with the hope of getting them all back in mid October.

### **Regional Conference Season**

Mr. Johnson asked all board members to be ambassadors as they attend regional conferences. Be ready to listen and share.

## Adjournment

The meeting was ADJOURNED WITHOUT OBJECTION at 12:48 pm .

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, November 26, 2007

President Lincoln Johnson called the meeting to order at 12:01 pm Eastern Time using GoToMeeting. Additional members present were: Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Leah Barrett, Michael Bowen, Robert Mindrum, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske from the Central Office and Mark Guthier, legal counsel.

**Approval of Agenda**

The agenda was APPROVED WITHOUT OBJECTION.

**Approval of Minutes**

Mr. Mindrum and Mr. Johnson will forward some minor grammatical changes to Mr. Guthier for inclusion in the minutes. With that stipulation:

*The September 24, 2007 minutes were approved.*

**Action Items**

**Finance:**

Mr. Steele presented the Q3 financial statement, as previously forwarded to the Board. An item of concern that noted at this time was the financial performance of the Women's Leadership Institute. A significant positive influence to the Association's financial position at this time is the corporate partnerships area.

There was a brief discussion regarding the reported variances in the financial summary; i.e., whether or not the variances should reflect the differences from the previous quarter or from the budget – and possibly whether or not both should be reported. Mr. Steele committed to revise the format of the financial narrative before the Q4 statement to respond to the discussion and requested that the Q3 financial figures be approved today in recognition of that.

The Mr. Mindrum MOVED and Ms. Barrett SECONDED, and it passed unanimously:

*The third quarter financial statement is approved as submitted.*

## Discussion Items

### **BOT Pre-conference Meeting Schedule**

After a brief discussion, it was decided that the Board will meet on the following schedule for the New Orleans Conference:

- Arrive on Wednesday, March 12 in time for dinner
- Board meetings will begin Thursday morning, March 13, and continue through Saturday, March 15.

### **Executive Director Update**

Ms. Herman-Betzen provided the Board with the following updates:

- The new Education Coordinator, Jen Maddox, begins full time next week.
- The personal offices and entry-ways to the overall office have been re-configured – a purchase of modular furniture was made to make this possible
- The reservations/operations seminar has 37 registrants.
- The Women’s Leadership Institute has 13 registrants.
- A membership consultant will be spending time with the staff next week.
- Ms. Herman-Betzen will not be attending this year’s CHEMA conference.
- There will be a conference call with Mr. Windmeyer today to discuss the future of the Association’s partnership with *Stop the Hate*.
- The new Membership Relationship Manager position description is nearly completed.
- The Education and Research Fund Program Team is currently following up on pledges, initiating a new annual fund campaign, and working hard on the upcoming silent auction and golf tournament.

### **Updates**

#### **Governance Committee (Mr. Mindrum)**

Mr. Mindrum provided the following updates to the Board:

- The deadline for volunteer agreements is December 1, 2007.
- It has been determined that a student position is not a requirement of the Board’s make-up this year.
- The committee continues to discuss the issues around whether or not the president-elect should be selected or elected.
- The committee is also discussing the relative advantages and disadvantages of having a board Chair versus a President.
- Discussion continues with respect as to when the Board needs to make the “number of Board members” decision each year in relation to the election cycle.

(NOTE: thought a determination had been made: Number of Board members will be determined on or before the BOT meetings held at Annual Conferences.)

- The committee responded to a properly noticed election violation and had concluded its work in that regard.

#### **Strategic Direction Committee (Mr. Hoffman)**

Mr. Hoffman provided the following updates to the Board:

- The core competencies task force has been disbanded. Their final report is being assembled. The education councils will have an opportunity to work with the report before it comes to the full Board.
- Ms. Barrett has submitted a *Bulletin* article for January detailing progress on the strategic plan.
- The final report of the Volunteer Engagement task Force is due December 1, 2007.
- The Growing the Profession Task Force has been appointed, with co-chairs, Kim Harrington and Jill Zambito. Their final report is due by the annual conference.
- The Diversity in the Profession Think Tank from last year's conference continues to tackle this complex issue.
- The Community Think Tank final report is expected anytime now.

#### **Finance Committee (Mr. Steele)**

Mr. Steele reported that the committee is currently reviewing the 2008 proposed budget and will have a recommended budget for FY 08 prepared in time for the December meeting of the Board.

### **Announcements**

**BOT Volunteer Agreements** – These are due Dec. 1.

**Date change for December 2007 meeting** – The full Board meeting has been moved to Monday, December 17, 2007.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:03 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES MEETING**  
Monday, January 28, 2008

President Lincoln Johnson called the meeting to order at 12:01 Eastern Time using GoToMeeting. Additional members present were: Rich Steele, Jeff Hoffman, Thomas Lane, Adam Burden, Leah Barrett, Michael Bowen, Dave Barnes, Robert Mindrum, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Elizabeth Beltramini, Zack Wahlquist, and Michelle Smith from the Central Office.

**Approval of Agenda**

The agenda was APPROVED WITHOUT OBJECTION.

**Approval of Minutes**

*The December 17, 2007 minutes were approved without objection.*

**Leadership Team Appointments**

Ms. Herman-Betzen and Ms. Beltramini reviewed the process for selection of leadership team appointments and awards.

Ms. Beltramini presented the recommendation that Jeff Pelletier be appointed as the administration, finance, and management education council co-chair.

Mr. Hoffman MOVED, Ms. Barrett SECONDED, and it was APPROVED:

*To appoint Jeff Pelletier as the administration, finance, and management education council co-chair.*

Ms. Smith presented the recommendation that Andrea Contantino be appointed as the 2010 conference program team chair.

Mr. Mindrum MOVED, Ms. Barrett SECONDED, and it was APPROVED:

*To appoint Andrea Contantino as the 2010 conference program team chair.*

### **Awards Selection**

Mr. Wahlquist presented Colette Berge for honorary membership who exceeds all of the minimum qualifications for the award.

Ms. Barrett MOVED, Mr. Steele SECONDED, and it was APPROVED:

*To award honorary lifetime membership to Colette Berge.*

Mr. Wahlquist presented the following individuals for the emeritus award: Louis Camera, David Johnson, Helga Kray, Carol Raske, Mary Robinson, and Marc Tuchman who each meet all of the minimum qualifications for the award.

Mr. Hoffman MOVED, Mr. Barnes SECONDED, and it was APPROVED:

*To present the emeritus award to Louis Camera, David Johnson, Helga Kray, Carol Raske, Mary Robinson, and Marc Tuchman.*

### **Executive Director Update**

- Two new staff members will be joining the Central Office in the coming weeks. Helen Colosimo will be the new customer service coordinator and Nicole Brooks will be the new membership data and services coordinator. The search is being reopened for the membership manager position.
- Annual conference registration is currently at 642 total delegates. The early-bird deadline is Jan. 31. There is strong interest in new areas for Communities of Practice.
- There were a total of 53 nominations for all of the awards. There were six new awards this year.

### **Committee Updates**

#### **Governance (Mr. Mindrum)**

- The governance is committee has established a sub-committee to review the current position descriptions for the members of the Board.

#### **Strategic Directions (Mr. Hoffman)**

- A subcommittee of the committee is reviewing a new tool that will be used to review and prioritize the recommendations from all task forces, work groups, etc. Once this is finalized it will be applied to the reports currently being reviewed by the committee.
- The final report of the Applying the Core Competencies Task Force is expected shortly.
- There will be an article in the March issue of *The Bulletin* which highlights the work of the task forces.

**Finance (Mr. Steele)**

- The finance committee will be reviewing the alcohol policy and some budget process questions during the February meeting.

**Announcements**

Mr. Johnson provided the following additional updates:

- The New Orleans Board commitment will begin with dinner at approximately 5:30 p.m. on Wednesday, March 12. There are now plans for daily check-ins during the conference. A meeting will only be called if necessary.
- Mr. Steele reviewed the process for the Board of Trustees self-assessment tool. This will be forthcoming. In addition, the incoming Board members have an initial training session on Friday, Feb. 1. They will begin participating in the committee and full Board meetings in February.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:49 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday, March 13, 2008

President Lincoln Johnson called the meeting to order at 9:00 am Central Time in the New Orleans Marriott. Additional members present were: Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen, Robert Mindrum, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier, legal counsel.

**Welcome and Introductions**

Mr. Johnson asked all members of the Board to introduce themselves around the table, including the incoming Board members. He then offered some opening remarks regarding the inter-connectedness of the Association's membership and how that serves as one of the Association's greatest strengths. Mr. Johnson then explained the absence of Ms. Barrett from meetings for the coming week.

**Conference and BOT Agenda**

Mr. Johnson walked the Board through the conference agenda and drew attention to the times when Board members are requested to be in attendance at particular events. He then encouraged the Board to actively participate in the upcoming agenda items for the next three days – taking advantage of the face-to-face nature of the meetings while the Board is in New Orleans is extremely important. He reminded the Board that their primary responsibilities to the Association are financial, fiduciary, and strategic. There will not be a lot of time devoted to programmatic and service updates during the meeting. Instead, many of these updates will be provided during the Leadership Team meeting later in the conference. His final comments regarding Board expectations centered on the collaborative, candor-filled, and mutually supportive decision-making approach he expects of the Board during its deliberations.

**Approval of Minutes**

Mr. Mindrum MOVED, Mr. Hoffman SECONDED, and it was APPROVED that:

*The January 28, 2008 minutes are approved as submitted.*



## **Committee Updates**

### **Finance Committee (Mr. Steele, Chair)**

Mr. Steele drew everyone's attention to the 2007/08 committee report that was distributed prior to the meeting, a copy of which is on file with the minutes. The incoming Board members spent an hour with the finance committee earlier in the day. There was a brief discussion of the scope of the changes that were made in the previous year to financial policies, many of which were minor and semantic in nature.

The incoming chair for the finance committee is Adam Burden.

### **Governance (Mr. Mindrum, Chair)**

Mr. Mindrum shared a historical perspective on the type of work that the governance committee engages in and how that changed in the past year. He indicated that the shift in focus has been a positive one. He then drew everyone's attention to the 2007/08 committee report that was distributed prior to the meeting, a copy of which is on file with the minutes, and reviewed the highlights. There was a brief discussion and suggestion that a synopsis of *Building a Knowledge Based Culture* be created and distributed to the Association's membership.

The incoming chair for the governance committee is Dave Barnes.

### **Strategic Direction (Mr. Hoffman, Chair)**

Mr. Hoffman provided the Board with an overview of the scope of work that the strategic directions committee attempted to address this past year, as well as a format that has proven to be successful in addressing that work; i.e., the use of think tanks and task forces. This new approach has seemed to fit the volunteer work schedule better, although it does rely on making good, informed decisions when making selections of members. He then drew everyone's attention to the 2007/08 committee report that was distributed prior to the meeting, a copy of which is on file with the minutes, and reviewed the highlights.

Mr. Johnson reviewed how the specific members of the strategic direction committee have served as liaisons throughout the year to the various component groups with respect to their strategic initiatives (not as a liaison for their day-to-day work – the component groups each have a Central Office staff member for this purpose.) Mr. Mindrum indicated that this is a process that should continue and there was general agreement of that assessment. The concept of liaisons from the Board at large to chairs of think tanks has also been used this last year; i.e. the Community Building and Diversity in the Profession think tanks. It was agreed that the liaison concept should be continued in this way as well.

The discussion then turned to how to find a better tool to manage the outcome of these types of initiatives (task forces and think tanks) – both from a quality perspective and from a strategic perspective. Mr. Luse suggested that perhaps this could be better addressed in the charge to the group initially – for them to think proactively about how their proposed recommendations will be implemented and/or acted upon by the Board and Central Office. Mr. Mindrum indicated that with at least one of the think tanks this last year, he believed the charge was sufficiently specific. In the end, there was general agreement that the Association continues to get better at these types of initiatives and is willing to make the necessary process improvements to increase the success of the groups.

The incoming chair for the strategic direction committee is Thomas Lane.

The meeting was RECESSED WITHOUT OBJECTION for lunch at 11:40 am.

Mr. Johnson CALLED THE MEETING TO ORDER at 1:40 pm.

### **Alcohol Policy Discussion**

Mr. Steele and Mr. Mindrum initiated a discussion around the issue of the proposed alcohol use policy that will be vetted with the Regional Directors and other component groups during their meetings later in the conference. The Board reviewed the documents that were distributed prior to the meeting, “ACUI Policy on Provision and Use of Alcoholic Beverages.” A final decision on the proposed policy will be made following the consideration of feedback that may be received from the Regional Directors and other component groups.

Particular attention was paid to the language in the proposed policy around the personal use of alcohol by members in hospitality suites and the draft language for the “Request for Service of Alcohol at an ACUI Function.” There was general agreement that this topic will require more discussion following the feedback that is received.

Mr. Steele MOVED, Mr. Bowen SECONDED, and it was APPROVED that:

*The Board will move into EXECUTIVE SESSION for the confidential discussion of a possible partnership arrangement at 2:30 pm.*

Mr. Steele MOVED, and Mr. Bowen SECONDED, and it was APPROVED that:

*The Board MOVED OUT OF EXECUTIVE SESSION at 3:30 pm.*

### **Membership Update**

Ms. Beltramini joined the Board to provide a membership update. She began with sharing the following statistics:

The current number of institutional members is 595. The following numbers are the year-end figures for the last several years:

December 31, 2007: 639 institutions  
December 31, 2006: 669 institutions  
December 31, 2005: 697 institutions  
December 31, 2004: 700 institutions

The following numbers reflect the number of institutions dropped after non-payment of dues for the last few years:

February, 2008 dropped 50  
February, 2007 dropped 70  
June, 2006 dropped 79

Ms. Herman-Betzen then shared an update on the work of Don Dea, a membership consultant from Fusion. He will be meeting with the Board later during the conference. She expressed a sense of urgency with respect to membership numbers and the expectation that Mr. Dea will be able to provide the Association with some new ideas.

Ms. Beltramini continued with an update on the current staffing situation in the office in support of the membership area. While two additional staff members (Nicole and Helen) have been added to replace the departure of Ms. Keller and Ms. Patrick, there is still a vacancy in the department head position. That position is currently posted for a second time. The expectation is that there will be someone on board by May, 2008.

Ms. Beltramini then provided an update on the "Recruit a Member" campaign where a member institution would receive \$100 off their dues if they recruited another institution. This resulted in two additional schools. A recruitment campaign/challenge through the regions was also conducted with no additional members recruited. Finally, all non-renewing schools were divided up among staff members who made personal contact with each non-renewal. There were a variety of reasons expressed as to why renewal was not possible at this time. The original list was 120 schools, with 50 being dropped in February.

It appears that with all of this additional effort, the net negative impact on membership numbers was simply slowed – definitely not reversed. Ms. Herman-Betzen indicated that the work of Mr. Dea will be instrumental in providing the Association with possible answers in this area. Ms. Beltramini asked the Board to consider whether or not it is time for the Association to re-adjust its value proposition – and informed them that Mr. Dea may present the Board with some ideas that cause a re-evaluation of the current proposition.

There was a discussion regarding the possibility of un-bundling Association member benefits at different FTE levels within the institutional membership base. There are examples in the higher education community of where this has worked very well and also where it has dismantled an association's financial base. Mr. Hoffman suggested that another approach might be to un-bundle benefits in the areas that target where the Association hopes to find growth.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 5:00 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Friday, March 14, 2008

President Lincoln Johnson called the meeting to order at 1:03 pm Central Time in the New Orleans Marriott. Additional members present were: Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen, Robert Mindrum, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett and Marsha Herman-Betzen, Executive Director. Also present was Zack Wahlquist and Mark Guthier, legal counsel.

**CAS Standards Revision**

Mr. Johnson initiated a discussion regarding the recent revisions proposed to the CAS Standards for College Unions. He turned the conversation over to Mr. Wahlquist for a more in-depth review of the process to this point. Mr. Wahlquist provided a historical perspective on how Mr. Rodda, the Association's liaison to CAS, has involved various component groups within the Association up to this point in the proposed revisions.

There appear to be two main changes to the standards that are of concern at this point: the change from *college union* to *college and university center* as the main name used in the standard and the removal of the "10 sq. ft. / student" as the benchmark for union facilities. The current deadline for feedback to the CAS sub-committee working on the standards is May, 2008. Ms. Herman-Betzen and Mr. Wahlquist distributed a copy of the staff response to the CAS sub-committee that has already been prepared.

The Board generated several additional points to add to the staff response. These were collected by Mr. Wahlquist at the meeting. They will be incorporated with the staff points. Mr. Barnes and Mr. Willis agreed to assist Mr. Wahlquist in drafting a comprehensive document with all of the staff and Board suggested changes. There was consensus that a joint response should be prepared and forwarded to the CAS sub-committee. The Board will have the opportunity to review a draft of the joint response prior to the end of the conference.

**Election Policies and Procedures**

Mr. Mindrum walked the Board through the elections report, which was distributed to all Board members prior to the meeting. Highlights of his report included: the nominators in the elections process need to be better educated about the quality of nominees that are needed by the Association to fill positions; the no-campaigning policy does not prescribe consequences for campaigning at this point; the 13% turnout of voters in the election was perceived by some to be lower than normal; applying the same affirmative action

processes to the election cycle that many members use on their campuses is not a good fit. A copy of the report is on file with the minutes.

Mr. Mindrum then presented the proposed changes to the *ACUI Election General Policies and Procedures*, a copy of which is on file with the minutes. There was a brief discussion around the proposed change to the language regarding the election of the student member to the Board and whether or not there should be a time frame placed on the length of time an elected student member must maintain their student status.

Mr. Hoffman MOVED, Mr. Lane SECONDED and it was APPROVED that:

*The phrase from the proposed policy that reads: “and must plan on maintaining that status for a majority of the two-year term” will be removed.*

Mr. Steele MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The ACUI Election General Policies and Procedures as revised and amended are approved.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Saturday, March 15, 2008

President Lincoln Johnson called the meeting to order at 9:03 am Central Time in the New Orleans Marriott. Additional members present were: Rich Steele, Jeff Hoffman, Dave Barnes, Thomas Lane, Adam Burden, Michael Bowen, Robert Mindrum, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier, legal counsel.

**Minutes**

The March 13, 2008 minutes were APPROVED WITHOUT OBJECTION.

Mr. Mindrum MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*The March 14, 2008 minutes were approved as amended.*

**Review and Determination of Size of the Board**

Mr. Mindrum provided the Board with an update on the discussions of the governance committee with respect to the size of the Board. He indicated that there were a variety of opinions expressed as to whether or not to increase the size of the Board. An increased size might assist certain committees in getting their work done, but there is also the potential of using non-Board members on the committees in order to facilitate the completion of individual initiatives as they might arise. In the end, there was a practical consensus that the size of the Board does not need to increase at this time. Therefore, the recommendation to the full Board is that no action needs to be taken.

**Volunteer Action Plans**

Mr. Johnson reviewed the work that has been put into volunteer action plans for the Association's component groups from March, 2006 till today. He indicated that the development of the plans – which are designed to support the Association's strategic plan – has been a focus of the last few meetings of the Leadership Team and that this may be a topic for the upcoming July meeting as well. The component groups have been encouraged to keep their list of action items to a reasonable number so that the process does not become daunting for them. Past experience has also shown that a smaller number of items that a group is pursuing in support of the strategic plan actually increase

the potential for success. Currently, the component groups are asked to provide quarterly updates on their plans, with about 50% being completed and submitted at this time. Mr. Johnson recommends that the volunteer action plans continue to be a tool used by the Board to advance the strategic plan and enhance communication between the Board and the component groups.

### **Volunteer Accountability**

Mr. Johnson set the framework for a Board conversation on how to appropriately initiate a measure of volunteer accountability when it is required.

The Board moved into EXECUTIVE SESSION WITHOUT OBJECTION at 9:45 am.

Mr. Lane MOVED, Mr. Steele SECONDED, and it was APPROVED that:

*The Board moved out of EXECUTIVE SESSION at 10:10 am.*

Mr. Barnes MOVED, Mr. Hoffman SECONDED, and the following procedure was APPROVED:

#### ***Procedures for Volunteer Accountability***

*In support of the ACUI Volunteer Agreement and to ensure a high degree of success with respect to volunteer experiences within the Association, all volunteers will be assigned a staff liaison and notified who this person is at the beginning of their term of service. It is an expectation that the volunteer and staff liaison will engage in open, candid, and frequent communication with respect to the duties, responsibilities, and work product of the position.*

*However, in the event that the staff liaison believes volunteer expectations are not being met, the following steps outline the Association's preferred response:*

- 1. The staff liaison will discuss the situation with the volunteer and provide an opportunity for improvement.*
- 2. If the first step is not successful, the Executive Director may bring a recommendation to the Board of Trustees for their review and possible action.*
- 3. In the event that termination of the volunteer is a possibility, the volunteer will be given the opportunity to address the Board prior to such a determination being made.*



## **CAS Standard**

Mr. Johnson asked the Board to consider whether or not the Board wants to formally endorse the final draft of the CAS standard for college unions. There was general agreement that this is something that should occur. The question then turned to whether or not the same approval endorsement should occur for the other CAS standards that ACUI has a voice in drafting.

Mr. Lane MOVED, Mr. Hoffman SECONDED, and it was APPROVED that:

*All standards that the Council on the Advancement of Standards for ACUI has involvement will be reviewed and endorsed by the Board of Trustees. This expectation will be added to the position description for the Association's liaison to CAS.*

## **Committee Structure and Board Meetings**

Mr. Steele introduced the concept of possibly placing all members of the Board on all three standing committees in an attempt to reduce the amount of "reporting" that occurs between the committees and the full Board. There was good discussion of the possibilities that this type of structure would provide. It was agreed that the Executive Committee will continue to discuss the variety of options that are available.

The meeting was RECESSED WITHOUT OBJECTION for lunch at 11:45 am

Mr. Johnson called the meeting to ORDER at 1:42 pm

## **CAS Standards**

Ms. Herman-Betzen offered an update on where the discussion is currently headed in the Education Councils with respect to the language in the standard that may change from "college union" to "college and university center." The Board discussed the approach it should take if the Education Councils, or any other component group, recommends a direction that is not consistent with the Board's current position. There was general agreement that the Board is the one entity within the organization that speaks on behalf of the Association.

Mr. Lane reminded everyone that an important consideration in this situation is the extent to which the Board has or has not created the impression that it is openly soliciting feedback prior to making its final decision. Therefore, even though the Board will speak formally for the Association on this topic, it does seem to have an obligation to openly receive feedback from the component groups before it makes a final decision.

Ms. Sateia recommended that perhaps some additional language can be added to the standard that reflects the variety of perspectives on this topic, but still points to the preferred language from the Association's point of view.

### **July Meeting**

Mr. Johnson reminded the Board of the dates for the next face-to-face meeting in Bloomington, Indiana: July 9-12, 2008. There was a brief discussion regarding which members of the Leadership Team should also be invited to the meeting. There was a good deal of support for the concept of allowing the agenda for the July meeting to drive the decision as to who should be invited. It was also stated that the July meeting is one of the few times available to the Association for all members of the leadership to be together, network, and learn from each other.

Mr. Mindrum and Ms. Sateia recommended that perhaps the issue is which positions need to be considered "leadership team" positions and which do not. There may be a few positions that have historically been considered members of the leadership team that no longer fit that definition.

Mr. Hoffman recommended that a possible rationale to be applied would be the extent to which the volunteer position *needs to* and/or *will be expected to* meet in a group with other volunteers.

Mr. Steele suggested that the decision as to who should be invited could rest with the Executive Committee. There was general agreement that this was the right course of action to take.

### **Strategic Plan and Association Priorities**

Mr. Johnson framed the upcoming discussion for the Board and turned the conversation over to Ms. Herman-Betzen. She distributed a document for the Board's consideration on possibly evaluating the Association's current brand, regional structure, and workforce. She asked the Board to provide direction on whether or not such a review is a priority for the Association at this time.

The discussion explored the possibility from several angles. How would such a review assist with things such as: consistent delivery of programs and services; efficient use of financial and human resources; improved branding; and membership growth? What the possible downsides would be to conducting such a review at this time were also discussed: are there already too many current initiatives being pursued; can this wait for two years and be done as part of the next strategic plan or should it precede the next strategic plan?

Mr. Johnson encouraged the Board to approach this possibility in a fair, respectful manner so as to not create unnecessary fear. Ms. Sateia agreed that this should be pursued using an appreciative inquiry approach and that it should be tied to the Association's larger membership issues; e.g., a review of the current regional structure can be positioned as a catalyst for positive change in membership figures.

Mr. Mindrum asked if there had been an assessment made as to the time and resources it would take to conduct a review such as this. Ms. Herman-Betzen responded that if the Board asked for it, she could prepare the necessary assessment materials by July for the Board to use in making a decision on whether or not to conduct such an assessment.

Mr. Lane MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*As part of a comprehensive approach of addressing the Association's larger membership issues, an assessment of the ACUI brand, regional structure, and workforce may be warranted. In order to make that determination, Ms. Herman-Betzen will conduct the necessary research and assemble appropriate materials for the Board's consideration in time for its June meeting. Based on discussions at that meeting, a decision will be made whether or not these topics will be added to the July meeting agenda.*

### **CAS Standards**

Ms. Beltramini and Mr. Connelly joined the group to provide an explanation of the Education Councils' decision to support the name change in the standard to "college and university center." The reasons included the following: many smaller schools use "center" because they do not have a union; the term "union" may be outdated; the term "union" conveys the existence of a governing body which is not in place in some institutions. Mr. Mindrum inquired as to whether or not consideration was given to the fact that there are schools without a facility at all and if the use of the term "center" in that instance isn't in fact more difficult to reconcile. Mr. Connelly indicated that the issue as described by Mr. Mindrum did not arise.

Ms. Beltramini shared that Mr. Rodda was in attendance at the Education Council meeting when these discussions took place. Notes were taken by Mr. Rodda, Ms. Beltramini, and Mr. Connelly and will be used by Mr. Rodda in the larger context of his work to assemble feedback from across the Association on the proposed changes in the standard. There is not intent at this point for the Education Councils to forward feedback on the standard separately to the CAS sub-committee.

Mr. Luse asked whether consideration was given to the impact that such a name change in the standard would have on the Association or the professional at large. Mr. Connelly indicated that this occurred only in passing, but was not a major point of discussion. He further indicated that the majority of the conversation had centered on how the name should reflect the future instead of the past, and that the standard could be written to include reference to the historic philosophy behind the current name.

Mr. Johnson asked that the notes assembled by Ms. Beltramini and Mr. Connelly be shared with Mr. Wahlquist, Mr. Willis, and Mr. Barnes so that they can assimilate the feedback from the Education Councils into their comprehensive report to the CAS sub-committee. They agreed to do so.

Mr. Steele MOVED, Mr. Hoffman SECONDED, and it was APPROVED that:

*Mr. Wahlquist will work with Mr. Rodda, Mr. Willis, and Mr. Barnes to draft one report on the proposed changes to the CAS standards prior to the end of the conference. The report will be forwarded on behalf of the Association to the CAS sub-committee by March 28.*

### **Thoughts from the President-Elect**

Mr. Steele thanked the Board for all of their hard work during the meetings the last few days. He then outlined a proposed schedule for the initiation of the next strategic planning cycle for the Association. He suggested that the process could begin with the conference in Anaheim and start in earnest with the July, 2009 leadership team meeting. Ms. Herman-Betzen shared that two items that should be included in the next strategic plan are the 100<sup>th</sup> Anniversary of the Association and the hiring of a new Executive Director.

The next meeting of the Board will be Monday, March 31, 2008 at 12:00 noon Eastern Time.

Mr. Steele indicated that there will be some new tools used to increase board effectiveness as well as more use of evaluations and surveys along the way.

### **Adjournment**

Mr. Hoffman MOVED, Mr. Bowen SECONDED, and it was APPROVED WITHOUT OBJECTION that the meeting was ADJOURNED at 4:53 pm

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, March 31, 2008

President Rich Steele called the meeting to order at 12:03 pm Eastern Time using GoToMeeting. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Thomas Lane, Don Luse, TJ Willis, and Hollie Sateia. Also present were Jeff Hoffman and Dave Teske.

After calling the meeting to order, Mr. Steele asked Mr. Barnes, chair of the Governance Committee, to preside.

**Minutes**

The Governance Committee minutes from March 14, 2008 were APPROVED WITHOUT OBJECTION.

Mr. Johnson MOVED, Mr. Willis SECONDED, and it was APPROVED that:

*The March 15, 2008 minutes are approved as corrected.*

**Review of Position Descriptions for President, President-Elect and Board At-Large Members**

Mr. Barnes asked that this serve as the final review for the Board of Trustees position descriptions. He will take all comments from this meeting and send out final versions for approval. Several small typos and corrections were provided for each document.

Mr. Steel raised the issue of board orientation as a responsibility of the president-elect or the governance committee chair. The consensus was that the president-elect will plan and conduct the orientation and the governance committee will have responsibility to ensure the orientation is thorough and effective.

It was decided that “operating systems” would be removed from all job descriptions.

### **Term Limits for Board Appointments**

Mr. Barnes raised the question whether there should be a standard limit on the number of terms that applies to all board appointed positions. Mr. Luse proposed a policy statement which states that there will be term limits for all positions

Mr. Steele and Mr. Luse will bring forward a proposed policy statement for the next meeting of the Board.

### **Potential Items for Next Governance Meeting**

- a. Finalize job descriptions
- b. Election cycle update
- c. Mr. Lane asked for a review the questionnaire that is used during the board application process. The current questions lead a candidate toward a “platform”
- d. Mr. Steele asked about the board assessment and the assessment of the orientation. It is time for these to happen. They could use the existing tools or make changes if necessary. Mr. Barnes will review.

### **Discussion on the length of Board meetings**

Mr. Barnes asked that the board members block ninety minutes for the weekly call when possible. Mr. Steele suggested that the chairs notify the board when the agenda is sent if it is anticipated to use more than sixty minutes.

### **CAS Update**

Mr. Willis reported that the meeting with Mr. Rodda, Mr. Wahlquist, Mr. Barnes, and Mr. Willis went very well. Feedback has been sent to CAS. They responded that approval of the standard will be deferred until 2009 in order to accommodate the feedback as well as to incorporate the new template for all CAS Standards.

### **Miscellaneous**

Mr. Steele demonstrated the poll feature of Breeze that can be used for voting. Mr. Burden asked that all members consider having a webcam available for the meeting. It was agreed to give the cameras a trial run at the next meeting with members who already have a camera.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, April 7, 2008

President Rich Steele called the meeting to order at 12:05 pm Eastern Time using GoToMeeting. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Thomas Lane, Don Luse, TJ Willis, Alana Hamlett, and Marsha Herman-

After calling the meeting to order, Mr. Steele asked Mr. Lane, chair of the Strategic Directions Committee, to preside.

**Minutes**

The Strategic Direction Committee minutes from March 14, 2008 were APPROVED WITHOUT OBJECTION.

**Discussion Topics**

**Volunteer Development Coordinator Position**

Mr. Lane reported that several members of the volunteer engagement task force were excited to hear about this position. Ms. Herman-Betzen asked that the “responsible to” section be changed to the “director of member services.”

Mr. Willis suggested that the qualifications are not clear about a requirement for previous experience. Ms. Herman-Betzen asked whether experience outside the Association could also qualify someone for the position. It was decided that the language for qualifications would be broadened.

This position will serve as a member of the leadership team. The position is intended as a temporary position which may or may not be continued. It is intended that the position will be recruited as soon as feasible. A copy of the amended position description is on file with the minutes.

Mr. Johnson MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The volunteer coordinator position description is approved as amended.*

### **Potential focus for Association-wide assessment of Diversity efforts**

Mr. Lane led a discussion to move the board toward a clear direction for action regarding diversity efforts.

Mr. Lane suggested creating a task force that would create specific recommendations for action. The task force would use the think tank report in their work. Mr. Steele and Ms. Herman-Betzen suggested bringing in resources outside of the Association to assist in this as well.

Ms. Hamlett asked how this fits in with the Growing the Profession Task Force since they are also utilizing the diversity think tank report in their work.

Mr. Luse asked for clarification about the process of the recommendations from task forces, etc. Mr. Lane explained that the strategic directions committee ultimately approves all of the recommendations. The implementation is then accomplished using the matrix to assign staff/volunteers to execute and prioritize the recommendations.

Further action on this topic will be deferred until the final report from the Growing the Profession Task Force (anticipated in May). A new task force will be created to address diversity issues that have not already been addressed.

### **Liaison relationships with component groups**

Mr. Steele provided an overview of the liaison responsibilities. There was a variety of discussion about the volunteers

Mr. Lane will prepare an evaluation tool to assess the value of the liaison structure with the component groups. Mr. Steele, Mr. Teske, and Ms. Beltrami will review the tool prior to distribution.

## **Task Force Updates**

### **Applying the Core Competencies Task Force**

Mr. Lane has asked Jerry Mann and Tamara Yakabowski to:

1. Review the draft document with a fresh set of eyes – in essence performing a “gut check” for the document.
2. Strengthen the information regarding the specific skill sets of Technology, Marketing, and Intercultural Proficiency. (The committee encourages them to feel free to reach out beyond ACUI resources, if needed.)
3. Share the revised document with the membership for feedback.



4. Make recommendations for next steps regarding operationalizing the report.

After the Board of Trustees approves the final document, the envisioned next step is that it would go to the educational councils for further implementation.

#### **Growing the Profession Task Force**

Ms. Hamlett reported that it is making progress. Jill Zambito and Kim Harrington are drafting a copy of the report for review by the task force members.

#### **Volunteer Engagement Task Force**

Mr. Lane reported that the group was extremely pleased with the follow up that occurred from the Board in New Orleans.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:59 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, April 21, 2008

President Rich Steele called the meeting to order at 12:00 pm Eastern Time using GoToMeeting. Additional members present were: Adam Burden, Dave Barnes, Thomas Lane, TJ Willis, Don Luse, and Marsha Herman-Betzen, Executive Director. Also present were Michelle Smith, Zack Wahlquist, and Liz Beltramini.

After calling the meeting to order, Mr. Steele asked Mr. Burden, chair of the Finance Committee, to preside.

**Minutes**

The Finance Committee minutes from March 14, 2008 were APPROVED WITHOUT OBJECTION.

**Poetry Slam Program Team Leader**

Dave Wagner is the current poetry slam chair. The position was listed December 11, 2008 on the volunteer opportunities page, and no applications were received until after the annual conference. No current poetry slam volunteers were able to step forward as program team leader. Mr. Wagner has agreed to continue as a member on the program team.

Mr. Lane MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*Jason Meier, University of Alabama–Birmingham is appointed as the new poetry slam program team leader.*

**Alcohol Policy**

Mr. Burden informed the Board that most regions agree with the proposed policy, with only a few questions surrounding the use of a hospitality suite. The clarification was that official ACUI functions, including hospitality suites funded by ACUI dollars or regional funds, must follow the policy. Informal gatherings or social functions are up to the discretion of the individual host.

Mr. Luse asked whether the Association would ever want to accept sponsorship from a company that produces alcohol. Mr. Willis also asked about distributors (e.g., Golden Eagle, not just Budweiser). Mr. Luse recommended the Association could say “made possible with a gift from” instead of “sponsored by.” Ms. Herman-Betzen indicated there

is precedent for ACUI doing this, but she would have concerns associated with such a sponsorship and would want to hear more discussion. Mr. Steele asked whether Ms. Herman-Betzen was comfortable administering the policy as it is currently written with exceptions at her discretion. Ms. Herman-Betzen indicated that she was. Mr. Burden suggested that associated procedures could be added.

Mr. Lane MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The ACUI Policy on Provision and Use of Alcoholic Beverages is approved as submitted.*  
(A copy is on file with the minutes)

### **Webcams**

Mr. Steele announced that the Central Office would be procuring webcams during the next couple of months for board members to use during meetings.

### **Upcoming meetings**

A general board meeting will be held April 28, 2008.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:00 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, May 5, 2008

Chair Thomas Lane called the meeting to order at 12:02 pm Eastern Time using GoToMeeting. Additional members present were: Dave Barnes, Lincoln Johnson, Thomas Lane, TJ Willis, Holly Sateia, Alana Hamlett, Rich Steele and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

**Minutes**

The Strategic Direction Committee minutes from April 7, 2008 were amended and then APPROVED WITHOUT OBJECTION.

**Discussion on Inclusive Excellence**

Mr. Lane asked the group to consider how the previously distributed article might serve as a reference point for the Association's on-going conversation regarding diversity and inclusiveness. He particularly drew everyone's attention to the inclusive excellence scorecard framework. There was general agreement that the scorecard gives a concrete and expanded framework for measuring inclusiveness in a new way that the Association has not attempted before. There was also general consensus that the scorecard serves as a good starting point and would provide a reference point into the future by which future initiatives could be evaluated against. Mr. Lane asked Ms. Hamlett to comment on how this approach might also be useful to the Growing the Profession Task Force. She indicated that she saw this approach as being mutually beneficial to both initiatives.

There was a brief discussion on the best way to move forward in drafting a charge statement for a task force that might look at diversity within the Association. The task force would: develop an Association scorecard for diversity; implement it; and then provide recommendations for how diversity might be more systemically incorporated into the Association.

Ms. Sateia, Ms. Hamlett, and Mr. Willis agreed to draft such a charge for the Board to review in time for the June strategic direction-focused meeting.

### **Review of ACUI BOT Liaison Assessment**

Mr. Lane drew everyone's attention to the draft liaison assessment which was previously distributed to the Board. He indicated that the revisions he has already received have been incorporated. It was agreed that the assessment will be distributed to the Association's leadership in a web-based survey format. Mr. Steele asked for confirmation that if the survey indicates that volunteer action plans and the liaison concepts are appreciated, but there is a call for more effort on the part of the Board members to increase its success, is the Board ready to meet that demand? There was general consensus that the answer is, "yes." It was agreed that the survey is ready to be distributed.

### **Discussion on NASPA/ACPA Task Force on the Future of Student Affairs**

Mr. Lane initiated a discussion on the recent action by NAFSA and ACPA to create a task force on the future of student affairs. Ms. Herman-Betzen indicated that there is still an element of this task force that may look at the possibility of consolidation of the two associations. Once the task force is underway, there will be outreach efforts to the more specialized associations, such as ACUI, ACUHO-I, etc. to have individual discussions regarding how the overall topic may impact these sister associations.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, May 19, 2008

President Rich Steele called the meeting to order at 12:04 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlet, Lincoln Johnson, Thomas Lane, TJ Willis, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

After calling the meeting to order, Mr. Steele asked Mr. Burden, chair of the Finance Committee, to preside.

**Minutes**

The Finance Committee minutes from April 21, 2008 were APPROVED WITHOUT OBJECTION.

**FY 2008 First Quarter Statement**

Mr. Teske explained that much of the first quarter statement is still based on original budget numbers. Much of the anticipated activity for the year has yet to occur. Mr. Teske reviewed the narrative accompanying the statement.

Mr. Johnson MOVED, Mr. Lane SECONDED and it was APPROVED that:

*The FY 2008 First Quarter Statement is accepted as submitted.*

**Announcements**

Ms. Herman-Betzen provided an update on the status of the proposal to CSHEMA. She indicated that she and the staff had presented the proposal last week to the CSHEMA board. The initial response has been very positive. Ms. Herman-Betzen indicated that she expects to hear a response from CSHEMA this week.

**Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, June 2, 2008

President Rich Steele called the meeting to order at 12:01 pm Eastern Time using Adobe Connect. Additional members present were: Adam Burden, Don Luse, Lincoln Johnson, Thomas Lane, TJ Willis, and Alana Hamlett. Also present were Dave Teske

**2009 Dues Increase**

Mr. Teske presented a proposal to increase the 2009 institutional and associate membership dues by five percent.

Mr. Lane MOVED, Mr. Luse SECONDED, and it was approved that:

*The institutional and associate membership dues will increase by five percent.*

Mr. Steele asked Mr. Lane to run the remainder of the meeting.

**Minutes**

The Strategic Direction Committee minutes from May 5, 2008 were APPROVED WITHOUT OBJECTION.

**Discussion of BOT Liaison Survey**

Mr. Lane introduced the results of the survey. The link with the results of the survey has been distributed to the board. Overall there seems to be consensus that the role of liaisons and the frequency of the contact are not meeting volunteer expectations. Mr. Johnson provided a brief background on the role of the volunteer action plans (VAP). The original goal of the VAPs was to get volunteers to think broader than their traditional roles in an effort to achieve the strategic goals of the Association. Mr. Steele suggested that we examine what the needs are regarding strategic directions and the component groups. Mr. Johnson suggested that the liaison role be continued with necessary adjustments. Mr. Steele suggested that rather than using a blanket approach for all component groups, the board look at which components need the liaisons.

Mr. Steele and Mr. Lane will work together to bring recommendations to the board regarding the future of VAPs and strategic directions liaisons.

### **Update on Growing the Profession Task Force**

Mr. Lane indicated that he has a draft of the report with 14 prioritized recommendations. A final report is expected in the next two weeks. Mr. Lane asked that time be made available at the July meeting to set up a conference call with the task force chairs to present the report via conference call.

### **Diversity Task Force Charge**

Mr. Willis outlined the proposed charge for the task force. Several recommendations were presented and will be incorporated into the next draft. The general consensus was that the deadline for the report should be December, 2008. The final draft will be reviewed on Monday, June 30 rather than July 7.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, June 9, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Thomas Lane, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

After calling the meeting to order, Mr. Steele asked Mr. Barnes, chair of the Governance Committee, to preside.

**Minutes**

Mr. Johnson MOVED, Mr. Luse SECONDED, and it was APPROVED that:

*The minutes from the May 12, 2008 meeting are approved as amended.*

**Update on CSHEMA Discussions**

Ms. Herman-Betzen shared an update on where the negotiations currently stand with CSHEMA regarding the possibility of ACUI providing association management services for CSHEMA. There was a discussion concerning what is the best timeline to pursue with respect to involving and informing the larger association of this initiative. It was decided that the July leadership meeting was the best venue for this to occur initially.

**Review of the Committee Chair Job Description**

Mr. Barnes asked the Board to consider the previously distributed job description for Committee Chairpersons, a copy of which is on file with the minutes. There was general agreement that the proposed description captures the elements that the Board was looking for during its meeting in New Orleans.

Mr. Lane MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The proposed job description for Committee Chairperson Responsibilities is adopted.*

### **Election Timeline Review**

Mr. Johnson provided an overview of the upcoming elections process, as developed with the Elections Committee over the last few weeks. A timeline was distributed for the Board's review, with elections announcements scheduled to occur by July 21, 2008 for the next election cycle. The committee is scheduled to meet via e-mail for the majority of their work. Mr. Lane asked for an update on the make-up of the committee as it relates to the regions, and Mr. Johnson indicated that the committee is well-represented by the regions at this time.

Mr. Johnson intends to invite the Association's affirmative action officer to join the committee for its July conference call. The purpose of that call will be to discuss how the elections committee can ensure that it has a discriminating and inclusive process in the identification of possible candidates for election.

### **Public Policy Consortium**

There was a brief discussion on what the proper process should be in re-introducing the possibility of the Association's participation in the consortium. Currently the Association does not belong to the consortium; it has been inactive for the last nine months. The current annual cost would most likely be \$5,000. It was decided that this topic, and a proposal, should come to the Board for its consideration at the July meeting, with background information provided by the Central Office prior to that time.

### **Miscellaneous**

Ms. Herman-Betzen shared the broad outline of a concept that would create a partnership between George Harrison, UNICEF, and ACUI around a national campaign this upcoming Halloween. The Board was extremely positive and supportive of pursuing this opportunity. It was suggested that this concept would be an excellent topic for the July meeting, especially in creating a sense of global community across the Association, its member schools, and students at large in institutions of higher education.

Mr. Steele walked the Board through the proposed agenda for the July leadership team meeting. Currently he has 17 hours of Board meeting time scheduled. There was consensus that the Board should plan to meet through the entire day on Saturday, with departures planned for Sunday.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, June 16, 2008

President Rich Steele called the meeting to order at 12:04 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Holly Sateia, Thomas Lane, TJ Willis, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Mark Guthier, Michelle Smith, Zack Wahlquist, Elizabeth Beltramini, Jason Cline, and Chip West.

After calling the meeting to order, Mr. Steele asked Mr. Burden, chair of the Finance Committee, to preside.

**Minutes**

The Finance Committee minutes from May 19, 2008 were APPROVED WITHOUT OBJECTION.

**2009 CPT Budget Discussion**

Mr. Burden asked Mr. West and Ms. Smith to provide an overview of the 2009 Conference Program Team budget request. Mr. West walked the Board through an on-line PowerPoint presentation of this request. Highlights of the presentation included: transportation to off-site pre-conference activities, potential keynote speakers, a comparison to the previous three years budget requests, a trip to the Nixon Library for the entire conference delegation on Monday evening, and program enhancements to the educational tracks and other conference amenities. A copy of the budget request is on file with the minutes.

There was a brief discussion regarding how the size of the program budget impacts the overall cost center for the annual conference.

Mr. Willis MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The 2009 CPT budget request of \$60,150 is approved as submitted.*

Ms. Sateia MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*Additional program enhancements up to \$46,075 (\$66,000) are approved as requested, dependant on the procurement of sponsorship dollars for those enhancements.*

### **Volunteer Development Coordinator Position**

Mr. Wahlquist submitted the name of Jennifer Keegin, SUNY-Binghamton, as the new Volunteer Development Coordinator for the Leadership Team. There was a brief discussion regarding her qualifications for the position as well as a review of her resume.

Mr. Luse MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*Ms. Keegin, SUNY-Binghamton, is approved as the Association's new Volunteer Development Coordinator.*

Mr. Steele re-assumed the position as chair of the meeting.

### **CSHEMA Management Proposal**

Due to the confidentiality of the negotiation process with CSHEMA, the meeting moved into EXECUTIVE SSESSION WITHOUT OBJECTION at 12:48 pm.

The meeting MOVED OUT OF EXECUTIVE SESSION at 1:29 pm.

Mr. Barnes MOVED, Mr. Lane SECONDED it was APPROVED BY CONSENSUS that:

*The Management Services Agreement with the Campus Safety Health and Environmental Management Association is approved.*

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1: 39 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, June 23, 2008

President Rich Steele called the meeting to order at 12:06 pm Eastern Time using Adobe Connect. Additional members present were: Adam Burden, Thomas Lane, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett, Dave Barnes and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

**Update on CSHEMA Feedback and Implementation**

Mr. Steele asked Ms. Herman-Betzen to provide the Board with an update on how the feedback is coming in to the Central Office regarding the announcement that ACUI will now be providing management services for CSHEMA.

Ms. Herman-Betzen indicated that all of the responses she has received from ACUI members to date are positive in nature. The only questionable response has been from an association-management company that is disappointed that they were not considered as an option.

Ms. Herman-Betzen then provided an update on the current staff recruitment plan to meet the requirements of the management agreement. In addition to several other positions that have been recruited and are in the process of being filled, Mr. Jack Voorhees has been hired as the Executive Director for CSHEMA and Director of Business Services for ACUI. Equipment and furniture have been ordered for the new staff and appropriate office arrangements are being made.

Mr. Wahlquist reviewed the protocol for the Town Hall Meeting, scheduled to occur later in the day. It is an operator-moderated call, with the opportunity for all the Board members to participate as presenters on the call. It was agreed that answers to the questions should begin with either Mr. Steele or Ms. Herman-Betzen, who may then turn the question over to other Board members or staff members for follow-up. There was a brief discussion regarding the anticipated questions that might arise during the Town Hall Meeting as well as a review of the philosophical base upon which the decision was made to move in this direction.

**Discussion of College Bowl**

Mr. Steele asked everyone to consider the questions they might want answers to in deciding the Association's future involvement with College Bowl. This feedback will then be worked into the survey being developed by Ms. Ferrazzo that will be going out to

the membership. Mr. Lane asked that there be some assessment of the link between the College Bowl program and the academic side of member institutions. Mr. Luse asked that there be some questions regarding student interest in the program at member institutions. Mr. Barnes asked that there be some mechanism for member institutions and/or regions to provide financial data. It was agreed that in general the survey should gather some more quantitative data than it does currently, to be added to the qualitative data it does collect.

There was also a brief discussion of the perceived relative value of the College Bowl program to member institutions and whether or not the survey could ascertain this. The Board also asked if it was possible to determine how many member institutions belong to ACUI simply because of the College Bowl program.

Mr. Steele thanked everyone for their input. He indicated that this discussion will help to frame the Board's full discussion of the topic in a few weeks at the July Leadership Team meeting.

### **July Leadership Team Meeting**

Mr. Steele asked everyone to review the list of tentative discussion topics for the July meeting and invited feedback from the Board members on the list.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:54 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, June 30, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Adam Burden, Don Luse, Lincoln Johnson, Thomas Lane, TJ Willis, Dave Barnes, and Marsha Herman-Betzen. T.J. Willis joined the meeting at 12:27 p.m. Also present were Dave Teske and Zack Wahlquist.

After calling the meeting to order, Mr. Steele asked Mr. Lane, chair of the Strategic Directions Committee, to preside.

**Minutes**

*The Strategic Direction Committee minutes from June 2, 2008 were APPROVED WITHOUT OBJECTION.*

**UNICEF**

Mr. Wahlquist provided an overview of the proposal from UNICEF to partner on a campus-based program to help raise funds to help improve the lives of children via UNICEF programs. There was some concern about the aggressive time-line to have wide-spread implementation by this October. Mr. Johnson asked if we should be concerned about similar requests coming in from other organizations. There was consensus that this request is consistent with the mission of the Association and that we would welcome the recognition as a leader in this type of effort. Mr. Luse spoke to the advantage of having this type of event occur at a time of the year when alcohol-free program alternatives are needed. Mr. Steele expressed concern that we ensure the quality of the program. Ms. Herman-Betzen indicated appropriate review would take place as with other partnerships. There was consensus that the Association should proceed.

**Update on ACCTF report**

Mr. Lane indicated he received an update on the report and further work will be completed by September.

**Diversity Task Force Charge**

Mr. Willis outlined the updated charge for the task force, a copy of which is on file with the minutes. The general consensus was that the deadline for the report should be December, 2008. The final draft will be reviewed on Monday, June 30 rather than July 7.

Mr. Johnson MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The Inclusive Excellence & Multiculturalism within ACUI Task Force charge is approved as submitted.*

### **Growing the Profession Task Force report**

Mr. Lane provided an update. The report has been sent by e-mail. Jill Zambito and Kim Harrington will join the July meeting via conference call during the time in Bloomington.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday, July 10, 2008

President Rich Steele called the meeting to order at 10:45 am Eastern Time in the Distinguished Alumni Room of the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Dave Barnes, Thomas Lane, Adam Burden, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett, Lincoln Johnson and Marsha Herman-Betzen, Executive Director. Also present were Jason Cline and Mark Guthier, legal counsel.

**Membership Discussion**

Mr. Steele welcomed Mr. Don Dea from Fusion Productions to the meeting. Mr. Dea has been contracted to provide consultation services on membership. This portion of the meeting was a continuation of the two hours Mr. Dea spent with the entire leadership team at their morning meeting where we presented his initial findings on membership.

The Board initially explored the following topics as a result of the morning session:

- How widespread is the understanding among member and non-member schools with respect to ACUI's leadership in student involvement, creating connections, student leadership, and building community?
- How does this understanding, or misunderstanding, work in concert with ACUI's perceived leadership in facility management and renovation and construction?
- Do we need to be comfortable with limiting the definition of who we are or do we need to be comfortable with the dissonance that exists?

The discussion also produced several broad concepts to consider as the Association moves forward in defining itself to members and non-members. Some of these included: Campus community centers; Being all things to all people; and seeing "unions" as a system of programs, services, and facilities that build community on their campuses for all members of the campus community.

Mr. Dea suggested that the traditional approach ACUI has employed has been a broadcast model -- from the Association out to the membership. This worked in the past when the cost of switching from one association to another was prohibitive for members. This is no longer the case. It is much easier for members to move between organizations. Therefore, the Association needs to consider moving to a consumer model (as opposed to a broadcast model.)

Mr. Dea asked the Board to consider the following value disciplines:

| <b>Value Discipline</b>      | <b>Value Focus</b> | <b>Image Driver</b>    | <b>Image</b>             |
|------------------------------|--------------------|------------------------|--------------------------|
| Customer/<br>Member Intimacy | Service            | Create<br>Relationship | Best Friend              |
| Product<br>Leadership        | Quality            | Unique<br>Attribute(s) | Best Product/<br>Service |
| Operational<br>Excellence    | Cost               | Low Cost               | Best Deal                |

There was consensus that the Association is not currently and should not in the future pursue the “best deal” model. In addition, it was agreed that traditionally the Association was focused almost exclusively on the “best friend” model, moved to more of a “best product” model after the reinvention and perhaps needs to move to more of a blended model between “best friend” and “best product” in the future. The discussion then focused on how to determine and then strike the right balance between these two value disciplines.

One of the outcomes from this discussion was the need for ACUI to consider a new brand and/or tagline that recognizes the strength of the Association’s past while speaking to a more current audience that is looking for the blended value discipline discussed previously.

Mr. Dea asked the Board to consider why “churning” is occurring within the regional membership, particularly with respect to attendance at regional conferences. There was a discussion of whether or not this is a result of lack of customization on the Association’s part or something else. It was suggested that the answer varies depending on the region.

Mr. Dea then asked the Board to consider what has been the barrier with respect to consistency across the regions. One of the suggestions was the lack of staff support. The question then moved to: what is the strength of the regions and what is their role in a “brave new world?” It was agreed that the regions build intimacy with members, provide a pipeline for volunteers, and offer an opportunity for Association programs and services to take place in college unions. Mr. Dea reminded the Board that local delivery of programs and services is only going to become more important in the future and suggested that the regions need to be able to provide these at a level that the members expect.

The question was asked, “Who are we primarily serving – institutions or individuals?” It was agreed that institutions have been and will continue to be the entry point for membership in the Association. Individuals are then served within the context of serving the member institutions.

Mr. Dea reminded the Board that putting together a business plan to support a dual approach that follows a “best friend” and a “best product” model will be difficult. He suggested that the Board will need to decide which value discipline is primary and which one is secondary. The Board was also reminded that depending on which discipline is selected as primary, there will be implications down the line as to where Association resources need to be directed as well as ACUI’s membership recruitment strategy.

It was suggested that perhaps the value discipline should be thought of in this way: The “best product” model brings a member in, but the “best friend” model sustains the relationship. If this was followed, then the “best product” model would be the primary discipline and the “best friend” model would be secondary.

The discussion then turned to how Communities of Practice might provide the support needed to move the “best friend” model forward for members. Mr. Dea reminded the Board that one of the key components of success for communities is the existence of at least two passionate people to form the foundation for the group. The Association cannot simply apply technology to this area without knowledge of what members are looking for in the communities and expect success.

Mr. Steele asked Mr. Cline to provide his initial observations on and ideas for operational improvements in the membership area. Mr. Cline shared the following concepts, among others:

- Simplifying the membership portion of the website
- Diversifying the membership packets for new members
- Taking advantage of the feeling within the leadership team that “membership is everyone’s responsibility”

### **Education and Research Fund**

Mr. Steele introduced Mr. Maxwell and Mr. Wahlquist and asked them to provide an update to the Board on the ERF’s efforts to begin looking at funding of research projects.

Mr. Maxwell indicated that he has asked Mr. Wahlquist to provide ERF with a previously developed list of criteria for research grants (developed at the time ERF was the ACUI Foundation.) This list of criteria will then be applied to the current list of research topics that exists in preparation for moving forward in this area once a funding source is identified for research grants.

Mr. Maxwell then informed the Board that growth in the annual fund drive in the next few years will support two primary areas: (1) fully endowing and funding existing scholarships/awards and (2) funding research grants. Future priorities for the annual fund might include speakers at the annual conference, Women's Leadership Institute, etc.

Mr. Maxwell indicated that ERF is also working to standardize the reporting process for fundraising activities that are happening at the regional level – both to ensure that members are aware of where their fundraising dollars are going and also to have a better sense of the overall giving that is occurring across the Association, internationally and regionally.

Mr. Maxwell asked the Board to consider providing more formal direction to ERF for funding priorities that support the Board's strategic initiatives as well as communicating to the membership on the back end (perhaps annually) regarding which programs, services, and/or initiatives were funding through ERF in the previous year.

The Board was asked to consider giving to the annual fund, such that Mr. Maxwell can share with the membership that 100% of the Board has committed to the annual fund. He has a similar goal for the ERF program team and the overall leadership team.

Ms. Herman-Betzen and Mr. Steele thanked Mr. Maxwell for all of his efforts in this area.

### **College Bowl Discussion**

Mr. Steele introduced Ms. Smith, Mr. Rudisille, and Ms. Ferlazzo and asked them to initiate a discussion with the Board regarding the future of academic competition within the context of the Association's offering of programs and services.

Ms. Ferlazzo distributed a packet of information for the Board's consideration that included a synopsis of the recent college bowl survey results, information on alternative programs, and some initial ideas on next steps. She took the time to walk through the document with the Board.

Mr. Steele thanked Ms. Ferlazzo for her detailed and thoughtful report that framed the ensuing discussion for the Board. He then asked the Board to first consider the question: *Should the Association pursue an alternative academic competition? or Is there evidence that the Association should not pursue such a program?*

The reasons expressed for pursuing an alternative were:

- Academic competitions serve a group of students that the Association does not otherwise serve
- It creates a tie to the academic side of our member institutions
- It provides a service to the membership that they might not otherwise be able to afford

There was agreement that there is value in having Ms. Ferlazzo pursue alternatives for the Board's consideration. She suggested, and the Board agreed, that the process for identifying potential alternative partners and then making a decision needs to occur in a timely fashion. It is important for the membership to know that the Association is serious about searching for an alternative, preferably in time for the upcoming academic year. Ms. Herman-Betzen indicated and Mr. Steele asked that any academic challenge competition that is sponsored by the Association meet the Association's standards for quality and student development.

There was consensus that Mr. Ferlazzo will assemble a group of volunteers, work directly with Ms. Smith, and provide a report to the Board for (an) alternative partnership(s) (possibly with NAQT – National Academic Quiz Tournaments, ACF – Academic Competition Federation, or some other organization) for their consideration to include the following items:

- Possible partnership options
- Financial implications
- Timeline
- A proposed recommendation, including a draft contract if appropriate

### **Volunteer Action Plans**

Mr. Lane provided an update on the results of the recent survey to leadership team members regarding their volunteer action plans. One of the outcomes from the survey was the discovery that there is not a consistent understanding of the role of the BOT liaisons. It was agreed that this needs to be clarified with the component groups.

Mr. Lane requested that a small group of BOT members work on identifying the component groups that need liaisons and then make recommendations for assignments from among the BOT to those groups. There was consensus that this would be a good approach.

### **Proactive Approach for Business/Program/Service Development**

Mr. Luse initiated a discussion with the Board about the possibility of the Association strategically and proactively seeking sponsorships and partnerships for programs and services in a more aggressive way than currently occurs. The question posed for their consideration was: "If someone has a great new idea for a program or opportunity, how do they move that idea forward?"

Ms. Herman-Betzen provided the Board with an historical assessment of how grand, Association-wide program ideas have been pursued in the past. The discussion then turned to the type of personnel support that would be needed to address this issue differently in the future. Ideas included the addition of graduate staff to conduct research

and/or professional development staff to seek out sponsorships, grants, and partnerships for significant Association-wide initiatives. It was also discussed that a way to begin might be to use the ERF more strategically at first and then move toward more dedicated staffing.

An additional interim approach that was suggested was the possibility of funding a doctoral student's dissertation research on replicating the AT&T Study from 1984 that looked at the best predictor for future success of entry-level professionals being the level of their involvement in student activities while in college.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 5:06 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Friday, July 11, 2008

President Rich Steele called the meeting to order at 8:02 am Eastern Time in the Distinguished Alumni Room of the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Dave Barnes, Thomas Lane, Adam Burden, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett, Lincoln Johnson and Marsha Herman-Betzen, Executive Director. Also present were Zack Wahlquist and Mark Guthier, legal counsel.

**Growing the Profession Task Force Report**

Mr. Lane introduced Ms. Zambito and Ms. Harrington (joining the group via conference call), who highlighted excerpts for the Board from their task force report, a copy of which is on file with the minutes. The Board thanked them for providing a thorough and complete list of recommendations for their consideration. There was a brief discussion regarding the criteria the task force applied to the list of initiatives in presenting them in a ranked order to the Board.

Mr. Steele asked the co-chairs to comment on anything they might have dropped from consideration while compiling the report or that they would have liked to address more. Ms. Harrington indicated that one additional area for consideration in this topic area would be ACUIRES.

Mr. Wahlquist asked the Board to let him know which of the priorities (or all of them) that they would like to see implemented. There was a brief discussion of how and when to thank and wrap-up the work of the task force. There was agreement that the report should be routed to the leadership team with a request that comments be forwarded to Mr. Lane. The Board will review any comments that are received and then provide the Central Office with direction on which initiatives are top priorities. Mr. Johnson and Ms. Sateia agreed to work with Mr. Lane on this initiative.

Ms. Herman-Betzen indicated that planning for 2009's operational plan will begin in early September, which would be an appropriate time to include prioritized initiatives from the task force.

**Conference Program Teams**

Mr. West (Anaheim, 2009) and Ms. Costantino (New York City, 2010) provided brief overviews to the Board on their respective conference program plans as they exist at this

point. The Board expressed its sincere appreciation for all of the work they, and their teams, are undertaking on behalf of the Association.

### **Annual Meeting with Stampfli Associates**

Mr. Steele asked Mr. Teske to introduce Mr. Duane Vaught from Stampfli Associates, the Association's auditing firm. Mr. Teske provided some background information on the history of the relationship between ACUI and Stampfli before turning the discussion over to Mr. Vaught.

Mr. Vuaght shared that he believes the Association has two objectives for its annual audit; (1) to demonstrate to the membership that the Board's fiduciary responsibility to them is being met, and (2) as a piece of data for the Board's use in fulfilling its governance and strategic planning roles for the Association.

As for the timing of when the audit occurs, it was Mr. Vaught's opinion that it must occur in a sufficiently reasonable timeframe with respect to the end of the financial year to provide the Board with sufficiently reasonable numbers. Therefore, it is also his opinion that moving the timing of the annual audit preparation to occur after, rather than prior to, the annual conference would not produce a reportable deficiency such that it would need to be included in the audit's management letter.

Mr. Vaught asked the Board to consider the following long-term items:

- The financial return from ACUI Procure and its long-term viability as members find other sourcing options
- Over-dependency on membership revenue as a financial engine
- Reliance on magazines and advertising in an increasingly high tech environment
- Continued reliance on printed materials as sellable products

Mr. Vaught encouraged the Board to continue to build reserves. He does not recommend that the Association take on any high-risk endeavors at this time.

### **Finance Committee**

Mr. Burden presented the Board with a suggested budget policy for its consideration. Mr. Teske indicated that the proposed policy and an accompanying procedure and timeline have already been shared with the regional directors.

There was a brief discussion regarding how the policy would be implemented, particularly as it relates to the end of the fiscal year. There was also a discussion around the reporting timeline to the Board for the regional and ERF funds. Mr. Teske indicated that he will provide the Board this information, including investment performance, on an annual basis at the same time as the unaudited Q4 financial statement.



Mr. Willis MOVED, Ms. Sateia SECONDED, and the following budget policy was APPROVED:

***ACUI Budget Policy***

*An annual budget must be submitted to and approved by the Board of Trustees for all funds of the Association (operating, education and research, and regional).*

**Impact of Recession**

Ms. Herman-Betzen shared with the Board that the Central Office has already begun discussing how the current recession will impact their thinking during the FY 09 budget preparation that will take place in the next few months. An example shared with the Board was the fact that the July leadership team meeting costs the Association just under \$13,000. Items such as this might need to be examined, as they were in 2002, from a cost/benefit perspective before they are included in the budget.

Mr. Teske also reminded the Board that the current financial performance in the corporate partnerships cost center is not likely to meet budget. This is an early indication of how soft this revenue stream is right now and the likelihood that this will continue into the next fiscal year.

**Proposal to Investigate Restructuring  
Volunteer Positions**

Ms. Herman-Betzen provided the Board with an historical overview of the role of recreation and leisure activities within the Association. She then turned the presentation over to Ms. Smith, who walked the Board through a packet of materials that proposed a restructuring process for this and related areas.

The proposed areas that would be considered during a restructuring process include: Poetry Slam, Academic Challenge Program, Leisure Activities, Recreation, ILEAD, and Outdoor Adventures. Some of the proposed commonalities for these areas in a restructuring would be: Credit Hour Eligibility, Code of Conduct, GPA, Awards and Scholarships, and the communication vehicles used with these areas.

It is currently proposed that these areas would be grouped under a volunteer appointed by the Board as the Student Programs Team Leader.

The Board discussed the proposal in broad terms, focusing on some of the following topics: the pros and cons of separating recreation and leisure; the appropriate number of volunteer leaders in this area that would be considered part of the leadership team; how

ILEAD fits into this structure when the other programs are competition based; whether or not this restructuring can be pursued without considering the possible impact on the regional leadership team structures.

Ms. Herman-Betzen asked the Board to consider: “Is this important enough for the staff to investigate and then report back to the Board?”

It was then discussed that a possible approach would be for Ms. Smith to work with the current program team chairs in these areas to further investigate the pros and cons of restructuring these volunteer positions; gather input and feedback from the regional directors on this possibility; and then make a final recommendation to the Board for their action. In addition, Ms. Ferlazzo was asked to propose an appropriate name change for the College Bowl Program Team.

Mr. Johnson MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The Executive Director will further investigate the possibility of restructuring the Recreation and Leisure Activities, Academic Challenge Program, Poetry Slam and ILEAD volunteer positions.*

### **Volunteer Action Plan Liaisons**

Mr. Lane asked the Board to consider whether or not it is important for the VAPs to continue. There was consensus that the VAPs are important.

Mr. Lane then asked, “What is the best way to ensure the success of the VAPs and show progress on the strategic plan?”

There was then discussion on approaches that may be taken, including the possibility that Board liaison roles may or may not be appropriate as they relate to implementation of the VAPs. The question posed was then, “Is the liaison role really within the purview of the staff?”

It was decided that the Board liaison role with the VAPs runs counter to the strategic role that Board members are intended to play and will therefore be eliminated. The staff will perform this role and provide the Board with a compiled status report on the VAPs at least once a year. Mr. Johnson asked that there be consideration given to placing the VAP Matrix on the website.

Mr. Willis MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The Executive Director will ensure that all component groups submit Volunteer Action Plans. The Executive Director will then provide a compiled VAP for all component groups to the Board. The Board will annually review this report as part of its review of the strategic plan. A yearly update on the strategic plan will be communicated to the*

*membership by the Board and a report card will be produced for the Association at the end of the strategic planning period.*

### **Communication with Component Groups/Leadership Team**

Mr. Steele asked the Board to consider new approaches that might be pursued to enhance communication between the Board and the Leadership Team. One of the suggestions was to conduct Board town hall meetings on a regular basis. Another idea was to develop a strong, comprehensive communication plan – not only out to the Leadership Team, but to the membership at large as well. Regular president and executive director updates need to occur as well. The use of online resources will be used to make Board documents available and possibly the creation of a Board Blog.

### **Public Policy Consortium Discussion**

Ms. Beltramini shared an update with the Board on the Association's involvement with the higher education student affairs public policy consortium. ACUI has not been an active member of the consortium over the last year, due to two things: (1) the issues being addressed were not even tangentially connected to the interests of ACUI, and (2) the cost was prohibitive.

ACUHO-I, ASJA, NASPA, and ACPA are the four current members of the consortium. NIRSA will be joining in the fourth quarter of the year. The annual cost for ACUI to re-join the consortium would be \$9,500.

The Board discussed the relative merits of re-joining as compared to the associated costs. It was decided that the Association will not re-join the consortium at this time.

### **Conference Site Contracts, 2019-2021**

Ms. Herman-Betzen and Ms. Smith offered the following potential conference sites for future annual conferences:

2019 Indianapolis, JW Marriott (March 24-28)

2020 Atlanta, Marriott Marquis (March 15-19)

And for possible future consideration:

2021 Los Angeles, Marriott (March 21-25 or April 8-12 or March 24-28)

The time is right to negotiate for these sites. Given the current economy, it is a buyer's market. There was a brief question and answer period between board members and the staff regarding the site selection process.

Ms. Hamlett MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The Executive Director will contract for the following conference sites on the dates indicated:*

*2019 Indianapolis, JW Marriott (March 24-28)*

*2020 Atlanta, Marriott Marquis (March 15-19)*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 3:45 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Saturday, July 12, 2008

President Rich Steele called the meeting to order at 9:24 am Eastern Time in the Dogwood Room of the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Dave Barnes, Thomas Lane, Adam Burden, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett, Lincoln Johnson and Marsha Herman-Betzen, Executive Director.

**Executive Committee Meeting with Regional Directors**

Mr. Steele asked Mr. Luse to report on the meeting held earlier in the morning between the Executive Committee and the Regional Directors. The conversations were positive and addressed questions on the volunteer action plans, membership and how the regions can help in that process, the positive evolution of the relationships between component groups and the Board and other topics. Ms. Herman-Betzen added their interest in the process for hiring staff and the numerous positive comments about the support of Central Office staff.

**Leadership Team Wrap-Up Session**

The Board invited in the remainder of the leadership team to participate in a wrap-up session which began at 9:48 am. Mr. Connely gave a report on the work of the Education Council chairs and Ms. Ballou gave a report on the work of the Regional Directors. Mr. Steele reported on the role of the Board, Board discussions, Board decisions, a proposed communication plan and remaining Board agenda topics and offered time for questions and comments. Mr. Lane presented information about the process for addressing the Growing the Profession Task Force Report and the Board decision regarding the Volunteer Action Plan liaison role. This portion of the meeting was adjourned at 10:20 am.

The board reconvened at 10:44 am Eastern Time in the Distinguished Alumni Room of the Indiana Memorial Union. Mr. Wahlquist and Mr. Teske joined the meeting.

**Applying the Core Competencies Task Force Report**

Mr. Lane explained that the completion of the final stage process of the ACCTF report was moving forward, but at a slower pace than anticipated. In order to facilitate the work of the Education Councils, it was decided that a concurrent process would be appropriate

for the Ed Councils to develop tools for using the core competencies even while the ACCTF final report is being refined.

Mr. Burden asked how the report would be operationalized once completed. This will primarily be coordinated through the Education Councils

### **Volunteer Engagement Task Force Report Update**

Mr. Steele opened the discussion regarding the VETF report implementation. Ms. Herman-Betzen stated that the Executive Director update includes what is happening with the Central Office operational plan (which includes task force implementation items). Mr. Wahlquist explained that Ms. Keegan, the newly appointed Volunteer Development Coordinator, was unable to attend the LT meeting due to a death in the family. She is open to feedback from the Board on priorities for her position.

Ms Herman-Betzen stated that prioritization and resource requirements will be an utmost concern in this tight financial year. She will provide additional information about progress toward implementation via the Board e-mail list.

It was recommended that task force updates be a regular component of Board Webinars with the Leadership Team and membership.

### **UNICEF Program Proposal**

Mr Wahlquist provided a handout defining a proposed program jointly sponsored by the US Fund for UNICEF, the George Harrison Fund and ACUI. Based on feedback from previous discussions, a new time frame for program implementation is included. There will be a fundraising goal matched from the George Harrison Fund. Joel Madden, UNICEF goodwill ambassador and performer in the group “Good Charlotte” may provide a performance as a possible first place prize for the winner of the fund raising competition. Annual membership dues is being considered as a second place prize and third place, a scholarship to IPDS or I-Lead. ACUI partnership responsibilities appear to be reasonable and minimal. UNICEF will put together all marketing materials. A program kit and ACUI coordination will be managed via ACUI volunteers (who previously expressed an interest through Caryl Stern).

A copy of the DVD Box Set was made available for review. Mr. Lane has viewed the production and verified that the program is of excellent quality.

Mr. Lane suggested this be discussed in an upcoming Board Webinar. Ms. Herman Betzen will send out information about the program to the Leadership Team. Ms Hamlett asked about requirements for volunteers & staff. Mr. Wahlquist verified that interested ACUI volunteers have been identified. The Board was supportive of this new program.

## **CSHEMA Update**

Jack Voorhees will be on staff as of July 15 to take on the management of CSHEMA. Mr. Teske addressed the transition from DMG, the current management company, and reported a good start for a smooth transition. Ms. Herman-Betzen addressed the adjustments within the Central Office space which has been very smooth and effective. The first invoice for management services has been processed. Everything is on track for a September 1 implementation.

Mr. Steele asked about the financial transition and cash flow of CSHEMA. Mr. Teske stated that the details of the financial management transition are in process. CSHEMA is in a positive cash flow position. Cost management over time will help their cash position further.

## **ACUI Headquarters Task Force Proposal**

Ms. Herman-Betzen opened the conversation with a brief history on the topic and commented on the fact that this study has a long-term view. Mr. Wahlquist presented the proposal for the Task Force.

Mr. Steele asked about the location (Bloomington, Indianapolis?) and suggested that there may be need for resources to fully study market conditions. Mr. Luse expressed concern that this could raise questions regarding the location of the Central Office. Mr. Burden asked if the initial study should be completed first and then benchmarked against market conditions of other cities. There was agreement that this approach was reasonable.

The Board agreed that Ms. Herman-Betzen should offer the leadership of this Task Force to Bob Mindrum of Purdue University and then propose a draft Task Force Charge to the Board for consideration.

## **Inclusive Excellence & Multiculturalism Within ACUI Task Force Charge Statement Draft**

Mr. Lane led the group in a review of the draft charge statement developed by Mr. Willis, Ms. Sateia and Ms. Hamlett. Discussion ensued regarding the applicability of the IE model to an association environment. The charge statement will be revised based on feedback & submitted for final approval at the next BOT Strategic Directions Committee meeting. Ms. Herman-Betzen agreed to serve as staff liaison with this Task Force if approved.

## **Accountability of the Board & Evaluation**

Mr. Steele expressed that there would be value in having longitudinal, annual data measuring member satisfaction with programs, services and the Board. Ms. Sateia expressed interest in including a measure of satisfaction in regional programs & services as well. Ms. Herman-Betzen expressed that the biannual needs assessment is an effective tool and expanding the scope and frequency of this evaluation could be detrimental.

The Board engaged in discussion about the ability of membership to evaluate the effectiveness of the Board. There is a question of the level of interest from the membership at large and their general knowledge about Board activities. There was agreement for the Leadership Team to evaluate the Board. The Board also agreed that an internal process to evaluate Board effectiveness and process was needed. Ms. Herman-Betzen expressed concern that the Board lacked an evaluation process and reflected on the 360 degree evaluation for the Executive Director. She agreed to provide examples of other Board evaluation tools for review by the Governance Committee.

Mr. Barnes agreed that the Governance Committee will develop an evaluation of the July LT meeting to be sent to the entire LT within the next week. In addition, Governance will develop a regular (possibly quarterly) evaluation for Board members to evaluate the effectiveness of meetings and gauge Board opinion on progress.

## **Next Steps & Announcements**

Ms. Herman-Betzen explained that the Executive Committee discussed the concept of a strategic evaluation of the regional structure and agreed that there is not a strong need nor desire to pursue this topic unless the RDs request assistance from the Board on their initiatives related to branding and best practices.

The Board announced cancellation of Board and Executive Committee conference calls until Monday, July 28 at 12:00 pm Eastern Time.

The frequency of weekly Board meetings was discussed and members generally agreed that the process was working and that it was valuable to have the full Board on conference calls each week. It was decided that the schedule for the weekly Board meeting will be moved to 12:00 pm Eastern Time on Tuesdays (instead of Mondays) beginning after the Anaheim Annual Conference. Executive Committee Meetings will then be held on Mondays at 12:00 pm Eastern Time (also after Anaheim).

For the 2009 Anaheim Annual Conference, the Board should plan to arrive by early afternoon to facilitate meetings beginning Thursday, April 2, 2009. The Leadership Team will still arrive in time for meetings Friday afternoon. This will require effective planning and efficient meeting practices leading up to the Anaheim conference.



The meeting concluded with a discussion led by Mr. Luse allowing each member of the Board to provide their comments on our experience at the July Meeting. Members had very positive comments to share about the work accomplished, the strengthening of the working relationships between component groups and the Board, our future plans and the current leadership of the Association.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 4:10 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, July 28, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Adam Burden, Don Luse, Holly Sateia, TJ Willis, Alana Hamlett, Lincoln Johnson and Marsha Herman-Betzen, Executive Director. Also present were Zack Wahlquist and Mark Guthier, legal counsel.

**Follow- Up from July Leadership Team Meeting**

Mr. Steele walked everyone through the BOT follow-up list that was generated at the end of the Board's last meeting. A copy of the list was distributed prior to the meeting.

It was agreed that Mr. Barnes will develop a regular, internal Board evaluation tool for the Board's future consideration.

Brief updates were provided on various items on the list with none of the items being removed or materially altered.

It was decided that the Survey Monkey evaluation of the Leadership Team meeting should also include some open-ended questions about what should remain the same vs. what should change for future years' meetings. Mr. Wahlquist will assist Mr. Barnes with putting the survey online.

**Development of Communications Plan**

The Board explored the various elements and parameters of a comprehensive communications plan, addressing such questions as: how to schedule, announce, and promote Webinars; publishing Board documents online; creating a Board Blog and/or Discussion Forum; having the President send a July update to the Leadership Team.

Specifically as to Webinars, there was agreement that the Board should schedule them quarterly at first, perhaps in September, November, February, and May/June.

The Board then discussed the possible process that would be used to publish the Board's work product online on a more regular basis. It was decided that a bulleted, PowerPoint presentation would be developed and posted monthly regarding Board activity.

Ms. Herman-Betzen agreed to send examples of association leadership blogs to the Board for their review.

Ms. Herman-Betzen then updated the board on CSHEMA, as she attended part of the CSHEMA board meeting this past weekend. She indicated that CSHEMA is a younger organization than ACUI, but they are excited for the leadership and direction the ACUI Central Office staff will be able to provide in helping them evolve and grow.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, August 4, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Adam Burden, Don Luse, Lincoln Johnson, Thomas Lane, Holly Sateia, Alana Hamlett and TJ Willis. Also present were Mark Guthier and Zack Wahlquist.

After calling the meeting to order, Mr. Steele asked Mr. Lane, chair of the Strategic Directions Committee, to preside.

**Minutes**

*The Governance Committee minutes from June 9, 2008*

*The Finance Committee minutes from June 16, 2008*

*The BOT minutes from June 23, 2008*

*The Strategic Direction Committee minutes from June 30, 2008*

*The BOT minutes from July 10, 2008*

*The BOT minutes from July 11, 2008*

*The BOT minutes from July 12, 2008*

*The BOT minutes from July 28, 2008*

*were APPROVED WITHOUT OBJECTION.*

**Growing the Profession Task Force Discussion**

Mr. Lane reviewed the proposed next steps for moving forward with the recommendations from this task force. These included a webinar in the next few months that would include the task force chairs, Ms. Harrington and Ms. Zambito. There was agreement that this topic should be added to the previously discussed September webinar to be hosted by the Board. Mr. Steele agreed to add this to the Executive Committee agenda for calendaring purposes. It was decided that once a date is set, the report will be distributed to the membership prior to the webinar.

**Diversity Task Force**

Mr. Willis indicated that he, Ms. Sateia, and Ms. Herman-Betzen are scheduled to meet via conference call tomorrow to continue to refine the charge statement for this task force. If appropriate and timely, this can be added to the agenda next week.

### **Board Meetings**

Mr. Steele asked the Board to shift the timing of their September meetings back one week, so as to avoid the conflict with Labor Day. There was consensus to do so.

### **UNICEF Update**

Ms. Sateia inquired as to the timing of the announcement of the partnership with UNICEF and whether or not this would occur in time for the fall regional conferences. Mr. Wahlquist indicated that there should be some initial communication going out about the UNICEF program in the next few weeks.

### **Adjournment**

The meeting as ADJOURNED WITHOUT OBJECTION at 12:23 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, August 18, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, Lincoln Johnson, Holly Sateia, Thomas Lane, Don Luse and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Liz Beltramini and Mark Guthier.

After calling the meeting to order, Mr. Steele asked Mr. Burden, chair of the Finance Committee, to preside.

**2<sup>nd</sup> Quarter Financial Statement**

Mr. Burden asked Mr. Teske to walk the Board through the previously distributed 2008 second quarter financial statement and memo, a copy of which is on file with the minutes.

Mr. Steele inquired about the wages figure in the statement as it relates to the hiring of additional staff members that were a result of the recent management agreement with CSHEMA. Mr. Teske described how this has been allocated, and the portion of the wage expense that is rolling up into ACUI's financial statements. It was discussed that the approach being used is acceptable, but that it might be confusing at first blush. Mr. Teske suggested some other approaches that could be used and these were discussed as well.

Mr. Teske provided an in-depth review of the *03 Cost Center – Seminars and Institutes*. While the three seminars/institutes that have been presented to date have been solid financially, the projection for the remainder of the year in this cost center is not overly positive. One factor impacting this cost center is the current rise in travel costs. As a result, ACUI Institute, the Outdoor Recreation Program, and Vision 2020 will not be offered this year. Webinars will become more of a focus for the remainder of the year in this cost center. Mr. Steele asked the Board to make note of the BOT Communications webinars that will be a part of this overall series.

The Board asked for a review of the marketing plans that will be used for the webinars. Ms. Beltramini offered the following notes: the webinars will be packaged into series; they will be target marketed to particular audiences; they will also be paired with additional print resources where appropriate.

Ms. Sateia MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The 2008 2<sup>nd</sup> Quarter Financial Statement is approved as presented and revised.*

### **Miscellaneous**

Ms. Sateia indicated that the group working on the Diversity Task Force charge statement is nearing completion and should have something for the full Board's consideration soon.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:45 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, August 25, 2008

President Rich Steele called the meeting to order at 12:05 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

After calling the meeting to order, Mr. Steele asked Mr. Barnes, chair of the Governance Committee, to preside.

**July Meeting Evaluation**

Mr. Barnes provided a brief overview of the results from evaluation. Mr. Lane commented that the addition of the Saturday morning group session seemed to be well-received. Ms. Herman-Betzen said she thought it was an extremely effective way to improve the communication of the Board of Trustees with the leadership team. Mr. Lane suggested that the results of the survey be shared with the leadership team during the webinar planned for this fall. Mr. Barnes and Mr. Steele will determine the best way to communicate the information.

**Board of Trustees Evaluation**

Mr. Barnes led a discussion about the possible structure of a Board of Trustees Evaluation that would be conducted by the leadership team and Central Office staff. It was suggested that there should be two separate instruments for the groups. Mr. Steele asked how the results would be used and communicated. It was suggested that the results be shared with the groups and that any changes that are made as a result of the survey should be shared. Mr. Barnes will prepare a draft of the evaluation tools.

Mr. Barnes asked for feedback about the Board of Trustees self-evaluation. It was suggested that new board members be asked to complete an evaluation six months into the term and that the entire board complete an evaluation following the annual conference. Mr. Steele suggested that there might also be a group face-to-face discussion at the annual conference and the July meeting. Mr. Barnes will prepare new draft instruments for the board to review.

**Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:43 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, September 8, 2008

President Rich Steele called the meeting to order at 12:01 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, and Lincoln Johnson. Also present was Zack Wahlquist. Don Luse arrived at 12:08.

After calling the meeting to order, Mr. Steele asked Mr. Lane, chair of the Strategic Directions Committee, to preside.

**Minutes Approval from 08/04/08**

Mr. Lane asked for changes or corrections to the minutes. He asked that they be approved. Everyone agreed.

**Leadership Team Webinar Draft Agenda**

Mr. Lane asked Mr. Steele to review the general agenda of the leadership team agenda with the group. Mr. Steele explained that the purpose of this meeting is to share information and to ask for support from the other component groups.

Mr. Steele reviewed the agenda. Mr. Steele asked Mr. Johnson to review with leadership team members how to retrieve statistics related to election nominations and applications from the ACUI web site.

Agenda items have an estimate of times. There are approximately 45 minutes of agenda items, leaving time for Q&A with the leadership team. Mr. Steele shared that Ms. Herman-Betzen is also asking the Central Office for other agenda items.

Jill Zambito and Kim Harrington will send a PowerPoint for the Growing the Profession Task Force report to Zack and Dave before the meeting. There was consensus that the GPTF Final Report should be sent out to the full leadership team before the meeting. Mr. Lane will send it out

Mr. Willis asked if there was time build in for dialogue and questions or if that is ongoing. Mr. Steele clarified that all the times on the agenda include Q&A/discussion time for that specific item.

**Inclusive Excellence and Multiculturalism within ACUI Task Force**

Mr. Lane asked Mr. Willis to review the charge with the group. Mr. Willis asked for any questions or comments before they begin to recruit for this task force.

Mr. Lane thanked Mr. Willis for his worked and asked for additional questions from the group. Mr. Burden likes the structure of the final version and Mr. Lane commented on its quality.

Mr. Lane asks for a motion to approve the Inclusive Excellence and Multiculturalism within ACUI Task Force charge. Dave Barnes so moved. Don Luse seconded. The motion was approved.

Mr. Steele explained that Mr. Lane should work with Ms. Herman-Betzen to start recruiting for this task force; Mr. Lane suggested that those working on the charge could also be involved in selection. Mr. Lane asked Mr. Willis and Ms. Hamlett to work with Ms. Herman-Betzen and the Central Office on selection. Mr. Lane will ask Ms. Sateia to also participate.

### **Applying the Core Competencies Task Force**

Mr. Lane has been in contact with Jerry Mann and Tamara Yakaboski and should have an updated document by the end of the week. Mr. Lane is working with these individuals to connect with the education councils in October.

Mr. Lane asked for other agenda or discussion items from the group.

Mr. Lane returned to the webinar discussion. Ms. Zambito and Ms. Harrington will be reviewing the recommendations that the task force made and how they might impact each of the component groups in their presentation. Mr. Lane asked if this is what everyone had in mind. Mr. Steele agreed that it is.

Mr. Lane asked for other topics for discussion.

### **Adjournment**

Mr. Lane adjourned the meeting at 12:14 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, September 15, 2008

President Rich Steele called the meeting to order at 12:04 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, Don Luse, Holly Sateia and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier.

After calling the meeting to order, Mr. Steele asked Mr. Barnes, chair of the Governance Committee, to preside.

**Minutes**

The August 25, 2008 Minutes were APPROVED WITHOUT OBJECTION.

**Leadership Team Evaluation of Summer Meeting**

Mr. Barnes shared a summary of the feedback received from the Leadership Team regarding the July meeting. Highlights included the need to incorporate a wrap-up meeting for the entire Leadership Team at the end of the meeting (as was done this year), a tour of the Central Office, continuing focus on maximizing the effective use of members' time while they are in Bloomington, better use of pre-meeting materials by the various component groups, and the on-going use of Leadership Team webinars as a follow-up communications mechanism for the Team.

There was a brief discussion regarding the effectiveness of the opening session with the Leadership Team. It was agreed that there is still a need for this session, but that its effectiveness will be studied prior to next year's meeting.

Mr. Barnes will include the aforementioned highlights in a letter to accompany the evaluation results as they are distributed to the Leadership Team. Mr. Luse indicated that a commitment will also be made to include a leader from each of the component groups in planning for next year's meeting – and asked that this be included in the letter to the Leadership Team.

**Review Assessment Plans**

Mr. Barnes shared with the Board that he is continuing to develop the timeline and process for the various assessment instruments that the Board implements; i.e., Executive Director, Board Self-Assessment, etc.

Mr. Barnes also asked the Board to comment on a proposed new role for the Governance Committee – that of on-going “watchdog” and/or accountability check for the various work products of the Board. There was general agreement that such a role is good for the Committee.

Mr. Steele asked the Chairs of the three Committees to begin thinking of how they will contribute to the Association’s overall Volunteer Action Plan – specifically being transparent regarding how the work of the three Board committees adds to the work of the volunteer leadership in moving the Association’s strategic plan forward.

### **Elections Committee Update**

Ms. Herman-Betzen indicated that 56 individuals have been nominated to date for this year’s election cycle.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:24 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, September 22, 2008

President Rich Steele called the meeting to order at 12:03 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, Lincoln Johnson, Holly Sateia, Thomas Lane, Don Luse and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

**Membership Consultant Report**

Ms. Herman-Betzen indicated that the near final draft of the consultant report has been received and distributed to the Board and the Central Office staff. The staff will be looking at the report over the coming weeks and she asked that the Board do so as well. Mr. Steele asked that the board members be prepared to discuss the report at the meeting next Monday.

Mr. Steele asked Mr. Burden, chair of the Finance Committee, to preside.

**Minutes**

The Finance Committee minutes from August 18, 2008 were APPROVED WITHOUT OBJECTION.

**Budget Review Process and Priorities**

Mr. Burden asked Mr. Teske to review the timeline for the budget development. Mr. Teske shared the timeline which culminates with the approval of the FY2009 budget in December.

Mr. Teske and Ms. Herman-Betzen expressed concern about the reliance on travel dollars in 2009. They have heard that many institutions have travel and other budget freezes that may affect the on-site program revenue. Mr. Barnes indicated concern for this at the regional level as well.

Mr. Burden ask the Board to consider any overall budget priorities over the coming months and to share any thoughts on they might have with the entire Board.

Ms. Herman-Betzen said that the preliminary budget would be prepared including funding for the high priority initiatives. These can be evaluated and reduced or eliminated as necessary during the review process. Mr. Steele asked that a separate list accompany the final proposed budget which would detail possible future additions or deletions as the fiscal year progresses.

**Miscellaneous**

Mr. Steele reminded the Board of the Leadership Team webinar tomorrow at 1:00 p.m. Eastern Time.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:39 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, September 29, 2008

President Rich Steele called the meeting to order at 12:03 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Thomas Lane, Don Luse, Holly Sateia, TJ Willis, and Marsha Herman-Betzen, Executive Director. Also present was Zack Wahlquist.

**Leadership Team Town Hall**

Mr. Steele asked for comments and feedback on the Leadership Team Town Hall meeting held on September 23. Ms. Sateia commented that there was not a lot of verbal response from leadership team members and that it was difficult to know how people were responding and whether or not it was a valuable use of time. Mr. Wahlquist clarified that leadership team members were given the choice to listen to the program's audio over the computer network or to dial in to a call. Most chose to use the computer audio and could not provide verbal feedback during the call.

Mr. Luse asked if there was an evaluation for the program going out. It is important to hear from both those who were in attendance and those who were not. Mr. Steele and Mr. Barnes supported the idea. Ms. Herman-Betzen agreed and said that the Central Office staff would produce that evaluation and send it out with the webinar recording and the slides to the full leadership team.

**Fusion Report on Membership**

Mr. Steele consolidated the recommendations from the Fusion report and sent them to the Board for review prior to the meeting, a copy of which is on file with the minutes. The floor was then opened up for discussion for each series of recommendation.

Recommendation 1

There was some clarification of the term "value proposition" as well as the member satisfaction index.

Recommendation 2

There needs to be some clarification about who a "senior decision maker" is.

Recommendation 3

Ms. Sateia agreed that it was wise to offer promotions to segments, but that this is where the Association will be called to make an investment. She believes that recruitment of graduate students and new professionals is the future of our Association.

Membership needs to become everyone's job in the Association.

Recommendation 4

There was consensus that this is a good idea. Mr. Steele mentioned the first tagline listed because it mentions the physical structure and the concept of building community. Mr. Johnson agreed that it has been a historical problem of explaining what ACUI is and a tagline seems to be a way to make that easier. Mr. Lane suggested looking at many options and not just the two in the final recommendations.

#### Recommendation 5

Mr. Steele stated that we really need to be focused on our core members. Mr. Lane asked how members at institutions below 5000 might react to the statement that large and medium schools are the priority. Ms. Herman-Betzen suggested that historically large schools have floated the Association financially, but that the Central Office staff would work on an answer to that.

#### Recommendation 7

Ms. Herman-Betzen commented that this is affirmation that ACUI has been going down a good path. Mr. Steele and Mr. Lane commented that the work of the core competencies teams over the years has been worth the effort and needs to continue.

#### Recommendation 8

Ms. Herman-Betzen suggested that the note included with this recommendation was worth the price of the entire report. It gives the Association an idea of the kind of money it needs to put into membership initiatives to turn it around. Mr. Steele wondered if we should look at the amount of money in lost memberships over the last 10 years or over the last year. What metrics do we use to calculate this return on investment? Ms. Herman-Betzen clarified that strong members are those that participate in multiple aspects of the Association.

#### Recommendation 9

Mr. Steele asked if we are currently not tracking any of these things. Ms. Herman-Betzen indicated that the Association tracks new construction, but not well. Mr. Lane asked what the process of bringing all these metrics together for review for decision-making is. Ms. Herman-Betzen said that there is a membership team in the Central Office and that due to its cross-functional nature, it will be responsible for helping get the right metrics to the right people.

Mr. Steele asked for the next steps. Ms. Herman-Betzen said that the Central Office staff would use the prioritization tool and submit the staff results back to the Board for review. Mr. Steele advised that if the financial figures are not matching the initiative prioritization, it should be brought back to the Board.

### **Miscellaneous**

Mr. Lane asked the Board to re-familiarize themselves with the Growing the Profession Task Force recommendations for next week's meeting.



Ms. Herman-Betzen reminded everyone that she will be at the Big Ten meeting and not at the Board meeting or the Executive Committee meeting next week.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:01 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, October 6, 2008

Thomas Lane called the meeting to order at 12:03 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Rich Steele, Dave Barnes, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, and Holly Sateia. Also present was Dave Teske.

**Minutes**

Mr. Lane asked for changes or corrections to the minutes. He asked that they be approved.

*The minutes from September 8, 2008 were APPROVED WITHOUT OBJECTION.*

**Discussion of the “Growing the Profession Task Force” Recommendations**

There was some discussion about where these recommendations fit in with the overall operational priorities. Mr. Steele suggested that the task at hand is to review the current recommendation

It was suggested that the Central Office look at the recommendation priorities in a global sense, including the indicated source of the strategies. Mr. Steele indicated that the Central Office operational plan should include all recommendations which will be implemented, including those primarily by volunteers.

The Board reviewed the recommendations, as prioritized by the Central Office, and placed them into prioritized tiers to be used in the development of the 2009 operational plan.

**Education Councils VAP**

Mr. Lane gave a brief update on the volunteer action plan progress by the education councils.

**Adjournment**

Mr. Lane ADJOURNED THE MEETING WITHOUT OBJECTION at 1:04 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, October 27, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Thomas Lane, Don Luse, Holly Sateia, TJ Willis, and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier.

**Minutes**

*The minutes from the September 29, 2008 meeting were APPROVED WITHOUT OBJECTION.*

**Education and Research Fund Discussion**

Mr. Steele introduced the following topic for consideration by the Board: Does the Board want to move forward in growing the scope and reach of the Education and Research Fund or does it want ERF to focus more directly on the traditional development activities of the Association and simply grow success in those areas? Another way to look at it is: Should ERF focus on the events at the annual conference or go beyond that to pursue items such as an annual fund, planned giving, sponsored research, etc.?

Mr. Maxwell joined the group for the remainder of the discussion. The Board discussed the relative costs and benefits of the current initiatives under ERF as well as the extent to which the Association's long range strategic initiatives may or may not be impacted by the success of ERF. It was discussed that there may be separate answers to the questions of "Should ACUI move in this direction?" and "How fast can ACUI move in this direction?" Timing may be more of an issue at this point than the relative merit of embracing sponsored research as an Association-wide value.

The Board asked whether or not there is capacity within the Central Office Staff to support a more limited development program (an annual fund and endowment fund), without a fully-staffed volunteer base in ERF. Mr. Wahlquist indicated that he believed that the capacity does now exist to support these initiatives.

The Board expressed its sincere appreciation to Mr. Maxwell for his hard work, dedication, and creative problem-solving over the last few years as he has led the Education and Research Fund program team. He will be stepping down as chair prior to the Anaheim Conference.

The discussion then focused on what the "next steps" might look like once Mr. Maxwell steps down as chair. Ms. Herman-Betzen suggested that the topic be referred to the Strategic Directions Committee for consideration, with input from Ms. Smith in the Central Office. Mr. Lane agreed to add this to the meeting agenda for November 3. There was consensus that this would be a good approach.

## Central Office Update

Ms. Blood shared that Ryan Bass has joined the staff as part of the CSHEMA arrangement, but he will be dedicating a portion of his time to ACUI projects. ACUI Procure revenue is up on the year. The other revenue streams are fairly consistent with the levels from last year.

Mr. Cline shared that there are 620 current member institutions, with all membership categories up from the last Executive Director update. Renewal notices are currently going out, with reminders going out November 7 and 14. The staff is currently working to incorporate the recommendations from Fusion, which were reviewed by the Board previously. Ms. Brooks is working to update and improve the Career Center, both currently and in time for the annual conference.

Ms. Smith indicated that the annual conference education session acceptance letters have gone out to over 200 potential delegates. Ten regions have also participated in the “Best of the Best” program. The CPT chair and host director recently met in New York City for the 2010 conference. Two face-to-face seminars are coming up – the Women’s Leadership Institute (17 delegates from ACUI) and the Assessment & Benchmarking Seminar. Eight webinars are still scheduled to be delivered before the end of the year. The Academic Program Team is getting together this week to discuss the possibility of supporting regional competitions still this year. The Poetry Slam Program Team is very active, with over half the regions having a coordinator. The UNICEF program has signed up 13 schools who are participating in the challenge this fall. Table tennis, clay tournaments and nine-ball competitions have all been established for the coming year.

Mr. Teske reminded the Board of the November 17 meeting where the 3<sup>rd</sup> Quarter Financial Statement and the 2009 Budget will be reviewed. In addition, the annual audit will soon be underway. The Central Office information technology infrastructure will soon be undergoing a major overhaul – moving the office off the Indiana University network.

Mr. Voorhees shared that the transition from CSHEMA’s old management company to ACUI has been more challenging than originally anticipated, but not insurmountable. On the other hand, the CSHEMA membership is extremely pleased with the service they are receiving from ACUI. All of the financial transactions that needed to take place have occurred. Information and data transfer are still in progress. Educational programs are beginning to be planned and current membership in CSHEMA stands at 456 institutions.

Mr. Wahlquist shared that there are three candidates for president-elect and 18 for at-large members of the Board. The numbers are very encouraging. The slate of candidates will be announced on November 1. The volunteer job descriptions are currently being re-written to fit a similar format. The list of endowed awards will be released soon. Ms. Beltramini, Mr. Cline, and Mr. Wahlquist will be conducting a road trip in November to regional conferences to collect and produce multi-media pieces, recruit non-member schools, and begin the process of producing an updated version of the “Role of the College Union” video. There are now ten Communities of Practice up and running.

### **Miscellaneous**

Mr. Steele confirmed with the group that the meeting for November 24 will stand as currently scheduled.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:09 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Monday, November 3, 2008

President Rich Steele called the meeting to order at 12:04 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, Thomas Lane, Don Luse, TJ Willis, and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier, Dave Teske, and Zack Wahlquist.

**Executive Session**

At 12:04 p.m., Mr. Steele asked if there were any objections to moving into executive session. Hearing none, the meeting moved into executive session.

At 12:41 p.m. Mr. Steele ended executive session. Mr. Steele turned the meeting over to Mr. Lane.

**Information Items**

Mr. Lane reviewed the current state of the Inclusive Excellence and Multiculturalism Task Force. The deadline for applications was extended to Friday, Nov. 21, in an effort to solicit more applications. Members of the Leadership Team received an e-mail from Mr. Lane asking for assistance in nominating people. To this point, five additional nominations have been received. Mr. Lane asked Board members for their continued support in nominations for this task force.

Mr. Lane updated the Board on the Applying Core Competencies Task Force. The report is back from Jerry Mann and Tamara Yakaboski, who had been reviewing it. The report has been shared with the Education Councils. Elizabeth Beltramini will review the report with the Education Councils. Mr. Lane anticipates a final report shared with the Board by Dec. 1.

**Education and Research Fund**

Mr. Lane asked for any follow up thoughts from the previous Board meeting about the Education and Research Fund. Mr. Lane asked that the Central Office staff send the Board an e-mail outlining some of the salient issues with the Education and Research Fund to guide their discussions at a future meeting. Ms. Herman-Betzen agrees.

Mr. Lane called for additional agenda items. None were presented.

**Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:45 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, November 10, 2008

President Rich Steele called the meeting to order at 12:04 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Alana Hamlett, Don Luse, Holly Sateia and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier.

**Minutes**

The September 15, 2008 Minutes were APPROVED WITHOUT OBJECTION.

**Upcoming BOT Webinar**

Mr. Steele reviewed the topics for the upcoming BOT webinar and solicited input from the Board. The current topics include: Regional information from conferences, Education Council updates, updates from the Regional Directors, and a College Bowl / Academic Quiz Bowl update.

**Governance**

Mr. Barnes shared with the Board that the Governance Committee is pleased to perform its “watchdog” duties for various issues and inquired whether or not any such issues or topics currently exist that the Committee might address. He asked the Board to forward such items to him as they arise.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, November 17, 2008

President Rich Steele called the meeting to order at 12:01 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Thomas Lane, Don Luse, TJ Willis, and Marsha Herman-Betzen, Executive Director. Also present was David Teske.

**Travel timing**

Mr. Steele indicated that the arrival date from the Board of Trustees meeting in Anaheim will be Friday, April 3.

**Minutes**

*The minutes from the September 22, 2008 meeting were APPROVED WITHOUT OBJECTION.*

**2008 Third Quarter Statement**

Mr. Teske provided an overview of the third quarter statement.

*Mr. Barnes moved, Mr. Luse seconded and it passed unanimously to approve the 2008 Third Quarter Statement.*

**2009 Preliminary Budget**

Mr. Teske provided an overview of the 2009 preliminary budget. After a discussion the consensus of the board was to direct the staff to continue preparation of the proposed 2009 budget based on operational priorities as presented in the preliminary draft and to review the seminars and institutes budgeted revenue.

**Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:07 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, November 24, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Don Luse, Holly Sateia and TJ Willis. Also present was Mark Guthier.

**Minutes**

*The minutes from the October 27, 2008 meeting were APPROVED WITHOUT OBJECTION.*

**Webinar Follow-Up**

Mr. Steele asked the Board for their assessment of the most recent webinar. Feedback from members was largely positive with some minor suggestions for audio improvements if possible. Mr. Steele inquired as to when the audio recording will be made available on-line. Mr. Teske indicated that it should be posted on the website later today.

**2009 Budget**

Mr. Steele asked if there were any concerns or issues related to the impending vote the Board will take with respect to the budget next month. Mr. Burden asked that more information be provided on staff salaries and benefits, particularly as it relates to proposed increases as benchmarked against sister higher education associations. Mr. Teske indicated that the staff will get this information to the Board. Ms. Sateia asked whether potential budget cutting scenarios have been developed for the coming year, in light of the state of the economy at this point. Mr. Teske indicated that these scenarios have already been worked into the proposed budget, as delivered to the Board last week. Mr. Steele asked that these scenarios be described in terms of percentages; ie., "XX %" reduction in cost center XX."

Mr. Steele shared with the Board that the Executive Committee discussed the proposed staff development cost reductions for next year as well as setting operating plan priorities within the context of developing the 2009 budget. He asked all Board members to look at these two items in time for the vote on the budget.

Mr. Luse asked how the Board will be able to demonstrate how funding has been allocated, or not, for the various priorities coming out of the Task Force recommendations. Mr. Teske indicated that the recommendations were taken into consideration during budget development and can be adjusted along the way next year as it becomes more clear whether or not revenues will be able to cover expenses.

## **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:25 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, December 1, 2008

Thomas Lane called the meeting to order at 11:58 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Rich Steele, Don Luse, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, Lincoln Johnson, Holly Sateia and Marsha Herman-Betzen. Also present was Dave Teske.

**Minutes**

Mr. Lane asked for changes or corrections to the minutes. He asked that they be approved.

*The minutes from October 6, 2008 were APPROVED WITHOUT OBJECTION.*

*The minutes from November 10, 2008 were APPROVED WITHOUT OBJECTION.*

*The minutes from November 17, 2008 were APPROVED WITHOUT OBJECTION.*

*The minutes from November 24, 2008 were APPROVED WITHOUT OBJECTION.*

**Discussion of the Education and Research Fund Program Team**

There was significant discussion about the structure of the program team. The Board ultimately agreed to seek a replacement for the outgoing chair, explore the idea of a liaison between the Board and the program team, express its support for the continuation of the annual fund drive, and create a subcommittee (Mr. Luse (chair), Mr. Johnson, Ms. Sateia, Ms. Herman-Betzen, Mr. Willis, Mr. Barnes, and Zack Wahlquist) of the Board to bring recommendations about the future structure of the program team by February 28, 2009.

**Adjournment**

Mr. Lane ADJOURNED THE MEETING WITHOUT OBJECTION at 12:50 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance and Strategic Direction**

Monday, December 8, 2008

President Rich Steele called the meeting to order at 11:59 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Don Luse, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, Lincoln Johnson. Also present was Dave Teske.

President Steele turned the meeting over to Mr. Barnes.

**Board of Trustees Evaluation**

Mr. Barnes reminded the Board that there will be a self-evaluation in the coming months.

Mr. Barnes turned the meeting over to Mr. Lane.

**Discussion Regarding “Applying the Core Competencies Task Force” Report**

Mr. Steele expressed concern about the length of the report and how it can be realistically used. Mr. Luse concurred.

Mr. Lane will meet with the work group to request they revise the conclusion and incorporate the three recommendations included in the cover letter. Additionally, the creation of an executive summary and a “how-to-use” section will be requested from the task force.

Thomas Lane will meet with Elizabeth Beltramini and members of the task force to discuss the appropriate next steps.

**Inclusive Excellence and Multiculturalism Task Force Membership**

Mr. Johnson MOVED, Mr. Barnes SECONDED, and it was approved that:

*The following members will serve as the Inclusive Excellence and Multiculturalism Task Force:*

- *Anthony Otero, Syracuse University, Chair*
- *Brenda Evans, University of Massachusetts*
- *Carrie Weikel-Delaplaine, Clark College*
- *Chalen Jackson, University of Houston*
- *Dirk Rodricks, University of Vermont*

- *Alana Hamlett, San Jose State University, ACUI Board of Trustees Member*
- *Marsha Herman-Betzen (or designee), ACUI Central Office*

*Additional resources: Victoria Angis, ACUI affirmative action officer and Holly Sateia, ACUI Board of Trustees member*

### **Adjournment**

Mr. Steele ADJOURNED THE MEETING WITHOUT OBJECTION at 12:36 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, December 15, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Adam Burden, Don Luse, Holly Sateia, TJ Willis, Dave Barnes, Thomas Lane, Alana Hamlett, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

After calling the meeting to order, Mr. Steele turned the meeting over to Mr. Burden.

**Minutes**

*The minutes from the November 3, 2008 meeting were APPROVED WITHOUT OBJECTION.*

*The minutes from the December 1, 2008 meeting were APPROVED WITHOUT OBJECTION.*

*The minutes from the December 8, 2008 meeting were APPROVED WITHOUT OBJECTION.*

**Final Review of 2009 Operating Budget**

Mr. Burden asked Mr. Teske to provide a final review of the proposed 2009 operating budget. Mr. Teske indicated that the Seminars and Institutes cost center was amended as requested by the Board. The projections are now much more conservative than was previously presented in this area. In addition, the salaries and wages line has been adjusted to make room for a more experienced financial services coordinator, in anticipation of filling the current vacancy in that position.

The following expense reductions were made in the proposed budget since the Board's initial review:

- Association Operations expenses reduced by 6.7%
- Conference expenses reduced by 9.2%
- Corporate Partnership expenses reduced by 3.3%

On the income side, the following items are included in the proposed budget:

- 5% dues increase

- 57 new institutional members

A full copy of the proposed budget is on file with the minutes.

Taking all of the proposed changes into account, the Net Income line for FY2009 is now showing a positive balance of just over \$50,000 for the year.

There was a brief discussion regarding the appropriate amount to budget for on the bottom line; i.e., is \$50,000 too much or does this leave the Association some breathing room given the state of the economy? It was decided that since the overall budget was developed conservatively from an income perspective, leaving this amount on the bottom line is an appropriate approach.

Mr. Steele congratulated Ms. Herman-Betzen and the Central Office staff on the strong financial performance of the Association over the last few years which positioned the Association well for the current economic challenges facing higher education. He encouraged everyone to consider which programs and/or services the Association offers that might actually fair well in a down-turn economy.

Mr. Burden asked what the timeline is for making decisions regarding the list of potential budget items that are currently “on hold” until later in the fiscal year; i.e., items that are dependent on the Association’s financial performance in the first part of FY09. Ms. Herman-Betzen indicated that much more will be known by the time of the annual meeting in early April. Given that, Mr. Steele asked whether or not it would be prudent to make a decision at this time regarding the July leadership team meeting, since waiting until April to make the decision would be impractical in any sense. It was discussed that the importance of demonstrating fiscal constraint in this way needs to be balanced against the improved communication and volunteer recognition that takes place in face-to-face meetings like the July leadership team meeting. There was general agreement that whatever the decision, the leadership team needs to be notified as soon as the decision is made.

Ms. Herman-Betzen offered to write a joint letter to the leadership with Mr. Steele that would outline the cost-cutting measures that the Association is taking for the upcoming fiscal year. There was agreement that this would be received well by the membership and would go a long way to establishing a common understanding of the difficult decisions that were made in developing the budget.

Mr. Lane MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The Fiscal Year 2009 Operating Budget is approved as presented.*

Since the FY09 Budget, as passed, does not include expenses for a July 2009 Leadership Team meeting, there will not be a face-to-face meeting of the entire leadership in Bloomington this year. This does not preclude the Regional Directors from meeting, as has been their custom for many years.

### **Retirement Program**

The Association is interested in moving its retirement program from TIAA-CREF to the American Fund through Hilliard Lyons. There are many enhancements available to the staff as a result of this move. It will require a vote of the Board to accomplish. A subsequent e-mail with more information will ask for such a vote in the coming weeks.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:09 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, January 5, 2009

Mr. Steele called the meeting to order at 11:59 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Rich Steele, Don Luse, Dave Barnes, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, Lincoln Johnson, Holly Sateia and Marsha Herman-Betzen. Also present was Dave Teske.

Mr. Steele asked Mr. Lane to conduct the meeting.

**Update on ACCTF**

Mr. Lane provided an update on the status of the report. Jerry Mann will revisit the conclusion section of the report to incorporate the items from the original draft of the cover letter. The changes will be reviewed by the task force and then shared with the Board. Elizabeth Beltramini will work on an action plan for the implementation of the report.

**Education and Research Fund Program Team Update**

Mr. Luse has spoken with Daniel Maxwell, Marsha Herman-Betzen, and Zack Wahlquist about their perceptions of what needs to be reviewed as part of the work group evaluating the future of this program.

Mr. Steele resumed chairing the meeting.

**Resolution Confirming *The Bulletin* as a Benefit of Membership**

In order to receive a new U.S.P.S. periodical postage permit, the Board was asked by Mr. Teske to pass a resolution confirming as such.

Mr. Luse MOVED, Mr. Johnson SECONDED, and it was APPROVED that:

*The Bulletin of the Association of College Unions International is the official publication of ACUI and each member will receive a copy of each issue of The Bulletin of the Association of College Unions International.*

### **Announcements**

Mr. Steele will be meeting with each of the committee chairs to ensure the plans for the next two months are in place. All committee chairs will be asked to submit an annual report in mid-February.

There will not be a meeting on January 19 due to the Martin Luther King, Jr. Day holiday.

### **Adjournment**

Mr. Steele ADJOURNED THE MEETING WITHOUT OBJECTION at 12:18 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, January 12, 2009

President Rich Steele called the meeting to order at 12:04 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Don Luse, Adam Burden, Holly Sateia, Alana Hamlett, TJ Willis, Lincoln Johnson, Thomas Lane and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

President Steele turned the meeting over to Mr. Barnes.

**Draft of Self Assessment**

Mr. Barnes reminded the Board that he agreed to work on a self-evaluation tool for the Board's review. A draft of this tool was shared with the Board. Various members of the Board provided some useful editorial comments for Mr. Barnes' consideration. Mr. Barnes agreed to incorporate these ideas into the tool as well as developing an exit survey for those members of the Board who will be leaving at the close of the Anaheim conference.

**Orientation of New Board Members**

Mr. Steele indicated that Mr. Luse will be providing the lead on orientation for incoming Board members. Mr. Barnes agreed to assist Mr. Luse as needed.

**Elections Results**

Mr. Johnson indicated that 501 people (or 15.3%) in the Association participated in this year's election process. He expressed his appreciation to the members of the Elections Committee and Mr. Wahlquist for their support this year. There were 21 candidates in this year's election. The successful candidates were:

President-elect:

Meg O'Sullivan, SUNY-Downstate Medical Center

At-large members:

Sarah Aikman, Northern Kentucky University  
Sharon Silverstein, Suffolk Community College-Ammerman  
Raymond "Chip" West, University of La Verne

### **Discussion of NACUBO Survey**

Ms. Herman-Betzen shared with the Board her disappointment with the recent NACUBO survey, particularly with respect to the exclusion of ACUI as a partner on the survey. She is currently investigating what may have happened and will let the Board know as soon as possible.

### **Other Items**

Mr. Steele reminded everyone that in observance of the Martin Luther King Holiday, there will not be a board meeting next week, January 19.

### **Adjournment**

Mr. Steele ADJOURNED THE MEETING WITHOUT OBJECTION at 12:23 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, February 2, 2009

Mr. Steele called the meeting to order at 12:01 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Don Luse, Dave Barnes, Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, Lincoln Johnson, Holly Sateia and Marsha Herman-Betzen. Also present was Dave Teske, Elizabeth Beltramini and Mark Guthier.

Mr. Steele asked Mr. Lane to conduct the meeting.

**Minutes**

*The minutes from the December 15, 2008, January 5, 2009, and January 12, 2009 meetings were APPROVED WITHOUT OBJECTION.*

**Update on Inclusive Excellence Task Force**

Mr. Lane asked Ms. Sateia and Ms. Hamlett to provide an update on the first meetings of the Task Force. Background information has been shared with the group and initial assignments have been parceled out to some of the members. One of the members agreed to share some benchmark information from a sister association with the group at their next meeting.

Mr. Steele asked whether or not an update from this group might be an appropriate agenda item for the Anaheim Conference. It was decided that Ms. Hamlett would provide such an update.

**Update on ACCTF**

Mr. Lane drew the group's attention to the communications timeline for this Task Force that was created by Ms. Beltramini and previously distributed to the Board. Ms. Beltramini provided the Board with an update on the plan – the focus of which is to keep the core competencies in front of the leadership in a proactive and effective way so that they continue to be incorporated into the fabric and work of the Association.

Mr. Lane asked the Board to consider how it might be useful in assisting with the communications plan for the Task Force. Ms. Beltramini suggested a press release from the Board to the membership would be beneficial as well as the development of a white paper on the work of the Task Force. Mr. Steele suggested the development of a display at the annual conference might be helpful – with copies of the core competencies for pick-up and a public thank you from the Board to the Task Force. It was also suggested that an electronic version be available at the e-mail stations for easy download on jump drives by the members.

Mr. Lane thanked Ms. Beltramini for all her assistance with respect to the Task Force.

### **ERF Update**

Mr. Luse provided an update to the Board which included a proposed timeline of finalizing an action plan for the Education and Research Fund by the end of this month. A decision regarding the vacancy posting for the leadership position of ERF will be made following the teleconference meeting later this afternoon.

### **Ed Council Co-Curricular Transcripts**

Ms. Lane asked if anyone on the Board had questions regarding Ms. Herman-Betzen's recent e-mail on this topic. He then asked Ms. Beltramini to provide an update on next steps for the transcripts. She indicated that the Ed Council Co-Chairs hope to provide staff with their suggested approach following their next scheduled meeting.

### **Volunteer Engagement**

Ms. Beltramini shared that Ms. Keegan is currently on maternity leave, but that all aspects of volunteer recruitment have been attended to in anticipation of her absence.

### **Announcements**

Mr. Steele opened the meeting up to any questions the Board members might have. There was a brief discussion regarding orientation for new Board members. It was decided that they will be added to the distribution list for the Board at this time, plus be invited to conference calls between now and the annual conference as appropriate.

As a reminder, the weekly teleconference calls will move to Tuesdays from Mondays following the annual conference.

### **Adjournment**

Mr. Steele ADJOURNED THE MEETING WITHOUT OBJECTION at 12:30 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday, February 16, 2008

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Adam Burden, Don Luse, TJ Willis, Thomas Lane, Dave Barnes, Holly Sateia and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Zack Wahlquist, Michelle Smith, Justin Rudisille and Mark Guthier.

**Minutes**

*The minutes from the February 2, 2009 meeting were APPROVED WITHOUT OBJECTION.*

**Appointment of 2011 CPT Chair**

Ms. Smith joined the Board and provided an update on the process used to select a recommended chair for the 2011 Chicago Conference. The screening committee was composed of Sarah Aikman, Whit Hollis, and Rob Rouzer. The recommended chair is Keith Kowalka, University of Houston.

*Mr. Keith Kowalka was APPROVED WITHOUT OBJECTION as the 2011 CPT Chair.*

**Appointment of CAS Liaison**

Mr. Wahlquist joined the Board and provided an update on the process used to select a recommended CAS Liaison for the Association. The screening committee was composed of Ian Crone, Thomas Lane, and Andrea Costatino. The recommended chair is Loren Rullman, University of Michigan - Ann Arbor.

*Mr. Loren Rullman was APPROVED WITHOUT OBJECTION as the CAS Liaison.*

**Appointment of I-LEAD Program Team Leader**

Mr. Rudisille joined the Board and provided an update on the process used to select a recommended I-LEAD Program Team Leader. The screening committee was composed of Carol Garcia, Joseph Maurer, and Neil Spradlin. The recommended program team leader is Jennifer Violet, Webster University.

*Ms. Jennifer Violet was APPROVED WITHOUT OBJECTION as the I-LEAD Program Team Leader.*

### **Agenda for February 24 BOT Webinar**

Mr. Steele asked the Board to review a proposed list of topics for the February 24 webinar. There was general agreement to include most of the suggested topics, keeping in mind that the webinar is planned to last approximately 45 minutes. At the next meeting of the Executive Committee, the group will re-order the topics appropriately and assign a suggested time to each topic.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:25 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, February 23, 2009

President Rich Steele called the meeting to order at 12:00 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Dave Barnes, Adam Burden, Lincoln Johnson, Don Luse, TJ Willis, Alana Hamlett, Holly Sateia and Marsha Herman-Betzen, Executive Director. Also present was David Teske, Liz Beltramini, Jack Voorhees, Meg O'Sullivan and Mark Guthier.

President Steele turned the meeting over Mr. Burden from the Finance Committee.

**Minutes**

*The minutes from the February 16, 2009 meeting were APPROVED WITHOUT OBJECTION.*

Ms. Beltramini joined the Board and provided an update on the process used to select a recommended chair for the education council chairs. The screening committee was composed of Carolyn Farley, Jerry Mann, and Bob Mindrum.

*The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:05 pm*

*The Board MOVED OUT OF EXECUTIVE SESSION at 12:50 pm.*

**Appointment of Administration, Finance, and Management Education Council Co-Chairperson**

The recommended chair is Willie Banks.

Ms. Sateia MOVED, Mr. Luse SECONDED, and it was APPROVED that:

*Willie Banks is approved as the Administration, Finance, and Management Education Council Co-Chairperson.*

**Appointment of Auxiliary Services Education Council Co-Chairperson**

The recommended chairs are Bill Clutter and Bobby Woodard.

Ms. Sateia MOVED, Mr. Johnson SECONDED, and it was APPROVED that:

*Bill Clutter and Bobby Woodard are approved as the Auxiliary Services Education Council Co-Chairpersons.*

### **Appointment of Campus Life and Program Management Education Council Co-Chairpersons**

The recommended chairs are Patrick Connelly and Kay Robinson.

Ms. Luse MOVED, Mr. Johnson SECONDED and it was APPROVED that:

*Patrick Connelly and Kay Robinson are approved as the Campus Life and Program Management Education Council Co-Chairpersons.*

### **Appointment of Facilities and Operations Education Council Co-Chairpersons**

The recommended chairs are William Parish and Scott Reed.

Mr. Luse MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*William Parish and Scott Reed are approved as the Facilities and Operations Education Council Co-Chairpersons.*

### **Fourth Quarter Financial Statement**

Mr. Teske provided a narrative of the 2008 Fourth Quarter Financial Statement, a copy of which was distributed to the Board prior to the meeting and is on file with the minutes.

Highlights of Mr. Teske's narrative included:

- Dues income is ahead of budget.
- Wages and Benefits are over budget, due to the addition of the CSHEMA management expenses, which are offset by the CSHEMA revenue stream.
- Association Business is over budget due to conference-related expenses that have been recently incurred/realized.
- Seminars and Institutes is behind budget due to underperforming seminars across the board, even though the four largest programs met or exceeded their budget expectations.
- Corporate Partnerships is ahead of budget substantially.
- Services and Programs is slightly behind budget.
- CSHEMA revenues were behind slightly from the original business plan projections due to a later than anticipated start date for the enterprise.

The Board asked for information on this year's EXPO. Mr. Teske replied that the number of registered booths is down and the number of cancellations is up. In all likelihood, Corporate Partnerships will not be a strong financial area for the Association in the coming year.

Ms. Sateia MOVED, Mr. Luse SECONDED, and it was APPROVED that:

*The 2008 Fourth Quarter Financial Statement is approved as submitted.*

### **Annual Conference Update**

Mr. Burden asked for an update on this year's annual conference figures.

Mr. Teske informed the Board that 541 delegates are registered for the annual conference at this point. The budgeted figure is 825 registrants. The late fee for the conference has been removed in an attempt to encourage additional registrations.

3,000 current non-registrants received a survey this last week. 26 individuals indicated that they still intend to register. 393 out of 451 who responded to the survey indicated that they are not attending. For the first time in many years, the attrition clause at the hotel property may come into play, meaning the Association could have to pay for meeting space.

The Central Office is doing everything it can to trim conference (and Association-wide) expenses at this point, using a working assumption that the conference numbers may not materialize much past 600 delegates.

### **Alternative to July Meeting**

The Board explored available options to the traditional July Leadership Team meeting. Mr. Teske asked everyone to consider what it is they would like to accomplish in such a meeting and then identify the pieces that could be pursued virtually and/or electronically as an alternative to a face-to-face gathering. It was agreed that during the upcoming BOT Webinar, the participants will be asked to help develop such an approach to make sure it meets their needs for the annual leadership meeting.

Mr. Luse suggested that the Board's liaison roles with the component groups will become even more critical this next year as a result of the lost face-to-face meeting. There was consensus that this was the case.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:28 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Monday, March 2, 2009

President Rich Steele called the meeting to order at 12:03 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Adam Burden, Alana Hamlett, TJ Willis, Thomas Lane, Holly Sateia, Don Luse, Lincoln Johnson, and Marsha Herman-Betzen, Executive Director. Also present were Meg O'Sullivan, Dave Teske, Elizabeth Beltramini and Mark Guthier.

Mr. Steele turned the meeting over to Mr. Lane.

**Task Force on Applying the Core Competencies**

Mr. Lane initiated a discussion regarding the final report from the Task Force on Applying the Core Competencies, a copy of which was distributed previously to the Board and is on file with the minutes. In reviewing the report, the discussion centered in part on the communications plan for the report. Ms. Beltramini offered her perspective on the navigability of the report, particularly as it pertains to the need for an Executive Summary section in the report. Feedback from the Board will be forwarded to the Task Force and the Ed Councils as appropriate.

**Strategic Direction Agenda Items for Anaheim**

The following items were suggested for consideration:

- Education and Research Fund Project Team
- Inclusive Excellence Task Force
- Strategic Plan Update
- Membership
- Review of Operational Plan

Ms. Herman-Betzen offered to provide the Board with a matrix of current initiatives and volunteer requirements to aid them in identifying where they should focus their attention.

**Miscellaneous**

Mr. Lane asked that edits to the Strategic Directions Report be forwarded to him by March 4.

**Adjournment**

Mr. Lane ADJOURNED THE MEETING WITHOUT OBJECTION at 12:40 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, March 9, 2009

President Rich Steele called the meeting to order at 12:01 p.m. Eastern Time using Adobe Acrobat Connect. Additional members present were: Don Luse, Adam Burden, TJ Willis, Lincoln Johnson and Marsha Herman-Betzen, Executive Director. Also present were Meg O'Sullivan, Zack Wahlquist and Mark Guthier.

**Agenda Topics for Anaheim**

Mr. Steele reviewed the current list of agenda topics for the Board's meeting in Anaheim, a copy of which was distributed prior to the meeting. He asked for any other additional topics. It was suggested that someone check in with Recreation & Leisure to see if there were any topics and Ms. Herman-Betzen agreed to do so. Mr. Luse requested that meeting logistics be added to the list of topics, particularly as it relates to establishing expectations with the incoming board members. Mr. Steele agreed to add the item to the agenda.

**Emeritus Appointments**

Mr. Steele asked Ms. Herman-Betzen and Mr. Wahlquist to review the emeritus appointment process. A list of nominees was distributed prior to the meeting.

*The Board MOVED INTO EXECUTIVE SESSSION WITHOUT OBJECTION at 12:09 pm.*

*The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:11 pm.*

Mr. Johnson MOVED, Mr. Luse SECONDED, and it was APPROVED that:

*The following individuals will be conferred emeritus status at the 2009 Annual Conference:*

*Al Bertelson, Montana State University*

*Joe Comeau, University of Hartford*

*Bill Dee, Iowa State University*

*Rowland Hughes, Creighton University*

## **Adjournment**

Mr. Steele ADJOURNED THE MEETING WITHOUT OBJECTION at 12:15 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, March 16, 2009

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Adam Burden, Lincoln Johnson, Don Luse, TJ Willis, Alana Hamlett, Holly Sateia, Dave Barnes and Marsha Herman-Betzen, Executive Director. Also present was David Teske, Zack Wahlquist, Jason Cline, Meg O'Sullivan and Mark Guthier.

President Steele turned the meeting over Mr. Burden from the Finance Committee.

**Minutes**

*The minutes from February 23, 2009, March 2 2009, and March 9, 2009 were APPROVED WITHOUT OBJECTION.*

*The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:05 pm.*

*The Board MOVED OUT OF EXECUTIVE SESSION WIHOUT OBJECTION at 12:15 pm*

**Approval of Education & Research Fund Chair Appointment**

Mr. Burden asked Mr. Wahlquist to provide an overview of the process used to select the next chair of the Education & Research Fund Program Team. Following that,

Mr. Luse MOVED, Ms. Sateia SECODNED, and it was APPROVED that:

*Mr. Whit Hollis will serve as the next chair of the Education & Research Fund Program Team.*

**Approval of Emeriti Awards**

Mr. Luse MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The following individuals will receive Emeritus Awards at the Annual Conference in Anaheim. (These are in addition to the individuals approved at the previous meeting.)*

*Larry Markley, Texas Christian University*

*Donnchadh O'Aodha, National University of Ireland-Cork*

## **Approval of CAS Resolution**

Mr. Burden asked Mr. Wahlquist to provide background information on the proposed resolution in support of the 30<sup>th</sup> anniversary of the Council on the Advancement of Standards, a copy of which was distributed to the Board.

Mr. Johnson MOVED, Ms. Sateia SECONDED and it was APPROVED that:

### ***Association of College Unions International (ACUI) Resolution Council for the Advancement of Standards in Higher Education***

*WHEREAS, the Council for the Advancement of Standards in Higher Education (CAS) has developed forty standards to advance quality programs and services for college students; and*

*WHEREAS, the Council for the Advancement of Standards in Higher Education (CAS) has promoted accountability and assessment in student affairs, student services, and student development programs since its inception in 1979; and*

*WHEREAS, the Council for the Advancement of Standards in Higher Education (CAS) has advanced the intentional design and management of programs and services to meet designated student learning and developmental outcomes, and*

*WHEREAS, the Council for the Advancement of Standards in Higher Education (CAS) has employed a consensus decision-making process;*

*THEREFORE, be it resolved that on this Thirtieth Anniversary of CAS, Association of College Unions International (ACUI) extends its congratulations to CAS and to each CAS member association.*

*Be it further resolved that Association of College Unions International (ACUI) extends its gratitude to the Directors who have served on the Council for the Advancement of Standards board as our representatives.*

## **Fiscal Year 2009 Financial Update**

Ms. Herman-Betzen shared an update on the fiscal year 2009 financial outlook. (This report was not the first quarter financial statement report.)

The outlook is based on projections being made at this time by the department heads in the Central Office. A copy of the report was distributed to the Board. Mr. Wahlquist reviewed the projections with the Board, line by line. Every attempt was made to identify expense reductions that would not negatively impact revenue targets.



Ms. Herman-Betzen reminded the Board that the projections shown are simply that – early estimates of “what might happen” in an attempt to prepare the Board for the types of discussion they may have in the coming months if some of the projections come to pass. It would be premature to compile all of the projections and attempt to create a “worst case scenario” out of the figures that were presented. She asked the Board to use the 1<sup>st</sup> Quarter Financial Statement as the benchmark against which the Association’s financial outlook is actually measured.

It was agreed that periodic updates on the above projections will be produced by the Central Office staff and shared with the Board in the coming months.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:52 p.m.

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Monday, March 23, 2009

President Rich Steele called the meeting to order at 12:02 pm Eastern Time using Adobe Acrobat Connect. Additional members present were: Don Luse, Thomas Lane, Holly Sateia, Alana Hamlett, Lincoln Johnson, Adam Burden, Dave Barnes, TJ Willis and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Meg O'Sullivan and Mark Guthier.

### **2008-09 Elections Report**

Mr. Steele asked Mr. Johnson to deliver an overview of the 2008-09 Elections Report, a full copy of which was distributed to the Board prior to the meeting and is on file with the minutes. Mr. Johnson indicated that the Elections Committee did an outstanding job this past year and that there were only a few items he wanted to bring to the Board's attention. These were the following: (1) There should be some better information distributed during the recruitment process that delineates the prohibition against holding two international-level volunteer positions simultaneously, and (2) There should be some consideration given to adjusting the election timeline, possibly in line with the timing of the regional conferences.

### **Decision on Number of BOT Members to Elect in 2009**

Mr. Steele reminded everyone that the Board of Trustees has the responsibility to decide with each election cycle how many at-large members of the Board should be elected. He asked the Board to reflect on their workload this year and whether or not the size of the Board should be adjusted in relation to that workload. Mr. Lane asked whether the committees will continue to meet next year with full attendance by the entire Board, as was the case this year. There was general agreement that the format this year was effective, as well as efficient, and should be continued. Given that, there was also agreement that the structure was not overly burdensome from a time perspective and that the current number of at-large Board members is adequate.

### **Education & Research Fund Small Group Report**

Mr. Luse provided a review of the ERF Small Group Report, a full copy of which was distributed to the Board prior to the meeting and is on file with the minutes. Highlights from the report include:

- Developing closer ties between ERF and the Board of Trustees
- Adopting new position descriptions for ERF leadership
- Developing an annual operating budget for ERF
- Create an expectation for giving by members of the Leadership Team

- Reach endowment fundraising goals as soon as possible
- Change the overall culture of giving within the Association

There was a brief discussion of how the expectation for giving would be communicated with current and future volunteer leaders; i.e, written into the position descriptions and/or communicated personally from the Association's leadership at key times during the year. It was decided that the expectation would not be written into position descriptions, but rather would come as a personal appeal as an integral piece of creating a cultural shift within the Association as it relates to philanthropy.

Mr. Barnes agreed to make the necessary changes to the President-Elect's position description to reflect the suggestions made in the ERF Small Group Report.

### **Review Anaheim Schedule and Expectations of Board Members**

Mr. Steele reviewed the Board of Trustees meeting schedule as it currently stands. Ms. Herman-Betzen indicated that a more detailed and final schedule will be distributed to the Board by the end of the week.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 1:00 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Saturday, April 4, 2009

President Rich Steele called the meeting to order at 8:30 am Pacific Time in the Anaheim Marriott in Anaheim, California. Additional members present were: Don Luse, Thomas Lane, Holly Sateia, Alana Hamlett, Lincoln Johnson, Adam Burden, Dave Barnes, TJ Willis and Marsha Herman-Betzen, Executive Director. Also present were Meg O’Sullivan, Chip West, Sarah Aikman, Sharon Silverstein, Zack Wahlquist, Jason Cline and Mark Guthier.

**Review of Agenda**

Mr. Steele reviewed the agenda for the day and asked the Board to be mindful of additional topics that might fill their agenda for the meeting on Sunday.

**Review of Executive Committee Meeting with Regional Directors**

Mr. Luse and Ms. Sullivan provided a brief update on the topics that were explored with the Regional Director during the Executive Committee check-in with them earlier in the morning. There was good discussion and exchange of information on the following items: Membership consultant’s findings, CSHEMA, upcoming budget cuts, July meeting plans, town hall meetings and how we communicate generally, and the upcoming strategic plan.

**Membership**

Mr. Steele asked Mr. Cline to provide an update to the Board on a proposal to increase membership in the Association among two-year and community colleges. He indicated that after careful consideration of the membership report from Fusion, the staff would like to develop a marketing strategy for two-year colleges that targets this membership category from a “district” perspective, offering membership to a district of community colleges, where dues would be paid at that level and membership benefits then distributed out among all the community colleges in that particular district. There are 69 current institutions that fit within one of the districts. This approach fits within the Association’s constitutional constraints as well as its current dues structure.

The Board asked Mr. Cline several questions regarding the implementation of the proposed strategy, looking at the potential impacts on dues structure and institutional

voting rights. The Board asked Mr. Cline to continue his work in this area and report back on his final recommendation at his earliest convenience.

### **Headquarters Report**

Mr. Steele asked Mr. Wahlquist to provide a review of the Headquarters Report from the task force that was previously appointed. The members of the Task Force were: Bob Mindrum, Thom Simmons, Dave Wiseley, Dave Teske, Zack Wahlquist, and Marsha Herman-Betzen. Mr. Wahlquist reminded everyone that a survey went out to all CHEMA members, seeking benchmark information on which associations lease, own, etc. their office space as well as square footage per FTE. In addition, the current relationship with CSHEMA was explored to determine what the long term space needs may need to be.

ACUI is on the lower end of the surveyed respondents for the amount of square footage per FTE. However, given the current economy and the projected cash flow of the Association over the next few years, the recommendation at this time is for ACUI to try and find additional leased space in the current building if at all possible, but not to pursue its own building. The data that was assembled through the survey will be retained for possible future use.

### **Needs Assessment**

Mr. Wahlquist provided a review of the recent needs assessment conducted by the Association. The response rate was acceptable (14.5%), but lower than usual. He drew the Board's attention to the following particular questions: involvement in volunteer leadership positions, certification/credentialing programs, and graduate student attendance at programs.

The topic of certification/credentialing was discussed at some length by the Board. The development and implementation of the core competencies over the last few years has positioned the Association for possibly moving forward in this area in a meaningful way for the first time.

The Board agreed to review the results in more depth and to put the needs assessment on a future agenda to discuss in more detail.

### **Budget Update**

Mr. Burden shared with the Board that the current quarter's financial statement is still being finalized and will be distributed to the Board at that time.

## **Inclusive Excellence & Multiculturalism Task Force Update**

Ms. Hamlett indicated that the Task Force continues to move forward. She anticipates that the group will experience more progress following the conference.

Mr. Steele asked the Board to consider whether or not it would be beneficial to have monthly check-ins with task forces in general, particularly paying attention to the feasibility of the timelines that have been established for the task force. There was general agreement that this would be a good idea. It was decided that each task force should have a BOT liaison, in addition to the Central Office staff liaison that has already been appointed, for these monthly check-ins.

### **Board Liaisons**

Ms. Sateia asked the Board to consider what the role of a BOT member is on the various task forces on which he or she serves as a liaison. There was general agreement that the liaison is not a working member of the task force, but rather a strategic link between the Board, the task force, and the other component groups of the Association. The liaison should not be in the task force committee meetings, but should make monthly contact with the task force chair outside their regular meetings. The updates from the task force to the Board should come from the chair of the task force and/or the staff liaison, not the board liaison.

It was also decided that there should be more emphasis placed on the role that staff liaisons play in each task force. The staff member, in addition to supporting the task force, is responsible for challenging the task force to move forward, meet its deadlines, and produce a product that is in line with their original charge from the Board. Strategic questions regarding that charge should be forwarded back to the Board liaison for appropriate follow-up with the full Board.

There was agreement that future chairs of task forces should be expected to sign a Volunteer Agreement, in line with the process used for all other volunteer leadership positions within the Association.

Mr. Lane then asked the Board to consider whether or not there should be Board liaisons to the component groups; i.e., Regional Directors, Education Councils, etc., particularly as it pertains to the work of the component groups in advancing the Association's strategic plan. There was good discussion regarding how the Board can receive the strategic information it needs from the component groups, without necessarily appointing liaisons to each of the groups. Ms. Herman-Betzen suggested that one solution might be for the staff to "push" more information out to the Board, rather than relying on the BOT members to "pull" information from the component groups. Following the discussion, it

was agreed that there will not be formal board liaisons assigned to each of the component groups.

### **Academic Challenge Competition Report**

Ms. Smith and Ms. Ferlazzo joined the Board to provide an update on the Academic Challenge Competition possibilities. The program team identified four options during their discovery process that would be possible replacements for College Bowl.

The top priority was to provide a product that is good for individual campuses, whether or not they choose to pursue regional or national competition. Affordability and the amount of volunteer time needed were also key factors. In the end, the program team is recommending that the final two options for the Board's consideration are National Academic Quiz Tournaments (NAQT) and Academic Competition Federation (ACF), with NAQT being preferred at this point for further exploration by the Association.

The program team intends to meet with the Regional Directors at the conference to develop what the program will ultimately look like. It was agreed that the next step would then be the development of an RFP to go out to NAQT and ACF within the next 30 days based on these discussions. A final recommendation will come to the Board as a result of this process.

The goal is to roll-out a new program at the regional conferences in the fall, with the intent to hold regional and national conferences in the spring of 2010.

### **Review of Conference Schedule**

Mr. Steele reviewed the expectations for the members of the Board with respect to the conference activities throughout the week, including:

- Conference Newcomers Session
- Opening Keynote
- Business Meeting
- Corporate Partners Reception
- EXPO Grand Opening
- Community Builders Awards Ceremony
- Education & Research Fund Donors Reception
- Architecture & Design Showcase
- Past Presidents Reception
- Closing Banquet

- Annual Meeting following the Banquet

### **Education & Research Fund**

Mr. Luse reminded all members of the Board to review the report and recommendations for the ERF Program Team, which was previously distributed and discussed at a prior Board meeting. Ms. Herman-Betzen asked the Board to begin considering what resources will be necessary in the future to support ERF and the growth that the Board is expecting in this area.

The Board was reminded that ERF will produce a budget on an annual basis, similar to the other program teams within the Association. It is the Board's responsibility to approve that annual budget and begin to project what the needs of ERF will be in the coming years. There was a brief discussion that the addition of staff or the re-allocation of current staff resources may be necessary at some point.

### **Elections**

Mr. Steele laid out some of the possible limitations of the current election process; i.e., presidential candidates who are not successful cannot run for an at-large position in the same election cycle and/or when there are dozens of candidates for the at-large positions, a run-off election may be beneficial in narrowing down the pool to a more manageable size.

After careful consideration by Mr. Johnson, Mr. Mindrum, and Mr. Steele it is their recommendation that any possible solutions to the perceived limitations are themselves more cumbersome than beneficial. There was general agreement that maintaining the current elections process for now is the most prudent approach.

It was the recommendation of the Board that any enhancements to the election process should focus on voter education – status of eligible voters, understanding the voting process, etc.

### **Volunteer Engagement/Growing the Profession BOT Implementation**

Mr. Wahlquist provided an update on the items that have been pursued in the last few months in support of volunteer engagement. Some of the highlights include:

- Letter to nominators of volunteers, thanking them for participating in the process
- Notice to supervisors of volunteers who are selected
- Phone calls to those not selected for particular positions, encouraging them to stay involved and participate in subsequent volunteer recruitments
- Core competencies have been added to all volunteer position descriptions



- Created an on-line system for volunteer applications

The following are a selection of the types of things being pursued as “next steps” in the volunteer engagement arena:

- Uniting the group of regional volunteer coordinators
- Developing a new template for the website for volunteer recruitment
- Developing a new version of the old “volunteer registry”

### **Strategic Planning Process Update**

Mr. Luse led the group in a discussion around defining the upcoming strategic planning process and the engagement component associated with it. His assumptions include:

- The Board will drive the process, using its Strategic Direction Committee as the vehicle
- The process will involve all members of the leadership and membership
- There will be an implementation plan developed as well as benchmarks along the way

The Board members had several questions about the process. Some of those included: Isn't it necessary to evaluate how effective the Association has been with its current plan?; What will the length of the next plan be?; Who is developing the process?; and What are the expectations of the leadership team?

Based on the discussion, there was general agreement that the Executive Committee and Chair of the Strategic Direction Committee will meet and propose a set of outcomes and an accompanying planning process to support those outcomes in time for the first meeting of the Board following the annual conference.

### **BOT Self Evaluation**

Mr. Barnes distributed the survey results from the Board's self evaluation. His overall assessment of the findings included the following: That the effectiveness of the year, the board structure, and the assistance from the staff were all extremely positive. The submitted comments were illustrative of this. Members of the Board expressed their appreciation to Mr. Barnes for providing this opportunity for reflection.

Common themes that emerged for consideration were: the need to bring members up to speed on the work of the Board and the Association that has occurred prior to taking office; the importance of staying strategic in the weekly discussions; setting clearer expectations for members of the Board; setting measurable goals for the Board as a whole.

## **Planning for Alternative July Leadership Team Meeting**

Mr. Luse shared that the Regional Directors suggested that instead of blocking a full day for an electronic meeting this summer, blocking a few days with some pre-determined blocks of time to engage and involve various component groups with the Board over the course of the summer might be a better approach.

Ms. Herman-Betzen reminded the group that there are two electronic town hall meetings currently scheduled for this summer.

The strategic planning process is the main topic to be covered this summer that involves all the component groups. There was a suggestion that the current meeting schedule of the Board and the component groups be leveraged to address this topic. It was also discussed that private communities of practice could be established for all of the component groups for their use.

There was general agreement that the substantive pieces lost by not meeting as a leadership team in July are the camaraderie among the volunteer leadership and the sense of the larger picture of the Association. While information exchange can be replicated in other ways, these two items cannot be replaced by electronic means.

Mr. Luse asked the Board to consider what they can do to meet the challenge of communicating more with the leadership team, in the absence of the summer meeting. Mr. Steele and Mr. Willis encouraged the Board and the Association to become more comfortable with the technology that exists to make communication exchange more vibrant, interactive, and collaborative.

It was decided that the leadership team town hall meeting in May will include the use of new communication formats. The agenda will include the proposed strategic planning process, component group updates, communities of practice updates, and other items identified by the Board between now and then.

Mr. Luse asked for ideas on how to recognize volunteers differently given the lack of face-to-face time together this summer. Ms. Herman-Betzen asked the Board members to place personal calls and send handwritten notes to volunteers as an alternative. Mr. Luse indicated that the weekly conference call agenda for the Board will now include a reminder of this important task – for volunteers and staff alike. Ms. Herman-Betzen also agreed to develop a postcard for this summer from Bloomington to the leadership team.

## **Transition Time**

Mr. Luse shared the following expectations with the Board for the upcoming year:

- Board meetings will occur weekly on Tuesdays at 12:00 noon Eastern Time

- Agendas for the weekly meetings will be distributed by the previous Thursday and posted on the Board’s Communities of Practice site as well
- All members of the Board will attend each weekly meeting
- The weekly agenda should include an “Announcements and Deadlines” section
- The full-board agenda should include a tracking statistics section for items such as Membership Renewals, Delegates for the Annual Conference, etc.
- The Committee Chairs for the upcoming year are:
  - Strategic Direction: Holly Sateia
  - Governance: Alana Hamlett
  - Finance: TJ Willis
- The development of mutual respect and trust among the Board, the staff, the leadership team, and the full membership is a priority. Direct communication is an expectation.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 4:15 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Sunday, April 5, 2009

President Rich Steele called the meeting to order at 11:09 am Pacific Time in the Anaheim Marriott in Anaheim, California. Additional members present were: Don Luse, Thomas Lane, Holly Sateia, Alana Hamlett, Lincoln Johnson, Adam Burden, Dave Barnes, TJ Willis and Marsha Herman-Betzen, Executive Director. Also present were Meg O’Sullivan, Sarah Aikman, and Sharon Silverstein.

**Strategic Plan Discussion**

Mr. Luse asked about the current assessment of the strategic plan. Mr. Lane published an update to the strategic plan implementation in the Bulletin last year. The next complete report card will be due at the end of the current planning cycle (December, 2010). It was reiterated that an annual update to the membership on progress is important – especially to note plan elements that have been completed.

Ms Herman-Betzen will compile where we are on the current strategic plan and transmit the past strategic plan report card to BOT members prior to the first Strategic Directions Board meeting scheduled for Tuesday, May 5. In addition, Ms. Herman-Betzen will draft a strategic planning timeline and send to the Board for review and discussion.

Our communication to the leadership team should be that we are regularly evaluating our progress on the strategic plan, that the entire plan will be assessed in December, 2010, and that there will be an article from the Strategic Directions chair regarding the current status of strategic plan implementation.

May conference call with leadership team – should communicate about strategic plan process, but needs to include information about other topics the Board is addressing. This should be something that can go to the listserv, webpage, etc. The Board will also have a private community of practice to post this information.

**Academic Challenge Program Team**

Discussions concluded with a confirmation of expectations from the Academic Challenge program team regarding the financial component of negotiations with ACF and NAQT.

### **Education and Research Fund**

There were discussions regarding the increase in ERF donors and Ms. Herman-Betzen confirmed that the Central Office will be training more of their staff to use the ERF database to handle the additional volume of donors.

### **Miscellaneous**

The first Board meeting is scheduled for 12:00 pm Eastern Time on Tuesday, April 28 with a general focus.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 11:52 am.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, April 28, 2009

President Don Luse called the meeting to order at 12:00 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Rich Steele, Meg O’Sullivan, Sharon Silverstein, Chip West and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Luse began the meeting by reminding the Board of the strategic role it plays for the Association. He asked the members to keep him informed of their comfort level with the meetings and the productivity of the Board.

**Approval of Minutes**

*The minutes from April 4, 2009 and April 5, 2009 were APPROVED WIHTOUT OBJECTION.*

**Liaisons and Roles**

Mr. Luse reminded everyone that there will be Board liaisons to the various task forces within the Association (i.e., Growing the Profession, Core Competencies, etc.), but not to the established component groups (i.e., Regional Directors, Education Councils, etc.). Ms. Herman-Betzen outlined a new format for the monthly updates to the Board that would be re-focused away from an Executive Director Update to a Leadership Team Update. There was agreement that this was a good approach.

**Using the Communities of Practice Website**

Mr. Teske and Mr. Willis provided the Board with an overview of the new Communities of Practice website that has been established for the Board of Trustees. The layout of the page, its content, and how to use it were demonstrated for everyone.

**Strategic Plan (Process, Timeline, and Information Sharing)**

Mr. Luse outlined the structure for the development of the Association’s next strategic plan. As part of that, Ms. Herman-Betzen shared a preliminary draft of the Leadership Team schedule for the next four months that will be used to begin the task of involving the component groups (along with their Central Staff liaisons) in the strategic planning

process, a copy of which is on file with the minutes. Mr. Steele asked that the work of the component groups in this regard not take the form of the previously used Volunteer Action Plans. Ms. Herman-Betzen agreed and indicated that the proposed process is intended to be distinct from the VAPs. She also shared a proposed overall timeline from now until December, 2010 for the development and approval of the Association's new strategic plan. Mr. West asked that the Association's important dates be added to the two-year schedule as the first step in an overall communications plan for the effort.

One of the tenets of the planning process is to give everyone within the Association the opportunity to have input into the process, with the understanding that the final approval of the plan rests with the Board of Trustees. There was general agreement that the proposed outline is good and should be followed at this point. The Strategic Direction Committee will continue to take up the planning process at its upcoming meetings.

### **Conference Review**

Mr. Luse asked for feedback on the recent annual conference in Anaheim. Ms. Herman-Betzen indicated that the conference evaluation will close this Friday, May 1 and the results will be forwarded to the Board soon thereafter. The Central Office has already begun to make adjustments based on the feedback they have received. Mr. Luse thanked Mr. West on behalf of the Association for the great work he did as conference chair.

### **Miscellaneous**

Mr. Luse asked the Board members to familiarize themselves with the Association's recent needs assessment, the current volunteer action plans and the current strategic plan in preparation for their work this year.

### **Adjournment**

*The meeting was ADJOURNED WIHTOUT OBJECTION at 12:57 pm.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, May 5, 2009

President Don Luse called the meeting to order at 12:00 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Rich Steele, Meg O'Sullivan, Sharon Silverstein, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Luse turned the meeting over to Ms. Sateia.

**Minutes**

*The minutes from April 28, 2009 were APPROVED WITHOUT OBJECTION.*

**Discussion of 2011 CPT proposal to add a Corporate Partner**

Ms. Sateia asked Ms. Smith and Ms. Blood to present Mr. Kowalka's proposal to add a corporate partner as a member of the 2011 Conference Program Team for the Chicago annual conference. Ms. Smith shared that feedback from corporate partners indicates there is a desire to engage more fully in the educational program of the conference, in addition to their traditional roles as exhibitors and sponsors.

Ms. Blood reminded the Board of the current requirements for corporate partners with respect to their ability to present educational sessions. She then asked the Board to consider if the benefits to ACUI of adding a corporate partner to the CPT would outweigh the benefits to the particular partner. Potential issues for the Board to consider are: neutrality; expectation of sponsorship; commitment by the partner to "buy out" the time; what happens if there is turnover; what will the perception be among other corporate partners; how will this impact the number of spots on the CPT for volunteers.

Ms. O'Sullivan asked whether Mr. Kowalka's goals can be accomplished without adding a corporate partner to the CPT. There was general agreement that they can. There was discussion of whether, in the alternative, it might be better to create a newer version of the Exhibits Committee from a few years ago.

Ms. Herman-Betzen informed the Board that there are several new initiatives being put in place to meet the needs of this particular Conference Program Team and that this is just one of those items.

Based on the discussion, Ms. Sateia recommended, and the Board agreed, that the Association not pursue the addition of a corporate partner to the CPT at this time, but that it be monitored this year and be placed on the Board's agenda for the next annual conference if appropriate.



## **Strategic Planning Process Update**

Ms. Sateia drew the Board's attention to the previously distributed strategic planning documents and asked for any clarifying questions that members might have.

She then led the Board through the current goals in the strategic plan and sought approval for each of them:

- Indispensable resource for leading edge education
- Leading expert for community building
- Financially secure and stable
- Model of diversity in the profession
- Model of volunteer involvement

There was general agreement that the five overarching goals are still relevant, but that a sixth goal may need to be added to address upcoming transitions (e.g., the Association's 100<sup>th</sup> anniversary; retirement of the Executive Director, etc.) This will be discussed and explored as the process moves forward, with Mr. Willis providing some initial work on drafting the wording of this sixth goal.

The discussion then moved to the timeline that will be used over the next few months to fully engage the component groups in the initial stages of this planning. Ms. Herman-Betzen clarified the role of the staff liaisons in working with the component groups to move the process forward. As part of that, there will be a consistent list of questions developed for liaisons to use with the component groups, thereby assuring that the feedback that comes to the Board during this time is streamlined and grouped accordingly.

Ms. Sateia asked Ms. Hamlett to provide an update on the Inclusive Excellence Task Force at the next meeting of the Committee and she agreed. Ms. Herman-Betzen also agreed to have Mr. Wahlquist join the group to provide updates on all of the current task forces.

Mr. Steele asked the Board to consider a slightly different mindset with respect to this particular iteration of the strategic plan – that it be more incremental in approach and scaled to meet the financial realities of the present, but that the Board also engage in some longer-range, 20-year visioning that would position the Association for truly meaningful change in the future. There was enthusiastic agreement that this would be a good approach and should be added to the agenda of the Strategic Direction Committee.

### **Next Meeting**

The next meeting on May 12, 2009 will focus on the Governance Committee.

### **Adjournment**

Ms. Sateia ADJOURNEDD THE MEETING WITHOUT OBJECTION at 12:55 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, May 12, 2009

President Don Luse called the meeting to order at 12:04 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Rich Steele, Meg O'Sullivan, Sharon Silverstein, and Chip West. Also present was Dave Teske.

Mr. Luse turned the meeting over to Ms. Hamlett.

**Minutes**

*The minutes from May 5, 2009 were APPROVED WITHOUT OBJECTION.*

**ACUI Membership Town Hall meeting agenda**

- 1) Welcome-Don Luse (4 min.)
- 2) Annual conference evaluation results-Michelle Smith/Chip West (5 min.)
- 3) ACUI Education and Research Fund fundraising successes-Zack Wahlquist (5 min.)
- 4) Financial update-TJ Willis/Dave Teske (5 min.)
- 5) Announcing the strategic plan (update on current plan and broad overview timeline for new plan)-Holly Sateia (5 min.)
- 6) Inclusive excellence task force update-Zack Wahlquist (5 min.)
- 7) Misc updates-Don
  - a) CAS update
  - b) Academic Challenge Update
- 8) Program updates-Michelle Smith (5 min.)
  - a) -I-LEAD
  - b) -Webinars
  - c) Some fun technology showcase

Dave Teske will check with the regional directors and the education councils to see if they have any updates.

Following this Town Hall meeting the Board will assess the success of the webinar. Future webinars will be planned based on the success of the evaluation results.

Ms. Hamlett turned the meeting over to Mr. Luse.

**Next Meeting**

The next meeting on May 19, 2009 will focus on the Finance Committee. There will be no Board meeting on May 26, 2009.

## **Adjournment**

Ms. Hamlett ADJOURNED THE MEETING WITHOUT OBJECTION at 12:47 p.m.

# ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING

## Topic Focus: Finance

Tuesday, May 19, 2009

President Don Luse called the meeting to order at 12:02 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Rich Steele, Meg O'Sullivan, Chip West, and Marsha Herman-Betzen. Also present was Dave Teske, Jason Cline, and Zack Wahlquist.

Mr. Luse turned the meeting over to Mr. Willis.

## Minutes

*The minutes from May 12, 2009 were APPROVED WITHOUT OBJECTION.*

### 2009 Q1 Financial Statement

Mr. Teske presented an overview of the 2009 Q1 financial statement as detailed in the narrative. After discussion clarifying some of the points in the narrative, specifically the change in the payroll and overhead allocations, Mr. Steele suggested tabling approval of the statement to allow more time for the Board to consider the ramifications of approving a budget plan that will be dipping in reserves. He asked that more information be shared on the process leading to the recommended budget adjustments.

*Mr. Steele moved, Mr. Luse seconded, and it passed unanimously to table approval of the 2009 Q1 Financial Statement.*

### Audit Process

Mr. Willis explained that normally the Board meets with the auditor during the July meeting to have a discussion on current issues and future trends which may impact the Association. It was the consensus of the Board to wait until the management letter is received and then determine if further discussions are necessary.

### Institutional Membership Dues

Mr. Cline explained we are continuing to see a positive number of new members, including five new members in the past 24 hours.

Mr. Cline presented proposal from the Central Office to keep institutional dues at the current 2009 level. Recent events have prompted scrutiny for all expenditures at institutions. It is the belief of ACUI that institutional membership is vital to the success of college union and student activities professionals. This proposal is made with the intent of providing a financially viable option of obtaining education and services for all institutions and their communities. More importantly, it is the hope of ACUI that by not

raising dues, we will create a stronger relationship with individuals and institutions, resulting in lifelong membership.

*Ms. O'Sullivan moved, Mr. West seconded, and it passed unanimously that institutional membership dues for the 2010 membership year will remain the same as 2009 rates.*

### **Institutional membership calendar**

Mr. Cline explained that the current membership year is from Jan. 1–Dec. 31. He recommends adding an additional option of Aug. 1–July 31. Because of the number of institutions that have not renewed in 2009 with a reason of current budget restraints, we believe that adding this option will have a positive impact on reinstating these institutions while providing a better process for recruiting new members. Approving this proposal has the following potential benefits to ACUI:

- The amount of free months offered to new institutions will be reduced when an institution joins.
- Based on projections of 40 institutions reinstating and 30 new institutions joining ACUI in 2009, additional revenue in excess of \$10,000 can be realized over the next 19 months.
- ACUI will be viewed as being flexible and willing to accommodate requests for alternate dues payment schedules, creating lasting relationships.\

*Ms. O'Sullivan moved, Ms. Aikman seconded, and it passed unanimously that ACUI establish a second institutional membership year of Aug. 1–July 31. The dues amount for the years beginning Aug. 1 and the following Jan. 1 will be the same.*

### **Individual membership dues**

Mr. Cline explained it is within the governance of ACUI that we strive for institutional memberships for all members. However, it is understood the need for this individual member to join the Association even if the institution doesn't join. have and realize the cost needs to be affordable to the individual while also promoting institutional membership.

*Ms. O'Sullivan moved, Mr. West seconded, and it passed unanimously that individual professional membership dues for those at a nonmember institution will increase by 5 percent effective July 1, 2009.*

### **Associate membership dues**

Rationale

We have found that companies readily accept small incremental increases in membership dues and we rarely hear that our membership dues rates are too high. We continuously offer longer-term renewal packages that lock in the lowest dues renewal rate, a deep discount on exhibit space, advertising discounts and more. If we find that a dues increase is the primary reason a company decides to drop their membership, we will work with the individual company to retain them as long as possible.

*Ms. O'Sullivan moved, Ms. Sateia seconded, and it passed unanimously that associate membership dues will increase by 5 percent effective Jan. 1, 2010.*

### **NASPA Assessment Consortium**

Mr. Wahlquist explained that ACUI has received an invitation from NASPA and Student Voice to participate in the NASPA Assessment and Knowledge Consortium. He indicated that the broad benchmarking ability for the entire student affairs divisions could be a real asset to our members and that it does not necessarily conflict with the ACUInfo service. The Board recommended pursuing this opportunity further.

Mr. Willis turned the meeting over to Mr. Luse.

### **Announcements**

The ACUI Board of Trustees Town Hall meet is tomorrow at 2 p.m. Eastern.

### **Next Meeting**

The next regularly scheduled meeting is on June 2, 2009. A special meeting of the Board to discuss the 2009 Q1 Financial Statement will be scheduled in the next two weeks.

### **Adjournment**

Mr. Luse ADJOURNED THE MEETING WITHOUT OBJECTION at 1:11 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Thursday, May 28, 2009

President Don Luse called the meeting to order at 12:03 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Sharon Silverstein, Rich Steele, Meg O'Sullivan, Chip West, and Marsha Herman-Betzen. Also present was Dave Teske.

Mr. Luse turned the meeting over to Mr. Willis.

**2009 Q1 Financial Statement**

Mr. Willis and Mr. Teske presented the First Quarter financial statement, which was previously distributed to the Board and is on file with the minutes.

Ms. Aikman inquired if there is a set number for the minimum reserve amount that the Association seeks to maintain. Mr. Teske indicated there is no reserve expenditure policy currently in place. Ms. Sateia pointed out that this is the Q1 statement and that we are early in the year. Ms. Silverstein also clarified that the Q1 statement projections do not include the potential of an additional \$43,000 from the new revenue ideas.

Mr. West suggested that a maximum amount of \$30-35,000 should be taken from the reserves. Ms. O'Sullivan and Ms. Silverstein indicated that they are comfortable with the \$67,536 in the proposed statement.

Mr. Steele suggested the Board look at creating policies about the use of reserves. Mr. Steele said he prefers to manage based on services rather than numbers. He suggested that the BOT focus on the philosophical tenets of how the operating budget supports the Association rather than specific numbers. As a result, consensus was then reached among the Board on a set of philosophical tenets as presented by Ms. Herman-Betzen.

Ms. O'Sullivan MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The 2009 Q1 Financial Statement is approved as submitted. A workgroup will be created to draft a reserve expenditure policy for future consideration by the Board.*

The workgroup will consist of Mr. Willis, Mr. Steele, Chip West, and Mr. Teske.

Mr. Willis turned the meeting over to Mr. Luse.



### **Next Meeting**

The next regularly scheduled meeting is on June 2, 2009.

### **Adjournment**

Mr. Luse ADJOURNED THE MEETING WITHOUT OBJECTION at 1:42 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, June 2, 2009

President Don Luse called the meeting to order at 12:04 Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Sharon Silverstein, Rich Steele, Meg O'Sullivan, and Chip West. Also present were Zack Wahlquist, Dave Teske, and Mark Guthier.

Mr. Luse turned the meeting over to Ms. Sateia.

**Minutes**

*The minutes from May 19, 2009 were APPROVED WITHOUT OBJECTION.*

*The minutes from May 28, 2009 were APPROVED as amended.*

**Discussion of Strategic Planning Schedule**

Ms. Sateia led the Board through a discussion of the role the Leadership Team will play in the upcoming strategic planning process. The following timeline was shared with the group:

- By June 5: BOT Strategic Direction Committee will complete a detailed schedule and identify tasks for component groups
- June 9, 1 p.m. Eastern: Don Luse, president, and Holly Sateia, chair of the Strategic Direction Committee, will conduct a webinar for the Leadership Team to share the plan and task assignments to the Leadership Team
- June–July: BOT and component groups work on their task assignments
- July 24: Deadline for all component groups to report on tasks
- July 30: Holly Sateia sends compiled report to the BOT

- Aug. 3: The Strategic Direction Committee meets to discuss status
- Aug. 11, 1 p.m. Eastern: Don Luse, president, and Holly Sateia, chair of the Strategic Direction Committee, will conduct a webinar for the Leadership Team to share progress reports and establish further assignments including tasks for regional conferences.

The Board then reviewed a series of questions that will be used to assess the current strategic plan via the volunteer action plans of the component groups and the Central Office staff. There was general agreement on the process to be used.

### **Miscellaneous**

The next Leadership Team Town Hal Meetings are scheduled for:

- June 9; 2:00 – 3:00 pm Eastern Time
- August 11; 2:00 – 3:00 pm Eastern Time

Mr. Luse asked the Board members to place personal phone calls to the members of the Leadership Team over the course of the next few weeks as one way to cover the absence of the July face-to-face meeting.

The current membership number is 551.

Mr. Steele asked for an update on the Roster Update Notice that went out to the membership yesterday. Mr. Teske indicated that this is an effort to clean up the various lists of names that exist for the institutions.

The session proposal deadline for the New York City Annual Conference is June 19<sup>th</sup>.

I-LEAD registrations for the second installment currently stand at 43. There are 15 more in the pipeline. At least 8 of the registrations from the cancelled Bloomington section moved over to the Colorado session.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, June 9, 2009

President Don Luse called the meeting to order at 12:05 p.m. Eastern Time using Adobe Enterprise Connect. Additional members present were: TJ Willis, Sarah Aikman, Sharon Silverstein, Rich Steele, Meg O'Sullivan, Chip West, and Marsha Herman-Betzen. Also present were Zach Wahlquist and Mark Guthier.

**Minutes**

Ms. O'Sullivan MOVED, Ms. Silverstein SECONDED, and it was APPROVED that:

*The June 2, 2009 minutes are approved as submitted.*

**Follow-Up on Strategic Planning**

The Board had a brief discussion on how the process will work with strategic plan, particularly as it related to the involvement of the volunteers. It was decided that the best approach would be to rely on the staff liaisons to the component groups as the conduit for follow-up. Ms. Herman-Betzen agreed to facilitate this.

**General Updates**

Mr. Luse thanked the Central Office for the new format for the monthly Leadership Team Updates. He finds them to be very helpful and expressed his appreciation for the expanded version.

Everyone was reminded that the deadline for the New York educational sessions is coming up.

Awards information will be coming out soon. It is on-line now.

The Town Hall meeting is at 1:00 pm today. The Board spent a few minutes reviewing the format they would use for the meeting.

**Adjournment**

Mr. Luse ADJOURNED THE MEETING WITHOUT OBJECTION at 12:23 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, June 16, 2009

President Don Luse called the meeting to order at 12:05 p.m. Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Sharon Silverstein, Rich Steele, Meg O'Sullivan, Chip West, and Marsha Herman-Betzen. Also present were Dave Teske and Michelle Smith.

**Reserve Policy Workgroup Update**

Mr. Steele provided a brief update on the review of the reserve policy. The group is gathering information from sister Higher Education Associations. The group will work further and present an updated draft.

**2010 Conference Program Budget**

Mr. Teske presented an overview of the 2010 conference program budget. Ms. Smith explained the process the conference program team used to come up with their program. Over 70 percent of the program expenditures are directly related to educational programs. The program budget is \$10,000 less than the approved budget for 2009 and approximately \$2,000 more than the projected actual for 2009.

Ms. O'Sullivan MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The 2010 conference program budget will have a targeted net expense of \$49,736.*

**Strategic Direction Review Process**

Ms. Sateia indicated that she has received little feedback on the town hall meeting last week. Ms. Herman-Betzen said each of the Central Office liaisons have been in touch with each of the component groups and that they are on track to meet the July deadline for responding to strategic direction tasks. Ms. O'Sullivan, Ms. Herman-Betzen, and Ms. Sateia will work together to do an initial draft of the responses for the Board.

**Announcements**

Institutional membership is at 555 members.

### **Next Meeting**

The next regularly scheduled meeting is on June 23, 2009.

### **Adjournment**

Mr. Luse ADJOURNED THE MEETING WITHOUT OBJECTION at 12:47 p.m.

# **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**

## **BOARD OF TRUSTEES MEETING**

Topic Focus: Strategic Directions

Tuesday, July 7, 2009

President Don Luse called the meeting to order at 12:05 Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, TJ Willis, Sarah Aikman, Rich Steele, Meg O'Sullivan and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, and Mark Guthier.

Mr. Luse turned the meeting over to Ms. Sateia.

### **Update on Strategic Planning Process**

Ms. Herman-Betzen reported that all component groups are on target to meet the July 24 deadline. Ms. Sateia spoke with Dave Pennock who indicated the regional directors are on schedule. Mr. Willis spoke with Loren Rullman who indicated that there is a little uncertainty about the role of the CAS liaison in the strategic planning process. Mr. Luse contacted several education council chairs. He received positive feedback about this review process.

### **Update on BOT Calls to Leadership Team Members**

Mr. Luse indicated that he has received a lot of feedback that there is great appreciation among the Leadership Team for the BOT reaching out in this way. Many of them are missing having the July meeting. The Board was encouraged to send any concerns they hear to the BOT website so that the items can be included on future agendas.

Ms. Herman-Betzen agreed to follow up on the pending RFP process for the Academic Challenge.

It was reported that the incoming Regional Directors were beginning their annual meeting in Bloomington, Indiana that evening (July 7).

A postcard will be going out shortly to the Leadership Team saying "Wish We Were Here" with an image of the Indiana Memorial Union.

## **Discussion of Student Programs Tem Leader Proposal**

Ms. Smith and Mr. Rudisille joined the Board and provided an overview and update on this discussion item. The Board was reminded that they received a proposal in Anaheim (which was also shared with the individual program team leaders at that time) that provided for a new leadership position within the Association; i.e., a Student Programs Team Leader.

This new position would allow a more strategic vision for student involvement in the activities of the Association to emerge. It would create one Board-appointed position on the Leadership Team and place all tournament directors under this position. Ms. Herman-Betzen shared that the desire is to be more efficient, but cautioned the Board in assuming that this would generate cost savings.

There were questions raised by the Board as to what the specific duties of this new position would be and what authority they would have over the programs and/or tournament directors that would report through them. There was general agreement that the level of student involvement in Association activities can be enhanced; however, there was not consensus that this position, as currently described, would aide in that regard.

Ms. O'Sullivan suggested, and there was consensus, that the staff outline the pros and cons of the new volunteer position as compared to using the current structure, particularly as they relate to the stated goals of improving the student involvement activities of the Association. It was also agreed that some thought be given to how communication would occur between the new position, the staff, and the tournament directors and whether having the new position improves communication or not.

## **Announcements**

Institutional Members: 558

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:04 pm



# ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL

## BOARD OF TRUSTEES MEETING

Tuesday, July 28, 2009

President Don Luse called the meeting to order at 12:05 Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, TJ Willis, Sarah Aikman, Rich Steele, Meg O'Sullivan, Alana Hamlett, Sharon Silverstein and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Michelle Smith and Zack Wahlquist.

### Approval of Minutes

Ms. O'Sullivan MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The June 9, 2009 minutes are approved as submitted.*

Ms. Sateia MOVED, Mr. Willis SECONDED, and it was APPROVED that:

*The June 16, 2009 minutes are approved as submitted.*

Ms. Aikman MOVED, Ms. O'Sullivan SECONDED, and it was APPROVED that:

*The July 7, 2009 minutes are approved as submitted.*

### Update on Strategic Planning Process

Ms. Sateia provided the Board with an update on the current planning process. She is looking for advice on the best format to use for the upcoming meeting on August 11. One approach would be to encourage the group to think beyond the next year or so and toward the next strategic plan.

Ms. Herman-Betzen suggested that the Board conduct an environmental scan prior to the next strategic plan, looking at the 2011-2015 timeframe. In the meantime, she encouraged the Board to provide the entire Leadership Team with the full reports from the various component groups. The broader membership would then receive more selective updates on the plan through articles in *The Bulletin*, etc. There was agreement that this would be a good approach.

Ms. Herman-Betzen, Ms. Sateia, Mr. Wahlquist, and Ms. O'Sullivan agreed to meet to sketch out a more detailed plan for the Board's consideration at their next meeting. The

plan would address the planning process from this point forward, through the fall regional conferences. It was agreed that a reminder of the August 11 Leadership Team Meeting would go out from Mr. Luse to the Leadership Team, emphasizing the importance of the meeting.

Mr. Steele asked the Board to consider the importance of re-iterating the broad vision and road map for the strategic plan as it sees it emerging to the component groups– and then seeking feedback on that road map through the component groups. There was general agreement that this was the intended approach.

### **Review of Programs Team Leader Position**

Mr. Luse asked Ms. Smith to provide the Board with an update on the status of the Student Programs Team Leader. Ms. Smith shared an updated version of the position description with the Board. There were some suggestions that the description is repetitive at times and that some bundling of responsibilities could make the description more elegant. Ms. Herman-Betzen agreed to make the necessary changes. A copy of the position description will be placed on file with the minutes.

Ms. Smith provided the Board with a status report of the current tournament leaders and team leaders on the various program teams. It was understood that these leaders will complete their terms, but that this new position will be the only position on the Leadership Team from this point forward.

Mr. Steele MOVED, Ms. O’Sullivan SECONDED, and it was APPROVED that:

*The Student Programs Team Leader position will be added to the Association’s roster of volunteer leadership positions, with the duties as broadly outlined.*

### **Policy Changes in the Central Office**

Mr. Willis provided the Board with updates on proposed changes to the Paid Time-Off Policy and the Contingency Reserve Policy. There will be threads established on the Board’s website in the next few days. He encouraged the members to use the threads to ask any questions they may have with respect to the proposed changes in order to expedite the discussion at next week’s meeting.

## **Updates on Phone Calls to Leadership Team and Further Action**

Mr. Luse asked for status reports on the phone calls. The vast majority of the calls have been placed. He indicated that there will no longer be an expectation to follow through on any remaining calls after the end of the month. It was suggested that if any remaining connections need to be made at that point that an e-mail be used to complete the task. It was agreed that this was a good approach.

Mr. Luse asked if there were any items that needed to be addressed as result of the calls. Ms. Sateia asked that there be a follow-up conversation at some time regarding the Affirmative Action Officer position. Ms. Hamlett agreed to add this topic to her next agenda.

Feedback from the Regional Directors included the request that there be more “nuts and bolts” training associated with their time in Bloomington. Mr. Teske agreed to follow up on this after the meeting with the Board member who received the feedback.

## **Academic Challenge Program Update**

Ms. Smith shared an update with the Board on this topic, including the work that she and Ms. Ferlazzo have recently accomplished. The game format is fairly well determined at this point. The regional and sectional tournaments would be more directly run by the Association and the national tournament would be more directly run by the game provider, similar to the arrangement used with College Bowl in the past. Next steps include more formal interaction with the Regional Directors in order to plan for the regional tournaments and conferences.

## **Announcements**

Institutional Members: 566

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:48 pm.

# **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**

## **BOARD OF TRUSTEES MEETING**

### **Meeting Focus: Strategic Directions**

Tuesday, August 4, 2009

President Don Luse called the meeting to order at 12:05 Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, TJ Willis, Sarah Aikman, Rich Steele, Meg O'Sullivan, Sharon Silverstein, Chip West and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Luse turned the meeting over to Ms. Sateia.

### **Approval of Minutes**

Ms. O'Sullivan MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The July 28, 2009 minutes are approved as submitted.*

### **Update on Strategic Planning Process**

Ms. Sateia provided the Board with an update on the current planning process. The update was a result of the work done by Ms. Herman-Betzen, Ms. Sateia, Mr. Wahlquist, and Ms. O'Sullivan over the previous week. Highlights from the planning process included:

- At the August 11 Leadership Team meeting accomplishments over the last 4 years will be shared
- Between August 11 and October 2, 6-8 on-line focus groups will be assembled to conduct a SWOT analysis. The focus groups will come from the Communities of Practice as well as other pre-determined groups. Moderators will be needed for each of these.
- Focus groups will also be conducted at each of the regional conferences. Moderators will be needed for these as well.
- All of the information from the focus groups will be compiled along the way and shared in total at the end of the regional conferences in December. (It was suggested that a wiki or blog approach might be good to use throughout the entire focus group process. The Central Office team will make a recommendation on this.)

- *Bulletin* articles would be written along the way to keep the membership involved
- The Leadership Team meeting in New York City would provide an opportunity to begin to ask questions having to do with:
  - Mission, Vision, Values
  - Goals
  - Operationalizing the plan
- Between March and July a preliminary draft of the plan would be completed
- The Leadership Team would react to the draft plan at its July 2010 meeting
- The plan would be finalized and published by the end of 2010 in time for a January, 2011 release

### **Announcements**

Institutional Members: 567

There are two webinars scheduled for August 5, 2009.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:47 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 11, 2009

President Don Luse called the meeting to order at 12:00 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, Sarah Aikman, Rich Steels, Meg O'Sullivan, Chip West and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Luse turned the meeting over to Ms. Hamlett

**Minutes**

Ms. O'Sullivan MOVED, Ms. Sateia SECONDED and it was APPROVED that:

*The minutes from August 4, 2009 are approved as submitted.*

**Leadership Team Conference Call**

Ms. Hamlett asked Mr. Luse, and then Ms. Sateia, to walk the Board briefly through the Leadership Team conference call scheduled for later in the day. They drew everyone's attention to the PowerPoint presentation on the website and received consensus on the approach as outlined. Ms. Herman-Betzen shared her advice as well on the most effective delivery method for the content and information.

The group clarified the use of focus groups during the strategic planning process and agreed that they would be used but that the final make-up of the groups would not be determined in time for the conference call later in the day.

**Inclusive Excellence Task Force**

Ms. Hamlett shared that the Task Force will continue to meet, that she will have a more detailed update at an upcoming meeting, and that Board members should feel free to add to the web forum on this topic.

**Phone Call Follow Up**

Mr. Luse shared that one of the recent pieces of feedback he has received through his phone calls with Leadership Team members was the idea to invite local faculty to regional conferences at a reduced or complimentary rate.

## **Miscellaneous**

Membership Count: 568

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, August 18, 2009

President Don Luse called the meeting to order at 12:00 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Sharon Silverstein, TJ Willis, Rich Steele, Sharon Silverstein and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske

Mr. Luse turned the meeting over to Mr. Willis.

**Central Office Leave Policy**

Mr. Willis asked Mr. Teske to provide a brief overview of the proposed new Leave Policy, a copy of which was distributed prior to the meeting and is on file with the minutes. Mr. Teske indicated that the policy update has been necessary due to the large influx of new staff members during the last 18 months as a result of the management agreement with CSHEMA. This policy helps to clarify and standardize things for all of the staff.

Ms. Sateia asked for a clarification of the vacation carryover provisions in the policy. Mr. Teske and Ms. Herman-Betzen explained the historical context of these provisions for the Association as well as how they compare with sister associations. The new policy will now allow up to one year of vacation accrual per employee.

Ms. Sateia MOVED, Mr. Steele SECONDED, and it was APPROVED that:

*The Association's Leave Policy is approved as submitted.*

**Reserve Usage Policy**

Mr. Willis drew everyone's attention to the proposed amendment to the Reserve Usage Policy. Mr. Teske indicated that the substantive change includes adding language that requires expenditures from reserves to be fully justified and generally not be more than 50% of the current balance. The Board expressed its support for this change which tightens up the policy in a positive way. A copy of the policy is on file with the minutes.

Mr. Steele MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The amended Reserve Usage Policy is approved as submitted.*



## **2009 2<sup>nd</sup> Quarter Financial Statement**

Mr. Teske reviewed the 2<sup>nd</sup> Quarter Financial Statement, which was previously distributed to the Board. He indicated that the projected loss for the year has not changed substantially since the 1<sup>st</sup> Quarter, which still sits at approximately a \$57,000 deficit on the year.

Items of interest in the statement include a \$13,000 variance in advertising revenue. Most of which has been offset by a less than anticipated expense from the attrition clause at the Anaheim Marriott.

The staff continues to work hard to identify additional revenue sources at this time. Examples include increased attention to e-mail blast advertising, book sales, CUSA, CSHEMA Webinars, affinity programs, and membership.

Ms. Herman-Betzen shared that the staff plans to re-group this next week to look for new partnerships among the staff that will generate new ideas and solutions to the financial situation. The Board expressed its support for the staff efforts and encouraged them to keep up their good work.

There were then several questions by Board members on individual line items, which Mr. Teske answered and clarified. Mr. Steele asked whether or not staff furloughs have been explored. Ms. Herman-Betzen shared that this is being considered for 2010, but not 2009 at this time.

Ms. Herman-Betzen asked the Board to provide her with the bottom line number that they would like to see for the Association. She will then work with the staff to provide options for how to get there. As an alternative to managing toward a specific number, Mr. Luse asked Ms. Herman-Betzen to provide the Board with some scenarios and options that will shore up the Association's financial picture, addressing both the remainder of the 2009 fiscal year as well as looking ahead to 2010. There was general agreement that this would be a good approach and Ms. Herman-Betzen agreed to do so.

### **Miscellaneous**

Membership Count: 569

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:02 PM.

## ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING

Tuesday, August 25, 2009

President Don Luse called the meeting to order at 12:00 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Alana Hamlett, TJ Willis, Sarah Aikman, Rich Steele, Sharon Silverstein, Chip West and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

### **2009 2<sup>nd</sup> Quarter Financial Statement**

Mr. Luse expressed his, and the Board's, sincere appreciation and concern for the difficult work that the staff accomplished during the previous week to adjust the Association's financial outlook. He indicated that some very difficult decisions have been made and that the Board does not take those decisions lightly.

Mr. Willis then asked Mr. Teske to review the adjustments to the financial statement that have been made since the previous week, a copy of which was distributed prior to the meeting and is on file with the minutes.

Mr. Teske and Ms. Herman-Betzen reported on the following items, all of which have been a result of looking critically at the level of staffing and support that are reasonable at this time given the size of the membership and the level of services that the Association can afford:

- Accrued vacation will be reduced
- Communities of Practice budget will be reduced
- The fall trip for the CAS Liaison will be eliminated
- Three staff positions will be eliminated
  - Administrative Services Manager
  - Members Services Manager
  - Member Services Manager, CSHEMA

The positions that are being eliminated are not a reflection of the people in those positions, but rather a response to the types of duties that could be absorbed in other areas of the organization and/or have the least amount of impact on the direct services that are expected by the membership. The remaining staff will spend time in the next few weeks to re-organize the work of the Association in a more efficient way as a response to the loss of these three positions.

A copy of the correspondence that will go out to the Leadership Team that communicates the staff reduction was shared with the Board.

The Board expressed its appreciation for the timely response by staff to their request from just one week ago to critically examine the financial outlook for the Association in 2009

and into 2010 in a way that produces a balanced budget without relying too heavily on reserves.

*The 2009 2<sup>nd</sup> Quarter Financial Statement was APPROVED unanimously.*

### **Miscellaneous**

Membership Count: 574

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 PM.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, September 1, 2009

President Don Luse called the meeting to order at 12:03 PM Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, TJ Willis, Meg O’Sullivan, Sarah Aikman, and Chip West. Also present were Dave Teske and Mark Guthier.

Mr. Luse turned the meeting over to Ms. Sateia.

**Strategic Plan Next Steps**

Ms. Sateia led the Board through a review of the upcoming regional conference schedule as it relates to the next steps in the strategic planning process. Regions 9, 10, 11 and 12 are the only regions that still need coverage for focus groups at this point. Board members offered suggestions to Ms. Sateia for each of these regions.

Ms. Sateia shared the template that will be used for the Leadership Team focus groups that are scheduled for September and early October and sought support from among the Board for coverage of these sessions. She also reminded the Board of the General Membership session scheduled for mid-November. All sessions were ultimately covered by a combination of Board members and Central Office staff. Ms. Sateia informed the Board that all of the sessions will be promoted via methods developed by Mr. Wahlquist, with support by the rest of the Central Office.

Mr. Wahlquist is developing a proposal for conducting a targeted environmental scan for the Association as part of the strategic planning process. This will be shared with the Board for their reaction and feedback at an upcoming meeting. The Board offered their initial support for engaging in such an activity and reviewing the proposal, with the caveat that the process must be “value-added” given the current work load of the staff and volunteers.

**Inclusive Excellence and Multiculturalism in ACUI Task Force Update**

Ms. Sateia asked the Board members to share any feedback or information they have on this Task Force with her at their earliest convenience. She would like to bring a better level of understanding of where the work currently stands on this topic to the Board. Mr. Luse agreed to follow up on this issue with the appropriate people.

## **Miscellaneous**

Membership Count: 576

Ms. O'Sullivan asked the Board to keep the upcoming scholarships and awards process in mind and to take an active role in submitting names for consideration.

- The application deadline for Board positions is October 2.
- The nominations deadline for scholarships and awards is December 18.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:25 PM.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 8, 2009

President Don Luse called the meeting to order at 12:05 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Holly Sateia, Sarah Aikman, Rich Steele, Meg O'Sullivan, Sharon Silverstein, TJ Willis and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

**Update on Strategic Planning Process**

Ms. Sateia led the Board through a discussion of the on-going strategic planning process, particularly the upcoming series of focus group sessions with leadership team members. There was general agreement on the process to be used.

**Miscellaneous**

Membership Count: 576

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance Committee**

Tuesday, September 22, 2009

President Don Luse called the meeting to order at 12:05 noon Eastern Time using Adobe Enterprise Connect. Additional members present were: Sarah Aikman, Rich Steele, Meg O'Sullivan, TJ Willis, Alana Hamlett, Sharon Silverstein and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Luse turned the meeting over to Mr. Willis.

**Discussion for Preparing the 2010 Fiscal Year Budget**

Mr. Willis reviewed the following themes with the Board that were posted on the Board's website discussion board in preparation for today's meeting on the 2010 Budget:

- We hope to protect existing services, programs and staff in order to minimize the impact on our members
- We hope that programs and services are prioritized and evaluated for any potential
- We realize that reserves may be needed to supplement our budget for 2010 but need to make sure we protect them for opportunities that may come or for any lagtime in recovering out of this recession
- We do not think raises would be appropriate this year, but realize we must pay attention to retention, motivation and appreciation of staff. This may include professional development but should be targeted to meet the best needs of ACUI.
- We feel that travel should also be used where needed to best meet the mission of the organization and where a return on investment will best be found, with the assumption that it will be limited.
- We realize the July face-to-face meeting has value not only in the connection and motivation of our volunteers but also is critical to the success of the strategic plan. However, we should look at alternatives (location, number of people, etc) to bring down the cost if possible.
- We would like to have a realistic picture presented (i.e., worst case scenario)
- Other possible options/questions to consider:
  - Format of Conference Program Team as cost effective
  - Increase sponsorships

Ms. Herman-Betzen shared with the Board that the generated list of themes was extremely helpful. The staff will use these as a guide in their development of the Fiscal Year 2010 Budget.

Mr. Luse asked Ms. Herman-Betzen to share with the Board as soon as possible if the staff is having difficulty producing a reasonable budget with these themes as guidelines. She indicated that she would.

Mr. Willis covered the budget approval process with the Board from this point forward. There being no further questions, he turned the meeting back over to Mr. Luse.

### **Inclusive Excellence Task Force**

Mr. Luse asked the Board to consider the importance of the Task Force and to be thoughtful about the resources that should be dedicated to it.

Ms. Hamlett shared a brief history of the purpose behind the Task Force, one of the primary purposes being to diversify the volunteer involvement pool within the Association. Mr. Luse reminded everyone that this is not a new topic for the Association. The discussion then turned to the work product of the current Task Force, its ability to move forward and an analysis of next steps that might be appropriate with respect to the group.

It was agreed that the topic is important to the Association and that it is unfortunate that the Task Force has been unable to move forward. Ms. Herman-Betzen shared that she believed the effectiveness of the group has been severely hampered by the difficulty in finding a Chair for the Task Force that was able to provide the amount of direction needed.

Mr. Luse shared that it is important to focus on the future at this point and to discuss what is necessary to set the Task Force up for success. Ms. Herman-Betzen agreed and discussion continued on the types of things that could be attempted. It was agreed that there is a commitment to continuing with the Task Force and that more outreach will occur from both the Board (through Ms. Hamlett) and the Central Office (through Ms. Herman-Betzen) to the current Chair and Task Force members to offer support, seek input on what resources might be beneficial for them and communicate the Association's commitment to the group's success. Ms. Herman-Betzen agreed to share contact information of the Task Force members with Mr. West, Ms. Silverstein and Ms. Aikman to assist in the collection of information from the group. Based on those efforts, the Board will consider what adjustments might be necessary – to the charge, the timeline, the scope, resource deployment, etc. – to ensure successful completion of the work. This topic will be added to the Board's agenda for October 6.

### **Miscellaneous**

Membership Count: 580

Nominations currently stand at 39 for at-large members, 9 for president-elect and 0 for number of applicants.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:41 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, October 6, 2009

President Don Luse called the meeting to order at 12:05 pm Eastern Time using Adobe Enterprise Connect. Additional members present were: Sarah Aikman, Rich Steele, Meg O'Sullivan, TJ Willis, Alana Hamlett, Chip West, Sharon Silverstein, Holly Sateia and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske, Mark Guthier and Anthony Otero.

Mr. Luse turned the meeting over to Ms Sateia.

**Strategic Planning Update**

Ms. Sateia provided the Board with an update on the regional focus groups to date. Region 6 has already occurred with two more regions schedule for this upcoming weekend. All four Leadership Team focus groups have occurred, with 38 members participating (which is greater than 50% of the overall Team). Mr. Wahlquist shared that themes are beginning to emerge from the focus groups. He is pleased with the progress to date. The focus group facilitators offered their perspectives on the process as well and there was general agreement that the calls are going well, there is a good mix of participants on the calls and that the information that is being gathered is valuable.

Ms. Sateia then drew everyone's attention to the documents they received from Ms. Herman-Betzen prior to the meeting; i.e, the importance of conducting an environmental scan and the possibility of creating a core team for the strategic plan. She asked Mr. Luse to include these two items on an upcoming agenda. He agreed to do so. She then thanked everyone for all the work they have done in the last few weeks to capture the conversations in the various focus groups.

The final Association-wide conference call will occur in November for the general membership. It was clarified that there will still be an opportunity at some point in the future for external constituencies to provide input into the strategic planning process and that the November call is not intended for that purpose.

**Inclusive Excellence Task Force Update**

Ms. Hamlett introduced Mr. Otero, Chair of the Inclusive Excellence Task Force, to offer an update on the work of the group to date. He began by sharing that the overall charge to the Task Force is quite expansive and that the group has worked hard to first establish a common understanding and definition for diversity from the Association's perspective. They have looked at the Association's historical documents, the position description for the Association's affirmative action officer and sister association's work in this area.

However, so that the Task Force does not spend its time on drafting a definition of diversity, he asked the Board to first provide the Task Force with a definition of diversity so that they can move forward on recommendations for how the Association could improve its diversity efforts. They have been unable to find such a definition within the Association's core documents; i.e., the Constitution, Bylaws, etc.

Mr. Luse asked for more specific examples of the types of things that the Task Force is looking for from the Board before they can move forward. Mr. Otero indicated the following items:

- Attracting a diverse membership is difficult without a definition of "diverse"
- The Affirmative Action Officer position description is dated
- There is an expressed need to see inclusiveness in the bylaws
- To provide a report card on how the Association is doing, they first need a definition of what success would look like with respect to diversity

Ms. Herman-Betzen suggested that Mr. Otero include the above items and any other feedback from the Task Force in a formal report to the Board as a series of recommendations. Then, the Board would respond to the report with additional action items for either the Task Force, current groups within the Association or a new task force.

Ms. Sateia agreed and asked Mr. Otero to also include the original charge to the group, a synopsis of the process the Task Force has used in attempting to meet their charge, an evaluation of the process and then the final recommendations as outlined by Ms. Herman-Betzen. There was general agreement that this would be a good approach with a suggested deadline of one month from today's meeting.

Mr. Luse thanked Mr. Otero on behalf of the Association for the work of the Task Force and indicated that the Board is looking forward to receiving their report as this is an important topic for the Association.

There was then a brief evaluation of what has occurred with respect to the work of the Task Force over the last year and what some possible alternatives might be for moving forward. It was decided that a candid discussion of next steps would be in order once the report is received from Mr. Otero.

### **Evaluating Our Work**

Mr. Luse then turned the Board's attention to the following set of evaluation questions:

- Is serving on the BOT a good volunteer experience for you?

*Yes. There was a brief discussion of the type of work that the Board undertakes; i.e., that it is not as task-focused as other volunteer experiences.*

*The orientation experience could be extended into the first year, beyond the training that occurs at the annual conference. The newer members of the Board agreed to spend some time thinking about their first year experience.*

- What do you think our successes have been?

*Successes:*

*The engagement that has occurred, especially with respect to the strategic plan, the financial issues facing the Association, and the Leadership Team*

*The Forum*

*Improved understanding of the annual budgeting process and the impact of the financial decisions that are being made*

*Challenges:*

*Finding topics for the Governance Committee to address*

Mr. Luse asked Ms. Hamlett to add the following questions to a future Governance Committee meeting and she agreed to do so.

- What do you think our failures have been?
- What suggestions do you have for improving our meetings?
- What issues are out there that you want the BOT to address yet this year?
- What would you say you want us to have accomplished by the annual conference?

### **Miscellaneous**

Membership Count: 583

Elections Process Update:

Currently there is 1 completed president application, 3 completed at-large applications and 0 student applications. The deadline for applications is tomorrow.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, October 20, 2009

President Don Luse called the meeting to order at 12:03 pm Eastern Time using Adobe Enterprise Connect. Additional members present were: Sarah Aikman, Meg O'Sullivan, TJ Willis, Chip West, Sharon Silverstein, Holly Sateia, Rich Steele and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske, Zack Wahlquist and Mark Guthier.

Mr. Luse turned the meeting over to Mr. Willis.

**Update on 2007 Audit**

Mr. Willis asked Ms. Herman-Betzen to provide an update on the audit. She indicated that everything has been at the accountant's office since September 9. The auditor should have a management letter completed by the end of next week.

The delay in the 2007 audit is a direct result of the aftermath of the firing of the previous financial specialist in the Central Office. Once this audit is completed, the 2008 audit will be conducted immediately following (which is 80% underway at this point), and the 2009 audit is anticipated to re-establish a more appropriate timing cycle for this annual endeavor.

**Budget Timeline for 2010-2011**

Mr. Willis asked if there was any additional information the Board needed with respect to the upcoming budget timeline. There were no additional requests.

**Financial Training for New BOT Members in New York City**

There was general agreement that financial orientation for the new board members would be better accomplished via teleconference followed by face-to-face training in New York City. Mr. Luse reminded everyone that this will require more time together as the Board as well as between incoming and outgoing Chairs of the committees. It was agreed that training and orientation will encompass both face-to-face time (maximizing that in NYC) and on-going training that will occur after the conference – through the weekly meetings, on the Forum, etc.

Ms. Herman-Betzen offered to provide the Board with any other additional resources they might need in preparing themselves as Board members – either directly, electronically, or through the document exchange on the Forum. Mr. West asked for time on the agenda in NYC to discuss Board development in general, with this topic serving as a good starting point.

## **Environmental Scan and Developing a Core Team for the Strategic Plan**

Ms. Sateia provided a brief overview and then asked the Board to 1). read the previously distributed documents and 2). be prepared to discuss the topics outlined regarding conducting an environmental scan and establishing a core team – both as components of the on-going strategic planning process. The Board agreed to do so.

Mr. Luse and others offered some brief introductory thoughts for consideration once this topic is formally addressed:

- Assignment of journals to current and new BOT members
- Inclusion of new BOT and Leadership Team members
- Inclusion of faculty
- Solicitation of graduate students and new professionals at the annual conference
- Modify the timeline for the planning process to include the conference and the July meeting

These topics will be placed on next week's agenda.

## **Miscellaneous**

Next week, Ms. Herman-Betzen will provide the Board with an organizational overview of the new staffing structure in the Central Office as a result of the recent reduction in staff positions.

Mr. Luse asked everyone to send additional agenda items for next week to him through the Forum.

Membership Count: 586

Annual Awards deadline is December 18.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, October 27, 2009

President Don Luse called the meeting to order at 12:05 pm Eastern Time using Adobe Enterprise Connect. Additional members present were: Sarah Aikman, Meg O'Sullivan, TJ Willis, Chip West, Sharon Silverstein and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

**Minutes**

Mr. Willis MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The minutes from October 20, 2009 were approved as submitted.*

**Central Office Reorganization**

Ms. Herman-Betzen shared the reorganization process and plan for the Central Office staff that was a result of the recent reduction in staff. She indicated that the goals of the reorganization were to create a structure that was synergistic, maximized people's strengths and served the needs of the Association in the best way possible. Each member of the staff was encouraged to submit their ideas. After a period of weeks, a new organization chart emerged, a copy of which is on file with the minutes. The chart is currently effective.

The Central Office has moved from seven department heads to four as a result of this change. The four departments are: Finance & Administration (Dave Teske), Membership & Sales (Jason Cline), Publications & Educational Resources (Liz Beltramini), and Events & Business Services (Jack Voorhees). In addition, seven cross-functional work teams have been established with staff members from the four departments populating these teams. The new workgroups are: Education, Conference, Regions, CSHEMA, Social Media, Marketing, and New Programs.

Mr. Luse asked if the reorganization changed job descriptions significantly. Ms. Herman-Betzen indicated that it has and that those position descriptions are still being finalized. A commitment was made to all staff that there would not be any reductions in salary as result of the reorganization.

Ms. Aikman asked for a clarification on Central Staff liaisons to the component groups in the Association. Mr. Teske shared that there have been some shifts and that the groups who are impacted have been notified.

Ms. O'Sullivan congratulated the staff on working through a difficult situation and producing a structure that is effective for the Association at this time.

### **Discussion of Issues/Concerns**

The Board moved into EXECUTIVE SESSION WITHOUT OBJECTION at 12:33 pm.

The Board moved out of EXECUTIVE SESSION WITHOUT OBJECTION at 12:53 pm.

There was general agreement that if a Board member wants more information on a particular topic or would like to suggest an agenda topic that would examine a perceived trend or big picture item for the Board's consideration, she or he should post either of these on the forum and begin a discussion there. Based on the on-line discussion, a decision will be made as to whether or not to add this to the Board's agenda.

Ms. Herman-Betzen agreed to gather attendance data for regional conferences, seminars, tournaments, etc, over the last five years and share this with the Board as part of the strategic planning process.

### **Discussion of Environmental Scan**

Mr. Luse asked Mr. Wahlquist to brief the Board on the Environmental Scan Prospectus, which was distributed previously and is on file with the minutes. Mr. Wahlquist indicated that the scan, if approved, would take place from now through February, 2010 – looking at the suggested publications and abstracts over the last two years. A team of reviewers would receive training on this process.

*The Environmental Scan was APPROVED BY ACCLAMATION.*

Proposed members of the Review Team will be identified in the coming weeks by Ms. Sateia and Mr. Wahlquist.

### **Discussion of Core Team**

A proposal for a Strategic Planning Core Team was previously distributed to the Board and a copy is on file with the minutes. (There was one minor adjustment made to the composition of the team, clarifying that there will be two members selected from the Education Councils as a whole, not two from each Council.)

Ms. Silverstein MOVED, Mr. West SECONDED, and it was APPROVED that:

*The Strategic Planning Core Team Charge, as amended, is approved.*

### **Update on Student Representative on the BOT**

Mr. West indicated that he intends to have a report prepared for the next Governance meeting. He asked Board members to respond to the posts on the forum to assist in that regard.

## **Miscellaneous**

Membership Count: 587

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, January 5, 2010

President Don Luse called the meeting to order at 12:03 pm Eastern Time using Adobe Enterprise Connect. Additional members present were: Alana Hamlett, Meg O'Sullivan, Sarah Aikman, Sharon Silverstein, TJ Willis, Chip West, Holly Sateia, and Rich Steele. Also present were Thomas Lane, Dave Teske, Zack Wahlquist and Mark Guthier.

Mr. Luse turned the meeting over to Ms. Sateia.

**Summary of SWOT Analysis**

Ms. Sateia led the Board through a review and discussion of the SWOT Analysis results that have been compiled over the last few months in preparation for the strategic plan. A preliminary copy of the results was shared with the Board prior to the meeting. The Strategic Planning Core Team will receive this information as well as the environmental scan and the reports from the Volunteer Engagement Task Force and the Growing the Profession Task Force as they begin their work. Ms. Aikman will share her environmental scan example with the Board in the next few days.

It was decided that the SWOT Analysis results will be distributed to the Leadership Team prior to the meeting in New York City. There was then a brief discussion of the format that will be used to engage the Leadership Team in the strategic planning process during their meeting in New York City.

**Leadership Team Meeting in New York City**

Ms. O'Sullivan provided the Board with an update on where the planning stands for the Leadership Team meeting in New York City.

**Miscellaneous**

Mr. Luse has asked Mr. Otero to forward his final report on the Inclusive Excellence Task Force to Ms. Hamlett. The Board will now move ahead on its own with respect to this topic.

The Awards deadline has been extended.

Membership Count: 608

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:47 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, January 12, 2010

President Don Luse called the meeting to order at 12:05 pm Eastern Time using Adobe Enterprise Connect. Additional members present were: Alana Hamlett, Meg O'Sullivan, Sarah Aikman, Chip West, TJ Willis, Sharon Silverstein, Holly Sateia, Rich Steele and Marsha-Herman-Betzen, Executive Director. Also present were Thomas Lane and Dave Teske.

Mr. Luse turned the meeting over to Ms. Hamlett.

**Minutes**

Mr. Willis MOVED, Ms. O'Sullivan SECONDED and it was APPROVED that:

*The minutes from December 8, 2009 are approved as amended without action having been taken on the final piece of business.*

Ms. Silverstein MOVED, Ms. Sateia SECONDED, and it was APPROVED that:

*The minutes from December 15, 2009 are approved as submitted.*

Mr. Willis MOVED, Mr. West SECONDED, and it was APPROVED that:

*The minutes from January 5, 2010 are approved as submitted.*

**2012 Conference Program Team Chairperson**

Ms. Smith joined the Board to provide a review of the selection process for the 2012 CPT Chair.

The Board MOVED INTO (AND OUT OF) EXECUTIVE SESSION WITHOUT OBJECTION from 12:10 – 12:14 pm.

Mr. Willis MOVED, Ms. Silverstein SECONDED, and it was APPROVED that:

*Mr. John Taylor, University of Michigan-Ann Arbor, is appointed as the 2012 Conference Program Team Chair.*

## **Discussion of Next Steps with Inclusive Excellence Task Force**

Ms. Hamlett and Mr. Luse provided the Board with an update on their recent discussions with Mr. Otero and the work currently accomplished by the Task Force. They are still waiting to receive a copy of the Task Force Status Report.

Ms. Herman-Betzen encouraged the Board to move forward in a positive way. Mr. West recognized that Ms. Herman-Betzen was not being a “Debbie Downer” by suggesting this.

The Board discussed several different approaches that might be taken at this point. Some of those ideas included:

- Providing more support to a future Task Force
- Breaking the charge down into smaller pieces
- Defining “diversity” and/or the target populations or initiatives that the Board is interested in pursuing
- Being more strategic about this as a priority for the Association
- Vest responsibility for this within a higher level of Association leadership

Mr. Luse asked Ms. Sateia and Ms. Hamlett to forward to the Board the foundational work that was done prior to the appointment of the Task Force.

The Board MOVED INTO (AND OUT OF) EXECUTIVE SESSION to discuss a possible new chair and future members for a new Task Force, from 12:29 – 12:33 pm.

There was then a brief discussion of the additional documents that could be posted and assembled to assist a new Task Force. Mr. Luse asked the Board to consider what the definition of diversity should be for a new Task Force. Ms. Hamlett suggested that while the definition of diversity should be as broad as possible for the larger Association, it is perhaps prudent to define it in a more limited way for the initial work of a new Task Force – especially as it relates to the initiatives that the group will be asked to undertake. It was agreed that this topic should be placed on next week’s agenda.

## **Miscellaneous**

Membership Count: 611

Mr. Cline reported that 70% of renewals are in, as compared to 55% at this same time last year. The drop date for renewals will be moved up by several weeks this year to encourage more timely renewals.

The awards deadline is January 15, 2010.

Ms. Sateia reminded everyone that she has extended the deadline for completion of the environmental scan.

The registration numbers for the New York City conference currently stand at 597, as compared to a budgeted number of 750. The early bird deadline is January 15, 2010.

Ms. Sateia and Ms. Silverstein asked for periodic status reports on the new academic quiz bowl arrangement the Association has entered with NAQT. Mr. Teske indicated that the Central Office will be able to do that.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:46 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, January 19, 2010

President Don Luse called the meeting to order at 12:02 pm Eastern Time using Adobe Enterprise Connect. Additional members present were: Alana Hamlett, Meg O'Sullivan, Sarah Aikman, TJ Willis, Sharon Silverstein, Holly Sateia, and Rich Steele. Also present were Thomas Lane, Dave Teske, and Mark Guthier.

Mr. Luse turned the meeting over to Mr. Willis.

**Authorized Signers Resolution**

Mr. Willis drew the Board's attention to an update on the authorized signers for the Association. Due to the recent restructuring of the Central Office, it was determined that the time was right to bring the authorized signers up-to-date. A copy of the resolution was distributed to the Board prior to the meeting.

Ms. O'Sullivan MOVED, Ms. Aikman SECONDED and it was APPROVED that:

*The Board of Trustees designates Marsha Herman-Betzen, David Teske, Elizabeth Beltramini, John Voorhees, and Jason Cline as authorized signers for the First Financial main ACUI checking account.*

**2010 Education and Research Fund Budget**

Mr. Teske reviewed the 2010 ERF budget, a copy of which was provided to the Board in advance and is one file with the minutes. He asked the Board to consider whether the various funds were being handled appropriately and to provide direction to the ERF program team on items as the Board deems appropriate. This is the first year that the Board is being asked to formally approve the ERF budget.

There was a brief discussion regarding the 30% distribution of proceeds (minus endowment distributions) to the ACUI operating budget to cover administrative expenses. Mr. Teske indicated that the 30% does not entirely cover the costs associated with the Association's current fundraising efforts.

Ms. Aikman MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*The 2010 Education and Research Fund Budget is approved as submitted.*

**2010 Regional Budget**

Mr. Willis and Mr. Teske reviewed the 2010 Regional Budget, as previously distributed to the Board, a copy of which is on file with the minutes. This is the first year that the Board is being asked to formally approve the Regional Budget.

All of the Regions will be operating in the black by the time the books close on 2009 and are expected to operate in the black for 2010 as well. Ms. Silverstein asked specifically about Region 2 and whether or not the Board should be concerned about how close to the margin they seem to be. Mr. Teske indicated that Region 2 is on top of things and is operating responsibly, given the relative size of their reserves as compared to other regions. He asked the Board to consider in the alternative whether some of the regional reserves were actually too high.

Mr. Steele asked the Board to consider not getting too involved in how the Regions spend their reserves. He suggested instead that the regions be encouraged to work cooperatively with ERF to explore projects that might be beneficial to both groups in the specific regions.

Mr. Teske indicated that he continues to encourage Regional Directors to use regional business managers and/or regional treasurers to increase the level of fiscal accountability and financial effectiveness in the regions. Those regions which have done so tend to have the higher reserve balances at this point.

Ms. Silverstein MOVED, Ms. O'Sullivan SECONDED and it was APPROVED that:

*The 2010 Regional Budget is approved as submitted.*

### **Conference Registration Update for New York City**

Mr. Teske and Ms. Smith provided the Board with a review of the registration numbers following last Friday's early bird registration deadline. Currently registrations stand at 693 – which is ahead of last year and on track with some previous years. Ms. Smith indicated that 150 registrations came in last year after the early bird deadline. She is cautiously optimistic.

Peer networks are on track with last year and regional dinners are highly regarded. Pre-conference sessions and tours seem to be on track at this time.

The conference was budgeted at 750 delegates. To meet budgeted income, the Association needs 59 additional full-delegate registrations.

Hotel block is currently at 77%. The Association needs to hit 80% to meet budget.

The Central Office expects to come in at or below budgeted expenses for the conference at this point, employing many new cost saving measures with respect to internet expenses, security, supplies from Procure vendors, etc.

### **Miscellaneous**

Mr. Luse provided an update on his outreach efforts to members of the Inclusive Excellence Task Force. The Board indicated a desire to place this topic on next week's agenda. The Board agreed to review the charge of the Task Force prior to the meeting.

Membership Count: 612

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:45 p.m.

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Tuesday, March 30, 2010

President Meg O'Sullivan called the meeting to order at 12:00 PM Eastern Time using Adobe Connect. Additional members present were: Sarah Aikman, Sharon Silverstein, Chip West, Thomas Lane, Jerry Mann, Susan Payment, Don Luse and Wesley Epplin. Also present were Dave Teske and Mark Guthier.

### **Minutes**

The following words will be added under the Governance Committee report near the end of the second bullet: "to its current state"

Ms. Aikman MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The February 26-27, 2010 minutes from the New York City conference are approved as amended.*

### **Conference Re-Cap**

The Board expressed its appreciation for how the Core Competencies were integrated into the overall conference experience. The total delegate count ended up being 751, compared to a budgeted number of 750. The number of exhibitors in the EXPO exceeded the number budgeted as well. There was general agreement that the conference was well-planned, met the Association's overall goals and that the Conference Program Team did an excellent job.

### **July Leadership Team Meeting**

The July 10-13, 2010 Leadership Team meeting dates are confirmed. Travel arrangements will be coming out from the Central Office in the next few weeks.

### **Revenue Opportunity**

Mr. Voorhees shared an update with the Board regarding a revenue opportunity with the Association of Research Librarians. They are in need of some temporary administrative support for their meeting planning division as a result of some staff vacancies. Over the next five months (March 15 through September 15), the Central Office staff (mostly through Mr. Voorhees) will provide this type of support of their association for \$15,000. All direct costs associated with this support (travel for Mr. Voorhees, etc.) will be reimbursed in addition to the base payment. The payment will be credited to the 07 Cost Center (Corporate Partnerships).

Mr. Luse asked the Board to consider the longer term implications of taking on additional revenue on outside activities while using current staff resources. There was a brief



discussion regarding this and the need to keep an eye on how far the Association wants to go down this path.

### **Inclusive Excellence Task Force**

Mr. Luse reminded everyone that the next steps in this area include re-writing a job description, through the Strategic Directions Committee, that is in line with the action taken at the Board meeting in New York City. Mr. Lane agreed. Immediately following the completion of that task, the Inclusive Excellence Chair would have the resources necessary to convene a group, with professional assistance, to move this important initiative forward for the Association.

Mr. Lane reported that Ms. Silverstein, through the strategic planning process, will also be working on inclusive excellence as it relates to the emerging strategic plan for the Association. Ms. Silverstein agreed to work with Mr. Luse to make a job description available to the Board by next week during the Strategic Directions meeting.

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Miscellaneous**

Membership Count: 561

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, April 6, 2010

President Meg O'Sullivan called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Sarah Aikman, Sharon Silverstein, Chip West, Thomas Lane, Jerry Mann, Susan Payment, Don Luse, Wesley Epplin and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Zack Wahlquist and Mark Guthier.

Ms. O'Sullivan turned the meeting over to Mr. Lane.

**Minutes**

Mr. West MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*The March 30, 2010 minutes are approved as submitted.*

**Strategic Plan Process**

Mr. Lane shared that the core team has divided into five groups to address the seven themes for the strategic plan that have been identified to date. A copy of the themes was distributed to the Board prior to the meeting.

Ms. O'Sullivan thanked Mr. Lane and the entire core team for the work they have done such the New York City conference. Ms. Herman-Betzen echoed Ms. O'Sullivan's comments and expressed her appreciation for the quality of the process and the work product that is being produced.

Core team members will arrive early to the July Leadership Team meeting. A draft of the strategic plan will be distributed to the Board prior to the July meeting.

**Baldrige Award Follow Up**

Mr. Lane asked the Board to discuss next steps as they relate to the presentation made by Mr. Rouzer at the New York City conference regarding the Association's possible involvement in the Baldrige Award program. There was general agreement that the Association's plate is quite full at this time, particularly with respect to the time available in the Central Office to provide the support needed given the attention that is focused at this time on completing the strategic plan.

It was suggested that the establishment of a Community of Practice around this topic might be a better approach at this time. Mr. Lane will follow up with Mr. Rouzer to explore this option and then a call will go out for a volunteer to moderate the Community of Practice to allow this idea to grow organically over time.

## **Inclusive Excellence and Diversity Program Team Chair**

Mr. Luse led the Board through a discussion of the draft position description for an Inclusive Excellence and Diversity Program Team Chair, a copy of which was distributed to the Board prior to the meeting. The current draft reflects a combination of various elements that existed in prior descriptions from several disparate positions.

Ms. Herman-Betzen asked the Board to consider a reporting line for this program team chair that is similar to the other program team chairs; i.e, the volunteer chair reports to a Central Staff Liaison, the staff liaison reports to the Executive Director and the Executive Director reports to the Board. This would be in line with Mr. Mann's recommendation that the Board retain its strategic focus in this area and remove itself from the day-to-day management.

There was a brief discussion regarding how frequently reports would be expected from this program team and whether those would be more frequent than the reports from the other program teams – and whether or not that was appropriate and/or desirable. It was also discussed what role the program team should play with respect to developing and maintaining the Association's affirmative action goals.

It was suggested that the position description should be modified to include tasks for the chair and the team to gather affirmative action data for the Association, develop and maintain affirmative action goals for the Association, and then play a gatekeeper role for the Association to achieve those goals. There was general agreement that the programmatic focus in the position description is positive and an improvement over previous position descriptions in this area.

This volunteer team may ultimately be responsible for moving elements of the strategic plan forward that are focused on inclusive excellence. That will be discussed and determined as the plan moves forward and as the position description for the chair and the team are refined.

Mr. Luse will incorporate the feedback he received from the Board and distribute a revised draft of the position description in time for next week's meeting.

## **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

## **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:44 pm.

# ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING

## Topic Focus: Governance

Tuesday, April 13, 2010

President Meg O'Sullivan called the meeting to order at 12:01 PM Eastern Time using Adobe Enterprise Connect. Additional members present were: Chip West, Thomas Lane, Jerry Mann, Susan Payment, Don Luse, Wesley Epplin and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Liz Beltramini, Jason Cline, Jack Voorhees and Mark Guthier.

## Minutes

Mr. Lane MOVED, Ms. Payment SECONDED and it was APPROVED that:

*The April 6, 2010 minutes are approved as submitted.*

## Timeline for Ed Council Changes

Ms. Beltramini shared that the Ed Councils have not met since the New York City conference. The Regions are currently working on implementing the approved education council re-structuring on a gradual basis. The changes will occur through attrition and over time. There were no additional questions from the Board.

## Upcoming Governance Committee Topics

The following topics will occupy the Governance Committee agenda for the next few months:

- Student Representative on the Board (scheduled for the May conference call)
- Board of Trustees effectiveness survey (scheduled for June)
- Evaluating the Board of Trustees application and recruitment process – along with Immediate Past President Don Luse

## Inclusive Excellence and Diversity Program Team Chair

Mr. Luse distributed an updated copy of the position description to the Board prior to the meeting, a copy of which is on file with the minutes.

Highlights of the update included the removal of any language that gives the program team chair responsibility for certifying candidate pools for Central Office staff vacancies.

Mr. Mann asked the Board to consider the use of the language “historically under-represented” in the position description. Mr. Luse asked the Board for alternative ideas.

Ms. Herman-Betzen suggested striking the word “historically” and simply going with “under-represented.” There was general consensus that this was acceptable and that the change should be made to the position description to reflect this.

Additionally, Mr. Mann asked that the language “set affirmative action goals” be changed to “recommend affirmative action goals.” This change was also approved by general consensus.

Mr. Mann MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*The position description for the Diversity and Inclusiveness Program Team Chair is approved as amended.*

### **Round About**

Ms. O’Sullivan asked everyone to check in with the group as to their status.

### **Miscellaneous**

Membership Count: 567

### **Adjournment**

Mr. Mann MOVED, Mr. Lane SECONDED and it was APPROVED that:

*The meeting was ADJOURNED at 12:27 pm.*

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, April 20, 2010

President Meg O’Sullivan called the meeting to order at 12:03 PM Eastern Time using Adobe Enterprise Connect. Additional members present were: Chip West, Thomas Lane, Jerry Mann, Susan Payment, Don Luse, Wesley Epplin, Sarah Aikman, Sharon Silverstein and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Ms. O’Sullivan turned the meeting over to Mr. West.

**Minutes**

Mr. Mann MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*The April 13, 2010 minutes are approved as amended with the correct date of 04-13-10.*

**Timeline for Finance Committee Items**

Mr. West shared a timeline for the coming year with respect to the finance committee items that will be before the Board. Highlights from the timeline include:

|   |            |
|---|------------|
| Review/approve Q1 budget update             | April 20   |
| Review prior year audit                     | June       |
| Review/approve Q2 budget update             | July 31    |
| Review/approve Q3 budget update             | October 31 |
| Approve upcoming year budget                | December   |
| Review/approve ERF budget                   | December   |
| Review/approve Regional budgets             | December   |
| Review/approve Q4 budget (unaudited) update | January 30 |

**First Quarter Financial Statement**

Mr. West asked Mr. Teske to review the 2010 First Quarter Financial Statement, a copy of which was distributed to the Board prior to the meeting and is on file with the minutes. Mr. Teske began the presentation by drawing the Board’s attention to the current projected positive bottom line of over \$98,000, which is \$89,000 ahead of budget at this point.

Major contributors to this financial performance include:

Cost Center 1 (Association Operations) – not meeting budget at this point due largely to dues income being down and increase in summer meeting participants

Cost Center 2 (Conference) – currently running over \$45,000 ahead of budget due to strong performance at the New York City conference

Cost Center 4 (Publications) – currently running approximately \$3,000 behind budget due to lackluster sales at the Bookstore during the conference

Cost Center 5 (Corporate Partnerships) – currently running \$52,000 ahead of budget due primarily to stronger than expected revenues from the EXPO and sponsorships for the conference

Cost Center 6 (Services & Programs) – currently running \$14,000 ahead of budget as a result of strong numbers of participants in the clay target competitions (360)

Cost Center 7 (CSHEMA) – currently running \$14,000 ahead of budget due to a short term contract with the Association of College & Research Librarians

Expected contingency reserve contribution by the end of the fiscal year is just over \$120,000 at this point.

For the benefit of the Board, Mr. Teske described the cost sharing and revenue projections for the CSHEMA contract, particularly with respect to the “true net” figure that appears on the financial statement.

Mr. Mann asked for clarification on the overhead and payroll split for the various cost centers. Mr. Teske shared that as part of the annual budgeting process, an audit is conducted of each staff member’s time based on project work. These percentages are then used to allocate staff costs across the cost centers.

Ms. Silverstein MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*The 2010 First Quarter Financial Statement is approved as submitted.*

### **Additional Office Space for the Central Office**

Ms. Herman-Betzen presented a proposal for additional office space for the Central Office staff, a copy of which was distributed to the Board prior to the meeting. As additional background information, she shared that a review of office space needs was conducted two years ago and a decision was made that although additional space was required, the Association could not afford to move in that direction. However, since then, additional space in the office building has now become available at a substantially reduced price.

The proposal for additional space will improve the working conditions for all staff members and allow the Central Office to acquire a conference room again. The increased annual cost for this space is \$15,000. This additional space will set the Association up for the “long term” as far as its space needs. The new lease for all of the space will go through 2016, with the possibility of an “out” in 2011 in case the CSHEMA contract is not extended. The Corporate Partnerships and Membership departments will occupy the new space.

Mr. Luse asked if any consideration has been given to virtual office space. Ms. Herman-Betzen indicated that serious consideration should be given to this concept in anticipation of the end of the current lease in 2016. Whether or not this additional space is added, the Association is still bound to its lease for the majority of its space until then.

Ms. Payment MOVED, Mr. Mann SECONDED, and it was APPROVED that:

*The proposal to lease additional office space as presented.*

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Miscellaneous**

Membership Count: 570

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:52 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, May 4, 2010

President Meg O’Sullivan called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Sharon Silverstein, Chip West, Don Luse, Jerry Mann, Sarah Aikman, Susan Payment, Thomas Lane, Wesley Epplin and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske and Jason Cline.

**Proposed Dues Increase for 2011**

Mr. Cline joined the Board and provided an overview of how dues increases have traditionally been approached in the past as well as the parameters for the Board’s action on the proposed increase for 2011. He reminded the Board that an increase “up to 5%” can be approved by the Board without a vote by the institutional members. The Central Office is recommending a 5% increase at this time – the rationale for which was outlined in a previously distributed memo to the Board (a copy of which is on file with the minutes.) Highlights from the memorandum and from Mr. Cline’s review included:

1. Will begin including all of its in-house webinars as a part of membership. This means that there will no longer be a separate charge for this type of professional development for our members. 85% of members would recoup the cost of the dues increase by one person attending one webinar, and the rest would do so by attending two.
2. Will create a digital library that will allow members to browse all the books, programs, sample documents, articles, etc. on the ACUI website according to their need. Resources will be categorized by core competencies, type, function, audience, and more, so that members can more easily find specific information. Additionally, members will be able grow this resource through their own contributions to the knowledge base.
3. Will renovate ACUInfo! ACUInfo is the premier benchmarking tool designed to help college unions and student activities professionals compare facilities, financial, and programmatic data against peer institutions. Once thought to be cumbersome and lengthy, the new and improved ACUInfo will be easier to use, simpler to search, and faster to complete. Best of all, this service is free to ACUI members. Thanks to our friends at Student Voice for making this possible.

It is projected that \$32,000 will fall to the bottom line from the Membership Cost Center as a result of the proposed dues increase. Just over half of the Association’s institutional members will experience approximately a \$50 increase in their dues. The proposed dues increase for 2010-2011 will take effect on August 1, 2010.

Ms. O’Sullivan asked the Board to consider whether or not it would be possible for them to find the additional funds on their campuses to meet the proposed dues increase.

Ms. Herman-Betzen reminded the Board of the important role that free webinars will play in member benefits and retention.

There was a brief discussion regarding the variable messages that result from having up and down 0% and 5% increases through the years as opposed to steady on-going increases from 1-5% each year. Questions were also asked about the varying impact of the current recession on different regions across the country and whether or not that should be taken into consideration.

Mr. Cline shared his modeling diagrams of various increase levels with the Board.

Mr. Epplin asked if the Board was willing to give up its webinar revenue in perpetuity as a result of this dues increase. Ms. Beltramini indicated that this has been taken into consideration and that the driving factor here is actually not the revenue that is generated currently, but the freed up staff time that will exist to think more creatively about how the webinars can be delivered in the future if revenue-generation is no longer a limiting factor.

Mr. West MOVED, Mr. Mann SECONDED, and it was APPROVED that:

*Institutional membership dues for the 2010-11 and 2011 membership years will increase by five percent effective August 1, 2010.*

Ms. Payment MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Individual professional membership dues for those at a nonmember institution will increase by five percent effective August 1, 2010.*

Mr. Lane MOVED, Mr. Mann SECONDED, and it was APPROVED that:

*Associate membership dues will increase by five percent effective Jan. 1, 2011.*

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:25 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, June 1, 2010

President Elect Thomas Lane called the meeting to order at 12:03 PM Eastern Time using Adobe Connect. Additional members present were: Sharon Silverstein, Chip West, Don Luse, Jerry Mann, Sarah Aikman, Susan Payment, and Wesley Epplin. Also present were Dave Teske, Elizabeth Beltramini and Zack Wahlquist.

**Minutes**

Ms. Silverstein MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The May 4, 2010 meeting minutes are approved as submitted.*

**Strategic Process Core Team Update**

Mr. Lane provided the Board with an overview of the Theme document which was distributed to them prior to the meeting. Mr. Luse commented on the thoroughness of the process. Mr. Lane indicated he was very pleased with the work done so far.

**Strategic Directions Summer Meeting Agenda**

Mr. Lane asked if there are other items we should be looking at during the July meeting. He suggested that presentation include statistics about the strategic planning process so new volunteers have a complete understanding of the entire process to date. There was general consensus that this would be a good approach.

**Association of College Personnel Administrators Arizona Decision**

Mr. Lane introduced the topic explaining ACPA decided to move the location of their mid-level management institute as a result of the recent legislative decision in Arizona regarding required identification of legal and illegal immigrants. After a brief discussion, Mr. Lane indicated he will work with the Executive Committee to discuss who should make contact with Region 13 and what the process would be if the Region and/or the Association wanted to make a statement with respect to this issue.

### **Round About**

Mr. Lane asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WIHTOUT OBJECTION at 12:24 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Sunday-Tuesday, July 11-13, 2010

President Meg O'Sullivan called the meeting to order at 1:00 pm Eastern Time in the Distinguished Alumni Room of the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Sharon (Chickie) Silverstein, Raymond (Chip) West, Don Luse, Jerry Mann, Susan Payment, Thomas Lane, Wesley Epplin, and Sarah Aikman. Also present were Dave Teske and Mark Guthier.

**Strategic Plan**

Mr. Lane expressed his appreciation for the active participation by the entire Leadership Team at this morning's strategic planning session. He indicated that the notes from the session will be transcribed and digested with common themes being forwarded to the Strategic Plan Core Team for inclusion in the next draft of the plan.

The Board was invited to share additional feedback. Highlights of the items shared were:

- Consider adding a member perspective to the Core Team with a particular focus on international issues
- The number of goals should number no more than five, if at all possible
- Consider drafting objectives (under the major goals) that are more measurable than currently written
- Consider eliminating the "financially secure" objective

There was general consensus that it will be the responsibility of the Strategic Direction Committee of the Board of Trustees to finalize the draft of the plan as well as to assess and communicate progress on the implementation of the strategic plan over time.

The Board spent some time discussing approaches for rolling out the draft strategic plan this fall, prior to its finalization and approval by the Board in mid-January. Suggestions included a *Bulletin* article, use of the Regional Directors at the fall regional conferences, a town hall meeting with the membership, and use of web forums to solicit feedback on each goal in a sequential way.

The Board expressed its sincere appreciation to Mr. Lane and the Strategic Plan Core Team members for the tremendous amount of good work they have undertaken to get the plan to its current point.

Mr. Luse asked if it would be helpful to benchmark with sister association's strategic plans. Mr. Lane indicated that, while the SPCT did not engage in a formal benchmarking

process with other strategic plans, several members of the SPCT did review strategic plans during the environmental scan portion of the development process.

### **Baldrige Award Idea**

Mr. Lane shared that he and Mr. Rouzer have connected regarding the possibility of the Association moving forward on a Baldrige Award program. Based on the limited interest expressed to date by members of the Association in this program, Mr. Rouzer has decided to offer an educational session at the next international conference (Chicago 2011) to increase awareness of the program and see if interest grows at that point.

### **2008 Audit**

Mr. West and Mr. Teske initiated a review with the Board regarding the 2008 Audit, a copy of which was distributed to the Board prior to the meeting and is on file with the minutes. Mr. Teske highlighted portions of the narrative for the Board prior to reviewing the management letter with the Board, a confidential document for the Board's use.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 2:04 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 2:40 pm.

Stampfli Associates will be joining the Board during its meeting on July 12, 2010 to take any questions they may have with respect to the audit.

Mr. Teske provided a timeline to the Board for the completion of the upcoming 2009 audit, with an anticipated re-alignment of the audits with the Association's normal business cycle occurring in time for the conclusion of the 2010 fiscal year.

### **Education and Research Fund**

Mr. Hollis joined the Board to provide updates on the Education and Research Fund. His first update was to share plans for the establishment of an endowment in honor of Adel McMillan, recently deceased emeritus director at the University of Oregon. Members of the ERF program team have been approached by several individuals interested in contributing to such an endowment. He anticipates that there will be more to share in the next two to three weeks. Once the details are finalized, the Board will be asked to approve the named endowment at a future meeting.

In other updates, the ERF program team will soon be taking a serious look at unfunded endowments – particularly the Meg Sutton Scholarship and the Two-Year Colleges Scholarship. Related to this is the need for the program team to spend some dedicated time on policy development in the near future.

Mr. Hollis shared that two obstacles currently standing in the way of significant growth for the ERF is the lack of web access for gifts and limited staff support in the Central Office. He asked the Board to seriously consider these limitations, knowing that there are multiple priorities that the Board must consider. Mr. Wahlquist and Mr. Teske provided some context for the current level of staff training that has been possible in this area and indicated that they are aware of the problem.

Mr. Luse asked that the giving history within the Association over the last several years be documented and reported out to the membership in order to tell the story that the Association is becoming an association of givers. Mr. Wahlquist indicated that the collection of this data is relatively easy to do.

There was a brief discussion of how ERF might play a role with the upcoming 100<sup>th</sup> Anniversary of the Association in 2014, including the possible creation of a case statement for support tied to a particular fundraising initiative for the anniversary.

### **Student Position on the Board of Trustees**

Ms. Aikman provided an historical overview of the discussions the Board has had with respect to the student position on the Board of Trustees over the course of the last year. Whether or not a new approach is taken, there is unanimous support for the inclusion of a student position on the Board with full voting rights. That is not in question. What is in question is whether the current process serves not only the Association well, but the student members themselves.

The three options that seemed available moving forward were:

- Stay the course with the current process, focusing efforts on improved marketing for recruitment of candidates and the actual election
- Adjust the elections process to allow things such as one-year terms for the student member, an alternative election, etc.
- Explore an appointment process for the student member

After much discussion, the Board referred this issue back to the Governance Committee, asking them to identify the pros, cons, and logistical considerations that would be necessary to move forward on an appointment process for the student member on the

Board. After the Committee completes this task, the Board will place this topic on an upcoming agenda and take action on the Committee's recommendation.

The Board MOVED INTO RECESS WITHOUT OBJECTION at 5:45 pm on July 11, 2010.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:00 am on July 12, 2010.

### **Diversity & Inclusiveness Program Team Update**

Ms. Hammond and Ms. Beltramini joined the Board to provide an update on the work they have undertaken to date on getting the Diversity & Inclusiveness Program Team up and running.

The first task is getting their heads around the definition of diversity for the Association. An audit will be conducted of Association resources. Included with this will be discussions with the various component groups of the Association. After all of the information is taken in, a focus for the work of the program team will hopefully become evident; i.e., whether the group's work should focus on the Association or on the broader profession as it relates to those who are under-represented. There was general consensus that the focus should be on the Association at this time.

A job description and application have been written for members of the new program team. It will be posted by July 19 with recruitment and selection expected to be completed by mid-August, with a start date of September 1 for the committee's work. She is hoping to develop a committee that is diverse in its experience, perspective and approach to this topic.

Ms. Hammond expects to look closely at sister associations and what they have been able to accomplish with respect to diversity and inclusiveness. Ms. Beltramini and Ms. Herman-Betzen have already done some research with the association of librarians that she believes will be helpful in this regard. At this point, she is considering an approach that would look at the following four areas:

- Access to the Association – how easy and comfortable is it to enter the Association?
- Retention of Members – what are we doing to retain under-represented people in the Association?
- Association Receptivity – how receptive are the Association's processes, programs and services?



- Excellence – are we achieving the results we set out to achieve? Have we established baselines, set targets, and then measure against them?

Ms. Hammond is interested in creating something that is sustainable and systemic over time. The program team is expected to work for two years on this topic. Their work must position the Association for strong performance in this area in an on-going way so that the work of the group is not lost after the two years.

There was a discussion around how the data the Association currently collects with respect to diversity is used. There was general consensus that the demographic data is not currently used as well as it could be and that many members do not provide that data. It was discussed that perhaps a strengthened privacy policy for the Association might result in higher participation rates by members in this area.

Ms. Silverstein asked if the current language in the emerging strategic plan is supportive of the program team's efforts. Ms. Hammond indicated that she believes the plan provides the appropriate framework for the team's work. She is committed to establishing consistency and transparency as hallmarks of the group's work moving forward.

### **Auditor**

Mr. Dwayne Vaught from Stampfli Associates joined the Board via phone to report on the Association's financial standing. He provided an historical overview of the Association's financial position over the last 15 years, particularly the last two years which have produced a cumulative net positive bottom line of just over \$100,000.

Mr. Vaught then provided a narrative review of Stampfli's Management Letter to the Board.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 10:11 am.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 10:42 am.

The Board expressed its appreciation to Mr. Vaught and Stampfli Associates for their good work with respect to the annual audits and for his thorough response to their questions.

## **Executive Director Evaluation Process/Timeline**

Ms. O'Sullivan outlined the Executive Director evaluation process that has been used the last few years. She distributed copies of the instruments that were used for the Board's review. There were no concerns expressed and general consensus that the performance cycle as described will be used again, with the Executive Director evaluation instrument going out to the Board sometime in November.

Mr. West asked whether or not a 360-degree evaluation process for volunteers and their Central Office Staff liaisons has been undertaken in the past. Mr. Teske indicated that this topic has been explored before, but it has not risen high enough as a priority to be pursued. There was a brief discussion regarding whether this is the right time to improve program and personnel evaluations across the Association. A possible solution discussed was an Association Assessment volunteer or staff member – or both.

## **Elections Timeline**

Ms. Smith joined the Board to provide an update on the elections timeline. Mr. Luse distributed the proposed timeline, a copy of which is on file with the minutes. Highlights from the timeline include:

- Applications Due: October 6, 2010
- Elections Open: November 8 – December 3, 2010
- Election Results Announced: December 17, 2010

The Governance Committee will review the application questions prior to their inclusion in the process. Mr. Lane asked that the committee consider wording the questions in a way that demonstrates the candidates' ability to effectively participate on a strategically focused board. Mr. Luse reminded everyone that the answers to the questions are used in creating the slates for the candidates and that this perspective must not be lost. It was agreed that both approaches are possible with some editing of the current application. In addition, it was suggested that the purpose of the Board should be adequately described in the application and on the website during the voting process.

The number of at-large members was briefly discussed and it was decided that there will not be an increase in the number of positions this year. The elections process will fill the position of President-Elect and three (3) At-Large Members, with no requirement that one of the at-large members be a student due to Mr. Epplin's current tenure on the Board as the student member.

## **Arizona State Law**

Ms. O'Sullivan opened a conversation regarding the recent immigration law issue in the State of Arizona. It was shared that NASPA has decided to go ahead with its scheduled conference in Phoenix due to the significant penalty they would bear if they cancelled their conference at this time. The Association currently has no plans to sponsor any international programs in Arizona at this time. It was decided that the best approach at this time might be to monitor the political landscape and wait to see how the legal case recently filed against the State of Arizona plays itself out. No official action will be taken by the Board at this time.

## **NCAA Men's Division I Basketball Proposal No. 2009-100**

Ms. O'Sullivan shared the text of a message she received from Mr. Tim Reed at Virginia Commonwealth University regarding a potential change in NCAA rules that would prohibit basketball camps at Division I Schools. He has asked that the Board consider taking a position to support its sister association NIRSA in opposing this change. A full copy of his message and the accompanying attachments was shared with the Board.

There was general agreement by the Board that the Association should seek ways to effectively oppose the change – the rationale for which is based on:

- The negative impact on our student affairs colleagues and programs in residential life, recreational sports, orientation programs, etc.
- This is a revenue stream student life units cannot afford to lose right now
- These camps expose some students to universities and colleges that otherwise would not be

The Board is asking Ms. Herman-Betzen to reach out to the Executive Director of NIRSA to determine what support would be most appropriate at this time and then report back to the Board on next steps.

## **Volunteer Appointment Process**

Ms. O'Sullivan asked the Board to provide some assessment of the most recent appointment process for the Chair of the Diversity & Inclusiveness Program Team, particularly is it relates to what went well and what could have been improved. One specific area of interest is the extent to which references are checked during the selection process. There was general agreement that a recommendation be forwarded to Ms. Keegin that language be added to the selection process that allows the committee to consider additional references. In addition, Ms. Keegin will be asked to consider adding

some more transparency to how people are identified for the various selection committees that are used by the staff liaisons.

### **Association of Managers of Student Unions/National Union of Students Update**

Mr. Combs joined the Board to provide an update on recent AMSU/NUS developments in the United Kingdom. AMSU is an association that has been primarily focused on professionals, while NUS has been primarily politically focused based on the students' perspectives who are involved at the time.

AMSU has announced plans to dissolve. NUS will be providing some of the support to former AMSU members that will no longer be offered as a result of the dissolution. The official action that is being taken is an actual merger of AMSU into NUS.

There are some concerns among some members of AMSU that the merger may impact the relationship between AMSU/NUS and ACUI. In an attempt to ensure that the partnership between AMSU/NUS and ACUI remains strong, there has been interest expressed by NUS to attend an ACUI regional conference this fall and/or the ACUI 2011 annual conference in Chicago. There was general agreement among the Board that reaching out to and hosting NUS in this way is in the best interest of the Association.

Ms. O'Sullivan will extend a formal invitation to NUS to participate in the east coast regional conferences this fall as well as the 2011 Annual Conference in Chicago. Based on the extent of their response, the appropriate ACUI component groups will be contacted to accommodate their meaningful participation in these conferences.

In the meantime, Mr. Lane encouraged the Board to consider how the Association might learn from its previous international engagement endeavors and to improve that track record with this opportunity.

### **NextGen Think Tank**

Mr. Epplin asked the Board to consider endorsing the inclusion of some form of NextGen Think Tank at each of the annual conferences. The New York City Conference included this concept specifically around the emerging strategic plan. If one were to be included in the Chicago Conference, the topic could be something else entirely. He recommended that the discussion be added to the BOT Forum in the upcoming weeks and months. Mr. Lane agreed to add this concept to the Strategic Direction Committee agenda as well.

The Board MOVED INTO RECESS WITHOUT OBJECTION at 3:15 pm on July 12, 2010.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:30 am on July 13, 2010.

### **Miscellaneous**

The Board discussed and affirmed the intrinsic value of the face-to-face July Leadership Team meeting. There was unanimous consent that the annual operating budget needs to accommodate the summer meeting on an on-going basis.

The Board expressed its deep appreciation to Mr. Teske for stepping in during the course of the three-day meeting in the absence of Ms. Herman-Betzen, who was unfortunately not able to join the Board due to an unexpected personal commitment.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 10:00 am on July 13, 2010.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 10, 2010

President Meg O’Sullivan called the meeting to order at 12:03 pm Eastern Time using Breeze. Additional members present were: Sharon Silverstein, Don Luse, Jerry Mann, Thomas Lane, and Sarah Aikman. Also present was Dave Teske from the Central Office.

**Minutes**

Ms. Silverstein MOVED, Mr. Mann SECONDED, and it was APPROVED that:

*The July 11-13, 2010 summer meeting minutes are approved as submitted.*

**BOT Application**

Ms. O’Sullivan asked Ms. Aikman to lead a discussion regarding the application for new Board of Trustees members. A proposed application was distributed to the Board prior to the meeting. It was suggested that previous seminar/workshop presentation experience be added to the application. There was brief discussion of the pros and cons of this. It was decided that “up to the last ten” presentations would be solicited from each applicant.

There was general agreement that a question should be added asking for the applicant’s perspective on the strategic issues facing the Association in the next three to five years, as well as its possible response to those issues. In addition, the applicant should highlight what skills they would bring to the Board to assist in addressing those strategic issues as well as contribute to the Board’s and the Association’s success.

All other aspects of the application form were determined to be acceptable as previously distributed.

**Executive Director Evaluation**

The timeline for the annual review of the Executive Director will occur as it has in the past. Evaluation forms will be distributed with a deadline of early November. Ms. O’Sullivan and Mr. Lane will make plans to travel to Bloomington, Indiana in mid-

December to conduct the review in person. Experience has shown that conducting the review face-to-face (as opposed to remotely) has many more benefits than the cost associated with it – there was general agreement that this was the way to continue.

### **Student Position on the Board of Trustees**

Calling upon the discussions at the summer meeting in Bloomington, Ms. Aikman asked for clarification that the Board was in agreement that the general direction to head was toward the appointment of the Student Member, as opposed to retaining the current election process. There was consensus that this was the way to go.

Next, she asked for agreement that the appointment should be for one year, with an option for a second year by mutual agreement, assuming the person is still a student – either undergraduate or graduate (and not employed as a full-time staff member at a member institution.) There was consensus that this was correct.

There was then consensus that the term of office would begin with the July Leadership Team meeting. Therefore, the Student Member would be appointed following the annual conference by the Board then in session.

It was agreed that none of this should prevent a student from running for election for an at-large position through the normal election process.

The Board also agreed to provide for a 60-day transition window, not only for the Student Member but for all Board members, as it relates to candidates moving between jobs or from undergraduate status to graduate status – without risk of losing their seat on the Board of Trustees.

There was a brief discussion of the type of recruitment that could occur once a change like this is made from “election” to “appointment” of the Student Member.

It was agreed that this appointed position would not increase the overall number of members of the Board – the range of at-large members would simply be reduced from “5 to 8” to be “5 to 7.”

Ms. Aikman and Mr. Teske will work together to draft proposed changes to the Articles and the Bylaws to accommodate these changes. She hopes to have this ready for the next Governance meeting of the Board.

### **Miscellaneous**

Membership Count: 598

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

Mr. Teske provided a brief update as to Ms. Herman-Betzen's status as it relates to her FMLA leave. The Board asked him to send her their best.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:48 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, August 17, 2010

President-Elect Mr. Lane called the meeting to order at 12:04 pm Eastern Time using Breeze. Additional members present were: Sharon Silverstein, Don Luse, Susan Payment, Wesley Epplin, Chip West, Jerry Mann, Sarah Aikman and Marsha Herman-Betzen, Executive Director.

Also present was Dave Teske from the Central Office.

Mr. Lane asked Mr. West to lead the meeting regarding the Finance Committee items.

**Second Quarter Financial Statement**

Mr. West asked Mr. Teske to brief the Board on the Q2 Financial Statement, a copy of which was distributed to the Board prior to the meeting. Mr. Teske indicated that the financial performance of the Association continues to be very positive, with the Q2 Statement coming in ahead of budget producing a projected positive variance at the end of the fiscal year of just over \$80,000 at this point.

Highlights of the Q2 Financial Statement included:

- Seminars are projected to come in at \$10,000 ahead of budget due to a positive summer series of seminars
- ACUI Procure continues to be on course to meet its budget projections. Procure Promos has actually exceeded budget by over \$5,000 at this point.
- Advertising revenue continues to under-perform its projections
- CUSA is on pace to have a record year for the Association with more visits scheduled than at any other time
- The Association is on pace at this time to meet its 5% reserve contribution at the end of the year

Ms. Silverstein asked for clarification regarding the annual commitment from Honda Corporation for the Honda Campus All-Star Challenge. Ms. Herman-Betzen indicated that she intends to follow up with Honda Corporation in the very near future to determine the long-term partnership prospects for ACUI and Honda, especially as it relates to the discontinue of the College Bowl, Inc. program and the advent of the National Academic Quiz Tournament during this last year.

Mr. Lane asked if the target market for the ACUI Procure Promos has expanded beyond the college union/student activities market at this point. Mr. Teske indicated that expansion into other areas of student affairs has not occurred, but would be studied in the future after the program secures its foundation in the college union market.

Mr. Luse asked for background information on why CUSA is performing so well at this time. Ms. Herman-Betzen shared that she believes the Association brings a high level of credibility to the assessment process. Vice presidents of institutions are coming to rely on the Association for outside consultants to meet their needs in this area – as opposed to allowing union directors select review teams independently.

Ms. Silverstein MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The 2010 Second Quarter Financial Statement is approved as submitted.*

### **2008 Final Audit Report**

Mr. West reminded everyone that they had already seen the preliminary report during the July Leadership Team meeting in Bloomington. It has not changed since that time, but it is now ready for formal approval. A copy of the report was previously distributed to the Board and is on file with the minutes.

Mr. Lane asked for clarification on the “documentation of internal controls” statement in the audit letter. Mr. Teske reminded everyone that this is related to new standards that have been implemented during the last year with respect to the actual documentation of internal controls, not the controls themselves. This same language will appear in the next audit letter as well.

Mr. Mann MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The 2008 Final Audit Report is approved as submitted.*

### **Update on Finance Committee Items from the July Leadership Team Meeting**

Mr. West thanked Ms. Beltramini for the thorough, professional, and robust follow-up report from the July Leadership Team Meeting. Ms. Herman-Betzen thanked the numerous volunteers for their assistance in making the report so successful.

Mr. West asked for the Board to forward any finance-related issues to him so that he can get them in the queue for the remainder of the year.

### **Miscellaneous**

Membership Count: 600

Ms. Herman-Betzen has returned to work. She thanked everyone for their well wishes during her absence. She is spending a lot of time currently getting back up to speed. She particularly thanked Mr. Teske, as well as the entire staff, for the leadership that was provided during her absence.

### **Round About**

Mr. Lane asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:38 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, August 24, 2010

President Meg O’Sullivan called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Don Luse, Jerry Mann, Thomas Lane, Sarah Aikman, Susan Payment, Wesley Epplin and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske from the Central Office.

Ms. O’Sullivan turned the meeting over to Mr. Lane.

**Minutes**

Mr. Mann MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The August 10, 2010 minutes are approved as submitted.*

**Strategic Plan**

Mr. Lane provided an update on the most recent Strategic Plan Core Team (SPCT) teleconference meeting. The strategic plan is currently in version 6, a copy of which was distributed to the Board and shared during the conference call.

Highlights of the current version of the plan include:

- “Strategic Goal” has been changed to “Strategic Direction” throughout the document to reflect the on-going work the BOT Strategic Directions committee will accomplish in the coming years to move the plan forward
- The first “Strategic Direction” has now become “ACUI will be the leading Association for growing and supporting the college union and student activities profession”, which previously was further down in the document
- “Campus activities” has been added as a competency area within the above strategic direction as well
- Added “non-U.S. college union” to the above direction as a focus area for growth
- The definition of a multicultural organization, as developed by Mr. LeNorman Strong, has been specifically added to Strategic Direction #3. The SPCT discussed whether or not the term “multicultural” is dated and arrived at the

decision that the term still speaks to many people within the Association and should be maintained at this time.

- Corporate partnerships were specifically added in Strategic Direction #6 as it relates to providing quality programs and services to the members

The SPCT has resisted spelling out “who” will accomplish “what” by “when” within the body of the document. This has been left to the various component groups and the Board to determine as time goes on. This is the last version of the plan that the SPCT will edit. It has now been turned over to the Strategic Directions committee of the Board for further input and refinement prior to approval. Mr. Lane provided a brief outline of the steps that will take place during the fall through the regional conferences, town hall meetings via the web, etc. to solicit feedback prior to the final version being approved in December by the Board.

The Strategic Directions committee will spend some time discussing how those next steps will unfold. Ms. O’Sullivan and Mr. Luse both expressed their appreciation and support for the work that has transpired. Mr. Lane will forward a copy of a *Bulletin* article he has authored to the Board within the next few days. This article shares with the membership the process that has occurred to date, the current draft, and an invitation to participate in the feedback opportunities this fall.

The Board discussed the process that should take place this fall at the regional conferences. Mr. Lane suggested that the approach might be focused in two ways:

1. Help the Board prioritize the plan – which items should receive immediate attention during the five-year length of the plan?
2. Let the Board know if there is anything missing from the plan that they should consider adding

Ms. Payment expressed support for communicating the intended timeline on the plan so that the membership understands that there will be a point at which additional feedback will not be possible. Mr. Mann agreed and asked that a similar process be managed at the regional level as what the Leadership Team experienced in July. Mr. Luse and others also expressed support for communicating that the Board is nearing the end of the strategic planning process – some additional feedback is still desired before it is finalized, but the essence of the plan is largely in place and ready for final action by the Board.

The Board then shared which regional conference they will be attending and who had been asked to participate in the strategic plan sessions at those conferences.

Mr. Lane initiated a conversation on the implementation phase of the plan, assuming it is finalized and approved on time in December. Ms. O’Sullivan reminded everyone of the Volunteer Action Plans (VAP) that were used with the current strategic plan – and the successes and challenges of that approach. There may have been some misunderstanding of the nature of the VAP and whether or not they were used as operational plans instead of action plans focused specifically on the strategic plan. To aid in getting everyone on

the same page with the previous VAP, Mr. Teske agreed to post the format on the BOT Forum in the next few days.

Ms. O'Sullivan thanked Mr. Lane for all of his work on the strategic planning process to date.

### **Voluntary Certification Program – Task Force Charge**

Ms. Beltramini joined the Board and provided an update on the development of a voluntary certification program task force as discussed at the July Leadership Team meeting. A copy of the proposed charge statement was previously distributed to the Board and is on file with the minutes.

The proposed charge statement for a task force was developed by the Education Council Co-Chairs at the direction of the Board. Ms. Aikman asked whether or not it will be obvious that the work of this task force fits under an element of the emerging strategic plan. Mr. Lane indicated that Strategic Direction #1 specifically mentions the possibility of certification programs.

It was discussed that the preferred reporting line for the task force might be through the Education Councils, but that is not determined at this time. Ms. O'Sullivan suggested that a general call go out for someone to head the task force as a way to initiate this project. There was general agreement that this would be the way to proceed. Mr. Mann suggested several minor edits to the charge statement that were immediately incorporated.

Ms. Beltramini shared that once approved, a task force chair could be recruited and selected by the end of September, with the entire task force composed by the middle of the fall semester. Ms. O'Sullivan reminded everyone that there have been times when the development of a new task force should not occur as quickly as the Board initially hopes in order to permit appropriate time for volunteers to consider the opportunity. There was agreement that this should be accommodated.

There was consensus that The Voluntary Certification Program Task Force Charge is approved as amended during the meeting.

### **Miscellaneous**

Membership Count: 601

There will not be a BOT call on the Tuesday following Labor Day. Instead, there will be call on Tuesday, August 31.

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:49 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, August 31, 2010

President Ms. O’Sullivan called the meeting to order at 12:04 pm Eastern Time using Breeze. Additional members present were: Don Luse, Susan Payment, Wesley Epplin, Chip West, Thomas Lane, and Sarah Aikman. Also present were Dave Teske from the Central Office and Mark Guthier.

**Minutes**

Mr. Mann MOVED, Mr. West SECONDED, and it was APPROVED that:

*The August 17, 2010 minutes are approved as submitted; and*

*The August 24, 2010 minutes are approved with the correction of changing “Mr. Aikman” to “Ms. Aikman.”*

**Strategic Plan Update**

Mr. Lane provided the Board with an update on the PowerPoint presentation that will be used at the upcoming regional conferences with respect to the emerging strategic plan. He checked in with BOT members to make sure they have received their copies of the presentation.

Mr. Lane asked that the Board consider its next steps with respect to the Next Generation Update they have received (a follow up to the focus group/think tank that occurred at the New York City annual conference with individual members under 30 years of age.) This will appear as a future agenda item as part of the Strategic Directions committee.

Mr. Lane then led a brief discussion on the Volunteer Action Plans that were used as a measurement tool with the current strategic plan. In preparation for developing an effective tracking mechanism for the upcoming strategic plan, he asked the Board to reflect on and evaluate the VAPs – were they useful, should they be tweaked and/or overhauled? How will the BOT track in a systematic fashion progress on the strategic plan? This will be a future agenda item for the Strategic Directions committee as well.



### **Student Member of the BOT**

Ms. O'Sullivan asked Ms. Aikman to provide an update on the next steps due to Mr. Epplin's recent announcement that we will not be continuing on the Board following the Chicago conference.

Ms. Aikman indicated that the broad outline will included the following dates assuming an application process is used:

- Application Due Date: April 15
- Selection Completed: May 15
- Assume position on the BOT: July Leadership Team meeting

### **Update on Voluntary Certification Program Task Force**

Ms. O'Sullivan asked Mr. Teske to provide an update from the Central Office with respect to the Voluntary Certification Program. Mr. Teske asked for clarification from the Board that this task force is to determine what a voluntary certification program *might* look like *should* the Association choose to move forward with such a program; i.e., the final decision to move forward has not been made at this time. There was consensus from the Board that this is indeed the case.

### **Miscellaneous**

Membership Count: 601

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:22 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 14, 2010

President O'Sullivan called the meeting to order at 12:05 pm Eastern Time using Breeze. Additional members present were: Wesley Epplin, Chip West, Thomas Lane, Sharon Silverstein, Sarah Aikman and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske from the Central Office and Mark Guthier.

Ms. O'Sullivan turned the meeting over to Ms. Aikman.

**Minutes**

Mr. Mann MOVED, Ms. Silverstein SECONDED, and it was APPROVED that:

*The August 31, 2010 minutes are approved as presented.*

**Review of Student Member Selection**

Ms. Aikman provided a brief overview of the discussion that has taken place over the course of the last year with respect to the Student Member on the Board of Trustees. She then drew everyone's attention to a copy of the document she prepared beforehand and distributed to the Board, entitled: *ACUI Student Member Selection General Policies and Procedures*

***Section 1. Qualifications.** The student member on the Board of Trustees shall be an individual member at a member institution in good standing. He or she shall be a degree-seeking undergraduate or graduate student who is not a full-time employee at the institution. The student member will take office at the first Board of Trustees meeting in the month of June.*

***Section 2. Election and Term of Office.** Each year following the annual conference, the board of trustees shall appoint and confirm one student member. The student member will be appointed for one year term of office with an option for a second year if mutually agreed upon and confirmed by the Board of Trustees.*

***Section 3. Removal.** Any trustee or officer elected by popular vote or appointed by the Board of Trustees may be removed upon the vote of two-thirds of the trustees in office, whenever in its judgment the best interests of the Corporation would be served thereby,*

*but such removal will be without prejudice to the contract rights, if any, of the officer to be removed.*

**Section 4. Vacancies.** *Unless otherwise provided in these bylaws, a vacancy in an student position because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Trustees for the unexpired portion of the term.*

**Section 5. Election Timeline.** *Applications for the student member on the Board of Trustees will be due on or about April 15. The appointment and notification to all applicants will be completed by May 15.*

There was general consensus that the proposed guidelines and procedures should be used to implement the changes to the appointment process for the Student Member, pending the upcoming vote of the institutional members.

### **Review of Proposed By-Law and Constitution Changes**

Ms. Aikman then reviewed the proposed by-law and constitution changes that would put into effect the appointment of the Student Member on the Board, a copy of which was distributed prior to the meeting and is on file with the minutes.

There was a brief discussion regarding whether or not to adjust the At-Large Member range on the Board from 6-8 to 5-7. It was decided to keep the range at 6-8.

A proposed timeline for the changes to the by-laws and constitution was presented as below:

#### **Student member draft timeline**

|                       |  |
|-----------------------|--|
| September 14          | BOT meeting Present preliminary draft of changes                   |
| October 12            | BOT meeting Approve proposed constitution and bylaw changes        |
| October LT update     | Announce proposed change to LT                                     |
| November Bulletin     | Announce proposed change to entire membership                      |
| November 15           | Official announcement of changes to institutional reps (by e-mail) |
| January 10-February 9 | Official voting period by institutional representatives            |
| Feb 15 BOT meeting    | Approve new student selection policies and procedures              |
| Feb/March             | Announce/advertise promote   |
| April 15              | Applications due   |
| May 15                | Appointments/notifications   |
| June                  | Student Member takes office  |

Ms. Aikman MOVED, Ms. Silverstein SECONDED, and it was APPROVED that:

*The following changes to the Association By-Laws and Constitution will be presented to the institutional membership for their vote:*

### ***By-Laws***

- Sec. 2. The Board of Trustees shall consist of the officers, six (6) to eight (8) members-at-large, one (1) Student Member, the Immediate Past President, and the Executive Director, ex-officio without vote. Despite the expiration of a member's term, the member shall continue to serve until his or her successor is elected and qualified, or until the earlier of his or her death, resignation, disqualification or removal, or until there is a decrease in the number of members. Any vacancy on the Board of Trustees, from whatever cause arising, except by reason of the expiration of a member's term shall be filled by selection of a successor by a majority vote of the remaining members of the Board of Trustees (even if less than a quorum); provided, however, that if such vacancy or vacancies leave the Board of Trustees with no members or if the remaining members are unable to agree upon a successor or determine not to select a successor, such vacancy may be filled by a vote of the eligible voting members, the vacancy shall be filled by the prescribed election procedures. The term of a person elected or selected to fill a vacancy shall expire at the end of the term for which such person's predecessor was elected.*
- Sec. 5. The Board of Trustees shall meet one time annually without notice: (a) immediately preceding the Annual Conference of Members for the purpose of transacting such business as may properly come before such meetings. The Annual Board of Trustees meetings and other meetings of the Board of Trustees shall be held on such dates, at such times, and at such places as shall be fixed by resolution adopted by the Board of Trustees or otherwise communicated to the Executive Director and the members of the Board of Trustees. The Board of Trustees may at any time alter the date for the next regular meeting of the Board of Trustees.*

### ***Constitution***

- Sec. 3. Qualifications of Officers and Board of Trustee Members. No person shall be eligible to serve as an Officer (except for the Executive Director) or member of the Board of Trustees unless employed by (or in the case of a Student Member, enrolled in) an Institutional Member. Any Officer or member of the Board of Trustees who ceases to be so employed (or enrolled) shall have 60 days to become employed by or enrolled in an Institutional Member before becoming disqualified and the vacancy so created shall be filled in accordance with the Bylaws.*

*Sec. 4. Membership of the Board of Trustees. The Board of Trustees shall consist of the Officers (except for the Executive Director who shall be a non-voting member ex-officio), a number of Trustees ranging from six (6) to eight (8) members-at-large one Student Member, and the Immediate Past President. The Executive Director shall be entitled to notice of and attendance at all meetings of the Board of Trustees.*

*Sec. 8. Selection of Student Member. The student member shall be selected in accordance with the procedure adopted by the Board of Trustees for a one year term based on the academic year. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees.*

Mr. Lane asked the Board to consider developing a set of talking points for the proposed changes. Ms. Aikman agreed to create this for the Board's review at an upcoming meeting.

### **Other Updates**

Applications have been received for the Diversity and Inclusiveness Task Force members. Selection of the team will take place in the near future.

Nominations for Board of Trustee members are currently being received.

The Boston Marriott has approached the Association about changing the date of the 2012 conference. This will most likely result in a better rate for the conference. A proposal from Marriott is forthcoming.

### **Miscellaneous**

Membership Count: 585

The above membership number reflects a typical drop in members due to the seasonal renewal process. The Board agreed to assist in any way they could to reach out to dropped members.

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:38 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, September 21, 2010

President O'Sullivan called the meeting to order at 12:03 pm Eastern Time using Breeze. Additional members present were: Wesley Epplin, Chip West, Don Luse, Jerry Mann, Thomas Lane, Sarah Aikman and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske from the Central Office.

Ms. O'Sullivan turned the meeting over to Mr. West

**Minutes**

Ms. Aikman MOVED, Mr. Luse SECONDED, and it was APPROVED:

*The September 14, 2010 minutes are approved as presented.*

**Nominations and Elections Update**

Mr. Luse provided an update to the Board on the current nominations process for the upcoming Board elections. At this point there are 63 unique nominations for the open positions (3 At-Large members and President-Elect) with one of the nominees being a student. An additional e-mail correspondence will go out within the next week to encourage nominations one last time from among the membership. Mr. Luse encouraged all members of the Board to continue to nominate and communicate with their colleagues regarding the importance of participating in this annual process.

**2009 Audit**

Mr. West asked Mr. Teske to provide a report on the 2009 audit. Mr. Teske indicated that the 2009 audit is now complete. He drew the Board's attention to the confidential Management Letter which accompanied the audit, a copy of which was distributed to the Board prior to the meeting. The Management Letter is intended exclusively for the Board's and staff's use.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:13 pm to discuss the contents of the Management Letter and the Financial Statements accompanying it.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:23 pm.

Mr. West thanked Mr. Teske and the entire staff for their great work in bringing the 2009 audit to a close.

Mr. Mann MOVED, Mr. Epplin SECONDED and it was APPROVED:

*The 2009 Financial Audit, as provided by Stampfli Associates, is accepted.*

### **Upcoming Budget Timeline**

Mr. West asked everyone to review the 2011 Budget Timeline and to begin to prepare for the work that this will take. Highlights from the timeline include:

- Review and Approve Q3 Budget Update      October 31
- Review Preliminary 2011 Budget            November
- Approve 2011 Budget                            December
- Review and Approve ERF Budget            December
- Review and Approve Regional Budget      December

He asked that any significant budget items that are under consideration from a Board perspective be forwarded to the Central Office so that those assumptions can be worked into the preliminary budget as it is developed.

Ms. Herman-Betzen indicated that one of her priorities will be the inclusion of professional development funds for the Central Office staff in the upcoming 2011 budget.

### **Institutional Membership Lapses Follow-Up**

Ms. O'Sullivan reviewed a list of 14 institutional members whose dues have lapsed. She asked Board members to volunteer to place personal calls to any of the schools where they may know as institutional representative. Several of the Board members volunteered, resulting in all 14 schools being covered. Mr. Teske agreed to forward the contact information for the 14 schools out to the Board following the meeting



## **Endowed Awards and Scholarships Policy Update**

Mr. West reminded the Board that the Education and Research Foundation Program Team is continuing to work on policies for future endowment funds that will provide the Association with a greater deal of flexibility for the use of funds. These policies will come to the Board for approval, hopefully before the end of the end of the year.

## **Miscellaneous**

Debra Hammond has just been promoted at Cal State-Northridge and as a result she will no longer be able to serve as Chair of the Diversity and Inclusiveness Program Team. Ms. O'Sullivan will dedicate some time and energy to developing "next steps" for this team so that the recruitment of a new chair happens in an expeditious manner.

Membership Count: 587

## **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12: 50 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, October 5, 2010

President O'Sullivan called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Don Luse, Thomas Lane, Sharon Silverstein, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Zack Wahlquist from the Central Office.

Ms. O'Sullivan turned the meeting over to Mr. Lane.

**Minutes**

Mr. Lane MOVED, Ms. Silverstein SECONDED, and it was APPROVED:

*The September 28, 2010 minutes are approved as amended.*

**Nominations Update**

Mr. Luse shared that 127 nominations have been made, representing 88 unique nominations (with 2 of the nominations being students.) Four applications have been received for Board positions at this time, with no applications currently on file for president-elect. Mr. Luse thanked Ms. Smith for all of her assistance with the annual elections process. He intends to pay close attention to the application return rate up until the deadline.

**Review of First Regional Strategic Plan Presentation**

Mr. Lane shared an update on the Region 12 strategic plan presentation in San Antonio, Texas. Twelve delegates (all professional staff) participated in the session. Good feedback was received from the session. He looks forward to the information that will come in from the other fourteen regions. Mr. Lane will forward out to the Board an example of the compilation of comments he prepared as a result of the session.

## **Next Generation Focus Group at Annual Conference**

Mr. Lane reminded the Board that the recommendation from last year's group was that there be an opportunity at future conferences for young professionals (under age 30) to spend some time dialoguing around a particular topic as presented by the Board. There was general agreement that this should be continued at this year's conference. Suggested topics were:

- Certification program within the Association
- Diversity and inclusiveness in the profession
- Civility
- Centennial Anniversary of the Association

Mr. Lane will visit with Ms. Herman-Betzen to move this idea forward.

## **Monitoring 2011-15 Strategic Plan Progress**

Mr. Lane asked the Board to consider:

- How do we ensure the component groups are engaged in moving the strategic plan forward?
- How do we gather feedback from the component groups to assess how we are doing on the strategic plan?

Establishing deadlines for reporting out on progress was deemed to be important to any plan that is put forward. An annual update at the Leadership Team meetings should also be part of the plan in order to keep the plan in front of the component groups on a regular basis.

It was discussed that the previous Volunteer Action Plans were a good tool for some of the component groups with respect to measuring progress however, accountability for follow through was sometimes lacking. It was also discussed that it may be necessary to have different levels of accountability and/or expectations for each of the component groups; i.e., each component group may or may not need to have the same level of responsibility to advance the strategic plan.

The discussion then focused on how often there should be progress updates to the Board from the appropriate component groups on the strategic plan. Ms. Herman-Betzen shared that the Central Office currently produces quarterly reports in this regard – which ultimately provide the framework for the annual budgeting process.

Mr. Lane suggested the following framework: Under each of the strategic initiatives, there should be an annual reporting out by component groups and the Central Office as to the items that were accomplished with respect to each initiative. Then, at the end of five

years, there would be a robust document already in place with an annual narrative of the Association's accomplishments under the strategic plan. This would also prepare the Association for the next strategic plan in 2015. There was general agreement that this would be a sound approach.

Mr. Luse asked the Board to consider how assessment of the strategic plan might be accomplished as well during this time. He suggested that a graduate student might be employed to do this.

Mr. Lane agreed to take the ideas expressed during the conversation and develop a plan to present to the Board at a future meeting.

### **Updated Education Council Position Description**

Ms. Beltramini presented an updated position description for the Education Council members to the Board for their consideration, a copy of which was distributed to the Board and is on file with the minutes. The significant changes to the position description involve lowering the term to "two years, with the option for a third year" (as well as changing the nature of the position from Education Council "Co-Chair" to Education Council "Member".)

Ms. Aikman MOVED, Ms. Silverstein SECONDED and it was APPROVED:

*The Education Council Position Description is approved as presented and revised.*

### **Miscellaneous**

Membership Count: 591

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:45 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, October 12, 2010

President-Elect Thomas Lane called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Sharon Silverstein, Susan Payment, Jerry Mann, Wesley Eplin, Chip West, Sarah Aikman, and Meg O'Sullivan. Also present was Dave Teske from the Central Office.

Mr. Lane turned the meeting over to Ms. Aikman.

**Minutes**

Mr. Lane MOVED, Ms. Payment SECONDED, and the following motion was APPROVED:

*The October 5, 2010 minutes are approved with the following amendments:*

- *Zachary Wahlquist is changed to Zack Wahlquist*
- *Ms. Payment was not on the call*
- *Ms. Silverstein seconded the motion to approve the minutes from September 28, 2010*

**Student Member Application and Talking Points**

Ms. Aikman drew the Board's attention to a draft of the Student Member Application, a copy of which was distributed prior to the meeting. She asked for feedback on the document. It was confirmed that a letter of institutional support will be requested and required as a part of this application, consistent with all other volunteer opportunities within the Association. There was a brief discussion about whether or not to request a photo and it was decided that one would be requested. In addition, the application will ask the candidates to indicate whether they are a graduate or an undergraduate student.

Ms. Aikman will forward the finalized application to Ms. Smith in the next few days.

The Board then provided some brief feedback on the talking points that Ms. Aikman drafted for *The Bulletin* article that will appear announcing the position vacancy. In addition, they discussed the various possibilities for an interview process. It was decided that a similar process may be used for this position as for the other volunteer positions,

with some slight variances due to that fact that it is a vacancy on the Board of Trustees. Ms. Aikman agreed to prepare something for the Board's review at its next meeting.

The Board thanked Ms. Aikman for her work in this area.

### **Election Process Update**

Ms. O'Sullivan confirmed that there are two candidates for President-Elect and eleven candidates for At-Large Members of the Board of Trustees.

### **Chair of the Diversity and Inclusiveness Team**

Mr. Teske shared that the application deadline for the Chair of the Diversity and Inclusiveness Team has passed. There was a brief discussion regarding next steps in this area and it was decided to allow the process to play itself out with the applicants, either current or previous, who have applied.

### **Miscellaneous**

Membership Count: 591

Award nominations will go out in November.

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12: 25 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, October 19, 2010

President-Elect Lane called the meeting to order at 12:00 pm Eastern Time using Breeze. Additional members present were: Don Luse, Sharon Silverstein, Sarah Aikman, Susan Payment, Jerry Mann, Chip West, Wesley Epplin and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske from the Central Office.

Mr. Lane turned the meeting over to Mr. West.

**Assumptions and Parameters for Future Years/Central Office Budgeting**

Mr. West asked the Board for input on any assumptions they may have with respect to the upcoming budget so as to assist the Central Office in their preparation efforts. Mr. Lane reminded Mr. West to add an assumption that there will be additional expenses associated with the 100<sup>th</sup> Anniversary of the Association. Ms. Herman-Betzen indicated that there will be a proposal forwarded next week for the Board's consideration in this regard.

Mr. West also reviewed the previously discussed assumptions from the July Board meeting; i.e, there will be a 2011 July Leadership Team meeting, professional development for staff will be reinstated, attendance at national conferences for the Executive Director and the President will resume, funding for the International Delegates reception at the annual conference will be included, etc.

Mr. Teske and Ms. Herman-Betzen shared that the preliminary budget for 2011 will be presented to the Board next month.

**Selection Process Update for the Student Member of the Board**

Ms. Aikman asked everyone to review the proposed selection process for the Student Member of the Board, a copy of which was distributed prior to the meeting. She solicited feedback from the Board on the process as outlined. There was general agreement that the process should allow a good deal of flexibility on behalf of the President in appointing the selections team.

Mr. Teske asked the Board to consider whether or not the requirement of institutional support prohibits some students from applying who might find it difficult to determine where they would receive that implied financial support on their home campus. On the other hand, Mr. Luse stated that some sign of endorsement from the institution seems to be necessary in order to establish a baseline of credibility for the candidate.

It was decided that a letter of support/reference from a faculty or staff member at the candidate's current institution will be required to satisfy both concerns – the reference letter lends credibility to the candidate's status without requiring financial support on behalf of the student or her/his home institution. The Association will bear the financial burden of supporting the Student Member's attendance at the annual conference and July Leadership Team meetings should the home institution be unable to do so.

### **Miscellaneous**

Membership Count: 591

### **Round About**

Mr. Lane asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:24 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, November 2, 2010

President O'Sullivan called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Sharon Silverstein, Susan Payment, Jerry Mann, Wesley Epplin, Chip West, Sarah Aikman, Don Luse, Thomas Lane and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Zack Wahlquist and Liz Beltramini from the Central Office as well as Mark Guthier.

Ms. O'Sullivan turned the meeting over to Mr. Lane.

**Minutes**

Ms. Payment MOVED, Ms. Silverstein SECONDED, and it was APPROVED:

*The October 12, 2010 minutes are approved as presented.*

Ms. Aikman MOVED, Ms. Silverstein SECONDED, and it was APPROVED:

*The October 19, 2010 minutes are approved as presented.*

**Strategic Plan Update**

Mr. Lane shared that the input sessions at Regions 4, 5, and 12 have been helpful, with feedback being consistent with what has already been received to date. Region 11's session is coming up this week.

The draft Strategic Plan is currently on the website. To date, it has not received any postings. A Town Hall is planned for next week, Thursday November 18, 2:00 pm Central Time.

**Next Generation Focus Group Update**

Mr. Lane and Ms. Payment met to discuss possible topics for this group to explore at the upcoming annual conference in Chicago. The two topics presented for consideration are:

- Diversity and Inclusiveness within the Association
- Centennial Anniversary of the Association

Mr. Epplin has agreed to assist with the focus groups in these areas. In addition, a staff person from the Central Office will be assigned to this task as well. Mr. Luse suggested consideration of Assessment as a topic as well.

### **Centennial Anniversary Chair Position Description**

Ms. Herman-Betzen opened a discussion around the proposed position description she has drafted for the Centennial Celebration Task Force Chair, a copy of which was distributed to the Board prior to the meeting.

Highlights from the discussion included:

- The scope and responsibilities of the position cannot be under-estimated – this position will require extensive amounts of time and energy
- The selection of this position should occur prior to the selection of the Conference Program Team chairs for 2013 and 2014 and in time for the successful candidate to join the Leadership Team at the annual conference in Chicago.
- It was noted that this position will have responsibility for working closely with the Education and Research Fund on development activities during the anniversary celebration
- The Chair will be on the selection committee for the other members of the task force
- The selection team will include at least two volunteers from the Association, as is consistent with other volunteer leadership opportunities
- A proposed timeline for recruitment and selection will be developed by the Central Office staff.

A finalized position description and timeline will be presented to the Board for its review and action at its next regularly scheduled meeting.

### **Diversity and Inclusiveness Program Team Leader Position**

Ms. Beltramini joined the Board to provide an update on the Team Leader position for the Diversity and Inclusiveness Program Team.

The Board MOVED INTO EXECUTIVE SESSION WIHTOUT OBJECTION at 12:40 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:53 pm.

At this time, the Board will consider creating an additional sub-committee of the Board of Trustees on Diversity and Inclusiveness to complement the other three sub-committees: Finance, Strategic Directions, and Governance. This topic is so strategically important to the Board and the Association that placing it within the sub-committee structure of the Board seems to be warranted at this time.

Further consideration of this topic will be placed on the Board's agenda in December at its next regularly scheduled Strategic Directions sub-committee meeting.

### **Miscellaneous**

Membership Count: 595

The Executive Director evaluation materials will be going out to the Board within the next week.

There are 155 registrations for the Women's Leadership Institute.

### **Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, November 9, 2010

President O'Sullivan called the meeting to order at 12:04 pm Eastern Time using Breeze. Additional members present were: Sharon Silverstein, Susan Payment, Jerry Mann, Chip West, Sarah Aikman, Don Luse, and Marsha Herman-Betzen, Executive Director. Also present was Liz Beltramini from the Central Office.

Ms. O'Sullivan turned the meeting over to Ms. Aikman.

**Minutes**

Ms. Payment MOVED, Ms. Silverstein SECONDED, and it was APPROVED:

*The November 2, 2010 minutes are approved as presented.*

**Regional Conference Updates**

An update was provided on the registration counts for the regional conferences. Mr. West reported that the Region 15 conference and strategic plan session went well.

**100<sup>th</sup> Anniversary Timeline**

Ms. Herman-Betzen presented a revised timeline and job description for the chair of the task force. The Board reviewed the information and supported proceeding according to the revised timeline.

**Miscellaneous**

The Board was reminded to complete the annual evaluation forms for the Executive Director.

**Round About**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, November 16, 2010

President O'Sullivan called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Don Luse, Sharon Silverstein, Sarah Aikman, Susan Payment, Chip West, Wesley Epplin, Thomas Lane and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske from the Central Office.

Ms. O'Sullivan turned the meeting over to Mr. West.

**2010 3<sup>rd</sup> Quarter Financial Statement Discussion and Approval**

Ms. O'Sullivan expressed her concern that the documents related to the 3<sup>rd</sup> Quarter Financial Statement were received by the Board much later than was required for the BOT members to adequately prepare for today's call. It was agreed by everyone that after the presentation made by Mr. Teske, should the Board feel that they are at a disadvantage in taking action today, the vote will be deferred until such time as an appropriately informed decision can be made.

Mr. West thanked Ms. O'Sullivan for sharing her concerns and pledged to work with the committee and the staff to get the 4<sup>th</sup> Quarter statements out in a timelier manner.

Mr. Teske then reviewed the narrative of the financial statement for the Board, a copy of which was distributed to the Board prior to the meeting. The projected bottom line performance for the Association currently stands as \$185,000 compared to a budgeted amount of \$9,200. This will allow for the full 5% contribution to reserves required by Board policy. This is the first time that all of the cost centers have performed ahead of budget. Significant differences from the 2<sup>nd</sup> Quarter statement include:

- Dues income is ahead of budget
- Investment income is ahead of budget
- Cost for technology consultants has been factored in
- Women's Leadership Institute stands at 194 registrations
- *51 Facts* publication has done very well
- Sales in ACUI Procure and ACUI Promos continue to be very strong
- CUSA evaluations have nearly doubled over previous years
- Renewal of the ACRL contract

Mr. Lane asked if there were any previously unexpected expenses coming in the 4<sup>th</sup> Quarter that the Board should know about. Mr. Teske shared that there was not anything he was aware of.

The projected contribution to reserves this year will bring the total in reserves to \$403,000, which is 23% of the Association's long term goal.

Ms. Aikman MOVED, Ms. Payment SECONDED and it was APPROVED:

*The 2010 3<sup>rd</sup> Quarter Financial Statement and accompanying year end projections as presented by Mr. Teske and Mr. West are accepted.*

### **One Time Staff Merit Bonus Proposal**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:27 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:01 pm.

There was general consensus that this topic should be moved forward to the meeting on November 30 for further consideration and action.

### **Miscellaneous**

Membership Count: 596

The Board was reminded to complete the annual evaluation forms for the Executive Director.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:03 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, November 30, 2010

President O'Sullivan called the meeting to order at 12:01 pm Eastern Time using Breeze. Additional members present were: Don Luse, Sharon Silverstein, Sarah Aikman, Susan Payment, Wesley Epplin, Jerry Mann, Thomas Lane, Chip West and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske from the Central Office and Mark Guthier.

**Minutes**

Ms. Silverstein MOVED, Ms. Aikman SECONDED and it was APPROVED:

*The November 9, 2010 minutes are accepted as submitted.*

Ms. Aikman MOVED, Mr. Lane SECONDED and it was APPROVED:

*The November 16, 2010 minutes are accepted as submitted.*

**One Time Staff Merit Bonus Proposal**

The Board MOVED INTO EXECUTIVE SESSION WIHTOUT OBJECTION at 12:04 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:50 pm.

Ms. Aikman MOVED, Ms. Payment SECONDED and it was APPROVED that:

*In recognition of the sound financial performance of the Association which has resulted in an excess contribution to the Association's reserves for the 2010 fiscal year, the Executive Director will distribute a 2% salary pool equal to approximately \$19,200 (minus a 2% bonus for the Executive Director) across the remaining members of the Central Office Staff as a one-time bonus, thereby leaving a 6.9% contribution to reserves, or approximately \$165,000 for the year.*

### **Miscellaneous**

Ms. O'Sullivan asked everyone to encourage applicants for current volunteer vacancies.

Everyone wished Mr. Luse a Happy Birthday.

The Board was reminded to participate in the Forum this next week regarding the preliminary discussion for the 2011 Budget.

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:08 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, December 7, 2010

President O’Sullivan called the meeting to order at 12:01 pm Eastern Time using Breeze. Additional members present were: Don Luse, Sharon Silverstein, Sarah Aikman, Susan Payment, Wesley Epplin and Chip West. Also present were Dave Teske and Zack Wahlquist from the Central Office.

Ms. O’Sullivan turned the meeting over to Mr. Lane.

**Minutes**

Ms. Silverstein MOVED, Ms. Payment SECONDED and it was APPROVED:

*The November 30, 2010 minutes are accepted.*

**Review and Discussion of Regional Presentations Strategic Plan Feedback**

Mr. Lane drew the Board’s attention to a previously distributed memorandum on the collective feedback he has received from the regions with respect to the 2011-2015 Strategic Plan, a copy of which is on file with the minutes.

In addition to suggestions for where the Board should focus its attention in the early years of the plan, the following were highlights from the feedback:

- There is currently an absence of “community building” language in the body of the plan (*Board members suggested options for where to include this.*)
- There should be an allowance for the recognition of institutional differences among the members
  - The Board discussed this at some length and determined that a statement should be included that recognizes the plan is meant to meet the needs of all institutional members of the Association, regardless of size, public v. private, etc.

Mr. Lane asked the Board to provide any additional thoughts with respect to the feedback that was received. In light of the feedback, Ms. Aikman asked the Board to consider the effectiveness of the Volunteer Coordinator position as it is currently designed and whether or not the Association needs to take a different approach in this area. There was

general agreement that this needs to be a priority and warrants further discussion, perhaps at the Board meeting in Chicago.

Mr. Lane reminded the Board that the overall plan needs to be approved by the end of December. Given that, he asked how the Board was “feeling” about the plan at this point. There was overwhelming consensus that the plan is in very good shape and nearly ready for a final vote. Mr. Lane agreed to make the few edits that were discussed today and distribute a final copy of the plan. Ms O’Sullivan agreed to place the 2011-2015 Strategic Plan on the agenda for the next meeting of the Board.

### **Continuation of Fiscal Year 2011 Budget Discussion**

Mr. Teske led the Board through a quick overview of the 2011 Preliminary Budget, a copy of which was distributed to the Board prior to the meeting.

The proposed 2011 budget shows net revenue of \$20,643 which includes the required targeted contribution to reserves of \$128,173. The budget assumes the following items:

- Raises for the Central Office staff
- July 2011 Leadership Team meeting in Bloomington, Indiana
- ASAE travel for the president-elect
- Professional development resources for the Central Office staff
- International reception at the annual conference

The cost centers represented in the proposed budget reflect the following net revenue/loss figures:

|                             |             |
|-----------------------------|-------------|
| Association Operations (01) | (\$342,492) |
| Conference (02)             | \$ 31,754   |
| Seminars (03)               | (\$ 64,620) |
| Publications (04)           | (\$ 12,312) |
| Corporate Partnerships (05) | \$212,150   |
| Services & Programs (06)    | (\$ 1,536)  |
| CSHEMA (07)                 | \$197,699   |

Mr. Teske shared that there are no expenses budgeted currently in 2011 for the Association’s Centennial Planning Committee. The centennial will take place in 2014.

In response to a question previously submitted by Ms. O'Sullivan, Mr. Teske indicated that the Association's benefits ratio is approximately 28%.

Mr. Luse asked the Board to consider the possibility of moving *The Bulletin* to an on-line publication only. Mr. Teske indicated that in response to survey data two years ago, the membership overwhelmingly requested a hard copy version of *The Bulletin*, but that perhaps it is time to look into this again.

The Board discussed the possibility of adding some additional expenses for the first phase of the Centennial Planning Committee. Mr. Teske estimated the expenses for a committee of ten at approximately \$7,500. He agreed to incorporate provisions for this in the next version of the budget – in time for the Board to vote on it at its next meeting.

The Board expressed its general support for the preliminary budget as presented.

### **Miscellaneous**

Membership Count: 601

The December 14, 2010 BOT meeting will be the last teleconference call for the year.

The BOT is encouraged to arrive in Chicago for the 2011 Annual Conference by Thursday afternoon at the latest, February 24, 2011.

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:53 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, December 14, 2010

President O'Sullivan called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Don Luse, Sharon Silverstein, Sarah Aikman, Susan Payment, Wesley Epplin, Thomas Lane, Jerry Mann and Chip West. Also present were Dave Teske, Jason Cline and Elizabeth Beltramini from the Central Office as well as Mark Guthier.

**Minutes**

Ms. Silverstein MOVED, Ms. Aikman SECONDED and it was APPROVED:

*The December 7, 2010 minutes are accepted as submitted.*

**Final Draft of the Strategic Plan**

Ms. O'Sullivan provided a brief overview of the planning and development process for the strategic plan. The final draft of the plan was distributed to the Board prior to the meeting, a copy of which is on file with the minutes.

Mr. Mann MOVED, Mr. West SECONDED and it was APPROVED that:

*The 2011-2015 Strategic Plan is accepted as submitted.*

**Fiscal Year 2011 Operating Budget**

Ms. O'Sullivan provided a brief overview of the operating budget planning process. The final version of the 2011 Operating budget was distributed to the Board prior to the meeting, a copy of which is on file with the minutes.

Mr. West MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*The 2011 Fiscal Year Operating Budget is accepted as submitted.*

## **Fiscal Year 2011 Regional Budgets**

Mr. Teske provided a brief overview of the regional budgets as submitted. Mr. Luse asked for an assessment from Mr. Teske as to the reasonableness of the budgets. Mr. Teske indicated that in his opinion, all of the regional budgets for 2011 are in line with what he would expect. (There was one minor edit suggested by Mr. Mann to adjust a formula in one of the spreadsheets.)

Mr. Mann MOVED, Mr. West SECONDED and it was APPROVED that:

*The 2011 Fiscal Year Regional Budgets are accepted as amended.*

## **Election Update**

Mr. Luse provided an overview of the recently completed elections process. He reported that 12.4% of the eligible membership participated in the election. The results of the election were as follows:

President-Elect      *David Barnes, James Madison University*

Members-at-Large    *Willie Banks, University of Georgia*

*Kim Harrington-Pete, Georgia Institute of Technology*

*Tamara Yakaboski, Southern Illinois University - Carbondale*

Mr. Luse thanked everyone involved in the process, particularly Michelle Smith in the Central Office.

There was a brief discussion of the relative participation rates of graduate and undergraduate students in the voting process. Mr. Luse indicated that this may be an area that warrants some observation in the years to come. Overall, the participation rates for professional staff actually increased this year over last year.

## **Volunteer Update**

Ms. O'Sullivan and Ms. Herman-Betzen provided an overview of the current state of volunteer vacancies across the Association. There are four of the five Education Council positions open as well as the Academic Challenge Coordinator. There are some people in the pipeline for these positions. It was decided that deadlines will be extended if needed, but only after the currently identified individuals can be reviewed and considered.

The Board then addressed the current vacancy in the Chair for the Certification Task Force.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:35 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:37 pm.

Mr. Mann MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Mr. Bobby Woodard, East Carolina University, is appointed as Chair of the Certification Task Force.*

Ms. O'Sullivan asked Ms. Silverstein to move the Diversity and Inclusiveness Program Team topic forward until the Board meeting in Chicago, where the entire Board will take up this topic in earnest.

### **Miscellaneous**

Mr. Whit Hollis has stepped down as Chair of the Education and Research Fund Program Team.

The new Board of Trustees members will begin joining the weekly conference calls in January and February.

Membership Count: 603

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status. She wished everyone a very restful and relaxing holiday season.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, January 4, 2011

President O'Sullivan called the meeting to order at 12:03 pm Eastern Time using Breeze. Additional members present were: Sarah Aikman, Susan Payment, Wesley Epplin, Chip West, Thomas Lane, and Marsha Herman-Betzen, Executive Director. Also present were Dave Barnes, Dave Teske, and Zack Wahlquist.

**Minutes**

Ms. Aikman MOVED, Mr. Lane SECONDED and it was APPROVED:

*The December 14, 2010 minutes are accepted as submitted.*

**Dates for the Summer Meeting**

Ms. O'Sullivan informed everyone that the dates for the Summer Leadership Team Meeting have been set. They are July 6-9, 2011 in Bloomington, Indiana.

**Agenda Items for the Chicago Annual Conference Meeting**

Ms. O'Sullivan invited everyone to add agenda items for the Annual Conference meeting during this portion of the agenda until the last BOT meeting just prior to the conference.

Mr. Lane asked that the Regional Audit be added as a discussion item.

Mr. West asked that the Reserve Policy be added as a potential item as well as any items associated with the Board's on-going diversity discussion.

**Next Generation Think Tank Focus Group Update**

Ms. Payment provided the Board with an update on the emerging plan for this year's focus groups at the annual conference. She intends to share proposed topics and a more detailed outline at the next BOT meeting. Ms. Payment indicated that some of the

discussion the planning group has had revolves around the definition of “Next Gen” and at what age conference delegates fall “into” and “out of” that category.

### **Draft Agenda for Leadership Team Meeting**

Mr. Lane shared a draft outline of his plan for the Leadership Team Meeting in Chicago, a copy of which was distributed to the Board. Ms. O’Sullivan suggested that some time be included on the agenda for the Regional Directors and component groups to share any “new” information for the group that they would not otherwise already know.

### **Miscellaneous**

Membership Count: 603

Chicago Conference Registrations to Date: 590

### **Round About**

Ms. O’Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:21p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, January 11, 2011

President O'Sullivan called the meeting to order at 12:01pm Eastern Time using Breeze. Additional members present were: Sarah Aikman, Susan Payment, Wesley Epplin, Chip West, Thomas Lane, Don Luse, Jerry Mann, Sharon Silverstein and Marsha Herman-Betzen, Executive Director. Also present were Dave Barnes, Dave Teske, and Michelle Smith.

Ms. O'Sullivan turned the meeting over to Ms. Aikman.

**Minutes**

Mr. West MOVED, Mr. Lane SECONDED and it was APPROVED:

*The January 4, 2011 minutes are accepted as submitted.*

**Update to Changes in Constitution and Bylaws**

Ms. Aikman reminded the Board of the previously approved proposed changes to the Constitution and Bylaws regarding the Student Member of the Board. These changes will be announced in the upcoming edition of *The Bulletin* and will be presented to the institutional members for a vote in the next few weeks, prior to the annual conference. Assuming the changes are adopted, the Board will be asked to approve some procedural changes at its meeting in Chicago to implement the changes.

**BOT Satisfaction/Effectiveness Survey**

Ms. Aikman has drafted a satisfaction/effectiveness survey for the Board's internal use. It has been at least two years since such a survey has been distributed. Board members were asked to submit any suggestions they might have for the survey. Once the draft is complete it will be shared with Ms. Herman-Betzen. Ms. Aikman asked for Mr. Teske's assistance in distributing and collecting the survey after that point.

## **Next Generation Think Tank**

Ms. Payment and Mr. Lane asked for feedback on the previously distributed outline for this year's Next Generation Think Tank at the Chicago conference. Ms. O'Sullivan suggested including the soon-to-be-appointed chairs of the Centennial Committee and the Diversity and Inclusiveness Program Team. Ms. Payment thanked everyone for their ideas and feedback. She will incorporate the suggestions. It was also decided that the name will be changed to **Next Wave**.

## **Voting Recruitment**

Mr. Luse initiated a discussion among the Board at the request of Mr. Bob Rhodda regarding how to increase voter turnout in the annual ACUI elections. There was a lengthy discussion, highlights of which included:

- The role the Elections Committee could play in the future
- The impact that the "no campaigning" policy has on voter turnout
- Comparing ACUI's voter turnout percentage with sister associations
- The importance of not equating voter turnout with an assessment of how healthy the Association is

There was general consensus that Mr. Luse should invite Mr. Rhodda to submit a proposal in writing for how to examine possible increases in voter turnout and that, if possible, this topic would be placed on the Board's agenda for the Chicago conference.

## **Volunteer Appointments**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:26 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:28 pm.

Ms. Aikman MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*Joe Gutowski, Case Western Reserve University is appointed as the Volunteer Development Coordinator.*

Mr. Luse MOVED, Mr. Lane SECONDED and it was APPROVED that:

*Loren Rullman, University of Michigan-Ann Arbor is appointed as the Liaison to the Council on the Advancement of Standards.*

### **Chicago Conference**

Everyone was reminded that the new board members will join the weekly conference calls in February and will arrive half a day earlier in Chicago for the Leadership Team meetings. A formal transition between the current and new Board will take place at the annual Business Meeting.

Mr. Lane made the following announcement regarding appointments for BOT sub-committee chairs. These appointments will take effect immediately following the annual conference in Chicago.

- Finance Chair: Dave Barnes
- Strategic Direction: Jerry Mann
- Governance: Susan Payment
- 

### **Miscellaneous**

Membership Count: 603

Chicago Conference Registrations to Date: 638

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:36 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, January 18, 2011

President O'Sullivan called the meeting to order at 12:02pm Eastern Time using Breeze. Additional members present were: Sarah Aikman, Susan Payment, Wesley Epplin, Chip West, Thomas Lane, Don Luse, Jerry Mann, and Sharon Silverstein. Also present were Dave Barnes and Dave Teske.

Ms. O'Sullivan turned the meeting over to Mr. West.

**Voting Recruitment**

The Board affirmed the draft letter presented to request Mr. Rodda's participation was to potentially increase voter turnout. This will be placed on the agenda for the Chicago conference.

**Reserve Policy**

Mr. West shared the results of an information survey of our sister associations which showed the average reserve goal was approximately six months. This is consistent with ACUI's policy. The Board discussed the possibility of creating separate operation, programmatic, and long-term reserves. After a productive discussion it was decided not to pursue any changes at this point.

**February Finance Committee Meeting**

Mr. West announced that the unaudited Q4 financial statement will be reviewed at the February meeting.

**Miscellaneous**

Membership Count: 604

Chicago Conference Registrations to Date: 726

**Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:40 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, February 1, 2011

President O'Sullivan called the meeting to order at 12:00 pm Eastern Time using Breeze. Additional members present were: Sarah Aikman, Susan Payment, Thomas Lane, Don Luse, Sharon Silverstein, Wesley Epplin and Marsha Herman-Betzen, Executive Director. Also present were Dave Barnes, Tamara Yakaboski, Dave Teske and Mark Guthier.

Ms. O'Sullivan turned the meeting over to Mr. Lane.

**Minutes**

Mr. Aikman MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*The minutes from January 25, 2011 are accepted as submitted.*

**Leadership Team Meeting**

Mr. Lane provided a brief update to everyone on the portion of the Leadership Team meeting that will focus on the Strategic Plan. There was general agreement that the exercise he outlined will work well for the meeting.

**Update on Next Wave Focus Groups**

Ms. Payment updated the Board that three people have registered for the Centennial Celebration session and one person has registered for the Diversity & Inclusiveness session. She continues to work with Justin Rudisill from the Central Office on the project.

## **Discussion on Diversity and Inclusivity Report**

Ms. Silverstein led the Board through a discussion on the report previously submitted through the Forum. She asked for the Board's feedback on whether or not Ms. Hammond's work, before she stepped down, was on track with the Board's preferred direction. Mr. Luse expressed support for clarifying the role of the Program Team to ensure there is no miscommunication as to its purpose. There was general agreement that the focus for the group at this time needs to be an internal audit of the Association. In order to measure outcomes in the future, it will be important to establish baseline data first.

Mr. Teske provided a review of where and when demographic information across the Association is gathered at this time. Mr. Lane suggested that if the Association did a better job of explaining "why" the information is gathered and "how" it will be used, perhaps a renewed effort in this area may garner more information at this time than has been the case in the past.

Ms. O'Sullivan indicated that this conversation will continue at the Board of Trustees meeting in Chicago. Ms. Silverstein will talk with Mr. Banks prior to that time to prepare for the discussion.

## **Chicago Agenda Items**

Ms. O'Sullivan will post the current agenda items on the Forum later today. She asked everyone to plan accordingly for the conference schedule as submitted to the Board by Ms. Herman-Betzen last week.

A meeting still needs to be scheduled with the International delegates. A reception for International members is already on the schedule. Currently there are 16 delegates registered for the conference.

## **Miscellaneous**

Membership Count: 606

Chicago Conference Registrations to Date: 773

In response to the new cell phone list that will be provided this year as a conference amenity for the Leadership Team, Mr. Lane asked, "Where was that list when I was single?"

Ms. O'Sullivan encouraged everyone to actively participate in the Silent Auction.

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, February 8, 2011

President O'Sullivan called the meeting to order at 12:02 pm Eastern Time using Breeze. Additional members present were: Sarah Aikman, Susan Payment, Thomas Lane, Don Luse, Sharon Silverstein, Wesley Epplin, Chip West, Jerry Mann and Marsha Herman-Betzen, Executive Director. Also present were Dave Barnes, Tamara Yakaboski, Kim Harrington, Willie Banks Dave Teske, Zack Wahlquist and Mark Guthier.

Ms. O'Sullivan turned the meeting over to Ms. Aikman.

**Minutes**

Mr. West MOVED, Mr. Lane SECONDED and it was APPROVED that:

*The minutes from February 1, 2011 are accepted as submitted.*

**Volunteer Appointments**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:04 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:07 pm.

Mr. Mann MOVED, Ms. Silverstein SECONDED and it was APPROVED that:

*Mr. Patrick Connelly, Smith College is appointed as Chair of the Education & Research Fund Program Team.*

Ms. Silverstein MOVED, Ms. Payment SECONDED and it was APPROVED that:

*Ms. Erin Morrell, Albertus Magnus College is appointed as Chair of the 2013 Conference Program Team.*

## **Update on Current Constitution and Bylaws Vote**

Mr. Teske reported that currently 114 institutional representatives have voted so far on the proposed constitution and bylaws changes. Voting closes on February 24<sup>th</sup>.

## **Upcoming BOT Survey**

Ms. Aikman asked the current Board members to complete the Board Effectiveness and Satisfaction Survey in a timely fashion. It will be distributed this week. She will compile the results in time for the Board meeting in Chicago.

## **End of Year Reports**

Ms. Aikman reminded all of the committee chairs to complete their end of year reports in time for the annual conference transition that will take place in a few weeks.

## **Chicago Agenda**

The following items are currently slated for the Board's agenda during the Chicago conference meeting:

- \*Strategic Direction for Regional Audit
- \*Reserve Policy
- \*Diversity/Inclusiveness –Where do we go from here?
- \*Elections Process
- \*Voting Recruitment
- \*Student Appointment Process
- \*Strategic Plan Prioritization
- \*100th Anniversary Celebration
- \*International Opportunities
- \*Education & Research Fund
- \*New Board Information
- \*Transition Meetings
- \*Review Conference Schedule/Amenities
- \*Report Out for Each Committee

Ms. O'Sullivan asked everyone to bring an item from their home (\$10 to \$15 in value) for a White Elephant swap that will take place at the Board meeting in Chicago.

### **Miscellaneous**

Membership Count: 606

Chicago Conference Registrations to Date: 797

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:29 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, February 15, 2011

President O'Sullivan called the meeting to order at 12:01pm Eastern Time using Breeze. Additional members present were: Sarah Aikman, Susan Payment, Thomas Lane, Don Luse, Sharon Silverstein, Wesley Epplin, Jerry Mann, Chip West and Marsha Herman-Betzen, Executive Director. Also present were Dave Barnes, Tamara Yakaboski, Kim Harrington Pete, Willie Banks and Dave Teske.

Ms. O'Sullivan turned the meeting over to Mr. West.

**Minutes**

Ms. Aikman MOVED, Mr. Lane SECONDED and it was APPROVED that:

*The minutes from February 8, 2011 are accepted as submitted.*

**4<sup>th</sup> Quarter Financial Statement**

Mr. Teske provided a review of the previously distributed fourth quarter financial statement and narrative, copies of which are on file with the minutes. The Association is currently projecting to end the year with a net income figure of \$216,000, which represents an amount that is \$206,000 ahead of budget. Highlights from the overall statement included:

- Association Operations (01) -- \$6,300 better than budget
- Conference (02) -- \$45,000 ahead of budget
- Seminars (03) -- \$29,000 better than budget
- Publications (04) -- \$2,500 better than budget
- Corporate Partnerships (05) -- \$81,000 ahead of budget
- Services & Programs (06) -- \$23,000 over budget
- CSHEMA (07) -- \$19,000 ahead of budget

Mr. Mann asked for clarification on the reported accounts receivables, particularly with respect to the receivables associated with the Education and Research Fund. Mr. Teske indicated that the amounts attributed to ERF reflect pledges from individuals that are not

yet collected. ERF will be discussing when to “write off” these pledges as uncollectable in their upcoming meetings.

The Board discussed the possibility of allocating a portion of the year-end net income to technology improvements for the Central Office before the remainder is put in reserves. This could be done at a level that meets the 5% reserve contribution requirement that is currently in place. It was agreed that once the final audit occurs, this will be re-examined and a proposal from the Central Office will be entertained.

Ms. Silverstein MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The 4<sup>th</sup> Quarter Financial Statement is accepted as submitted.*

### **Improving Voter Turnout Proposal**

Mr. Luse provided a brief update on the proposal from Mr. Rodda regarding a study, report and recommendation to improve voter turnout in ACUI elections, a copy of which is on file with the minutes. Mr. Rodda proposes to begin the process at the upcoming annual conference in Chicago, with a projected deadline of the July Leadership Team meeting to deliver his recommendations.

There was concern expressed about the scope of the project and the tight timeline that exists between now and the annual conference in two weeks. As a result, the Board will ask Mr. Rodda to begin collecting data from delegates at the annual conference, but not to form a committee to do so. He will be asked to consider using the July survey as a method for further data collection.

Mr. Luse will re-write the proposal and send it back out to the Board.

### **End of Year Reports and Chicago Conference Agenda**

Ms. O’Sullivan reminded everyone that the individual Board committees will have time on the agenda at the Chicago conference to provide year-end reports. These will be added to the previously identified agenda topics.

### **Miscellaneous**

Membership Count: 605

Chicago Conference Registrations to Date: 822

### **Round About**

Ms. O'Sullivan asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:53 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Friday - Saturday, February 25-26, 2011

President O'Sullivan called the meeting to order at 10:00 am Central Time on Friday, February 25, 2011 in the Downtown Marriott in Chicago, Illinois. Additional members present were: Sarah Aikman, Susan Payment, Thomas Lane, Sharon Silverstein, Wesley Eplin, Jerry Mann and Marsha Herman-Betzen, Executive Director. Also present were Dave Barnes, Tamara Yakaboski, Kim Harrington, Willie Banks and Mark Guthier.

**Welcome**

Ms. O'Sullivan welcomed everyone to the meeting and the 91<sup>st</sup> Annual Conference for the Association in Chicago, Illinois.

**Review of Conference Schedule and Amenities**

Ms. Herman-Betzen reviewed the conference schedule and amenities for the Board, indicating when and where the members are expected to be in attendance.

**International Opportunities**

Ms. O'Sullivan reminded everyone to attend the International Delegates reception on Sunday. There are 28 international delegates in attendance at the conference this year.

In addition, there will be a joint meeting of the Boards from the Association of College Unions International and the National Union of Students (from the United Kingdom) on Monday, February 28 from 2:00 – 3:00 PM. An agenda has been developed that will allow the Boards to explore the opportunities for future partnerships and to strengthen the relationship between ACUI and NUS.

Mr. Lane shared that the topic of globalization and international outreach was the focus of significant discussion at the recent National Association of Campus Activities business meeting. He finds it interesting that both ACUI and NACA are investing more time in this area.

Ms. Yakaboski expressed her personal and professional support for continued growth in the international arena for the Association, particularly with respect to her recent experiences in Eastern Africa.

### **Finance Report**

Mr. West submitted the 2010-11 Finance Committee Report for the Board's consideration:

- Met monthly utilizing Go-To-Meeting to discuss ACUI Finance related items;
- Reviewed and approved proposal by Central Office staff to expand the ACUI Headquarters by 1098 sq. ft adding an additional four offices, small reception space and work pace for practicum students;
- Reviewed and approved the 2011 Conference Program Team budget;
- Reviewed and approved quarterly Association financial statements (Q1-Q4);
- Reviewed and approved 2008 Final Audit Report (carry over from previous year);
- Reviewed and approved 2009 Final Audit Report (carry over from previous year);
- Initiated conversations with the Education and Research Fund leadership and Central Office staff on Endowed Awards and Scholarships Policies – ERF to follow-up with future BOT;
- Met with ACUI's Auditor during July Leadership Meeting;
- Reviewed and approved one-time Merit Central Office staff bonuses proposal presented by the Executive Director;
- Analyzed and approved 2011 ACUI Operating Budget;
- Continued to monitor Association expenses, annual conference budget, and membership renewals to determine impact on 2010 ACUI Operating Budget.

Mr. Teske shared that the materials for the 2010 Audit have been submitted to the auditing firm, Stampfli and Associates – two weeks ahead of the internal deadline that had been established.

Mr. Lane asked for the Finance Committee to examine the current budget and look for alignment with the strategic priorities as outlined in the Strategic Plan. Mr. Barnes indicated that he would place this on the Committee's agenda.

Ms. Herman-Betzen reported that the Association's investments have returned an average of 4% this last year. She thanked Mr. Teske for his excellent work in this area.



## **Conference Attendees**

After a brief discussion, the Board re-affirmed the Association's commitment and obligation to monitor and check for conference nametags at general sessions, educational sessions and meals.

The current number of registered delegates for the conference is 845.

## **Governance Report / Student Appointment Process**

Ms. Aikman submitted the 2010-11 Governance Committee Report for the Board's consideration:

- The first task the Governance committee tackled was to look at the student member position on the Board of Trustees. The recommendation to the Board was that the student member position change from an elected position to a selected position. The required constitutional and bylaw changes were submitted to the membership and approved just prior to the start of the conference. The timeline for the selection process will begin immediately following the annual conference when the position becomes vacant.
- A Board effectiveness/satisfaction survey was conducted. Results of the survey were shared with the Board and will be used by Ms. Payment as she leads the Governance Committee in the coming year.
- The committee reviewed the questions that were asked in the annual Executive Director evaluation.
- The committee worked with the Immediate Past President to edit the questions asked on the Board of Trustees application form.
- The committee also conducted a focus group on the Strategic Plan at the 2010 Region 8/9 Fall Conference.

The Board MOVED INTO RECESS WITHOUT OBJECTION at 12:00 noon, February 25, 2011.

The Board MOVED BACK INTO SESSION WITHOUT OBJECTION at 9:00 am, February 26, 2011.

## **100<sup>th</sup> Anniversary Celebration Task Force**

Ms. O'Sullivan introduced Mr. Patrick Bailey, University of Southern California, who is the recently appointed chair of the Association's 100<sup>th</sup> Anniversary Celebration. He

provided an overview of his approach to committee recruitment at this point. His goal is to have a committee identified by the first part of May, 2011. The application is currently available on the ACUI website. The intent is to use the committee to develop a year-long series of events, starting just after the 2013 Conference and ending at the 2014 Conference.

Mr. Bailey asked the Board to encourage people to attend the interest sessions at the conference this week.

### **Education and Research Fund**

Mr. Patrick Connelly, Smith College, and Mr. Zack Wahlquist joined the Board for an update on the Education and Research Fund Program Team.

Mr. Connelly is looking for 100% participation by the Board of Trustees. He will be carrying the same message forward to the other component groups as well. His goal is to be able to announce 100% participation by the Leadership Team by the end of the conference.

Other areas of focus at this time include:

- Fully endowing the Adell McMillan Fund – this fund will be established through proceeds from the Adell McMillan Estate and gifts from the ACUI past presidents
- Fully endow the Meg Sutton Fund within the next two years - currently the fund sits at \$2,000 with an additional \$8,000 needed to meet the endowment threshold
- Making the on-line giving opportunities on the ACUI website more robust

Mr. Connelly informed the Board that the development of the research component of ERF will be moved to the Education Councils – from the perspective of soliciting proposals, developing programs, etc. The funding of those initiatives will remain the responsibility of the Education Research Fund Program Team.

From a longer term perspective, Mr. Connelly shared that he hopes to launch a two year campaign, starting at the 2012 Boston Conference, to raise a minimum of \$100,000 to endow the research portion of ERF's portfolio. He is in preliminary discussions with Mr. Bailey to explore how this might be partnered with the 100<sup>th</sup> Anniversary celebration. There was a good discussion of various strategies and techniques that might be employed over the next few years to meet this goal. Ms. Herman-Betzen asked the Board to begin to consider how an initiative like this might be staffed in the future. Mr. Lane asked Mr. Connelly to let the Board know what the appropriate staff time (FTE) would be to support ERF at an appropriate level.

The Board expressed its sincere support of Mr. Connelly and all of his efforts on behalf of ERF and the Association.

## **Elections Report / Voting Recruitment**

Mr. Luse provided an update to the Board on the results of the letter he sent to Mr. Bob Rodda regarding how to increase voter participation in the annual ACUI elections. Mr. Rodda is still very interested in working on this topic. His initial idea is to develop a survey instrument that will go out to the membership to assess why or why not they vote. He hopes to engage delegates at the conference in this regard and will work closely with the next Chair of the Elections Commission, Ms. O'Sullivan, to advance his work.

The Board had a brief discussion of ways to improve the actual mechanics of voting on the website. Ms. Herman-Betzen agreed to share the ideas with the Central Office staff.

## **Strategic Directions Report / Strategic Plan Prioritization**

Mr. Lane submitted the 2010-11 Strategic Directions Committee Report for the Board's consideration:

### Strategic Plan Core Team

This Strategic Plan Core Team (SPCT), appointed by President Meg O'Sullivan, was charged with developing a plan for the Board of Trustees' consideration and approval. Representing a variety of backgrounds and experiences, the Core Team consisted of the following members:

- Willie Banks, University of Georgia
- William Clutter, Florida State University
- Wesley Epplin, University of Illinois-Chicago
- Suzi Halpin, University of Central Florida
- Marsha Herman-Betzen, ACUI
- Thomas Lane, Missouri State University, *SPCT Chair*
- Michelle Perez, University of Arizona
- Chuck Price, University of Nevada-Reno
- Holly Sateia, Dartmouth College
- Sharon Silverstein, Suffolk County Community College
- Zack Wahlquist, ACUI
- Tamara Yakaboski, Southern Illinois University

From its first meeting at the 2010 ACUI annual conference in New York City, the Strategic Plan Core Team crafted, discussed, and debated a set of goals and action steps intended to strategically move the association forward over the next five years and bring ACUI closer to realizing its vision of being the primary resource for innovative and progressive education, training, and research in college unions and student activities to impact student learning and enhance campus communities. The team was fortunate to have built upon work conducted in 2009 (SWOT analysis, Environmental Scans, and

Focus Group data) by Ms. Holly Sateia, Mr. Zack Wahlquist, and the board's Strategic Directions committee. The team conducted its work through a series of monthly large-group and smaller subcommittee conference calls and one face to face meeting in July, 2010. At the ACUI July 2010 leadership team meeting, the SPCT presented a draft strategic plan and gathered feedback from the Board of Trustees and Leadership Team members. The SPCT incorporated Leadership Team feedback into the plan via additional conference calls and presented a revised version at regional conferences and to the ACUI membership through such vehicles as the November bulletin and the ACUI website. Strategic Plan presentations were conducted at each ACUI regional conference. A summary of regional feedback regarding the draft plan was presented to the board on December 3, 2010. Throughout the development of the plan, great effort was made to ensure members had several opportunities to add their voice to the document and that the process was as transparent as possible. The 2011-15 ACUI Strategic Plan was approved by the Board of Trustees at its December 14<sup>th</sup> meeting and was shared with the ACUI membership via the January Bulletin. Leadership Team members engaged in a discussion of component group involvement in moving the plan forward at their meeting yesterday.

### Inclusive Excellence

The Strategic Directions Committee and the Board of Trustees continued to wrestle with how to best move the association forward regarding strengthening diversity and inclusivity within ACUI. BOT members Mr. Don Luse and Ms. Sharon Silverstein did considerable work in developing a job description for a Diversity and Inclusiveness Program Team Chair and in June 2010, Ms. Debra Hammond accepted the position. Ms. Hammond was able to conduct some initial work in the position, but unfortunately had to step down from the position due to a professional promotion. Though attempts were made to fill the position, a successful candidate was not identified. The Board held several discussions on how to best move forward and Ms. Silverstein held additional discussions with Ms. Hammond and Ms. Liz Beltramini regarding potential next steps. Current board discussions have centered on the idea of having the Board take ownership of this initiative itself, with the assistance of other interested volunteers, and begin implementing some of the recommendations set forth by Ms. Hammond (e.g., internal audit of leadership, collecting membership data, development and use of a "diversity scorecard" for the Association). Diversity and Inclusion is an agenda item later in the meeting and incoming 2011 Board member Mr. Willie Banks has been assigned this topic as his area of strategic oversight by President-Elect Thomas Lane.

### Next Wave Think Tanks

Building upon the success of the focus groups conducted with young professionals at the 2010 annual conference, Board member Ms. Susan Payment led efforts in developing and conducting two "Next Wave Think Tanks" at the 2011 annual conference. Working with volunteer Mr. T.J. Willis, staff member Mr. Justin Rudisille, and President-Elect Lane, Ms. Payment presented two think tanks for young professionals under 30 to the Board. One think tank will focus on ideas for ACUI's 100<sup>th</sup> Anniversary and the other will focus on Diversity and Inclusion within ACUI. Participants will be presented case studies and

will respond to questions posed in a focus group setting. As of this writing, 15 delegates have registered for the Centennial Celebration session and 16 registrants for the Diversity and Inclusiveness in ACUI session. The committee looks forward to this program continuing and to expanding its reach for young professionals unable to attend conference.

The Board had a brief discussion of how to measure progress on the Strategic Plan during the next year – as well as how to adapt it over its five-year lifespan. Ms. Herman-Betzen suggested conducting a quarterly assessment of the Plan at the same time as the quarterly approval of the financial statements. There was general agreement that this would be a good approach.

### **Diversity and Inclusiveness Discussion**

Ms. Silverstein shared the background information and history on where the Board has been with this topic over the course of the last few years, particularly to bring the new members of the Board up to speed. Some of this information was shared previously in the meeting as part of the Strategic Directions report.

Next steps at this point include:

- The Board has agreed to lead this effort; i.e., not establish another task force
- Mr. Willie Banks has agreed to be the point person on this as part of his strategic oversight responsibilities
- The results from the Next Gen Think Tank at this conference on this topic will be helpful in moving the discussion forward

Ms. Herman-Betzen shared that she believes the Next Gen Think Tank will demonstrate the generational divides that exist on definitions, terminology, and language with respect to diversity and inclusiveness.

Ms. O’Sullivan re-iterated the Board’s support and commitment to moving forward on this topic. She encouraged Mr. Banks to hold the Board accountable on its philosophical, programmatic and financial commitment to diversity and inclusiveness as he carries out his oversight role.

### **Guns on Campus**

Mr. Bill Clutter asked the Board to consider whether or not the Association wants to take a position on “concealed carry” of firearms on college campuses. There has been an increase recently in the number of states that are permitting concealed carry – allowing firearms to be carried in more locations than in the past.

After a good discussion, there was general agreement that the best approach would be to support the creation of an article in *The Bulletin* that explores both sides of the issue, without taking a particular position at this time.

As an outgrowth of the discussion, Mr. Wesley Epplin asked the Board to review its sponsorship policy as it relates to corporate support of the Association. Mr. Lane agreed to put this topic on the Board's agenda following the annual conference.

### **Strategic Direction for Regional Audit**

Ms. O'Sullivan provided an update on the discussion she and the Executive Committee had with the Regional Directors regarding the possibility of conducting a regional audit – of the regional programs, services, structures, composition, etc. There was a lot of receptivity to the idea of having an audit such as this led by the Regional Directors, with Board input and support. Two key questions were identified at this early stage by which the audit might be informed:

- What is the appropriate number of regions for the Association?
- What are the geographical boundaries of the regions and how permeable are they?

Given these early considerations, the Board developed the following charge statement with respect to the possibility of regional re-structuring.

Ms. Aikman MOVED, Ms. Payment SECONDED and it was APPROVED that:

#### **Charge Statement for Regional Audit**

*ACUI Regions are an important and valued part of the Association. For many, our Regions serve as the gateway to Association involvement and an important point of access to ACUI programs, services, and initiatives. As a component group, the Regional Directors have been innovative and collaborative in working to continuously improve the regional experience for all members.*

*Given the desire of the Board of Trustees to encourage this component group to continue its work in strengthening the regional experience for members, the Regional Directors have been asked to deliver a report to the Board of Trustees by July 1, 2011 that answers the following question:*

***What is the most effective and efficient way to deliver regional programs and services to the Association's membership?***

*Particular consideration should be given to the following:*

- **Regional Structure** (e.g. What is the right number of regions, what are their geographic boundaries, and to what extent are those boundaries permeable?)
- **Program and Service Delivery** (e.g. How will conferences, recreation tournaments, drive-in workshops, student programs, etc. be delivered?)
- **Association Brand Consistency Across the Regions** (e.g. How are programs and services delivered at a consistently high level of quality?)
- **Fiscal Impact to the Association** (e.g. A new structure or delivery method must either maintain or improve the Regions' financial position within the Association)
- **Cultural Impact** (e.g., What should be maintained and brought forward from the current regional structure that is important to the Association's history and culture?)

*The Regional Directors should appoint a Chairperson for this effort and communicate who that is to the Board of Trustees. Monthly progress reports should be submitted to the Board by that Chairperson on April 1, May 1, and June 1.*

### **Roundabout**

Ms. O'Sullivan asked everyone to check in with the group as to their status.

### **Miscellaneous**

The first Board of Trustees teleconference call following the annual conference will be Tuesday, April 5, 2011 at 12:00 noon Central Time. The topic focus will be Strategic Direction.

### **Adjournment**

Mr. Mann MOVED, Mr. Epplin SECONDED, and it was APPROVED that:

The meeting was ADJOURNED at 3:05 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, April 5, 2011

President Lane called the meeting to order at 12:00 pm Eastern Time using Breeze. Additional members present were: Susan Payment, Jerry Mann, Wesley Epplin, Dave Barnes, Tamara Yakaboski, Kim Harrington, Willie Banks, Meg O’Sullivan and Marsha Herman-Betzen, Executive Director. Also present was Elizabeth Beltramini.

Mr. Lane turned the meeting over to Mr. Mann.

**Minutes**

Ms. Payment MOVED, Ms O’Sullivan SECONDED, and it was APPROVED that:

*The minutes from the February 25-26, 2011 Board of Trustees Meeting during the Chicago Conference are approved as amended.*

**Updates**

**Next Generation Think Tanks**

Ms. Payment thanked everyone who participated in the sessions at the Annual Conference. The feedback from the Think Tanks has been forwarded to Mr. Bailey and Mr. Banks for their use. She shared some initial reactions on how the definition of diversity that was discussed during one of the Think Tanks did not seem to be in line with how the Board had been defining it – and that this may have something to do with the age difference that exists between those in the Think Tank and those on the BOT. The Board expressed its interest in following how this difference may play itself out as the Diversity and Inclusiveness Program Team continues its work.

**Strategic Area Oversight Expectations**

Mr. Lane drew everyone’s attention to a previously distributed draft document that defines and assigns strategic oversight areas for the individual members of the Board for the course of the year. These oversight areas attempt to relate to the Association’s on-going strategic plan, without becoming operational. Mr. Lane reiterated the importance of the Board maintaining a “big picture” perspective as they perform these oversight responsibilities. The one exception to this is Mr. Banks’ oversight area – Diversity and Inclusiveness within ACUI – at least in the



short term. There was general agreement that Mr. Banks will take a more operational approach with respect to his assigned area than the other members of the Board.

It was agreed that the draft document will now be shared with the Central Office Staff.

### **ACUI Internationalism**

Ms. O'Sullivan is attending the Irish Exchange this summer. She is looking forward to the opportunity to represent the Association and engage in some strategic discourse with our sister schools there.

### **Diversity and Inclusion within ACUI**

Mr. Banks has begun the process of reaching out to the individuals who had volunteered to work with Ms. Hammond on this topic. He is scheduled to meet with Ms. Herman-Betzen and Ms. Beltramini via teleconference later in the day. He has also begun to review and digest the information from the Think Tank that occurred in Chicago.

### **Technology within ACUI**

Mr. Epplin indicated that he has communicated with Mr. Cabellon about the possibility of expanding his Social Media Community of Practice to include technology more broadly. Examples of this might include the role of webinars, the role of technology in member facilities, etc. Mr. Rudisille has already moved to put this expansion into place.

### **ACUI Volunteerism**

Ms. Harrington is providing oversight to Strategic Direction #5 specifically. She has already reached out to Mr. Gutowski, the Association's volunteer coordinator, to begin her work. In addition, she has had a conversation with Mr. Kowalka to learn about his recent experience with volunteers at the annual conference. Ms. Herman-Betzen asked that Ms. Harrington, Ms. Smith, and Mr. Gutowski meet together and/or check-in on a regular basis to ensure that the operational and strategic components in this area are clear to everyone involved.

### **Research within ACUI**

Ms. Yakaboski shared that she will begin her work with a review of the work product from the task force that was convened to study certification and credentialing within the Association. She has already spoken with Mr. Woodard about this and he is willing to work with her in this regard. Mr. Lane and Ms. Herman-Betzen asked Ms. Yakaboski to clarify her role as a BOT member with Mr. Woodard and Mr. Teske early on to ensure that there is no confusion. Mr. Lane asked Ms. Yakaboski to focus her work on what the Board's research agenda should be, beyond the certification and credentialing issue.

### **Texas Tech Reorganization**

Mr. Mann provided an update on the re-organization at Texas Tech that resulted in a significant reduction in upper level student affairs administrators. This led to a discussion about whether or not this is a trend that is occurring around the country. Other examples of re-structuring were also shared. Ms. Herman-Betzen shared that there will be a meeting in Indianapolis in May of sister associations in student affairs. She will monitor the situation at that meeting and report back to the Board.

### **School Shooter Video Game**

Ms. Herman-Betzen indicated that this topic has lost steam since the annual conference. She shared that a related topic that does have some attention at this time is the issue of concealed carry. However, at this time, some of the Association's sister associations are currently developing a statement around violence on campus in general, not about concealed carry specifically. Members of the Central Office Staff are actively participating in the teleconferences on this topic and will keep the Board informed as the statement progresses.

### **Strategic Plan Monitoring**

Mr. Mann asked the Board to consider how it might break down the Strategic Plan into components of key success so that an effective monitoring system could be developed – a benefit of which would be easy communication with the Association's component groups and the broader membership on what progress is being made. He shared an example of a matrix based on a balanced scorecard approach for the Board's consideration. There was general agreement that Mr. Mann should continue to develop such a tool, with a potential deadline for significant review at the July meeting of the Leadership Team in Bloomington, Indiana.

### **Round About**

Mr. Lane asked everyone to share their status with the Board.

### **Miscellaneous**

**Membership Count:** 558

**Poetry Slam:** 39 registrations

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:15 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, April 12, 2011

President Lane called the meeting to order at 12:01 pm Eastern Time using Breeze. Additional members present were: Susan Payment, Jerry Mann, Kim Harrington, Willie Banks, Meg O'Sullivan and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Lane turned the meeting over to Ms. Payment.

**Minutes**

Mr. Mann MOVED, Ms. O'Sullivan SECONDED, and it was APPROVED that:

*The minutes from the April 5, 2011 meeting are accepted as amended.*

**Constitution and Bylaws Update**

Ms. Payment asked Mr. Teske to provide an update on what needs to be done to make the necessary revisions to the constitution and bylaws on the website. Mr. Teske agreed to follow-up to make sure the changes are made as soon as possible.

Ms. Payment thanked Mr. Teske for all of his work with Ms. Aikman to move the constitutional change process forward.

**Student Member of the BOT Application Timeline and Selection Process**

The Board discussed the possibility of adjusting the timeline for the selection of the Student Member of the BOT. The adjustment would move the application deadline from April 15 to May 1, but would not move the deadline for notification of the successful candidate from May 15. There was general consensus that this adjustment would work.

In addition, Mr. Lane asked for BOT members to express interest to him by April 13 if they wanted to serve on the selection committee. He has already appointed Ms. Payment and Mr. Epplin to the committee.

The Board then moved its attention to a previously distributed document, “ACUI Student Member Selection General Policies and Procedures.” A draft of this document was created by Ms. Aikman during the previous term and the current Board offered its amendments. Among these were:

- Changing the title of Section 2 to read: “Selection and Term of Office”
- In “Removal,” changing the term “the corporation” to “the Association”

Ms. Payment agreed to develop a list of interview questions for the selection process.

Ms. O’Sullivan MOVED, Ms. Harrington SECONDED, and it was APPROVED that:

*The ACUI Student Member General Policies and Procedures document is approved as amended.*

### **Use of Webcams**

Mr. Lane gauged the Board’s thoughts on the use of webcams during the weekly meetings. Following a brief discussion, there was general agreement that the Board is not interested in the use of webcams at this time.

### **Leadership Team Meeting**

Mr. Lane asked everyone to be prepared to discuss the Leadership Team agenda at the April 26<sup>th</sup> meeting of the Board.

### **Round About**

Mr. Lane asked everyone to share their status with the Board.

### **Miscellaneous**

Membership Count: 558

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:27 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, April 19, 2011

President Lane called the meeting to order at 12:00 pm Eastern Time using Breeze. Additional members present were: Susan Payment, Jerry Mann, Kim Harrington, Willie Banks, Meg O'Sullivan, Wesley Epplin, Dave Barnes and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Lane turned the meeting over to Mr. Barnes.

**Special Update on Audit**

Mr. Barnes asked Mr. Teske to provide a special update on the 2010 audit. He has had a preliminary meeting with the auditors and initial indications are that the audit will produce an unqualified management letter. He informed the Board that they can expect to approve the 2010 audit at their May meeting.

The Board expressed its appreciation to Mr. Teske and the entire staff for the good work on the 2010 audit.

**Review of the Finance Committee Timeline**

Mr. Barnes and Mr. Teske reviewed the previously distributed Finance Committee annual timeline with the Board. Highlights included:

- Approval of quarterly financial statements every three months
- July meeting with the auditor
- Establishment of budget parameters in September
- Final approval of the fiscal year budget in December

**Round About**

Mr. Lane asked everyone to share their status with the Board.

## **Miscellaneous**

Membership Count: 559

Ms. Beltramini had a baby girl, Vivian Hazel.

Ms. Herman-Betzen shared that interviews for the 2014 Conference Program Team Chair position will take place this week.

Mr. Banks shared that the Diversity Survey has been distributed to the membership with a deadline of May 2 for completion. The Central Office has already received over 400 responses to date.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:23 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, April 26, 2011

President Lane called the meeting to order at 12:00 pm Eastern Time using Breeze. Additional members present were: Jerry Mann, Kim Harrington, Meg O'Sullivan, Wesley Epplin, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Ms. Payment joined the Board at 12:45 pm.

**Minutes**

Mr. Mann MOVED, Ms. O'Sullivan SECONDED, and it was APPROVED that:

*The minutes from April 12, 2011 are accepted as submitted.*

Mr. Mann MOVED, Ms. Harrington SECONDED, and it was APPROVED that:

*The minutes from April 19, 2011 are accepted as submitted.*

**2014 Conference Program Team Chair – 100<sup>th</sup> Anniversary**

Mr. Wahlquist joined the Board to provide a recommendation for the 2014 Conference Program Team Chair. Additional members of the selection committee were Mr. Matt Camerson, Mr. Patrick Bailey, Ms. Andrea Costantino, Mr. Joe Gutowski, and Ms. Herman-Betzen.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:02 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:11 pm.

Mr. Mann MOVED, Ms. O'Sullivan SECONDED, and it was APPROVED that:

*Ms. Sarah Aikman, Northern Kentucky University, is appointed as the 2014 Conference Program Team Chair.*



## **Discussion of July Leadership Team Meeting Feedback**

Mr. Lane led a brief discussion regarding the feedback that has been received to date for the July Leadership Team meeting. The dates of the meeting in Bloomington, Indiana are July 6-9. He hopes to have a draft outline for the meeting agenda prepared in the next few weeks.

Mr. Mann asked that there be some time dedicated to how the Association will measure progress on the new Strategic Plan. Mr. Lane agreed to include this. Additional topics identified were the regional audit, diversity and the proposed timeline for the recruitment and selection of the next Executive Director. There was general agreement that a concluding session for the entire Leadership Team would be beneficial.

## **Board Discussion**

Ms. O'Sullivan MOVED, Ms. Harrington SECONDED and it was APPROVED that:

*The Board moved into Executive Session at 12:22 pm to discuss the contents of letter received from a member of the Association.*

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:42 pm.

## **Information Update – Regional Audit**

Mr. Lane shared the contents of an informational letter going out to the regional membership(s) from the Regional Directors, a copy of which was distributed previously to the Board. There was positive agreement that the communication regarding the Regional Audit was coming from the Regional Directors.

## **Updates**

Ms. Payment provided an update to the Board on the recruitment process for the Student Member of the Board of Trustees. The deadline is still a few days away and the recruitment efforts are continuing. Ms. Payment feels confident that there will be a strong pool of candidates from which to choose.

### **Round About**

Mr. Lane asked everyone to share their status with the Board.

### **Miscellaneous**

Membership Count: 560

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, May 3, 2011

President Lane called the meeting to order at 12:00 pm Eastern Time using *Breeze*. Additional members present were: Susan Payment, Jerry Mann, Kim Harrington, Willie Banks, Meg O'Sullivan, Dave Barnes, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over to Mr. Mann. (Mr. Lane had to leave the meeting at 12:23 pm due to an emergency. Mr. Barnes, President-Elect, assumed the duties of Chair near the end of the meeting.)

**Updates**

**Diversity and Inclusion within ACUI**

Mr. Banks thanked everyone for responding to the recent diversity survey which received an 18% response rate across the Association's membership. The data is currently being compiled. He will send out a qualitative survey in the next three to four weeks that will serve as a companion to the quantitative survey that was just completed.

**ACUI Volunteerism**

Ms. Harrington met with Ms. Smith and Mr. Gutowski and they have decided to develop a scorecard for volunteerism. They are scheduled to meet again this Friday.

**Research within ACUI**

Ms. Yakaboski and Mr. Lane have met since the last conference call. She is scheduled to meet with Mr. Wahlquist this week to discuss the current research efforts within the Association.

**2011 Central Office Operational Plan**

Mr. Mann drew everyone's attention to the previously distributed Central Office Operational Plan. Ms. Herman-Betzen provided highlights on how the operational plan is developed, some of which included:

- In August/September of each year, the department heads use the Strategic Plan as a guide to identify the initiatives they would like to pursue in support of the Plan. (These are in addition to the on-going work they have in their individual departments.)
- The entire staff then prioritizes those departmental initiatives
- The priorities are then tied back to the annual operating budget
- Priorities are then divided among the inter-departmental teams for assignment
- The overall operational plan is then double-checked against the Strategic Plan – and each of the five annual plans are placed side by side as they are developed to make sure all areas of the five-year Strategic Plan are addressed at some point
- Quarterly, each department provides an update on their progress to the staff which is then shared with the Board within the context of the quarterly Leadership Team Updates

Mr. Lane asked if the recent vote by ACPA and NASPA will have any impact on the current operational plan. Ms. Herman-Betzen indicated that she is not aware of anything at this time, but she will report back to the Board following the meeting of the Student Affairs executive directors in Indianapolis in a few weeks.

### **Strategic Plan Monitoring – Key Success Factors**

Mr. Mann reviewed the previously distributed document, “Strategic Plan Key Success Factors, 2011-2015” with the Board. He asked for feedback on his suggested approach for populating the document as a means to measure progress on the strategic plan from year to year.

There was enthusiastic agreement that the document lends a great deal of functionality to tracking the measures of success for the Strategic Plan. It was widely seen as a great visual tool. Many members of the Board expressed support for its use and encouraged that it be initially populated, in the next few weeks, by the Board and the component groups – prior to the July Leadership Team meeting in Bloomington, Indiana. Then, over the course of the July meeting, the document would be finalized through a series of meetings with the Leadership Team and the component groups.

There was then a brief discussion regarding the best way to communicate the Board’s expectations to the Leadership Team with respect to populating the document. Ms. Herman-Betzen agreed to work with Mr. Lane to draft that communication and get it out to everyone in the next few weeks. His working deadline for assimilation of the data from the various component groups is June 21.

### **Round About**

Mr. Barnes asked everyone to share their status with the Board.

## **Miscellaneous**

Membership Count: 560

Ms. Payment contacted Mr. Bacon at the University of Alabama as a result of the recent destruction and deaths that have occurred on their campus from the severe weather and tornados that swept through the South. Ms. Herman-Betzen agreed to post his comments and request for support on the *ACUI Commons*.

Ms. Payment provided an update on the application process for the Student Member of the Board of Trustees position, indicating that the current pool is extremely strong.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:52 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, May 10, 2011

President Lane called the meeting to order at 12:00 pm Eastern Time using *Breeze*. Additional members present were: Susan Payment, Jerry Mann, Kim Harrington, Willie Banks, Dave Barnes, Ms. O'Sullivan and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Lane turned the meeting over to Ms. Payment.

**Minutes**

Mr. Mann MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The minutes from April 26, 2011 are accepted as submitted.*

Mr. Epplin MOVED, Ms. Harrington SECONDED, and it was APPROVED that:

*The minutes from May 3, 2011 are accepted as submitted.*

**Student Member Selection Process Overview and Recommendation**

Ms. Payment provided a brief overview of the selection process to date. Ten applications were received by the deadline and the selection committee of Mr. Epplin, Ms. Harrington, and Ms. Payment interviewed all applicants.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:03 pm

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTON at 12:06 pm

Ms. O'Sullivan MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*Ms. Hali Buck, Indiana University, is appointed as the Student Member of the Board of Trustees.*

Ms. Buck will officially join the Board at their first meeting in June. There was then a brief discussion of the types of on-boarding activities that could be put in place to acclimate Ms. Buck to the Board of Trustees prior to that time. Suggestions included early participation in weekly conference calls and sharing the on-line orientation that the other BOT members received. Ms. Payment and Mr. Lane will connect with Ms. Buck in the near future to begin the process.

### **July Leadership Team Meeting Agenda**

Mr. Lane drew everyone's attention to the previously distributed draft agenda for the July Leadership Team meeting in Bloomington, Indiana. He asked everyone to forward feedback to him as far as specific Board agenda items over the course of the next few weeks.

### **Updates and Announcements**

Ms. Herman-Betzen shared that the members of the 100<sup>th</sup> Anniversary Task Force are nearly all selected. Once they have all been contacted, a formal announcement will be made to the membership.

The official response to the recent passing of Ms. Shirley Bird Perry, University of Texas, will include a full-page article in the July edition of *The Bulletin* as well as an extended tribute at the annual conference in Boston.

Mr. Lane agreed to include the following topic on the Board's agenda for the July meeting:

- Discussion of possible policy language for designation of memorial funds/endowments

### **Round About**

Mr. Lane asked everyone to share their status with the Board.

### **Miscellaneous**

Membership Count: 560

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, May 17, 2011

President Lane called the meeting to order at 12:01 pm Eastern Time using *Breeze*. Additional members present were: Jerry Mann, Kim Harrington, Willie Banks, Dave Barnes, Meg O'Sullivan, Tamara Yakaboski, Susan Payment, Wesley Epplin, and Marsha Herman-Betzen, Executive Director. Also present were Hali Buck, Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over to Mr. Barnes.

**Minutes**

Mr. Mann MOVED, Ms. O'Sullivan SECONDED, and it was APPROVED that:

*The minutes from May 10, 2011 are accepted as submitted.*

**2012 CPT Budget Request**

Mr. Barnes asked the Board to consider the previously distributed budget request from Mr. John Taylor for the 2012 Conference Program Team. This is one piece of the Association's overall budget that is approved in advance of the annual operating budget – due to the fact that the CPT must continue their planning for the annual conference in Boston. The budget request is slightly higher than previous budgets, with the hope that additional corporate support will allow the team to take the entire conference delegation off-site to the Kennedy Library. If that support is not received then the off-site program will not occur.

Ms. O'Sullivan MOVED, Ms. Harrington SECONDED and it was APPROVED that:

*The 2012 Conference Program Team is authorized to spend up to \$52,000 on program expenses for the annual conference in Boston.*

**2010 Audit Report**

Mr. Barnes introduced the previously distributed Management Letter for the 2010 Audit, a confidential copy of which is on file at the Central Office.



Mr. Mann MOVED, Ms. Payment SECONDED and it was APPROVED that:

*The 2010 Management Letter and accompanying 2010 Audit are accepted as submitted.*

Due to the extremely positive financial performance of the Association during 2010, the Board briefly discussed the allocation of funds for technology improvements in the Central Office. This idea had been previously discussed by the Board, with the intent that, pending the results of the 2010 Audit, some additional investment would be made in this area.

Ms. O'Sullivan MOVED, Mr. Mann MOVED and it was APPROVED that:

*Given a 2010 net income of \$219,000, the Board approves an allocation of \$75,000 for technology improvements, leaving nearly \$144,000 in a contribution to reserves, against a budgeted amount of \$92,000.*

### **2011 First Quarter Financial Statement**

Mr. Teske presented the Q1 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

- Association Operations (01) – behind budget by \$6,400
- Conference (02) – ahead of budget by \$72,000
- Seminars (03) – projected even at this point
- Publications (04) – behind budget by \$3,000
- Corporate Partnerships (05) – ahead of budget by \$33,000
- Services & Programs (06) – ahead of budget by \$20,000

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$131,000, which is \$144,000 ahead of budget. This figure represents almost the entirety of the required 5% contribution to reserves.

Mr. Lane asked for an update on the CSHEMA contract. Ms. Herman-Betzen indicated that she will be attending the CSHEMA board meeting this summer to negotiate the extension of their contract with ACUI.

Mr. Mann asked for clarification on the accounts receivable for the Education and Research Fund. Mr. Teske indicated that what is being reported reflects the current receivables. In addition, ERF is currently looking into how outstanding pledges and on-going periodic payments can more accurately be accounted for as receivables.

Mr. Mann MOVED, Ms. O'Sullivan SECONDED and it was APPROVED that:

*The 2011 Q1 Financial Statement is accepted as presented.*

## **2012 Membership Dues**

Mr. Barnes shared that there is a proposed increase in membership dues. Mr. Cline joined the Board to discuss the previously distributed proposal, a copy of which is on file with the minutes.

There is a 5% increase proposed for 2012. This is in line with anticipated increases in expenses for the 100<sup>th</sup> anniversary celebrations, technology improvements and the industry standard for membership organizations. There is no known correlation between dues increases and renewal rates for members. Except for 2010, the Association has increased dues every year.

The range of increase for member institutions will be from \$20 - \$150, with a handful of institutions paying an increase of \$200 based on the size of their rosters. One-third of the institutional members will pay an average increase of \$40.

Ms. O'Sullivan MOVED, Ms. Yakaboski SECONDED and it was APPROVED that:

*The dues increases for each membership category (institutional, individual, and associate) are accepted as proposed by Mr. Cline in the attached proposal.*

## **2011 First Quarter Operational Plan Update**

Mr. Barnes drew everyone's attention to the distributed Q1 Operational Plan Update from the Central Office, a copy of which is on file with the minutes. Mr. Lane indicated that the Board can expect to receive such a report on a quarterly basis. Mr. Barnes encouraged the Board to provide feedback on the report as it occurs.

Mr. Lane thanked the Central Office for their good work in assembling the report.

### **Round About**

Mr. Barnes asked everyone to share their status with the Board.

### **Miscellaneous**

Membership Count: 560

There will be no Board meeting on May 31, 2011.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:03 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, May 24, 2011

President Lane called the meeting to order at 12:04 pm Eastern Time using *Breeze*. Additional members present were: Jerry Mann, Kim Harrington Pete, Willie Banks, Dave Barnes, Meg O'Sullivan, Tamara Yakaboski, Susan Payment, and Wesley Epplin. Also present were Hali Buck, Dave Teske, Zack Wahlquist and Mark Guthier.

**Minutes**

Ms. O' Sullivan MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The minutes from February 15, 2011 are accepted as amended.*

Mr. Barnes MOVED, Mr. Mann SECONDED, and it was APPROVED that:

*The minutes from May 17, 2011 are accepted as amended.*

**Diversity and Inclusion Survey Update**

Mr. Banks provided an update on the diversity survey results. There was general agreement that the response rate has been higher than expected and that the Board feels good about the participation rate. Mr. Banks reminded everyone that the second part of the survey – the qualitative portion – is currently underway, with a deadline of June 10 for responses. He indicated that the response rate on the second portion will most likely not be as high as on the first portion, which was more quantitative in nature. He intends to present a draft report at the July meeting of the Board.

**Review Draft Letter to NACAS**

Mr. Lane drew everyone's attention to the previously distributed draft letter to NACAS -- composed as a result of the inquiry the Board received from Mr. Rouzer. After a few minor edits, the Board expressed general consensus that the letter could be sent as soon as Mr. Lane finalized it.

**July Leadership Team Meeting**

Mr. Lane encouraged everyone to add their thoughts and ideas to the emerging list of topics for the July meeting.

## **Executive Director Transition Draft Timeline**

Mr. Lane reminded the Board that he has posted a draft timeline for their consideration for the upcoming Executive Director search. In addition, Ms. Herman-Betzen has posted an article concerning succession planning on the BOT forum that the Board members may find interesting.

There was a brief discussion of the need to consider transition strategies for emergency situations as well. Formalizing the current informal arrangement (i.e., Mr. Teske stepping in as the Associate Executive Director, etc.) would be a good first step. Mr. Lane asked the Board to also consider how the transition process can be as transparent as possible to the Association's membership – perhaps even appointing a task force to achieve that goal. He asked the Board to seriously review the draft timeline and other accompanying materials prior to the July meeting so that a robust discussion can occur, with the goal that a plan will be in place at the end of the meeting.

## **Round About**

Mr. Lane asked everyone to share their status with the Board.

Mr. Epplin thanked everyone for the opportunity to serve on the Board, as this represented his last meeting with the Board. Mr. Lane thanked Mr. Epplin for his outstanding, dedicated service as a member of the Board of Trustees.

## **Miscellaneous**

Membership Count: 561

Travel arrangements for the July meeting will be coming out from the Central Office later this week.

The next meeting is Tuesday, June 7<sup>th</sup> with a topic focus of Strategic Directions.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:40 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, June 7, 2011

President-Elect Barnes called the meeting to order at 12:01 pm Eastern Time using *Breeze*. Additional members present were: Jerry Mann, Kim Harrington Pete, Willie Banks, Tamara Yakaboski, Susan Payment and Hali Buck. Also present were Dave Teske, Jack Voorhees and Mark Guthier.

Mr. Barnes turned the meeting over to Mr. Mann.

**Minutes**

Ms. Payment MOVED, Ms. Yakaboski SECONDED, and it was APPROVED that:

*The minutes from May 24, 2011 are accepted as submitted.*

**Updates**

**Diversity and Inclusiveness within ACUI**

Mr. Banks informed the Board that he continues to work through the results from the qualitative portion of the survey responses. He hopes to have his work completed in time for the meeting in Bloomington.

**ACUI Volunteerism**

Ms. Harrington informed the Board that her group has spent its time recently reviewing the results of the 2006 Member Survey and that their meetings occur regularly and are productive.

**Research within ACUI**

Ms. Yakaboski continues to meet with Mr. Wahlquist to develop a potential survey and/or questions for the upcoming Needs Assessment. An article for The Bulletin is also being considered at this time. An educational session is in the works to help members explore a personal research and publication agenda.

## **CHEMA Conference Update**

Mr. Voorhees provided the Board with an update on the recent CHEMA conference that both he and Ms. Herman-Betzen attended. The four main topics discussed at the meeting were:

1. Roundtable issues included the movement of governance boards from an operational to strategic focus; membership among small colleges and universities; ACPA and NASPA updates; affiliate members out-numbering institutional members in some associations
2. A presentation on the meeting-planning economy and how it is impacting associations
3. Diversity and inclusiveness discussion – how can associations provide better resources to their members as they engage in diversity discussions?
4. A presentation on the demands on higher education in the next decade as it is asked to educate nearly two-thirds of the population

## **Strategic Plan Monitoring – Key Success Factors**

Mr. Mann reminded everyone to continue to consider how the Board will fill in the various components of the strategic plan monitoring document. He hopes to have this as a discussion point at the upcoming meeting in Bloomington.

## **Round About**

Mr. Mann asked everyone to share their status with the Board.

## **Miscellaneous**

Membership Count: 561

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:26 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, June 14, 2011

President Thomas Lane called the meeting to order at 12:01 pm Eastern Time using *Breeze*. Additional members present were: Jerry Mann, Kim Harrington Pete, Willie Banks, Tamara Yakaboski, Susan Payment, Meg O'Sullivan, Hali Buck and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over to Ms Payment.

**Minutes**

Mr. Mann MOVED, Ms. Yakaboski SECONDED, and it was APPROVED that:

*The minutes from June 7, 2011 are accepted as submitted.*

**Revised Constitution and Bylaws**

Ms. Payment informed everyone that the Association's constitution and bylaws have been updated and posted on the website, following the vote of the membership earlier this year. She thanked Mr. Teske for his assistance in making this happen in a timely fashion.

**Growing the Profession Task Force Report**

Mr. Lane asked the Board to familiarize themselves with the Spring 2008 report from the Growing the Profession Task Force, in time for the July meeting of the Board in Bloomington. He asked all members to think critically about which portions of the report might provide some focus for the Board as well as additional items they might want to bring forward during the meeting with respect to this topic.

**Strategic Planning Key Success Factors Matrix**

Mr. Mann reminded everyone that he needs input by Friday, June 24 in order to meet his deadline of providing the Board with a working draft of the Matrix in time for the July meeting in Bloomington. Mr. Lane agreed to send all members of the Leadership Team a reminder of the deadline.

## **Finance Committee Meeting Next Week Cancelled**

Due to Board member and staff member absences, Mr. Lane informed everyone that the Finance Committee scheduled for next week, June 21, will be cancelled. Any agenda items from the meeting will be pushed forward to the June 28 meeting.

### **Round About**

Ms. Payment asked everyone to share their status with the Board.

### **Miscellaneous**

Membership Count: 561

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:19 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, June 28, 2011

President Thomas Lane called the meeting to order at 12:00 pm Eastern Time using Adobe Connect. Additional members present were: Jerry Mann, Kim Harrington Pete, Willie Banks, Susan Payment, Meg O’Sullivan, Dave Barnes, Hali Buck and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Justin Rudisille and Zack Wahlquist.

**Minutes**

Ms. O’Sullivan MOVED, Ms. Harrington Pete SECONDED and it was APPROVED that:

*The minutes from June 14, 2011 were accepted as amended,*

**Credit Card Policy**

Mr. Teske briefly reviewed the proposed credit card policy, a copy of which was previously distributed to the Board and is on file with the minutes. This policy will apply to all staff and volunteers who are issued credit cards. The Board felt the policy, as written, was well done.

Ms. O’Sullivan MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The ACUI Credit Card Usage Policy is accepted as presented.*

**Social Media Policy**

Mr. Rudisille briefly overviewed the proposed social media policy, a copy of which was previously distributed to the Board and is on file with the minutes. The Board asked whether the policy would become dated too quickly with new social media applications developing all the time. Mr. Rudisille stated that he believes the policy was written to anticipate this and uses language such as “without limitation.”

Guidelines (which are outside the scope of the policy) would be updated by the social media team in the office as needed. It was clarified that the social media team consists of staff members in the Central Office as appointed by the Executive Director. Mr. Rudisille agreed to describe the members of this team in the guidelines document.

There were concerns that the website “terms of use” is perhaps too casual in its use of language. It was clarified that the language used has been on the website for several years already.

However, Mr. Rudisille agreed to have the team review the terms and consider the Board's feedback in this regard.

The Board then discussed the difficult issue of enforcement and ramifications should the policy not be followed. It was decided that the most the Association can do is to put forth a statement of expectations, which the current draft accomplishes.

Ms. O'Sullivan MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The language regarding Policy on Social Media Use is accepted as presented.*

### **Association Management Opportunities**

Ms. Herman-Betzen provided the Board with an historical overview of the Associations' attempt to develop sustainable sources of non-dues, non-conference revenue over the years. Recent accomplishments have included ACUI Procure, ACUI Promos, and the CSHEMA management contract. She then described some new opportunities in association management that have recently presented themselves, including AFA. A proposal for three different levels of involvement from ACUI is being developed at this time for their consideration. The Board expressed its support for pursuing the opportunity, with the understanding that nothing in the proposal should diminish the primary focus of the staff being the successful implementation of ACUI's programs and services for its members.

If the proposal is seriously entertained by AFA, the Board will be informed and asked to consider approving any final agreement that is reached by the staff.

### **Update on Community Summit**

Ms. Herman-Betzen shared an update on the upcoming Community Summit. Attendees have been identified. The Summit will be held at the University of Wisconsin-Madison with 60 participants.

### **July Board of Trustees Meeting**

Mr. Lane asked everyone to continue to add agenda items to the Forum for the upcoming July meeting in Bloomington, Indiana. The Board also agreed to visit Restaurant Talent for one of their dinners, with the understanding that this will impact the per diem reimbursement that each person can claim.

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count: 563**

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday - Saturday, July 7-9, 2011

President Thomas Lane called the meeting to order at 1:30 pm Eastern Time in the Indiana Memorial Union Distinguished Alumni Room in Bloomington, Indiana. Additional members present were: Jerry Mann, Kim Harrington Pete (*Thursday afternoon only*), Willie Banks, Tamara Yakaboski, Susan Payment, Meg O’Sullivan, Dave Barnes, Hali Buck and Marsha Herman-Betzen, Executive Director. Also present was Mark Guthier.

**Tracking Strategic Plan Progress**

Mr. Lane asked Mr. Mann to offer his thoughts on how the session at the Leadership Team meeting went with respect to the tracking matrix for the strategic plan. He indicated that the feedback he received was helpful and that he will work to incorporate it into the matrix as soon as possible. He will then ask the Board to review the document, confirm the metrics and then approve its implementation.

Mr. Mann then asked the Board to provide him with any additional feedback on items, other than the tracking matrix, that the Strategic Direction committee should pursue over the course of the year.

Mr. Lane invited the Board to provide their initial reactions to the roles they’ve assumed with respect to various components of the Strategic Plan. There was general consensus that the approach is working well and that if there were any misgivings regarding the fear that the Board might become too “operational” that has not been the case.

**The Role of Research in ACUI**

Ms. Yakaboski and Mr. Wahlquist led the Board through a discussion on the role of research within the Association. They drew everyone’s attention to the previously distributed document that outlined a process for addressing: *Strategic Direction 2: ACUI will assemble and disseminate a body of knowledge about the college union and student activities profession through research, assessment, publication, and outreach.*

The Board discussed the relative merits of engaging the Association membership in a survey on this topic at this time. It was decided that a survey approach is warranted and that Ms. Yakaboski should proceed in that direction.

Ms. Yakaboski then suggested that the Association consider a formalized research agenda that would unfold in the following way:

Year 1: Data Collection and Archival Study

Year 2: Develop a Research Agenda

The Board then shared their perspectives and experiences with sister associations with respect to research. There was also discussion of the evolution of members' educational backgrounds over time from a variety of degrees a few decades ago to more concentration around student personnel and educational administration in recent years.

There was a general consensus that over the long-term, a research component should probably exist within every core competency. It was agreed that research is not exclusive to only a few of the competencies.

The Board then discussed the grant award process that is currently being considered by the Education & Research Fund and the Education Council. Mr. Lane asked for more clarification on the sequencing that may or may not be occurring at this time between that effort and the work that Ms. Yakaboski is undertaking. Following a brief description from Mr. Wahlquist of the process that is in place, it was agreed that Ms. Yakaboski should first engage the Education Council as she moves forward on her efforts. Then, following that conversation, she should proceed with her proposed survey and the basic outline of the plan she previously distributed.

### **Engaging Student and Undergraduate Student Members in ACUI**

Mr. Lane introduced the discussion topic for this portion of the meeting. He asked Ms. Buck to provide her perspective and then turned the discussion over to Ms. Harrington Pete. Ms. Harrington Pete offered some brief background on the work of the Growing the Profession Task Force from a few years ago. A copy of the task force report was distributed to the Board prior to the meeting.

Ms. Herman-Betzen led the Board through a brief update on where the Association stands with respect to the recommendations made in the task force report. She then shared that student involvement in Association programs this last year was at the highest level ever. Ms. Harrington Pete agreed to follow up and report results from the mentorship program in New York City two years ago to the Board at an upcoming meeting.

The Board then discussed how undergraduate and graduate student involvement has occurred in the past through various components of the Association – annual conference, regional conferences, programs, etc. Ms. Buck thanked the Board for the input and Ms. Yakaboski shared that it was good to see some recommendations from the Task Force were implemented.

### **Meeting to Discuss Audit with Stampfli and Associates**

Mr. Duane Vaught joined the Board for their annual meeting to discuss the audit.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 4:08 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 4:44 pm.

The Board thanked Mr. Vaught for his time and expressed its appreciation for his audit services.

### **Evaluation Process and Timeline for Executive Director/BOT**

Mr. Lane reviewed last year's process and timeline for the evaluation of the Executive Director. There was general consensus that the same process and timeline should be used again this year. Mr. Lane asked Ms. Payment to prepare a timeline for the Executive Director and BOT evaluation with this in mind.

The Board RECESSED WITHOUT OBJECTION at 4:55 pm on Thursday, July 7, 2011.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 10:07 am on Friday, July 8, 2011.

### **Public Policy Consortium Participation**

Ms. Herman-Betzen provided the Board with an overview of the Association's previous participation in the Public Policy Consortium of higher education associations in Washington, D.C. NASPA, ACPA, ACUHO-I, Judicial Affairs and ACUI shared the expense of a half-time lobbyist for several years. The annual expense to ACUI was approximately \$10,000 at the time. After consulting the results from the member needs assessment a few years ago, ACUI decided to drop its membership in the consortium due to lack of interest.

Since ACUI left the consortium, almost all of the student affairs associations have now become active in the group. ACUI has been asked to re-consider its decision. The cost at this time would be approximately \$8,000 annually. The Board weighed the relative costs and benefits between joining the consortium as a "good partner" with our sister associations versus allocating resources to an initiative that the membership may not be requesting at this time.

If the decision was made to re-join the consortium, the Association would need to identify who would represent ACUI at the monthly conference calls and the periodic face-to-face meetings. The Board considered whether that person would be a volunteer or a staff member. In addition, a process would need to be identified as to how issues would surface from the Association to be included on the public policy agenda.

It was discussed that an approach might be that the Association, at a minimum, investigates whether or not there is interest among the membership to actively participate in the consortium.

However, whether or not a volunteer is found, a staff member could be identified to carry out the responsibilities of the Association's participation in the consortium at this time.

Mr. Banks MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The Association will commit up to \$8,000 annually to participate in the Public Policy Consortium. The Executive Director will report to the Board as to the process and structure she will use to support the Association's participation in the consortium.*

### **Draft Policy Language Regarding Association Response to Member Deaths**

Mr. Lane asked the Board to consider whether or not it would be prudent for the Association to have draft language available on the occasion of the death of individual members that outlines the Association's appropriate, consistent response. It was agreed that such a policy would be beneficial to provide parameters for the staff as to the response that should be made. Ms. Herman-Betzen agreed to research other association's policies and to provide the Board with a draft policy for its consideration at its September teleconference.

### **Non-Dues Revenue Opportunities**

Mr. Wahlquist and Mr. Cline joined the Board to engage in a conversation around non-dues revenue opportunities. Ms. Herman-Betzen provided a brief history of the Association's attempts at generating non-dues, non-conference revenue. ACUI has worked to develop non-dues revenue over the last 16 years. Significant progress in this area over that time has included the introduction of ACUI Procure, the management of CSHEMA and ACUI Promotions.

Mr. Cline described another opportunity that he recently discovered with a marketing association in Indianapolis to provide association management services. An RFP was submitted and an interview was conducted, but a decision was made not to pursue the opportunity based on non-alignment with the association's core values.

Mr. Wahlquist shared another story about the possibility to provide services to AFA while they are in transition between executive directors. The staff is in the process of preparing a proposal for their consideration – both on a short-term basis and also along the lines of full association management. The Board will be informed as to the outcome of this possibility as soon as the staff hears back from AFA.

Mr. Lane asked if the Board considers association management opportunities as a continuing viable source of non-dues revenue. There was general consensus that this was the case. He then asked if there are guiding principles that should be in place when these opportunities arise. Suggested criteria included:

- Does the activity jeopardize ACUI's non-profit status?
- Will this activity negatively impact the amount of time the staff has to dedicate to ACUI?

- Would additional time spent on an existing ACUI program or service produce the same financial result?

The Board then asked the question, “At what point should this activity be spun off as a separate, for-profit enterprise?” It was decided that if the Association continues to provide these services for more associations (beyond the one to two that are occurring now) then the Board will need to seriously consider this option. At this point, the Board expressed its support for the staff continuing to pursue opportunities in this arena and to bring potential ideas to the Board when appropriate.

Mr. Banks MOVED, Ms. O’Sullivan SECONDED and it was APPROVED that:

*The Executive Director will prepare and present a five-year prospectus for association management to the Board in time for the annual conference in Boston.*

### **BOT Discussion with Patrick Bailey Regarding 100<sup>th</sup> Anniversary Committee and BOT Relationship**

Mr. Bailey joined the Board to provide an update on the 100<sup>th</sup> Anniversary Committee. At this point, the committee is planning a calendar-year celebration with the annual conference occurring near the beginning of the year in April, 2014. The committee is also considering how to use other annual events, regional conferences and programs in 2014 as anniversary events. He solicited feedback from the Board members as to their expectations regarding the anniversary. Ideas that were generated included:

- Evolution of the governance structure might be highlighted
- Evolution of the Central Office
- Communication regarding the anniversary should come from the Executive Director to the Board of Trustees
- An opportunity for web-based updates should be developed
- Being mindful of what one hundred years means to students

Mr. Lane asked the Board to consider what words or phrases would capture the essence of a successful anniversary celebration. Ideas that were shared included:

- “Association of Choice”
- Strike a balance between sense of history and a healthy optimism for the future
- A celebration of the history we’ve made and history we’re going to make

### **Diversity and Inclusion Update**

Mr. Banks and Ms. Beltramini asked the Board to consider the following items in supporting the work that they are doing with respect to diversity and inclusion. First, they want the Board meetings to be a safe place to discuss this topic and second, that the discussions be authentic as they develop.



Mr. Banks then shared the following themes that have emerged from the recent surveying that has taken place:

- The Association can be seen as “cliquish” in that the same people assume volunteer positions over and over again
- A focus on diversity and inclusion needs to involve more than “bean counting”
- Some people in the Association believe that time spent on diversity is time taken away from focusing on the union
- We will need to focus on the “visual”
- We need to do a better job of getting a more diverse pool of volunteer candidates in the pipeline for positions
- We need to do a better job of educating the veterans about the realities of today’s nominating process

Mr. Banks thanked everyone for their time and their ideas. He intends to spend time with Ms. Beltramini in the next few weeks to develop an approach and some priorities to move this topic forward. The Board thanked Mr. Banks for his energy and efforts in this regard.

### **2011 Elections Timeline**

Ms. O’Sullivan reported that she met with Ms. Smith to finalize the details for the 2011 elections. She shared the timeline dates with the Board, a copy of which is on file with the minutes.

### **Executive Director Emergency Transition Planning**

Ms. Payment initiated a discussion and review of the proposed emergency leadership transition plan for the Executive Director in her absence or incapacity, as outlined in the previously distributed documents to the Board: a *Board Source* article and the draft timeline created during the Chicago Leadership Team meeting. Ms. Payment, Ms. O’Sullivan, Mr. Barnes and Mr. Guthier agreed to serve as a sub-committee to re-draft the document based on the feedback received from the Board. An updated version will be presented to the Board for its consideration in time for the October governance meeting of the Board. Following Board approval, the necessary changes to the Bylaws to accommodate the transition plan will be presented to the Association membership for their consideration.

The Board then engaged in a brief discussion around the planned retirement of Ms. Herman-Betzen, currently slated for May 1, 2015 – and the proposed timeline for recruitment and selection of the successful candidate to fill the vacancy. At this time, the timeline may begin in the summer/fall of 2012 to prepare for the process. The Board will continue its discussion on this topic as the year progresses, with an anticipated approval of the transition plan occurring at the Boston conference.

## **Exploring Potential ACUI Collaborations with Sister Associations**

Mr. Lane opened the floor to discussion of what some new partnerships might look like between ACUI and our sister associations in higher education. Ms. Herman-Betzen outlined the Association's historic approach with respect to collaborations; i.e., that there must be a shared development of the proposed program/service with shared risk and shared reward between ACUI and the sister association. There was a common understanding among the Board members that this is the approach that has been taken – as well as an affirmation that this is the right approach moving forward as well.

Ms. O'Sullivan shared a concept for an international internship exchange/shadow program between ACUI and the National University of Ireland in Galway. The proposal would most likely begin with two to four schools. It would be a more nimble version of the job exchange that used to exist, involving a much smaller commitment on behalf of institutions and members to pull off. The Board expressed its support for the idea. As a result, Ms. O'Sullivan agreed to work with the Central Office and NUI to move the concept forward and the Board concurred.

The Board RECESSED WITHOUT OBJECTION at 4:55 pm on Friday, July 8, 2011.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:00 am on Saturday, July 9, 2011.

## **Regional Audit Progress**

Mr. Lane and Ms. Herman-Betzen shared an update on their meeting with the Regional Directors. They mentioned several items that the Regional Directors are considering, a complete list of which will be shared with the Board following the meeting. One item of particular interest is a possible request from the Regional Directors to conduct an external review of the regions. Mr. Lane looks forward to the request and hopes the Board will consider it seriously, including the cost implications associated with conducting the review.

There was general consensus that an external review of the Regions would be supported by the Board. At this time, the Regional Directors anticipate submitting an update/report to the Board regarding the culmination of their work at the Boston conference. Following the update, a timeline will be developed for the implementation of their recommendations – and out of this may come the request for an external review.

### **Setting the Agenda for Future Board Calls**

Mr. Lane asked the Board to generate agenda items for future Board meetings – between the July meeting and the Boston conference. Ideas generated included:

- Partnerships with sister associations
- International update
- Initiative mapping
- Board evaluation
- Transition planning – Executive Director job description review and development of a proposed timeline
- Tools and resources to increase Board effectiveness
- Diversity and Inclusion
- Research
- Institutionalize “Growing the Profession”, “Volunteer Engagement” and “Diversity & Inclusion” Task Force recommendations
- Updates from Education & Research Fund
- Update on sponsorships
- Recognition and Protocol Program
- Public Policy Consortium follow-up – attempting to be more proactive

The Board will meet again beginning Tuesday, July 26, 2011.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 9:50 am on Saturday, July 9, 2011.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, July 26, 2011

President Thomas Lane called the meeting to order at 12:00 pm Eastern Time using Adobe Connect. Additional members present were: Jerry Mann, Willie Banks, Susan Payment, Dave Barnes, Hali Buck, Tamara Yakaboski, Kim Harrington Pete and Marsha Herman-Betzen, Executive Director. Also present were Jack Voorhees, Jason Cline and Mark Guthier.

**Minutes**

Ms. Payment MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The minutes from June 28, 2011 were accepted as presented.*

Mr. Barnes MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The minutes from July 7-9, 2011 were accepted as amended*

**Update Regarding AFA Association Management Proposal**

Ms. Herman-Betzen shared that the negotiations continue between ACUI and AFA for the provision of association management services. At this point, the extent of the services will most likely be less than the CSHEMA model, but more than the ACRL model – which are both currently in place. The expected remuneration to the Association is currently thought to be somewhere in the \$35,000 - \$45,000 range. Once the negotiations are completed, the Board will be asked to consider approving the final agreement.

**Discussion Regarding Future July Leadership Team Meeting Location**

Mr. Barnes asked the Board whether or not a different location for the July Leadership Team meeting than the Indiana Memorial Union has ever been considered – or should be considered in the future. Some concerns were expressed regarding cost to the Association as well as other matters. Ms. Herman-Betzen agreed to meet with the staff at the Indiana Memorial Union to explore how the partnership might be enhanced going forward before the Association considers moving the meeting somewhere else. After that meeting occurs, she will inform the Board as to its outcome. The Board agreed to wait until that time to consider this item further.

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 565

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, August 2, 2011

President Thomas Lane called the meeting to order at 12:04 pm Eastern Time using Adobe Connect. Additional members present were: Jerry Mann, Willie Banks, Susan Payment, Hali Buck, Tamara Yakaboski and Kim Harrington Pete. Also present were Elizabeth Stringer and Mark Guthier.

Mr. Lane turned the meeting over to Mr. Mann.

**Minutes**

Ms. Payment MOVED, Ms. Harrington Pete SECONDED and it was APPROVED that:

*The minutes from July 26, 2011 are accepted as submitted.*

**Updates**

**Diversity and Inclusion within ACUI**

Mr. Banks shared that the work group is planning to submit an article to *The Bulletin* within the next two months. In addition, a current topic that the group is considering is the possibility of adding a volunteer position on the regional leadership teams for diversity and inclusion.

**ACUI Volunteerism**

Ms. Harrington Pete shared that she connected with Ms. Jill Zambito on whether or not any follow-up had occurred with the mentorship program at the New York City conference. She indicated that no follow-up occurred. Mr. Lane thanked Ms. Harrington Pete for closing the loop on this piece of information

**Research within ACUI**

Ms. Yakaboski is working with the Central Office and the Education Council on the possibility of adding a new outreach opportunity for research at the annual conference. In addition, she continues to work with Mr. Wahlquist on the items identified at the July Leadership Team meeting.

## **Strategic Plan Monitoring – Key Success Factor’s Matrix**

Mr. Mann updated the Board on the strategic plan monitoring project he is undertaking. He has received just one additional piece of feedback since the July Leadership Team meeting. As a result, he plans to take the input he has, incorporate it into the matrix and have it ready for the Board’s review at the September meeting that focuses on Strategic Directions.

### **Miscellaneous**

Mr. Lane forwarded a Board of Trustees update to Ms. Beltramini last week. It will be distributed with the next Leadership Team update.

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 565

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:17 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 9, 2011

President Thomas Lane called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Willie Banks, Susan Payment, Hali Buck, Meg O’Sullivan, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Lane turned the meeting over to Ms. Payment.

**Minutes**

Ms. O’Sullivan MOVED, Ms. Yakaboski SECONDED and it was APPROVED that:

*The minutes from August 2, 2011 are accepted as submitted.*

**Emergency Leadership Transition Plan Draft**

Ms. Payment shared that the draft is nearly done and will be distributed to the sub-committee within the next week. It is her hope that the full Board can take action on the plan before the end of the month.

**BOT Mid-Year Self Assessment**

Ms. Payment drew everyone’s attention to a draft of a mid-year self assessment that she would like to administer. She asked that feedback on the instrument be forwarded to her in the near future so that she can distribute the survey in mid-September to the Board.

**Recognition/Memorial Policy**

Ms. Herman-Betzen indicated that she continues to gather benchmark information on this topic from sister associations and hopes to have something to share at the next Governance sub-committee meeting.



## **Elections**

Mr. Teske shared that the nominations for members of the Elections Committee are coming in from the Regions. Ms. O'Sullivan indicated that the announcement for this year's elections will go out to the membership the first week of September. She encouraged all members of the Board to make strong nominations for the Board in the coming weeks.

## **Strategic Plan Key Success Factors Matrix**

Mr. Lane asked the Board to take a look at the matrix one last time and forward any remaining feedback and/or input they may have to Mr. Mann.

## **Miscellaneous**

### **Trip to NUS**

Ms. O'Sullivan shared an update on her recent trip to Scotland, which went extremely well. The idea of a shadowing program between NUS and ACUI volunteers (and staff) was well received. There is strong interest in attending this year's Region 1 conference as well as future annual conferences.

### **Central Office Staff Retreat**

Ms. Herman-Betzen provided an overview of this year's staff retreat. The retreat was scheduled over a series of days and is still not concluded at this time. Once it is wrapped up, she will report the highlights to the Board.

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 566

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:27 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, August 23, 2011

President Thomas Lane called the meeting to order at 12:01 pm Eastern Time using Adobe Connect. Additional members present were: Susan Payment, Meg O'Sullivan, Hali Buck, Kim Harrington Pete and Tamara Yakaboski. Also present was Dave Teske.

**Minutes**

Ms. Payment MOVED, Ms. O'Sullivan SECONDED and it was APPROVED that:

*The minutes from August 9, 2011 are accepted as submitted.*

**Central Office Staff Retreat Update**

Mr. Teske provided the Board with an overview of the recent Central Office Staff Retreat. The entire experience occurred over a span of 15 days – with sessions that included all members of the staff and some that included topical areas and/or department heads. One of the products that resulted from the overall retreat was a new organizational structure for the staff that includes new work teams and reporting lines. A copy of the new organizational chart was shared with the Board and is on file with the minutes. Mr. Teske then walked through the chart with the Board, describing the relationships that now exist between and among the staff members.

One of the outcomes of the re-organization is the opportunity to create a position on the staff that is focused exclusively on student programs. This will be discussed later in the meeting during the review of the 2<sup>nd</sup> Quarter financial statement.

**Update Regarding AFA Management Contract**

Mr. Cline, the project manager for the AFA Management Contract, provided the Board with an update on the current three-week transition period that is in place from now until Labor Day. An administrative person will be hired in the near future once the transition period has concluded.

## **Review of 2<sup>nd</sup> Quarter Financial Statement**

Mr. Teske thanked the Board for the additional week to produce the 2<sup>nd</sup> Quarter financial statement due to the emerging discussions with AFA over the last few weeks. A copy of the financial statement and the accompanying narrative were distributed to the Board prior to the meeting and are on file with the minutes.

At this point, the current projected net income on the year is slightly more than \$161,000, representing nearly \$145,000 over the budgeted amount. This will more than fully fund the required contribution to reserves for the year (approximately \$142,000).

Mr. Teske walked the Board through all seven of the Association's cost centers, as outlined in the previously distributed narrative. Board members asked several clarifying questions along the way. It was noted that Cost Center 07 has been re-named "Business Services." Mr. Teske also noted that the discussions with CSHEMA have been concluded and that a new three year contract with an additional two year option has been negotiated. In addition, the net income to the Association for the remainder of the 2011 fiscal year from the newly negotiated AFA management contract, nearly \$41,000, has been included in the 2<sup>nd</sup> Quarter projections.

Ms. Harrington Pete MOVED, Ms. Payment SECONDED and it was APPROVED that:

*The 2011 Second Quarter Financial Statement is accepted as submitted.*

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 570

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:46 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 6, 2011

President Thomas Lane called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Hali Buck, Kim Harrington Pete, Dave Barnes, Willie Banks, Susan Payment and Tamara Yakaboski. Also present were Dave Teske, Jason Cline and Mark Guthier.

Mr. Lane turned the meeting over to Ms. Payment.

**Minutes**

*The minutes from August 23, 2011 were APPROVED WITHOUT OBJECTION.*

**AFA Management Update**

Mr. Cline, the project manager for the AFA Management Contract, provided the Board with an update. Kaye Cross has been hired as the administrative staff person assigned to AFA. She will work primarily on AFA-related items, but will also provide some limited support to ACUI throughout the year.

**Emergency Leadership Transition Plan Draft**

Ms. Payment reported that she continues to work on the draft document for the Emergency Leadership Transition Plan. Mr. Lane asked that the draft be available for the Board's review and action at the October meeting of the Board scheduled for Governance.

**BOT Mid-Year Self-Assessment**

A Survey Monkey instrument will be going out next week to all Board members. Ms. Payment asked everyone to participate at their earliest convenience.

## **Article Discussion for October Board Meeting**

Ms. Payment asked the Board members to forward any ideas they have for a common reading article. Mr. Lane suggested a chapter from the board development book he shared with Ms. Payment at the annual conference. She agreed that would be an excellent choice and committed to forwarding a chapter to all members of the Board in the next few weeks.

## **Role of the Student in ACUI**

Mr. Lane and Ms. Buck have been preparing some thoughts on the role of students within the Association. They are now in a position to share some of their reflections with the Board and will add this topic to an upcoming agenda.

## **Miscellaneous**

### **Next Week's Meeting**

The rotation of meeting topics this month has been altered. Therefore, next week's meeting will focus on Strategic Directions.

### **Membership Renewals**

Mr. Cline asked the Board members to review the list of 19 institutions that currently have a lapsed membership and to reach out personally to those they know.

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 572

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:21 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, September 13, 2011

President Thomas Lane called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Hali Buck, Kim Harrington Pete, Jerry Mann, Dave Barnes, Meg O’Sullivan, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Lane turned the meeting over to Mr. Mann.

**Minutes**

Mr. Barnes MOVED, Ms. Harrington Pete SECONDED and it was APPROVED that:

*The minutes from September 6, 2011 are accepted as submitted*

**Updates**

**Diversity and Inclusion within ACUI**

Mr. Banks provided a written update to the Board via Mr. Mann – An article focused on the recently completed diversity survey has been submitted to *The Bulletin* for the fall.

**ACUI Volunteerism**

Ms. Harrington Pete reported that her previously scheduled sub-committee meeting for last Friday was unexpectedly re-scheduled at the last minute for this coming Friday.

**Research within ACUI**

Ms. Yakaboski continues to work on the survey she is planning to distribute to the membership regarding research. A draft of the current survey was distributed to the Board just prior to the meeting. She spent some time talking through her emerging approach with the Board and thanked everyone for their input. Ideas for consideration were to (1) more closely link the survey language with the strategic plan language of moving the Association toward a research agenda; (2) break the survey into several smaller surveys; and (3) populate some sections of the survey with answers that the respondents could “click on” rather than “fill in the blank.”

## **Strategic Plan Monitoring – Key Success Factors Matrix**

Mr. Mann drew everyone’s attention to the previously distributed draft matrix. His intent for the remainder of the meeting was to finalize the matrix and then discuss how often the matrix will be reviewed and updated by the Board.

The Board then spent some time filling in the remaining portions of the matrix. Mr. Mann agreed that a final version of the matrix based on this feedback will be produced and distributed to the Board in time for the next Strategic Directions meeting of the Board. A copy of the final matrix will be placed on file with the minutes at that time.

It was then discussed and agreed that the matrix will be reviewed quarterly by the Board.

Mr. Lane thanked Mr. Mann for all of his hard work on developing and maintaining the matrix.

## **Membership “Drops” Update**

Mr. Teske led the Board in a brief discussion of membership renewals and “drops.” The individual Board members provided updates on their efforts to reach out to schools and agreed to take on additional schools in attempt to prevent non-renewals from occurring.

## **Miscellaneous**

### **Elections Update**

Mr. Lane reminded everyone to actively engage themselves in the annual nominations process for president-elect and at-large BOT members.

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 575

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:54 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, September 20, 2011

President Thomas Lane called the meeting to order at 12:01 pm Eastern Time using Adobe Connect. Additional members present were: Hali Buck, Jerry Mann, Dave Barnes, Willie Banks, Meg O'Sullivan, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over to Mr. Barnes.

**Minutes**

*The minutes from September 13, 2011 were APPROVED WITHOUT OBJECTION.*

**Central Office Budget Parameters**

Mr. Barnes provided a brief overview of the annual process that is used to construct the operating budget for the Association. A piece of this process is the identification of budget parameters from the Board that the Central Office should take into account as it develops a budget for the Board's consideration. These parameters are identified at this time without respect to the cost. As the Central Office considers the parameters, cost estimates will be developed during the budgeting process – the Board will have the opportunity to either include these items or not, as the budget dictates.

After a brief discussion, the following items were identified by the Board:

- 100<sup>th</sup> Anniversary expenses, as appropriate
- Certification expenses, as appropriate

**ERF – Endowment Statement of Purpose**

Mr. Teske provided the Board with some background information on the Association's current endowment program. It is the recommendation of the Association's auditors that the Board adopt a Statement of Purpose for the overall endowment program in order to balance the extent to which the intent of donors is protected with the long-term needs of the Association. There has not been a Statement of Purpose previously, so this will establish a foundation from which to align all of the Association's various endowments and funds.



Ms. O'Sullivan MOVED, Mr. Mann SECONDED and it was APPROVED that:

**Scholarship and Awards Endowment**

*Statement of Purpose: The purpose of the Scholarship and Awards endowment is to enable funding of scholarships and cash awards which further the mission of the Association or foster the development of students and professionals in campus community building.*

**Endowment investment income policy**

*It is the policy of the Association to allocate a portion of earnings to the permanently restricted fund in order to grow the base endowments. The minimum annual allocation is two percent of the collected permanently restricted portion of the asset. Upon recommendation from the Education and Research Fund Program team, the Board of Trustees may choose to make a higher allocation if deemed prudent. In the event that the annual earnings are less than two percent, all earnings will be allocated to the permanently restricted portion. All other earnings from the collected permanent and temporarily restricted funds will be allocated to the corresponding temporary restricted fund to be used in the execution of the supported program. If no earnings are received no allocation will be made.*

**Clay Targets**

Mr. Teske reported to the Board that a program partner with the Association on the annual clay targets tournament will most likely not be involved in this year's event. As a result, ACUI may become the recipient and distributor of the awards money. This may reflect a flow-through of anywhere between \$250,000 and \$500,000 on the Association's financial records in any given year. Due to the large nature of this transaction, Mr. Teske wanted to inform the Board in advance to determine if there were any concerns. The Board thanked Mr. Teske for providing this information. There was general agreement that this change does not raise any concerns for the Board.

**Transparency Discussion**

In time for the October meeting of the Board dedicated to Finance, Mr. Barnes and Mr. Teske have agreed to prepare some thoughts with respect to guaranteeing a healthy level of transparency with the membership regarding the Association's financial position.

**New Awards**

Ms. Beltramini reported that the Education Council is pleased to announce the following new awards, to be initiated at the annual conference in Boston this year:

***Dissertation of the Year Award*** – cash award of \$400; opportunity to be published and to present an educational session at the conference

***Research Grant*** – for up to \$1500, in support of research that furthers scholarship within the Association.

In addition, a new community builder’s award will also be offered this year:

***President of the Year Award*** – recognizes a university president who has demonstrated philosophical support for the role of the college union/student activities on her/his campus

### **Miscellaneous**

#### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 575 (minus 18 that are about to be “dropped”)

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:41 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, October 4, 2011

President Thomas Lane called the meeting to order at 12:02 pm Eastern Time using Adobe Connect. Additional members present were: Hali Buck, Jerry Mann, Dave Barnes, Willie Banks, Meg O'Sullivan, Susan Payment, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present were Jack Voorhees and Mark Guthier.

Mr. Lane turned the meeting over to Mr. Mann.

**Minutes**

Ms. Payment MOVED, Ms. O'Sullivan SECONDED and it was APPROVED that:

*The minutes from September 27, 2011 are accepted as submitted.*

**Updates**

**Diversity and Inclusion within ACUI**

Mr. Banks did not have an update for this month.

**ACUI Volunteerism**

Ms. Harrington Pete sent a written update to Mr. Mann prior to the meeting. He indicated that she reports her recent meetings with Michelle Smith and Joe Gutowski have focused on understanding the student volunteer experience better as well as working on the upcoming ACUI elections and the community builders awards ceremony at the annual conference.

**Research within ACUI**

Ms. Yakaboski forwarded an updated version of her survey questions to the Board prior to the meeting. After speaking with Mr. Lane and Mr. Wahlquist, she is recommending that the survey be administered in January so as to separate it somewhat from the annual needs assessment. This would still allow time for a session to be developed for the annual conference in Boston that is based on the survey results.

## **Strategic Plan Monitoring – Key Success Factor’s Matrix**

Mr. Mann asked for feedback on the best timeline to use with respect to reviewing the matrix. He suggested that the Board’s review might reflect the following: January, March, July and mid-autumn. There was general agreement that this rhythm seemed appropriate, but that it could also remain fluid as determined by the Chair of the Strategic Directions Committee.

The Board then engaged in a brief discussion regarding the measurements in the matrix having to do with the recruitment of a more diverse base of volunteers. At the conclusion of the discussion, it was determined that the measurement has less to do with available funding for international volunteers than it does with the effort that goes into recruitment of international leaders within the Association. Mr. Mann will make sure the matrix language reflects this distinction.

### **Miscellaneous**

The BOT self-assessment should be distributed in the coming weeks.

The Regional Task Force will meet with the external consultant in Bloomington within the next month.

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 577 (less 16 about to be “dropped”)

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:23 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, October 11, 2011

President Thomas Lane called the meeting to order at 12:06 pm Eastern Time using Adobe Connect. Additional members present were: Hali Buck, Jerry Mann, Willie Banks, Kim Harrington Pete, Meg O'Sullivan, Susan Payment and Tamara Yakaboski. Also present was Jason Cline.

Mr. Lane turned the meeting over to Ms. Payment.

**Minutes**

Ms. O'Sullivan MOVED, Ms. Yakaboski SECONDED and it was APPROVED that:

*The minutes from October 4, 2011 are accepted as submitted.*

**Updates**

**BOT Mid-Year Assessment**

Ms. Payment shared that the Board will receive a mid-year self-assessment (via Survey Monkey) immediately following the meeting. She asked everyone to complete the survey by the end of the week.

**Emergency Transition Plan**

Ms. Payment reported that a draft plan will be shared with Ms. O'Sullivan, Mr. Teske and Mr. Guthier in the next week, with a goal for the Board to take action on the plan during its October 25 meeting.

**Elections**

Ms. O'Sullivan reported that five candidates are running for president-elect and nine candidates are running for at-large member of the Board. There was then a brief discussion of how the process will unfold from this point forward.

## **Article Discussion**

Ms. Payment opened up a discussion of a previously distributed article to the Board; a chapter from *“Governance and Leadership: Reframing the Work of Non-Profit Boards.”* A literature review of this type has been on the Board’s professional development agenda since the annual conference.

Ms. Payment indicated that the results of the up-coming self-assessment tool may provide some insight into how the current Board is challenging itself to meet the objectives outlined in the chapter. There was general agreement that this would be the case.

Mr. Lane then asked the Board to reflect on its organizational behavior since the annual conference and to share their perspective on that behavior as it related to the chapter. This generated a healthy discussion.

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 579

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:37 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, October 18, 2011

President Thomas Lane called the meeting to order at 12:00 pm Eastern Time using Adobe Connect. Additional members present were: Jerry Mann, Dave Barnes, Willie Banks, Meg O’Sullivan, Susan Payment and Tamara Yakaboski. Also present was Dave Teske.

Mr. Lane turned the meeting over to Mr. Barnes.

**Transparency Discussion**

Mr. Barnes reminded everyone that there will be an upcoming Board discussion regarding “transparency” as it relates to the Association’s financial statements and reporting. He hopes to place this topic on the agenda next month.

**3<sup>rd</sup> Quarter Financial Statement and Preliminary Budget**

Mr. Barnes let everyone know that the Q3 Financial Statement and a preliminary budget discussion will occur at next month’s meeting.

**Region 15 Keynote Discussion**

Mr. Lane briefed the Board on a recent development with respect to the selection of a keynote speaker for the Region 15 Conference.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:05 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:10 pm.

Mr. Lane and Ms. Herman-Betzen are drafting a letter for distribution to the members of the Region 1 Leadership Team expressing the Association’s commitment to its core values, encouraging a continuing dialogue between the regions and re-affirming the long-standing practice of allowing regional conferences to select their educational content.

## **Regional Audit Task Force Update**

Mr. Teske provided the Board with an update on the recently concluded first meeting of the Regional Audit Task Force. All eight members of the task force and the consultant were able to make it to the first face-to-face meeting. Outcomes from the first meeting included:

- Standardizing regional conference sessions on this topic
- Regional Director conference call – all but one RD was able to participate
- Planning for the next year – to possibly include town hall meetings at the annual conference, time with each of the component groups and a regional audit SWOT analysis

The Board will receive a progress report in Boston.

## **Annual Conference Meeting Times**

The Board will arrive in Boston on Thursday, March 15, 2012. BOT meetings will occur on March 16 and 17 with the annual conference beginning on Sunday, March 18.

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 580

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:28 pm.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, October 25, 2011

President Thomas Lane called the meeting to order at 12:00 pm Eastern Time using Adobe Connect. Additional members present were: Willie Banks, Meg O’Sullivan, Dave Barnes, Jerry Mann, Kim Harrington Pete, Hali Buck, Susan Payment and Tamara Yakaboski. Also present were Dave Teske and Jason Cline.

**Minutes**

Ms. O’Sullivan MOVED, Mr. Banks SECONDED and it was APPROVED:

*The minutes from October 11, 2011 are accepted as submitted.*

Ms. O’Sullivan MOVED, Ms. Yakaboski SECONDED and it was APPROVED:

*The minutes from October 18, 2011 are accepted as submitted.*

**Shadowing Program Proposal**

Ms. O’Sullivan shared an update on the international shadowing program she proposed following her trip to Ireland earlier in the year. A copy of the proposal and associated timeline was distributed to the Board prior to the meeting and is on file with the minutes.

The intent in the pilot year is to find four host campuses in the U.S.A. to match with four international campuses, most likely from England, Ireland, Scotland and Canada.

The Board engaged in a healthy discussion regarding the tremendous benefits that a successful program like this can afford the Association. There was general agreement and consensus that the proposal should move forward. The Board thanked Ms. O’Sullivan for all of her work in this area. Ms. O’Sullivan indicated that she would provide the Board with periodic updates on the program as its developed and implemented in the coming year.

## **ACUI Website**

Mr. Lane asked Mr. Teske to walk the Board through the new ACUI website format. Mr. Teske pointed out the following highlights:

- The information is organized in a similar fashion as previously
- The header provides additional functionality now
- The Education & Research Fund now has its own presence on the home page header
- The menu is re-arranged slightly
- The shortcuts are intended to be “long-term” in nature; i.e, the annual conference, premier programs, etc.
- Social media icons appear on every page
- The home page now includes a section titled “Recently In”

The Board expressed its appreciation for the new functionality and the new design and asked Mr. Teske to extend their appreciation to the appropriate members of the Central Office staff.

## **Updates**

Mr. Lane asked Ms. Buck and Ms. Harrington Pete to provide the Board with an update on the Education & Research Fund Summit, “Physical Place on Campus: A Summit on Building Community” which they both attended last week. They reported that the summit was extremely beneficial, the outcomes will be important for the Association’s consideration and that the organizers represented ACUI very well. Mr. Lane indicated that he looks forward to receiving the white paper from the Summit.

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 564

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, November 1, 2011

President Thomas Lane called the meeting to order at 12:05 pm Eastern Time using Adobe Connect. Additional members present were: Hali Buck, Jerry Mann, Willie Banks, Kim Harrington Pete, Meg O'Sullivan, Susan Payment, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over to Mr. Mann.

**Updates**

**Diversity and Inclusion with ACUI**

Mr. Banks had no report.

**ACUI Volunteerism**

Ms. Harrington Pete had no report.

**Research within ACUI**

Ms. Yakaboski is working on a content analysis of the last decade of articles from *The Bulletin*. She has identified a graduate student to assist with this project. Mr. Lane suggested that a follow-up article in *The Bulletin* on this project might be appropriate.

**Boston Conference Next Gen Focus Groups**

Ms. Buck reminded the Board of the discussion they had a few weeks ago on how to be more purposeful with respect to student involvement within the Association. She and Mr. Lane suggested that a Next Gen Focus Group on this topic might be well-suited for the Boston conference. There was general agreement that this was an excellent approach.

Justin Rudisille, Brian Magee, Kim Harrington Pete and Susan Payment agreed to pull together for the 2012 Annual Conference a Next Gen Focus Group focusing on student involvement within the Association.

## **Miscellaneous**

### **Round-About**

Mr. Lane asked everyone to update the group as to their status.

**Membership Count:** 565

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:28 pm.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, November 8, 2011

President Thomas Lane called the meeting to order at 12:03 PM Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Hali Buck, Jerry Mann, Kim Harrington Pete, Meg O’Sullivan, Susan Payment, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over to Ms Payment.

**Minutes**

Mr. Barnes MOVED, Mr. Mann SECONDED and it was APPROVED that:

*The minutes from October 25, 2011 are accepted as submitted.*

Mr. Barnes MOVED, Ms. O’Sullivan SECONDED and it was APPROVED that:

*The minutes from November 1, 2011 are accepted as submitted.*

**SWOT Analysis for the Regional Audit**

Ms. Trish Dillenbeck and Mr. Jeremy Schenk joined the Board to provide an update on the Regional Audit they had previously authorized. Specifically, they walked the Board through the SWOT Analysis they are currently conducting at the regional conferences. A copy of the previously distributed report outline is on file with the minutes. The timeline for a final report to the Board of Trustees is still January, 2013.

Following the SWOT Analysis and review of the “next steps” with the regional audit, Mr. Lane thanked Ms. Dillenbeck and Mr. Schenk for all of their work on behalf the Association. The Board looks forward to hearing the results in the coming months and year.

### **BOT Mid-Year Self Assessment Survey Data**

Ms. Payment walked the Board through the mid-year self assessment data that she recently compiled with the help of Mr. Teske, a copy of which was distributed to the Board prior to the meeting. The overall impression from the data is that the group is appreciating its experience. There were a few areas identified by individuals that the Board discussed briefly, particularly as it related to the frequency of the teleconferences.

There was general agreement that the format of the survey should be replicated in future years in order to produce some longitudinal data for the Board's consideration.

### **Emergency Leadership Transition Plan Draft**

Ms. Payment indicated that she continues to work on a draft of the Emergency Leadership Transition Plan. A recent copy of the draft is being reviewed by Mr. Teske and Mr. Guthier at this time.

There was a brief discussion regarding the role of the Associate Executive Director and the role of an Acting Executive Director, and whether or not these roles will always be synonymous. Ms. Payment agreed to take the input into consideration and reflect it in the next draft of the plan.

### **Miscellaneous**

#### **Round About**

Mr. Lane asked everyone to update the Board as to their status.

**Membership Count:** 567

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 PM.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, December 6, 2011

President Thomas Lane called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Hali Buck, Jerry Mann, Kim Harrington Pete, Meg O’Sullivan, Tamara Yakaboski and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

Mr. Lane turned the meeting over Mr. Mann.

**Minutes**

Ms. O’Sullivan MOVED, Mr. Barnes SECONDED and it was APPROVED that:

*The minutes from November 8, 2011 are accepted as modified.*

Mr. Barnes MOVED, Ms. O’Sullivan SECONDED and it was APPROVED that:

*The minutes from November 15, 2011 are accepted as submitted.*

**Initial Discussion Regarding Staff Bonuses**

Mr. Lane provided the Board with a review of the staff bonus process that took place last year – partially due to the lack of an across-the-board salary increase during that year. As a result of the Association’s strong financial performance, the Board has the opportunity to consider staff bonuses again this year. He introduced the topic as something that would be discussed this week and then a vote taken before the end of the calendar year.

Mr. Lane asked the Board to consider a bonus pool of 2% of salaries for the staff and the Executive Director. He recommends that the Executive Director allocate the bonus pool for the staff, with the Board making the decision for the Executive Director.

Ms. O’Sullivan asked the Board to carefully consider this request. She expressed concern in distributing a bonus two years in a row, especially in a year when the entire staff already received a 3% salary increase in the base budget. Ms. Herman-Betzen provided an historic perspective on bonuses, stating that they have occurred five times during her tenure. She

outlined the conditions that must exist for bonuses to be considered; i.e, a full contribution to reserves must be made first, etc.

Mr. Mann, Mr. Lane and other Board members expressed support for a staff bonus policy – something that would allow a standardized approach to this topic from year to year. A draft policy for the Board’s consideration will be developed in the coming week.

## **Updates**

### **Diversity and Inclusion Within ACUI**

Mr. Banks’ written report was delivered to the Board by Mr. Mann. Currently, the working group is developing a draft of an action plan as well as talking points for regions. Both of these will hopefully be completed in time for the annual conference.

### **ACUI Volunteerism**

Ms. Harrington Pete is currently reviewing the data from the Needs Assessment – both quantitative and qualitative – and will have a report in the coming weeks.

### **Research Within ACUI**

Ms. Yakaboski continues to work with her graduate assistant to develop a longitudinal analysis of the Association’s research enterprise. She hopes to have more to report at the January meeting of the Board.

## **Regional Audit SWOT Analysis – Update on Last Week’s Calls**

Mr. Mann provided an update on the last two Town Hall Meetings with respect to the Regional Audit SWOT Analysis. He reported that the calls have been well-run and that the feedback is producing some consistent themes. Mr. Barnes shared that he attended one of the calls and concurs with Mr. Mann’s assessment.

## **Miscellaneous**

### **Elections Update**

Ms. O’Sullivan shared that all candidates have been notified of their status following the election. An announcement to the entire membership is currently planned for early next week.



496 members participated in the elections this year. Regions 1, 5 and 12 produced the highest number of participants.

### **Board Meetings During the Holiday Season**

Mr. Lane informed everyone that there will not be Board meetings on the following dates:

- December 20
- December 27
- January 3

### **Round About**

Mr. Lane asked everyone to update the Board as to their status.

**Membership Count:** 569

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 PM.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, December 13, 2011

President Thomas Lane called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Jerry Mann, Kim Harrington Pete, Meg O'Sullivan, Tamara Yakaboski, Susan Payment, Hali Buck, Willie Banks and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Mark Guthier.

Mr. Lane turned the meeting over Mr. Barnes.

**Minutes**

*The minutes from December 6, 2012 were APPROVED WIHTOUT OBJECTION.*

**Review and Discussion of the Staff Bonus Policy**

Mr. Barnes asked for additional discussion on the topic of distributing a staff bonus at the end of the fiscal year. After a brief re-cap of the topic by Mr. Lane, the Board took action on the following motion drafted by Mr. Barnes.

Mr. Mann MOVED, Ms. O'Sullivan SECONDED and it was APPROVED that:

*In recognition of the sound financial performance of the Association which has resulted in an excess contribution to the Association's reserves for the 2011 fiscal year, the Executive Director will distribute a 2% salary pool equal to approximately \$23,500 (minus a 2% bonus for the Executive Director) across the remaining members of the Central Office Staff as a one-time bonus.*

The Board then reviewed a previously distributed copy of a proposed Staff Bonus Policy which is intended to guide the Board and the staff in future years on this topic. There was a brief discussion regarding the fiduciary responsibility of the Board

Ms. O'Sullivan MOVED, Ms. Harrington Pete SECONDED and it was APPROVED that:

### ***Staff Bonus Policy***

*In order to recognize the outstanding efforts of the staff, the Board of Trustees, at its discretion, may authorize a staff bonus in accordance with the following policy:*

- 1. In November or December a bonus pool may be authorized if the current year-end projections, including bonus pool, exceed the required contingency reserve contribution.*
- 2. The total bonus pool is a maximum of 2% of the annual wages and payroll tax.*
- 3. The bonus amount of the executive director will be set by the Board of Trustees. The executive director will allocate the remaining bonus pool to the staff based on performance, special projects, and level of responsibility.*
- 4. No individual may receive a bonus totaling more than 5% of his/her annual salary in any given year.*
- 5. All regular employees of ACUI are eligible for the bonus.*
- 6. Bonuses will not be matched for retirement program purposes and are considered compensation for income tax purposes.*

### **Review of the 2012 Proposed Budget**

Mr. Barnes asked Mr. Teske to provide the Board with any updates on the proposed 2012 Budget that might have occurred since the Board reviewed the budget last month. Mr. Teske shared that there have not been any significant changes since the November version was distributed. A copy of the proposed 2012 Budget is on file with the minutes.

Mr. Barnes reminded everyone that the proposed budget reduces professional development for the Central Office Staff as well as travel for the first six months of the fiscal year. He commented that it is ironic that an educational association that is dedicated to professional development for its members is not carrying any budget capacity to provide the same for its staff. There was general agreement that after the 1<sup>st</sup> Quarter Financial Statement is generated, assuming the quarter goes well, professional development for the staff will be one of the first things added back to the budget.

Mr. Mann MOVED, Ms. Payment SECONDED and it was APPROVED that:

*The 2012 Operating Budget for ACUI is accepted as submitted.*

**Round About**

Mr. Barnes asked everyone to update the Board as to their status.

**Membership Count:** 570

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:35 PM.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, January 10, 2012

President Thomas Lane called the meeting to order at Noon Eastern Time using Breeze. Additional members present were: Dave Barnes, Hali Buck, Willie Banks, Jerry Mann, Kim Harrington, Meg O'Sullivan, Tamara Yakaboski, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

**Honorary and Emeritus Nominees**

Gillian Thiebe presented the nominees for Honorary Membership.

Dave Barnes MOVED, Meg O'Sullivan SECONDED, and it was APPROVED:

*That Honorary Membership bestowed upon Michael Bowen and Don Luse.*

Ms. Thiebe presented the nominees for Emeritus Award.

Meg O'Sullivan MOVED, Dave Barnes SECONDED and it was APPROVED:

*That Emeritus Award be given to Tom Trimble, Alan Kirby, and Andy Rhoades.*

**Minutes**

Mr. Barnes, APPROVED, Mr. Mann SECONDED, and it was APPROVED:

*The December 13, 2011 minutes are accepted as submitted.*

**Future Minutes**

There was discussion on who would take minutes. Ms. Herman-Betzen advised the board that the meetings would be recorded and Elizabeth Beltramini will produce them.

**Diversity and Inclusion Update**

Mr. Banks is scheduling a conference call with FM Munoz and Michael Reyes to work on two projects due for completion by the conference in Boston. For the first project, they are working with the regions to define what it means to be diverse within the Association. The second is an extension of the Association Audit, defining an action plan based on the results.

### **ACUI Volunteerism**

Ms. Harrington gave an update on ACUI volunteerism. She and Joe Gutowski will work together on the Volunteer Survey and the 2007 data. They would like to update the Leadership Team on progress toward the Volunteer Engagement Task Force's recommendations from several years ago. The board decided to add this topic to the Leadership Team meeting in Boston.

### **Research within ACUI**

Ms. Yakaboski said she had sent out a pilot for the Research Survey. She has gotten a couple of responses from the Leadership Team. She hopes some of the open-ended questions on the survey may help guide how we educate members about research as well as their awareness of ACUI awards, such as the Dissertation of the Year and Research Grant.

Mr. Lane encouraged more members to complete the survey.

### **Key Success Factors Quarterly Review**

Mr. Mann distributed the Key Success Factors Matrix, which tracks progress on ACUI's strategic plan. The board discussed the document, and Mr. Mann will update and present it in Boston.

### **Clay Targets**

Michelle Smith let the board know that Midway USA is interested in growing the youth shooting sports and has approved a gift of \$154,000 to ACUI to help the Association support and grow our clay targets program. Ms. Herman-Betzen said the largest gift ever up until this date was \$48,000. Ms. Smith said \$134,000 of these monies will be endowment awards to schools that place in our national clay targets competition. These schools will be able to use the interest from these funds to attend future tournaments.

Ms. Smith said the conversation with Midway USA will continue as ACUI seeks funds to start sectional competition. She said this will be necessary as the international championship reaches capacity and qualifying events must be held. In 2010-11 growth was increased by 28% and each student shoots 4-5 events.

### **Agenda Items for the Boston Annual Conference Meeting**

Mr. Lane is finalizing a list of topics for the board's meeting in Boston.

Mr. Barnes advised that some awards still do not have nominations and requested board members reach out to colleagues.

### **Round About**

Mr. Mann asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, January 17, 2012

President-Elect Barnes called the meeting to order at Noon Eastern Time using Breeze. Additional members present were Dave Barnes, Hali Buck, Jerry Mann, Kim Harrington Pete, Mark Guthier, Meg O'Sullivan, Susan Payment, Tamara Yakaboski, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Elizabeth Beltramini.

**Final Approval of Emergency Leadership Transition Plan**

Ms. Payment shared the Emergency Leadership Transition Plan for approval. The plan designates authority should the executive director be incapacitated.

Ms. Pete MOVED, and Ms. O'Sullivan SECONDED, and it was APPROVED:

*That the plan be approved in its current form.*

**Ed Council Representatives**

Ms. Beltramini advised there were three openings on the Education Council with terms ending in March and one that has new job responsibility and is resigning at conference. Four candidates applied for the four open positions. The screening committee suggested that John Taylor, Sarah Stroud, and TJ Willis be appointed as Education Council members.

Mr. Barnes MOVED, and Ms. O'Sullivan SECONDED, and it was APPROVED:

*That the individuals stated above be appointed as Education Council members.*

**Round About**

Mr. Barnes asked everyone to provide an update as to their status.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:39 p.m.



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, January 24, 2012

Predident-Elect David Barnes called the meeting to order at Noon Eastern Time using Breeze. Additional members present were: Willie Banks, Hali Buck, Jerry Mann, Kim Harrington Pete, Meg O'Sullivan, Susan Payment, Tamara Yakaboski, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske.

**Minutes**

Mr. Barnes presented the Board Minutes from January 10 and January 17. By a unanimous vote:

*The January 10 and January 17, 2012 minutes be accepted as submitted.*

**Budget for Regions**

Mr. Teske presented the 2012 Regional Budgets Summary. Regions, 1, 7, 8, and 9 are budgeted to end 2012 in the red. Mr. Teske said all four regions have ample reserves to cover the loss. Region 4's budget was not yet submitted, and the regional director will be given two weeks to complete that task.

Ms. Payment MOVED, and Mr. Mann SECONDED, and the motion PASSED.

*That the budgets for Regions 1-3 and 5-15 be approved as submitted.*

**Transparency**

After discussion, Ms. Herman-Betzen asked in the Audited Financial Statement was sufficient. Mr. Mann said that would suffice. Ms. Herman-Betzen will meet with individuals and will bring it back for approval.

**Additional Emeritus Award Nomination**

Leland Bennett will be retiring and Gillian Thiebe had sent the Board information for their perusal. By unanimous vote:

*Leland Bennett be given the Emeritus Award.*

### **Other Issues/Updates**

Mr. Barnes brought up information that he posted on the Forum challenging everyone to participate in bringing items for the Silent Auction. And also asking for other suggestions for the Leadership Meeting. Ms. Yakaboski gave an update on the research survey pilot. She received 24 responses back. Zack Wahlquist is working on tweaks to the survey and hopefully the revised survey will go to the entire membership this Thursday.

### **Conference Numbers**

Mr. Barnes asked Mr. Teske for an update on the conference numbers. Mr. Teske says that we are over 7 weeks out and at this time last year we had 572 and we have 608 this year. Ms. Herman-Betzen advised we have 102 booths sold.

### **Round About**

Mr. Barnes asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:38 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, January 31, 2012

President-Elect Barnes called the meeting to order at Noon Eastern Time using Breeze. Additional members present were Dave Barnes, Hali Buck, Jerry Mann, Kim Harrington Pete, Mark Guthier, Meg O'Sullivan, Susan Payment, Tim Reed, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske and Tim Reed. Tamara Yakaboski joined the meeting later.

**Additional Topics for Annual Conference face-to-face meeting**

In addition to the existing topics for the Board meeting in Boston, the following items were suggested: review of the association management services business plan; update on the international shadowing program, and key success factors for the strategic plan. The student member application and transition process will be discussed at the governance meeting in February.

**Membership Renewals**

Jason Cline joined the meeting. He requested the Board in their help to contact schools that haven't renewed. He will have a list by the next meeting for the Board to contact.

**Conference Numbers**

Conference registration: 731. Today is the deadline and an email reminder was sent. Mr. Teske advised ACUI had 708 last year at this time and ended with 850. If we have the same growth rate, we will be at 878 for this year. We budgeted 800.

**Round About**

Mr. Barnes asked everyone to provide an update as to their status.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:31 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, February 7, 2012

President-Elect Barnes called the meeting to order at Noon Eastern using Breeze. Additional members present were Willie Banks, Hali Buck, Jerry Mann, Kim Harrington-Pete, Mark Guthier, Thomas Lane, Meg O'Sullivan, Susan Payment, Tim Reed, Tamara Yakaboski , and Marsha Herman-Betzen, executive director. Also present was Dave Teske. Geoff Combs joined later.

**Minutes**

Mr. Barnes presented the Board Minutes from Jan. 24. Ms. O'Sullivan APPROVED, Ms. Payment SECONDED, and it was APPROVED, by a unanimous vote:

*The Jan. 24 minutes be accepted as submitted.*

Mr. Barnes presented the Board Minutes from Jan. 31. Mr. Banks APPROVED, Ms. Yakaboski SECONDED, and it was APPROVED, by a unanimous vote:

*The Jan. 31, 2012 minutes be accepted as submitted.*

**Diversity and Inclusion Update**

Mr. Banks advised he has been in contact with individuals and will have an update on the Diversity and Inclusion Work Group at the annual conference.

**ACUI Volunteerism**

Ms. Harrington-Pete gave an update on the qualitative elements of the needs assessment from 2006 & 2011 as they relate to volunteerism. She said she thinks there are two things we need to examine: the development of creative and consistent recognition methods, and opportunities for continued engagement for seasoned professionals with diverse portfolios.

Mr. Lane asked Ms. Herman-Betzen if this would be shared with the staff. She said absolutely.

**Research within ACUI**

Ms. Yakaboski advised that 118 have completed the research survey. Eighty-five percent have master's or doctorate degrees. Ms. Yakaboski will send out another reminder next week.

**Conference Numbers**

Conference registration: 815. We had 725 this time last year.

**Annual Conference Face-to-Face Meeting**

Mr. Lane advised that he will send out the agenda for the Board of Trustees meeting in Boston Feb. 28.

Mr. Barnes advised the board that he would be in touch about the time for certain items on the agenda.

### **Round About**

Mr. Lane asked everyone to provide an update as to their status.

### **Membership Renewals**

Mr. Teske asked the board to help contact the 82 schools who have not renewed membership. Mr. Teske will post it on the Forum.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:27 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
FEBRUARY 14, 2012**

Ms. Payment called the meeting to order at Noon Eastern using Breeze. Additional members present were Willie Banks, David Barnes, Jerry Mann, Kim Harrington-Pete, Mark Guthier, Thomas Lane, Tamara Yakaboski , and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske. Geoff Combs and Hali Buck joined later.

**Board of Trustees Transition at Annual Conference**

Ms. Payment encouraged anyone who is transitioning off the board to bring any materials or any other items to share with the new individuals. Ms. Buck will be transferring her position a little later. Mr. Teske shared the policies and procedures for the student member. The deadline last year was April 15, a Sunday this year. It was agreed the deadline for applications would be April 15. Ms. Payment will meet with Ms. Buck and the incoming governance chair and anyone else who is interested and get information to them to promote this position. Mr. Barnes said he would help.

**Next Wave Sessions at Annual Conference**

Ms. Buck gave an update on the Next Wave Sessions. The topic for the sessions is “growing the profession.” They will target graduate students and new professionals. They will send out invitations to the individuals that have registered for the New Professionals Network and the Graduate Student Network inviting them to the session, but will cap each group at 20. They invitations will go out in the next two weeks.

Ms. Buck wants to see if we can add three to five questions to the peer network evaluation.

Everyone thanked Ms. Buck for her work.

**Other updates, issues, or concerns**

Mr. Lane advised that he needed to move the Finance meeting to Feb. 28 rather than next week.

Jason Cline wanted to give an update on the membership. Ms. O’Sullivan has received verbal commitment from seven of the nine they are going to renew or have renewed. Mr. Cline asked for any feedback from the calls by Thursday.

**Conference Numbers**

Conference registration: 838. We had 744 this time last year.

**Round About**

Ms. Payment asked everyone to provide an update as to their status.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:23 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
FEBRUARY 21, 2012**

Mr. Lane called the meeting to order at Noon Eastern using Breeze. Additional members present were Willie Banks, David Barnes, Hali Buck, Mark Guthier, Jerry Mann, Meg O'Sullivan, Susan Payment, Tamara Yakaboski, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Jason Cline.

**Confirmation of Agenda Topics for Boston**

Mr. Lane provided a list of topics for Boston and asked if there were any other items to add. Ms. Sullivan asked for time for the International Shadow Program. Mr. Mann asked for time for the Key Success Factors. Ms. Yakaboski asked for a few minutes on the student member process.

Mr. Lane asked Mr. Barnes to give an update on regional audit consulting. Mark Levin will be working on the regional audit discussion on Saturday morning at the conference.

**Membership Calls**

Mr. Lane advised that Ms. O'Sullivan has engaged the most nonrenewing members and said most did not realize they had lapsed. Mr. Cline asked for feedback on this process.

**Honorary Membership**

Ms. Herman-Betzen advised that Joe Gutowski left her a message that Bob Rodda is retiring in June although he has not yet made a public announcement.

Ms. O'Sullivan APPROVED, Mr. Barnes SECONDED, and it was APPROVED, by a unanimous vote:

*Mr. Rodda be approved for Honorary Membership.*

**Other Updates, Issues, and Concerns**

Mr. Barnes advised the Leadership Team agenda is set and will be sent out soon. He also advised that the newest board members will be going through orientation this Thursday and Friday.

**Round About**

Mr. Lane asked everyone to provide an update as to their status.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:17 p.m.



**ACUI Boston Annual Conference  
Board of Trustees Meeting  
March 16-17, 2012**

President Thomas Lane called the meeting to order at 9 a.m. on Friday, March 16, 2012 in the Boston Marriott Copley Place in Boston, Mass. Additional members present were: Meg O'Sullivan, Susan Payment, Jerry Mann, Dave Barnes, Hali Buck, Tamara Yakaboski, Kim Harrington-Pete, Willie Banks, and Marsha Herman-Betzen, Executive Director. Also present were: Tim Reed, Geoff Combs, and Mark Guthier.

**International Shadowing (Guest: Jason Cline)**

O'Sullivan has coordinated with peer institutions in Ireland and finds interest on their part to participate. Region 1 has been a great resource. SUNY Downstate Medical Center and University of Santa Clara will be our initial hosts.

**Student Member Selection Process**

Payment reviewed the process that took place last year leading to the appointment of Buck. Payment called for volunteers for the next committee, and they are Banks, Buck, and Harrington-Pete.

**Potential Adjustments to the 2012 Budget (Guest: Dave Teske)**

When the budget was formulated most of professional development was dropped for ACUI staff. As 2011 results were better than anticipated, and the 2012 annual conference has exceeded expectations, the Central Office is proposing the reinstatement of this line item. It will be offset by savings related to the elimination of the AFA administrative assistant (we did not get that contract), one-time credit card credits, and a change in policy where ACUI purchased the equipment they would normally rent at conference and instead now ship it to the conference. This will result in long-term savings to the Association. They are asking for \$30,000 for development and the net result will still be \$25,000 better than expected.

Mr. Mann MOVED, O'Sullivan SECONDED, and it was APPROVED that \$30,000 (roughly 3% of total budget) be added to the 2012 budget for staff development.

**Executive Director Succession Planning**

Payment distributed a number of current and historical documents. The first is a two-slide Transition timeline. The position description as it exists from many years ago. Decisions for later will be whether to engage a search committee or conduct the search in-house. Our first task is to identify the key core philosophical components of the search (e.g., whether a union professional or an association professional is desired).

Herman-Betzen will review the existing job description and revise it to reflect her current duties. She will also gather similar descriptions from other higher education associations. The timeline was reviewed and updated to reflect a lengthy discussion about realistic timing.

The board discussed using a search firm, which ACUI has never done. They agreed using a search firm connotes a level of seriousness and importance of effort and would professionalize the process. If the board were to handle the search internally, the Central Office could not be involved and it would then fall to the Governance Committee. Board members agreed too many inherent conflicts exist with this model.

The consensus was to hire a search firm. Prior to making a formal decision about this direction, Herman-Betzen will investigate how to develop the search firm RFP. Payment, Reed, Herman-Betzen, and Banks will work together to formulate a proposal for review at the July Leadership Team.

The meeting was ADJOURNED WITHOUT OBJECTION at noon, March 16, 2012.

Lane called the meeting to order at 9 a.m., March 17, 2012 in the Boston Marriott Copley Place in Boston, Mass. Additional members present were: Meg O'Sullivan, Susan Payment, Jerry Mann, Dave Barnes, Hali Buck, Tamara Yakaboski, Kim Harrington-Pete, Willie Banks, and Marsha Herman-Betzen, Executive Director. Also present were: Tim Reed, Geoff Combs, and Mark Guthier.

#### **Becoming a More Strategic Board (Guests: Dave Teske, Mark Levin)**

Dave Teske introduced Mark Levin who has been working with the regional directors on their audit work. This will help the board focus on its strategic role and provide a road map for a successful term of office. He said effective board members show up, are prepared, listen, represent constituents, ask questions, participate, lend support, lead by example, and act with integrity. The goal of an effective committee or board chair is to build consensus. The difference between strategic and operations is that it is the board's job is to make sure we're doing the right things and staff's job is to be sure we're doing things right.

#### **Regional Audit Update and Discussion (Guests: Jeremy Schenk & Brenda Evans)**

The audit team met after the Leadership Team meeting and believes they are heading in the right direction. They have been intentional about selecting focus groups members to ensure a representative sample of association interests. Permeability seems to be a key element in the boundary discussion, essentially the ability to cross over to other regions to attend their offerings. The issue of consistent quality of offerings is critical. For example, not all regions require that the core competencies be included in conference materials.

A key realization is that guiding principles need to be developed to guide future work on the initiative. The charge so far is that the committee is to present their initial recommendations to the board in time for review at the July Leadership Team meeting. Final recommendations come to the Board by January 2013. The committee is prepared to make specific recommendations, not suggestions for further study. The most positive element of this process is that it is driven from the regions up, not from the board down.

A question they need clarification on is brand consistency. It is the board's role to determine our standard of quality. This may be a good charge for the Strategic Direction Committee.

#### **Strategic Plan Key Success Factors Matrix Review and Update**

Mann discussed his thoughts about the use of the matrix as a tool for tracking progress on the strategic plan. He asked the board to consider its role in holding volunteers accountable. One suggestion was that the original due date for completion of a task be listed in order to track changing deadlines.

#### **Association Management Business Plan Report (Guest: Jack Voorhees)**

Voorhees reviewed the charge from the board regarding how engaging in the management of other organizations (like the Campus Safety, Health, and Environmental Management Association) would affect our non-profit status. Voorhees has conducted some initial investigation and then discussed

with our accountant. One option would be to amend our non-profit designation to include association management. This would most likely change our charitable status from a 501c3 to a 501c6. This would mean we would the Education and Research Fund would need to be a separately incorporated entity for it to remain a charity.

Our involvement with CSHEMA does not currently jeopardize our status, as it is not a significant part of our business. However, ACUI would need to disclose to the Internal Revenue Service if substantial growth is seen in our association management program. The board asked Herman-Betzen to continue due diligence in researching the best path forward. The issue was tabled until a report developed by management could be reviewed.

### **Certification Task Force Report and Discussion (Guest: Bobby Woodard)**

On behalf of the Certification Task Force, Woodard recommended the implementation of a certification program built around the core competencies. To qualify as a certifying body, we must meet 21 standards, many of which we already are in compliance with.

Woodard said revenue from this endeavor would be positive, and other benefits would be increased participation and retention by members. It was agreed that the undertaking as a whole would be an intense commitment on the part of Central Office.

A central question is whether we view this as a revenue-generating program or just as a service to members. The focus of the task force was to see it as a service-providing retention and a self-supporting extension of our development efforts. The question of who this program would appeal to most was addressed; it is felt that it is more important to younger professionals. Yakaboski asked about whether there would be competition with that same group pursuing their higher degrees. Woodward responded that typical student affairs master's programs do not cover many elements of the union profession. This would be one way to provide that information.

Reed closed by saying that most professions are licensed and that in order for us to call ourselves a profession, we should have one too.

### **Research in ACUI Update (Guests: Education Council Members)**

Yakaboski presented on her recent work on research. On her survey, members indicated that they wanted ACUI to do or encourage more research on best practices and benchmarking, unions' impact, student learning, and student employment. One thought might be to include research and assessment as a core competency in the field. Education Council members responded that they have discussed this concept and would be reluctant to change the competencies unless a material change occurred overall. The consensus was that the Education Councils would take the topic back for more discussion. The board will determine research's role in the strategic plan.

### **Development of Student Programs Strategic Direction (Guests: Gail Ferlazzo, Brian Magee)**

There is a feeling that through an oversight, student programs were left out of the strategic plan. In the past few years, ACUI has experienced record attendance at student programs. Some friendly amendments to the strategic plan may be all that is needed to make clear its importance. A document with three proposed amendments was distributed.

Banks MOVED, Payment SECONDED, and it was APPROVED that the amendments be made to the strategic plan.

ACUI Boston Annual Conference  
Board of Trustees Meeting

The following themes informed the strategic plan's goals and action steps. For our association's strategic vision to be realized, we must:

- Tell the college union/activities "story" by promoting research within ACUI and sharing findings externally;
- Effectively harness technology within ACUI and for community building efforts;
- Strengthen inclusivity within ACUI and create a more diverse association and profession;
- Ensure a sound financial future for ACUI;
- Build the ACUI brand by providing relevant programs, services, and resources to attract and retain members;
- Engage the association's workforce by enhancing the ACUI volunteer, **student, and** staff experience; and
- Grow and support the college union/student activities profession.

The directions and action steps below reflect the strategic priorities necessary to realize our vision:

***Strategic Direction 1: ACUI will be the leading association for growing and supporting the college union and student activities profession.***

- A. Incorporate the ACUI core competencies into the framework of all programs and services the Association offers to its membership.
- B. Clarify and strengthen the ACUI brand and its emphasis on campus community building throughout all levels the Association's programs and services (including, but not limited to, publications, social media, annual and regional conferences, **student programs**, website, etc.).
- C. Implement ways to grow and support the college union and student activities profession through such programs as professional certification and summer internships.
- D. Build upon ACUI's content expertise in such areas as campus community building, renovation and construction, sustainability, campus activities, and student employee training.
- E. Investigate and expand collaborative opportunities between ACUI and non-U.S. college union and student activities professionals and associations.
- F. Develop a transition strategy in preparation for the executive director's retirement.
- G. Develop plans for celebrating the Association's 100<sup>th</sup> anniversary in 2014.
- H. Conduct an audit of regional structures to ensure current practices effectively meet member needs.
- I. **Increase connections to student populations through international programs and services**

**Diversity and Inclusion Update (Guest: Elizabeth Beltramini)**

Banks expressed his thoughts about his work this year on diversity. A question remains about how we define diversity in an organization that itself is not very diverse. This had been recurring theme throughout the history of the diversity efforts ACUI has undertaken over the years.

The board agreed that more emphasis and accountability was needed related to Strategic Direction 3 in the strategic plan. The board agreed:

- 1) Banks will focus on the Governance Committee in the coming year.
- 2) The board will issue a statement that all constituent groups will report back by the end of the July meeting about how their deliverables on addressing intercultural proficiency and moving forward Strategic Direction 3. The board will also be proactive about discussing how difficult a subject this has been and seeking input and solutions beginning with this conference.
- 3) Herman-Betzen, Harrington-Pete, Payment, and Guthier will make recommendations regarding diversity's place in ACUI's governing documents.

**Board Involvement and Support of 100<sup>th</sup> Anniversary (Guests: Patrick Bailey, Jason Cline)**

Bailey shared information about pin distribution, the anniversary logo, and the ongoing centennial planning process. All of the liaisons in the Central Office will form a sub-group to ensure that the disparate efforts of the planning process are in sync. The celebration will run throughout the calendar year 2014, with a pre-launch at the 2013 regional conferences.

**Identification of Future Board Discussion Items**

The board will resume its weekly calls the first week in April using the same sequence as in the past, Strategic Direction, Governance, Finance, and then all board. The meeting in Bloomington, Ind., will occur July 8–11 or 9–12.

**Adjournment**

The meeting ADJOURNED WITHOUT OBJECTION at 5:45 p.m., March 17, 2012.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, April 10, 2012

President Dave Barnes called the meeting to order at 12:00 PM Eastern Time using Adobe Connect. Additional members present were: Thomas Lane, Kim Harrington Pete, Tamara Yakaboski, Susan Payment, Hali Buck, Willie Banks, and Geoff Combs. Also present were Dave Teske and Jason Cline.

**Minutes**

The minutes from February 7, February 14, February 21, and March 16, 2012 have not been finalized and are not ready for approval.

Mr. Barnes turned the meeting over to Ms. Harrington Pete.

**Review and Discussion of the Strategic Direction Topics**

Ms. Harrington Pete shared prioritized list of 2012 strategic initiatives to include:

1. Region Audit
  - a. Brand standards
  - b. General Support
2. Diversity & Inclusion
  - a. Mission – Values
  - b. Leadership accountability
  - c. Initiatives (HBCU outreach, mentoring, leadership nominations, etc.
3. Research in ACUI Initiatives
  - a. Next steps
4. Certification Initiatives

Mr. Lane suggested that after minutes from Boston are ready for review and approval, perhaps additional items may resurface that were discussed and forgotten. Ms. Payment suggested alignment with Education and Research Fund, perhaps along with research initiatives next steps.

1. Regional Audit – Ms. Harrington Pete will discuss brand standards with Jeremy Schenk from regional audit task force and direction from board and will send out more information following.

2. Diversity & Inclusion – Ms. Payment reviewed summary of diversity and inclusion mission statement review meeting that took place on April 3, 2012 with attendees: Susan Payment, Kim Harrington Pete, Marsha Herman-Betzen, Dave Teske, Elizabeth Beltramini. (Mark Guthier provided feedback to this group ahead of time since he was unable to attend). This sub-group proposes:
  - a. A modified list of core values replacing communication with diversity since communication is currently a core competency. Proposed core values to include:
    - Unconditional human worth
    - Joy
    - Learning
    - Caring community
    - Innovation
    - Diversity
    - Integrity
  - b. The leadership team operationalizes strategic direction three and report progress during the July meeting.
  - c. A focused discussion of strategic direction three during the July meeting.

Mr. Barnes asked how this would be communicated to the leadership team prior to the July meeting. Ms. Harrington Pete responded through monthly leadership team update and using liaisons to consider diversity initiatives prior to July. Mr. Barnes suggested uniform communication to ensure clarity and priority. Mr. Banks asked if there is a point person for diversity and inclusion; to be discussed on future calls. Ms. Harrington Pete questions how this becomes adopted. Mr. Teske responded to make recommendations and request feedback from leadership team, but not change presumptively by board. Mr. Lane reminded that strategic plan is living document that needs updating and changing when necessary. Ms. Harrington Pete summarized plan moving forward that July meeting will host conversations about how leadership team members are incorporating diversity and inclusion in their programs and projects, strategic direction three, and core values modifications.

Mr. Lane excused himself from meeting.

### **General Updates**

Mr. Barnes reminded board members of strategic versus operational through document Mr. Lane created when assigning strategic oversight areas. Mr. Barnes suggested discussion about this topic on future call due to absence of Ms. Herman-Betzen.

Mr. Banks stated that student applications are out and due April 27. Mr. Banks asked for agenda items for governance call on April 17.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:49 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, April 17, 2012

President Dave Barnes called the meeting to order at 12:00 PM Eastern Time using Adobe Connect. Additional members present were: Tamara Yakaboski, Susan Payment, Hali Buck, Willie Banks, Thomas Lane, Geoff Combs, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Jason Cline.

Mr. Barnes turned the meeting over to Mr. Banks.

**Student Member of BOT**

Mr. Banks reminded that student applications for BOT are being collected through April 27. Mr. Banks, Ms. Buck, and Ms. Harrington Pete, Michelle Smith, and Dave Teske will be interviewing candidates. Ms. Payment offered to participate if necessary.

**Executive Director Transition Workgroup**

Mr. Banks stated Ms. Herman-Betzen will write job description, propose title of position, investigate external review and possible search firms, and determine skills sets for next position. Ms. Herman-Betzen will be using core competencies for association executives as determined by ASAE. Ms. Herman-Betzen will assemble all information by June 15, in preparation for the July Meeting.

**Updates**

Mr. Barnes reminded board members of July meeting dates, July 9-12. July 8 will include new RD training. Board members will arrive on July 9 with meetings beginning late afternoon and evening, and departures on July 12.

Mr. Barnes updated calendar for board of trustees meetings as follows:

- April 24 – meeting cancelled
- May 1 – All board call to discuss strategic versus operational
- May 8 – Strategic Direction
- May 15 – Governance
- May 22 – Finance
- May 29 – On hold, possibly meeting if necessary

Ms. Herman-Betzen discussed volunteer board secretary position as it relates to minutes, etc.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:20 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic versus Operational Board**

Tuesday, May 1, 2012

President Dave Barnes called the meeting to order at 12:00 PM Eastern Time using Adobe Connect. Additional members present were: Tamara Yakaboski, Susan Payment, Hali Buck, Willie Banks, Thomas Lane, Geoff Combs, Tim Reed, Mark Guthier, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske and Jason Cline.

Mr. Barnes asked Ms. Herman-Betzen to explain Mr. Cline's presence. Ms. Herman-Betzen explained that Mr. Cline will now be acting as recording secretary for the board of trustees meetings, both in-person and via teleconference. This is due to Mr. Guthier now being an official member of the board of trustees.

**Minutes**

*The minutes from February 7, February 14, February 21 (as corrected), March 16-17, 2012 were APPROVED WIHTOUT OBJECTION.*

**Strategic Oversight Areas**

Mr. Barnes introduced topic of the board being strategic rather than operational. Role of board members on each individual campus are heavy on operations, yet board duties require a higher-lever strategic approach. Board members should ask questions but refrain from trying to answer them. Mr. Barnes referenced document from Mr. Lane regarding implementation of strategic oversight areas.

Ms. Herman-Betzen recalled conversations with Mr. Lane regarding board's role was to ensure work toward and completion of strategic plan goals. Mr. Lane created strategic oversight areas in 2011 to help accomplish this, and Mr. Barnes continued them in 2012. The result was a more operational board than was intended.

Ms. Herman-Betzen recounted of meeting with Central Office department heads and suggested replacing strategic oversight areas (specific areas within strategic plan goals) with strategic directions. Each board member would be responsible for a strategic direction at a macro level, monitoring work at staff and volunteer level toward goal, review leadership update for accomplishments, work with staff liaison to further work, provide guidance to staff liaison, and provide resources to help accomplish goals.

Mr. Lane asked what strategic direction board calls might look like. Ms. Herman-Betzen responded that reports from each direction would be given, highlighting movement and areas that need more attention or resources. That would then form the agenda for the remainder of the call.

Ms. Harrington Pete asked if board member can have conversations with staff liaison about specific topic. Ms. Herman-Betzen responded that finance currently operates that way. Board member in charge of finance communicates with staff member and asks questions. Mr. Teske continued by asserting multiple staff members may work on a single strategic direction. Ms. Herman-Betzen said it should resemble the relationship between the executive director and the president of the board. Mr. Barnes added that July meeting will allow board and staff members time to meet to discuss these initiatives. Ms. Herman-Betzen concluded by stating this helps tie the board to the strategic plan like never before.

Mr. Lane questioned how task forces might be implemented in this structure. Ms. Herman-Betzen stated that board determines the charge and resources (money/people). Task force and staff carry out the operations.

Mr. Combs suggested a definition be created to help guide work of board members. Ms. Herman-Betzen will formalize definition of these new roles to include expectations. Mr. Reed reiterated the function of the board and proposed that frequency of meetings may play a part in how operational a board becomes. Mr. Lane agreed and offered the board should discuss.

Mr. Lane provided history of meeting structure that did not include all board members participating in all sub-committee meetings. Sub-groups only excluded a few board members and time in full group was spent catching up those excluded members rather than on new business. Ms. Herman-Betzen agreed that meeting frequency should be put back on the table. Mr. Guthier touted positives of more frequent meetings are shorter meetings.

Mr. Barnes and Mr. Reed agreed that ACUI board does not want to become an operational board. Ms. Yakaboski questioned if new strategic direction oversight would increase board's role in operations as opposed to decreasing. Ms. Herman-Betzen responded that direct communication with staff liaisons need only happen if other forms of reporting are not providing details. Mr. Reed reiterated Ms. Herman-Betzen's role as gatekeeper between board and Central Office staff. Ms. Buck reminded members to consider negative aspects of changes, if any. Mr. Lane suggested there are many different ways for boards to act, and ACUI must utilize best method.

Mr. Combs suggested that board members be made aware of where each bullet point stands so future questions and initiatives can be addressed. Ms. Harrington Pete agreed and suggested transparency in ensuring outside members understand how work is being completed. Ms. Herman-Betzen stated search for board members include role so candidates understand what they are running for. Mr. Lane advocated teaching entire membership of board role. Mr. Teske suggested narrative from current board to include in volunteer information.

Mr. Barnes directed Ms. Herman-Betzen and staff to develop guidelines and the board to state their intentions as they pertain to strategic direction's preference. Finance chair will oversee strategic direction six. Board will revisit after reviewing guidelines.

Mr. Reed excused himself from the meeting.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:04 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, May 8, 2012

President Dave Barnes called the meeting to order at 12:00 PM Eastern Time using Adobe Connect. Additional members present were: Tamara Yakaboski, Kim Harrington Pete, Susan Payment, Hali Buck, Thomas Lane, Geoff Combs, and Mark Guthier. Also present were Dave Teske and Jason Cline.

**Minutes**

*The minutes from April 10 were APPROVED WITHOUT OBJECTION.*

*The minutes from April 17 were APPROVED WITHOUT OBJECTION.*

*The minutes from May 1 (as corrected) were APPROVED WITHOUT OBJECTION.*

Mr. Barnes reminded members that strategic oversight areas appointed in Boston are rescinded except those in charge of board committees. Assignments for strategic directions will be made once everyone has responded back about their interests.

Mr. Barnes turned the meeting over to Ms. Harrington Pete.

**Strategic Direction Oversight**

Ms. Harrington Pete introduced document from Ms. Herman-Betzen titled “Strategic Direction Committee Charge” and asked for comments.

Ms. Payment offered document provides clarity and opportunity for future review and revision. Mr. Lane and Mr. Combs added that document specifically spells out role of Board members.

Mr. Combs clarified “end of Board’s term” in final paragraph means prior to the annual conference.

Ms. Harrington Pete questioned frequency of leadership team update and if members would read before or after publishing. Mr. Teske confirmed frequency is monthly, minus March and July when face-to-face meetings happen and that members would read after publishing.

Ms. Harrington Pete referenced other documents Ms. Herman-Betzen provided; success factors, organizational chart, leadership feedback from previous July meeting.

Mr. Teske also confirmed that staff liaison(s) will be shared with corresponding board member in charge of specific strategic direction. Mr. Barnes added July meeting will allow board and staff liaisons time to meet.

Ms. Harrington Pete indicated this change in oversight may affect conversations that have already begun in other areas and how is this communicated. Mr. Combs added that individual assigned to strategic direction be informed of status of direction and initiatives. Mr. Teske replied staff liaison would be contact for that information. Ms. Harrington Pete confirmed that communication to Joe Gutowski and Patrick Connelly will take place with staff liaisons already in place and possible include Ms. Harrington Pete in conversation with Mr. Gutowski.

Mr. Barnes outlined timeline for implementation:

- Board members will communicate strategic direction preferences to Mr. Barnes
- Assignments will be made by next meeting
- Staff liaisons will be appointed soon after and communicated to Board members

### **Next Wave Think Tank**

Ms. Harrington-Pete turned meeting over to Ms. Buck to provide update. Ms. Buck referenced 2012 Next Wave Report and provided key findings from report.

Mr. Guthier asked how this document might be included in strategic direction discussions. Ms. Harrington Pete responded being intentional when thinking about students and new professionals when researching and planning during strategic conversations, and looking through the lens of each of those groups during those times. Mr. Guthier encouraged strategic direction overseers to keep this document in mind to ensure inclusion of groups in discussions and reports.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:45 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, May 15, 2012

President-elect Mark Guthier called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Tamara Yakaboski, Kim Harrington Pete, Susan Payment, Thomas Lane, Geoff Combs, Willie Banks, and Tim Reed, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, Elizabeth Beltramini, and Jason Cline.

**Minutes**

Mr. Lane MOVED, Mr. Reed SECONDED, and it was APPROVED:

*The May 8, 2012 minutes are accepted as corrected.*

Mr. Guthier turned the meeting over to Mr. Banks.

**Student Member on BOT**

Mr. Banks reminded that Ms. Payment is replacing Ms. Harrington Pete as the person chairing the committee searching for a student member of the board. Thirteen applications have been received. Interviews will take place Wednesday and Friday. Ms. Payment asked for copies of applications.

**Ed Council Appointment**

Mr. Banks introduced recommendation from screening committee of Beth Goad to Education Council member. Mr. Combs recommended her appointment. Mr. Thomas asked about top strengths of candidate. Ms. Beltramini responded communication, leadership, and technology.

Mr. Reed MOVED, Ms. Harrington Pete SECONDED, and it was APPROVED:

*That Beth Goad is confirmed as Education Council Member.*

**Strategic Direction Assignments**

Mr. Guthier updated members on strategic direction assignments. These will be posted along with staff liaison assignments in the Forum.



### **Other Updates**

Ms. Harrington Pete provided update on the request from the Regional Audit Task Force regarding branding. The Regional Audit Task Force will be meeting face-to-face in June.

Mr. Lane will connect with Brian Magee from Central Office to begin discussions about upcoming elections. Mr. Lane will provide update at July meeting.

Mr. Banks asked Ms. Herman-Betzen about lawsuit involving Cameo Publishing and NACA. Ms. Herman-Betzen explained context and how ACUI has taken steps to protect Board and Association from liability including purchasing insurance.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:25 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, May 22, 2012

President Dave Barnes called the meeting to order at 12:00 PM Eastern Time using Adobe Connect. Additional members present were: Mark Guthier, Tamara Yakaboski, Susan Payment, Geoff Combs, Willie Banks, Tim Reed, Hali Buck, and Marsha Herman-Betzen, Executive Director. Also present were Dave Teske, and Jason Cline.

Mr. Barnes turned the meeting over to Mr. Guthier.

**Minutes**

Mr. Reed MOVED, Ms. Yakaboski SECONDED, and it was APPROVED:

*The May 15, 2012 minutes are accepted.*

**Finance Committee Timeline**

Mr. Guthier reviewed Finance Committee timeline. He recommended adding Bulletin article to the timeline in order to be transparent to the membership of the overall financial picture of the Association.

**2011 Audit Report**

Mr. Guthier explained delay in audit receipt from accountant is reason for delay in approval of audit until June in 2012. It usually happens in May. Mr. Teske added that the Central Office saw a copy of the audit report and reported it was clean. Mr. Barnes congratulated staff on work toward completing this.

**Q1 Financial Statement**

Mr. Guthier asked Mr. Teske to provide information on the Q1 Financial Statement. Mr. Teske presented the Q1 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

- Association Operations (01) – behind budget by \$59,411
- Conference (02) – ahead of budget by \$59,078
- Seminars (03) – projected slightly better than budget
- Publications (04) – ahead of budget by \$5,857
- Corporate Partnerships (05) – ahead of budget by \$31,459

- Services & Programs (06) – ahead of budget by \$4,580
- Business Services (07) – ahead of budget by \$19,245

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$77,173, which is \$59,078 ahead of budget.

Mr. Reed asked if expectations of corporate involvement in St. Louis would be down from Boston and previous years. Mr. Teske responded that sponsorships seem to be in line with Boston and that exhibit hall participation is always in question.

Mr. Reed corrected date of Q1 Financial Statement.

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED:

*The Q1 Financial Statement is accepted.*

### **Proposed Dues Increase**

Mr. Guthier reminded members that a 5% institutional dues increase is allowable by board approval. Mr. Cline introduced dues proposal, a copy of which is on file with the minutes. Mr. Cline started with institutional membership dues. Mr. Barnes asked if expense reductions were being considered to offset costs of unknowns and expenses listed in proposal. Mr. Cline responded that 2013 budget preparations will take those into consideration. Mr. Barnes reminded members that the board should be good stewards of the Association's money. Ms. Herman-Betzen added that the Association manages expenses very well and is responsible when making decisions about expenses.

Mr. Reed asked about multiple year increases and its perception to the general membership. Mr. Cline responded that a dues increase is likely through 2014 making that four increases in a row and 2015 may be the next year that a dues increase may not occur. Mr. Guthier added that an external review may help the Association benchmark what other associations are doing in terms of dues increases.

Mr. Reed MOVED, Mr. Banks SECONDED, and it was APPROVED:

*The 5% dues increase for institutional membership is accepted as proposed.*

Mr. Cline introduced increase proposal for individual membership dues for those at a member institution and for retiree membership. Ms. Yakaboski expressed concern about pricing out individual membership and the difference in cost between domestic and international membership. Mr. Cline responded that this category is for those at a member institution not on a roster. Ms. Herman-Betzen added that this category was initiated so we did not turn down someone who wanted to be a member when their institution would not add them to their roster. Mr. Cline added that ACUI is an institutional based membership organization and effort has been made to price international membership in a way that makes it possible for them to join. Ms. Herman-Betzen added that it would be impossible to price individual membership to be

sustainable. Mr. Cline added that discussions with other international higher education associations may include a type of bundling memberships between two associations. Mr. Cline stated that this proposal will not affect free student and faculty membership.

Mr. Reed MOVED, Mr. Barnes SECONDED, and it was APPROVED:

*The 5% dues increase for individual membership is accepted as proposed.*

Mr. Cline proposed a 5% increase to Associate membership dues.

Mr. Banks MOVED, Mr. Reed SECONDED, and it was APPROVED:

*The 5% dues increase for associate membership is accepted as proposed.*

Mr. Cline introduced a new subcategory of Associate membership titled nonprofit clay targets organizations. This would be priced lower than regular Associate dues because the benefits offered will be at a lower level than regular Associate dues. Mr. Reed asked where these details are listed. Mr. Cline responded that a membership application would be developed listing those and

Mr. Reed MOVED, Mr. Banks SECONDED.

Mr. Reed asked about other organizations that may be interested that could not join because of the subcategory's specificity. Mr. Cline responded that this was intentional so that the definition could be made broader by Board action when it was warranted in the future. Mr. Guthier suggested that the governance committee may want to take up the language regarding dues increase and new category procedures in the future.

It was APPROVED:

*The new subcategory of Associate membership titled nonprofit clay targets organizations with an introductory price of \$299 is accepted.*

### **Student BOT Member Update**

Mr. Banks provided update on 13 candidate interviews. The screening committee is recommending Angel Flowers be appointed as the student member of the Board of Trustees.

Ms. Yakaboski left the call and indicated through chat function that she supports the 2013 CPT budget and student BOT appointment.

Mr. Reed MOVED, Ms. Buck SECONDED, and it was APPROVED:

*Angel Flowers is appointed as the student member of the Board of Trustees.*

Mr. Banks left the call.

Mr. Barnes indicated Ms. Herman-Betzen will serve as a mentor for this person/position.

### **2013 CPT Budget**

Mr. Teske stated that the proposal is similar to previous years but focused in different areas. More emphasis and money will be attributed to keynotes to attract attendees, and less money will be spent on the offsite experience due to lower costs in St. Louis. Mr. Guthier reminded members that this budget is approved out of sequence with the overall budget due to the CPT meeting and planning prior to the creation and approval process of the overall budget. The approved 2013 CPT budget will be worked into the 2013 operating budget. A copy of the proposal is on file with the minutes.

Mr. Reed MOVED, Mr. Barnes SECONDED, and it was APPROVED:

*The 2013 CPT budget is accepted as proposed.*

### **Other Updates**

Ms. Payment asked if conference evaluations would be shared with the board. She expressed this is useful to see when CPT budget is being considered by the Board. Ms. Herman-Betzen cautioned against getting in the weeds but to use the report for information purposes. Ms. Herman-Betzen agreed to send this to board.

Mr. Combs returned to the meeting. He indicated that he supported proposals through chat function prior to leaving the call.

Mr. Barnes stated 5/29 call will be cancelled. Next call regarding strategic direction will take place 6/5.

Mr. Reed asked about July calls. Mr. Barnes responded no calls in July due to in-person meeting in Bloomington during July.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:10 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Directions**

Tuesday, June 5, 2012

President Dave Barnes called the meeting to order at 12:02 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Thomas Lane, Susan Payment, Geoff Combs, Willie Banks, Tim Reed, Kim Harrington-Pete, and Marsha Herman-Betzen, executive director. Also present was Dave Teske.

Tamara Yakaboski was not on the call but provided feedback on Strategic Direction 2 through the Board forum and is included below.

Mr. Barnes turned the meeting over to Kim Harrington-Pete.

**Minutes**

*The May 22, 2012 minutes were approved without objection.*

**Strategic Oversight Areas**

Ms. Harrington-Pete asked the Board members for updates. She will be updating the Key Success Factors Matrix in preparation for the July meeting.

Strategic Direction 1—Mr. Combs inquired about the source of the metrics under each objective in order to clarify how changes/updates are made. Mr. Lane and Ms. Harrington-Pete explained the objectives are part of the plan and the individual projects/tasks listed as metrics are fluid and can be adjusted that the priorities are adjusted.

Strategic Direction 2— Ms. Yakaboski was not on the call but provided update through the Board forum; “All I have to report right now is that I have been working on an ACUI Research report to email out sometime before the summer meeting for us to discuss during the meeting. It basically puts the powerpoint (from our conference mtg) and other data down in writing so that we can decide what, if anything, should be done with this knowledge and by whom. Zack and I have touched based on the new strategic organization and will keep chatting about it.”

Strategic Direction 3—Ms. Payment will be scheduling time with Elizabeth Beltramini to discuss this area. Mr. Herman-Betzen clarified that there is no longer a diversity and inclusion task force. Mr. Barnes indicated that this will be further discussed at the July Leadership Team meeting including ways that all of the component groups can work to further this direction.

Strategic Direction 4—Mr. Lane will be meeting with Justin Rudisille next week to assess our current status as a leader in this area and ways that we can enhance this.

Strategic Direction 5—Mr. Reed will be contacting Brian Magee to discuss future strategies.

Strategic Direction 6—Mr. Guthier indicated that the finance timeline will include an opportunity to focus on this direction.

### **Student Member of the Board**

Mr. Herman-Betzen will be meeting with week with the new student member of the Board, Angel Flowers. The orientation will begin this week, and it is anticipated she will be on the calls beginning June 11. Ms. Herman-Betzen is planning a face-to-face visit with Ms. Flowers prior to the July meeting.

### **2013 Board of Trustees Election**

Mr. Lane informed the Board that work is currently underway for the election later this year. Mr. Lane explained that the Board is able to annually determine the number of at-large members on the Board. The members discussed potential factors influencing the decision including: work load, cost, inclusivity, type of workforce need, and number of voting members. Mr. Lane indicated that the decision must be completed in advance of the first announcement to the membership, scheduled for early September.

Mr. Barnes suggested this conversation be continued in July during the face-to-face meeting. Mr. Lane also asked that approval of the election timeline be added to the agenda as well.

### **Other Updates**

Mr. Barnes asked the Board members to contribute items to the agenda for the July Leadership Team meeting.

Mr. Barnes provided an update about the CHEMA meeting, which he and Ms. Herman-Betzen attended last week. In addition to have the opportunity to meet with colleagues from sister organizations, Loren Rullman, Zack Wahlquist, and Jan Van den Kieboom presented a session on the Summit on Physical Place & Community. Ms. Herman-Betzen also reported that there was an excellent session on board governance. She also shared that further discussions will be occurring between ACUI and SCUP to discuss next steps.

The Board will not meet on June 12. Governance will be on June 19, and finance on June 26.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:52 PM.

Respectfully submitted,

David Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, June 19, 2012

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Thomas Lane, Susan Payment, Geoff Combs, Willie Banks, Tim Reed, Kim Harrington-Pete, Tamara Yakaboski, Angel Flowers, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

Mr. Barnes turned the meeting over to Mr. Banks.

**Minutes**

Ms. Yakaboski raised the question if feedback provided on the Board forum in a member's absence for the purpose of the call should be included in the official minutes of the call. Mr. Guthier responded that this was a decision that could be made by the board. The comments were added within the June 5, 2012 minutes as directed.

*The June 5, 2012 minutes were approved as amended.*

**Student Member Welcome**

Mr. Banks welcomed Ms. Flowers to her first call. Ms. Herman-Betzen stated that Ms. Flowers will be arriving in Bloomington two days prior to the official July meeting start date for orientation with Ms. Herman-Betzen.

**July Meeting Agenda**

Mr. Banks asked Mr. Barnes to provide an update on the Board July meeting agenda. Mr. Barnes referred to agenda topics previously posted to the Board forum and discussed a tentative schedule. Mr. Barnes will send an email to remind members of action items before arriving in Bloomington and will be in touch with individual committee chairs to review specific topics to be discussed during the meeting.

**Other Updates**

Mr. Barnes provided a schedule of upcoming Board calls.

- The Board will meet on June 26 where the topic will be finance.
- No calls planned during July unless there is a compelling reason to meet based on work done during July in-person meeting.

**Adjournment**



The meeting was ADJOURNED WITHOUT OBJECTION at 12:28 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday - Thursday, July 10-12, 2012

President Dave Barnes called the meeting to order at 1:20 pm Eastern Time in the Indiana Memorial Union Distinguished Alumni Room in Bloomington, Indiana. Additional members present were: Mark Guthier, Kim Harrington Pete, Tim Reed, Willie Banks, Tamara Yakaboski, Susan Payment, Thomas Lane, Geoff Combs, Angel Flowers, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline.

**Diversity and Inclusion**

Liz Beltramini joined the group for this discussion.

This topic relates to Strategic Direction 3. Ms. Beltramini reviewed discussion that happened in Boston at the annual conference as well as provided a brief timeline of recent happenings in this area including surveys, analyses, town hall meetings, and focus groups. Ms. Beltramini and Ms. Payment are asking for direction on how to move forward in this area. Ms. Payment suggested this topic must be addressed by all and not just one component group or task force.

Ms. Herman-Betzen suggested that the leadership must address this topic and not be outsourced to another newly formed task force.

The Board last reaffirmed the diversity and multicultural statement in 2008.

Ms. Harrington Pete distributed proposed values revision that includes replacing *communication* with *diversity*. This proposed revision resulted from a work group on this topic. Mr. Guthier asked for discussion on diversity versus inclusion. Discussion followed involving the history of these terms within the Association. Discussion transitioned to results of making changes to Core Values without clear goals and objectives to complement them.

Ms. Beltramini suggested ideas of a summit like ERF had on community and space, creating peer mentoring program not just at annual conference, setting standards in volunteer interviews, conducting research why people of color volunteer/barriers to volunteering.

Mr. Banks stated that a Board that speaks to the importance of diversity results in an Association that is more diverse and works towards that goal. Mr. Reed added that the Board must do things differently in order to produce different results.

Mr. Combs MOVED, Mr. Guthier SECONDED and it was APPROVED that:

*The Association will amend its Core Values to include Diversity, referring Communication to its place as a Core Competency.*

Mr. Lane asked where the ideas would come from for executing objectives toward diversity goals. Response included ideas from component groups, funneled through strategic direction committee on the Board. Ms. Harrington Pete suggested to clarify what component groups would “like to do” in addition to what they have done. The Board will decide the priority and resources of ideas.

Mr. Guthier asked the Board to consider discussions with component chairs about diversity (in all forms) on their committee rosters and should that be something the Board develops as part of the strategy of diversifying the selected and elected positions process.

Ms. Beltramini excused herself from the room.

Ms. Herman-Betzen stated that the Central Office staff can only be diverse if located in a diverse area, not Bloomington. Additional comments included people of color interested in entering the field of college unions and student activities is low as well. Ms. Harrington-Pete stated this is also about growing the profession in a very specific area.

### **Education and Research Fund**

Patrick Connelly and Zack Wahlquist joined the group.

Mr. Connelly issued statement about the role fundraising in the Association in the future and how do we integrate a culture of giving into who we are. Currently, there is no sense of direction and no clear path on how to get to the destination. Mr. Connelly asked the Board to step up to address the problems of fundraising, scholarships, and written off pledges that were never followed-up/collected. ERF is not up to the level of foundations of sister associations. Mr. Connelly believes ACUI and ERF can reach and exceed that, but not at the current direction and level of involvement. How does the financial aspect support the strategic plan and work that is done? ACUI needs to look at corporate giving (foundations and as a new aspect of funding long-term goals). ACUI needs to seize the moment with the regional audit/re-alignment. There is no connectedness in messaging between the regions and with the international messaging. ERF should be supporting new programs, new scholarships, research initiatives, and new professionals in the Association. Goals and expectations are misaligned with resources.

Mr. Lane asked how the Board is not engaged or in support of ERF. Mr. Connelly responded with line item in strategic plan without consult, ERF is strategic but treated operationally, president-elect is often nebulous and no support is often perceived.

Mr. Lane asked what role would be in a perfect world. Mr. Connelly responded partnership where conversations happen about future, long-term goals. The Association

should have more input and provide direction in the goals and result of fundraising (development and advancement plan).

Mr. Guthrie contrasted ACUI is unlike institutions where the institution provides the direction to the foundation and the foundation strives to meet the goals of the institution. Mr. Reed asked if a professional fundraiser was necessary. Mr. Connelly said not right now, but in 5-10 years. Is that something ACUI wants to do and what are the goals to meet before proceeding to that next step?

Ms. Herman-Betzen added that ACUI does not do a great job of cultivating donors. "If you want money, ask for advice. If you want advice, ask for money."

Mr. Barnes advocated for past presidents be more engaged to elicit input and feedback. Mr. Banks inquired about how other association engage donors. Two issues are stewardship/cultivation of all donors and the past presidents and past involved participants are "put out to pasture."

Mr. Connelly suggested ideas: president-elects being more vocal on calls about strategic plan involving ERF and much better communication between ERF and the Board. ERF and the Board have never had a discussion about the current strategic plan. Mr. Lane suggested that president elect may not be the right person to serve in the role on ERF. Ms. Herman-Betzen added executive director should be more involved than in name only.

There is agreement that a plan needs to be created by the Board so that there is direction for ERF to develop operation items towards reaching goals of plan. Mr. Reed suggested a professional in fundraising should help the process.

Research is needed before approaching corporate donors will even consider providing any support.

Mr. Connelly stated he would keep cultivating culture of giving, growing the donor base, and supporting the 100<sup>th</sup> anniversary campaign while the Board develops an advancement and strategic plan for ERF.

Ms. Herman-Betzen said the development of this plan should come from the executive committee. Mr. Lane suggested adding past presidents to the committee that develops the plan based on the adage above. Mr. Connelly responded that past presidents have been asked in the past to be involved in situations like this and nothing has happened with the plans they helped create. Mr. Reed suggested that maybe past presidents are not the best pool to choose from, but past involved members in some other area.

Mr. Reed will draft a motion and bring it to the Board when meeting reconvenes in the morning.

Before recessing for the afternoon, the Board discussed and decided what agenda items will be tabled and what items will be discussed during this meeting; also the Board is in agreement that they need to review and reprioritize items on the strategic plan.

The Board RECESSED WITHOUT OBJECTION at 5:15 pm on Tuesday, July 10, 2012.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 8:30 pm on Tuesday, July 10, 2012.

### **Swim Lanes**

Mr. Guthier introduced swim lanes for current and future projects. Swim lanes identify project timelines in comparison to other projects. Members discussed projects listed, added projects that have recently been brought to the table, and added timelines for these new projects.

### **Research**

Ms. Yakaboski reiterated her interest in having a discussion regarding research first in person, and continuing the conversation during telephone conference calls. A decision about whether to move forward or table the project will be made by September. Developing an ongoing research journal has been in ACUI strategic plans since at least 2000.

Mr. Lane does not think resources should be used toward developing a journal. There are already resources in place in other areas of student affairs that produce a journal that is well done. ACUI should contribute to these already published journals and broaden the student affairs research published in them. Ms. Yakaboski countered that people should do research on a topic and make it relevant to the college union and student activities field. She also believes the ACUI membership may not yet be ready for a research journal in terms of usage, contributions, and wants/needs.

The Association must move the majority of the membership towards research and away from assessment. Research advances the profession; assessment marks where we are. There is no data/research as to why the position of comprehensive union director should be maintained.

There would be a large time commitment for the editor position for a journal. Recommendation that this not be an ACUI staff member, but rather a volunteer selected through an application process. Research was added to the swim lanes spreadsheet and the management of the process oversight rests with the strategic direction committee. The board supports the development of a research journal. The board will create a research committee for the Association; a task of which is to form a research agenda for the Association. Ms. Yakaboski will develop a charge for this committee. The committee

will be formed by October. A proposal for a research agenda will be created and presented to the board at the annual conference in St. Louis. Announcement of research agenda journal will be made at the annual conference in Orlando.

The Board RECESSED WITHOUT OBJECTION at 10:15 pm on Tuesday, July 10, 2012.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 8:30 am on Wednesday, July 11, 2012.

### **100<sup>th</sup> Anniversary**

Patrick Bailey, Dave Teske, Michelle Smith, and Sarah Aikman joined the Board for their meeting to discuss the 100<sup>th</sup> anniversary. Mr. Bailey has come forward requesting a minimum budget of \$100,000 for the celebration between now and December 2014. These resources will be used for the opening gala at the Orlando conference, physical and virtual museum, and the community service project. The expenses would fall in two fiscal years with the bulk of the expenses happening in 2014. Additional discussion about possible revenue streams also occurred. Mr. Bailey would like a confirmation of funding approval as soon as possible. The Board will discuss this request later today.

Mr. Bailey, Ms. Smith, and Ms. Aikman excused themselves from the meeting.

### **Revisiting Research**

Ms. Herman-Betzen introduced the topics of resource dedication and conflict of interest as it relates to the discussion and decisions made about the research agenda and journal during the previous day's meeting.

Ms. Yakaboski introduced a draft charge for the research committee to be formed that was posted to the Board community of practice forum. She stated that a committee does not need to be formed to formulate a research agenda as that information is already available. A committee of that magnitude needs to work on broader things such as vehicles to foster, collect, and disseminate the research.

### **Regional Audit**

Mr. Barnes asked for thoughts regarding the presentation from the regional audit task force. Mr. Barnes asked what the process was for informing the general membership about this plan. Mr. Teske replied through an electronic communication and Bulletin article in the September Bulletin with presentation and feedback sessions at each regional conference this fall. The plan would be to have a regional audit task force member at

each regional conference. Virtual town hall meetings will also be made available for those not attending a regional conference.

Mr. Reed suggested that additional information is needed in the area of what the future of recreation tournaments looks like in the plan. Mr. Teske indicated that the task force purposefully stopped at their recommendation for sectional tournaments instead of regional tournaments to allow for the programs team to develop the logistics for that item.

Mr. Teske stated that each region will have its own hot button issue that will need to be addressed. Mr. Guthier added that it would be necessary to describe what are the givens and flexibles within the plan. Mr. Reed indicated, and Mr. Teske agreed, that it would be necessary to give preliminary support to the overall plan and not to specific pieces of the plan. Ms. Payment summarized to formulate statement, to be made during presentation to membership, of appreciation to the task force and a statement of support of the concept of the plan.

Ms. Herman-Betzen suggested that older members might have issues with these changes, especially in regards to history, traditions, and awards. Mr. Teske indicated conversations among the regional directors were positive in terms of awards and the possibilities that the reorganization creates.

Ms. Yakaboski questioned the larger geographic boundaries and how that affects travel costs, especially for smaller institutions. Mr. Combs indicated that regions grew in size geographically, but also in terms of number of institutions. He also added the permeability policy that will be created that will allow participation in different regions than they reside. Permeability policy would not allow for RLT membership in a different region according to the recommendations in the audit report.

Mr. Lane MOVED, Mr. Reed SECONDED, and it was APPROVED that:

*The Board of Trustees provides its preliminary support for the recommendations put forth in the regional audit task force report and that support is communicated during all feedback sessions conducted with the general membership.*

Mr. Teske suggested the Board put a charge to the executive director to conduct a staff resources audit to study impact on staff if the plan were implemented. Mr. Barnes indicated the board is formally asking the executive director to conduct this audit and present to the regional audit task force prior to the first regional conference.

### **Audit Conversation**

Mr. Duane Vaught joined the Board for their annual meeting to discuss the audit.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 10:08 am.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:02 am.

The Board thanked Mr. Vaught for his time and expressed its appreciation for his audit services.

### **Funding**

Mr. Barnes initiated a conversation regarding budgetary items that are in addition to items already in budget or one-time expenses. The focus should be to continue funding the reserves as has been done in the past. One option is to make a lesser contribution or no contribution for upcoming years.

Mr. Teske suggested the Board look at the contingency reserve and what is needed for overall reserve funds. Perhaps revisiting what is actually needed in reserves should be the focus of the conversation in terms of a global view and fund specific view. Reserve policy currently states the reserve goal is fifty-percent of gross income in one year and the Association should be contributing five percent of its income each year.

Ms. Payment asked what is the total amount of requests they are considering. Mr. Teske does not have a total number. The biggest impact will happen in 2014. Mr. Guthier asked if the Board feels the 100<sup>th</sup> anniversary is important enough to the Association to fund it. No specific line item is generally provided for budget requests.

Mr. Banks stated that the standards in place in the past have not required a formal proposal for previous requests. Ms. Harrington Pete asked what the Board was being asked to decide. Mr. Barnes responded that the Board should be deciding how the Board should fund this; i.e. cutting expenses, utilizing reserves, smaller contributions to reserves, etc. Mr. Combs suggested that the Board should approve funding somehow then review proposals to decide what is funded and at what level. Mr. Reed agreed and would like to see numbers on paper. Ms. Herman-Betzen and Mr. Cline, as advisors to Mr. Bailey and the 100<sup>th</sup> anniversary task force, agreed to provide a written proposal that described a ballpark figure for funding the yearlong 100<sup>th</sup> anniversary celebration.

Discussion continued regarding possible funding streams for the 100<sup>th</sup> anniversary to include voluntary membership contributions, sponsorships, products sales, etc. The task force, advisors, and staff will research ideas to further this effort.

### **Policy Review**

Mr. Barnes introduced the topic of Association-wide policy review. A committee has been formed that includes Mr. Banks, Mr. Guthier, and Mr. Teske that will examine roughly fifty policies. The review will begin in August, and the committee will make



recommendations for adding new policies not currently in existence or making changes to existing policies. These recommendations will be made to the Board at the 2013 annual conference. Mr. Reed and Ms. Payment volunteered to be part of this committee as well.

Ms. Herman-Betzen will lead a staff committee in reviewing the procedures of the Association. Due to the larger quantity of procedures to review, recommendations from this committee will be made at the 2014 annual conference.

Mr. Teske excused himself from the meeting.

The Board RECESSED WITHOUT OBJECTION at 12:00 pm on Wednesday, July 11, 2012.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:35 pm on Wednesday, July 11, 2012.

### **External Review**

Mr. Barnes stated his observation of the number of projects in the pipeline and the associated costs. Ms. Herman-Betzen provided insight about the benefits of an external review. She recommends that the external review be initiated after a new executive director has been hired, as this is a great learning tool for a new person in this position. The review affirms policies and procedures, provides benchmarks, and suggests recommendations for the future.

The Board agrees to table the external review until a new executive director is hired.

### **Elections**

Mr. Lane distributed the 2013 elections timeline draft. Mr. Lane proposed discussion and decision-making on the size of the board prior to the upcoming election. Previous discussions have been about adding one at-large position. Policy states up to 22 are allowed. Cost per board member per year is roughly \$1,500-\$2,000.

Ms. Payment questions if adding additional members of board would address the workload issue and would it benefit the body. Ms. Yakaboski proposed intentionality of onboarding new board members to bring them up to speed faster. Ms. Herman-Betzen stated the workload is in the hands of the leadership team and staff, not that the board needs additional help in the strategic area.

Mr. Reed MOVED, Mr. Guthier SECONDED, and it was APPROVED that:

*The structure of the board remains the same.*

The board agreed that the timeline Mr. Lane distributed will move forward as is. There will be three open Board positions and one President-Elect position up in the upcoming

election. Mr. Lane will provide periodic updates. He, and Mr. Barnes, urged members to nominate and encourage others to nominate qualified individuals for these open positions.

Mr. Reed questioned voter turnout and quantity of candidates. Discussion centered on ideas to increase both. Moving to a committee assembling a slate of candidates would require a by-law change and is not possible before this year's election process. Mr. Barnes offered that candidates do not know who else is running when they decide to run, and questioned if that is a barrier. The board agreed that having that knowledge would be the barrier.

Ms. Herman-Betzen suggested a parking lot item of Butts-Whiting award nominating and campaigning. Governance committee will review.

Mr. Barnes offered appreciation to Mr. Lane and Brian Magee for their work in planning the election.

### **Mid-year Board Assessment**

Mr. Banks introduced and distributed the mid-year assessment from last year. He asked for input for this year's assessment. An assessment will be created and distributed to all Board members for feedback to occur during an upcoming two-week period.

### **Branding Discussion**

Mr. Combs reviewed branding items from the regional audit task force report and asked the Board if the global branding discussion can be incorporated into those items. The board agreed.

### **Association Management Discussion**

Mr. Guthier introduced the topic of association management functions. The recommendations from the Central Office have previously been uploaded to the Board forum. This topic will be added to a future finance committee call. Creating a different organization for the purpose of this topic may develop in the event that revenue from this creates a possibility of losing ACUI's nonprofit tax status.

### **Budget Proposals**

Mr. Barnes questioned what other funding proposals are needed before a Board decision can be made about funding projects.

100<sup>th</sup> anniversary  
Regional audit implementation team  
Executive director search  
Central Office impact study of regional audit report

## ERF Advancement Plan

In addition to these, a report on current status of reserves should be brought forward.

### **Board Meeting Frequency**

Mr. Barnes revisited discussion regarding the need for a third face-to-face meeting of the Board. He outlined the happenings of the meetings that occur prior to the annual conference. There is a high level of task oriented business that occurs, but the Board members do not spend a great deal on getting to know each other that results in working together better. Mr. Barnes offered a suggestion to arrive in Bloomington early for the July meeting to spend an extra day or two together before the rest of the leadership team arrives. Ms. Herman-Betzen provided input how other higher education association's plan get-to-know-you activities they do with staff and board members.

Ms. Payment suggested that the expense has to be seen as an investment with a return on the investment. Ms. Yakaboski stated preference for activity where members learn to work together as opposed to visiting a spa for treatments.

Discussion shifted to new Board members, orientation, acclimation, and levels of participation that occurs after face-to-face meetings. Ms. Herman-Betzen stated that increasing training for the Board, in whatever form, would be well worth the investment. Mr. Reed agreed that this meeting would be beneficial and that it should involve current and newly elected Board members. Weekend timing would be crucial, and a January timeframe would be most logical. Training, Board meeting, and retreat would all be components of this meeting.

Cost and perception are two prohibitive factors. A decision about this item would need to be made before election process in order to provide potential candidates with date commitments. Mr. Barnes stated the Board approves funding to allow component groups and task forces to come together to plan events; why can't Board work in the same way.

Mr. Reed proposed that this third meeting take place in a time of the year when there is not already a face-to-face meeting. Mr. Barnes added that this first meeting would be heavily assessed to determine if it was successful. The Board agrees that this meeting is important and that the cost would be approximately \$12,000. The Board has instructed Ms. Herman-Betzen to put together figures for a first-weekend in January meeting for discussion first thing in the morning.

### **Executive Director Search**

Mr. Cline was asked to leave the room for this discussion. Ms. Herman-Betzen volunteered to leave the room for this discussion.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 3:20 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 5:00 pm.

The Board RECESSED WITHOUT OBJECTION at 5:00 pm on Wednesday, July 11, 2012.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:00 am on Thursday, July 12, 2012.

Mr. Lane and Ms. Yakaboski have left the meeting.

### **Video Cameras for Meetings**

Mr. Barnes feels strongly that video cameras should be used during weekly Board conference calls. Cameras will be provided to those that do not already have one. The technology is available from the Central Office. Ms. Payment objects to this suggestion. Allowances for those that need to call in from the road will be made. Mr. Barnes asked the members if this could be done through a trial basis to see how it works. The Central Office will provide cameras.

### **Education and Research Fund**

Ms. Payment MOVED, Ms. Harrington Pete SECONDED and it was APPROVED that:

*The Board of Trustees directs the Executive Committee of the Board, the leadership of the Education and Research Fund, and any current or past association members those two bodies wish to include to draft a Development Strategic Action Plan for presentation to the full Board no later than January 31, 2013. This plan should include a 3 year component addressing immediate development goals including the already stated goal of raising \$250,000 for the 100th anniversary campaign and a preliminary process for creating a long term, (5-10 year) sustainable development plan for the association.*

### **Additional Board Meeting**

Ms. Herman-Betzen suggested this topic needs to be discussed in front the leadership team in order to be very transparent about reasons and goals for this additional meeting. These include training and development including staff/Board relations, face-to-face business to conduct, and too much important business to be done.

Ms. Herman-Betzen introduced proposal for destinations, dates, and pricing for the additional meeting. Airfare is the unknown as this can vary the most.

Mr. Reed suggested the use of a facilitator to plan teambuilding activities so that staff and Board can be in the moment and full participants. He offered that a cost of \$1,000 per person for travel, accommodations, and facilitation is within reason for a training of this caliber. Mr. Combs and Mr. Banks suggested serendipitous interactions can provide a teambuilding experience as well. Ms. Herman-Betzen will research other associations and how they conduct these meetings.

Mr. Barnes added that outcomes of this meeting need to be addressed at some point, but approval of the concepts previously stated of the meeting needs to happen today. Ms. Payment added that component groups spend more time in in-person meetings than the governing body of the Association.

Mr. Reed MOVED, Mr. Banks SECONDED and it was APPROVED that:

*The Board of Trustees adds a third face-to-face meeting to take place during the time period of January 2-6, 2013 for existing Board members, new Board members, and senior Central Office staff for the purposes of orientation, training, and Association business at a maximum cost of \$1,000 per person.*

### **Adjournment**

Mr. Barnes offered his appreciation for the work the Board accomplished during this meeting. Mr. Reed offered his appreciation to Ms. Herman-Betzen and Mr. Cline for the support provided by the Central Office. Ms. Herman-Betzen responded it is a pleasure to be a part of such an amazing group of people.

The meeting was ADJOURNED WITHOUT OBJECTION at 10:00 am on Thursday, July 12, 2012.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, August 7, 2012

President elect Mark Guthier called the meeting to order at 12:06 p.m. Eastern time using Adobe Connect. Additional members present were: Dave Barnes, Susan Payment, Geoff Combs, Willie Banks, Tim Reed, Kim Harrington-Pete, Angel Flowers, and Marsha Herman-Betzen, executive director. Also present was Dave Teske and Jason Cline.

**Minutes**

Ms. Payment MOVED, Mr. Reed SECONDED and it was APPROVED that:

*The July 10-12, 2012 minutes were approved as corrected.*

**Strategic Plan Matrix**

Ms. Harrington-Pete introduced updated strategic plan matrix posted to the Board forum.

Mr. Combs responded to questions around international initiatives indicated in the matrix, moving the international webinar piece to the international initiatives section.

Ms. Harrington Pete questioned if “entering the profession” sessions happened in 2011. Mr. Teske will follow up with RDs regarding this item.

Mr. Reed asked if the timing of the next member needs assessment should be altered due to the number of changes and large projects happening during the next scheduled survey in 2013-14.

Mr. Reed explained difference between volunteering and service in the Association, and how does marketing of each happen.

Ms. Harrington Pete asked for continued observation and guidance from the board as it to pertains to projects and items on the matrix.

**Research Task Force Update**

Ms. Harrington Pete would like to table discussion of this topic as Tamara Yakaboski is not present on the call today. Mr. Guthier informed the board that the executive committee discussed this topic previously and would like to give an update during the next call to include action on forming a committee.

### **Appointed Position to the BOT for Executive Director Search**

Mr. Guthier introduced new position to BOT that would be appointed by the board and serve as the liaison to the board to facilitate executive director search. The job description and list of possible candidates were posted to the board forum.

Ms. Payment asked to move into executive session.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:32 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:39 pm.

Ms. Payment MOVED, Mr. Reed SECONDED, and it was APPROVED that:

*The job description for the Executive Director liaison, board-appointed position is approved as changed.*

### **ERF Advancement Plan Update**

Mr. Guthier discussed executive committee work on advancement plan for ERF. The executive committee developed an outline with next steps being to meeting with Patrick Connelly and Zack Wahlquist to develop actual plan by the end of 2012. The outline illustrates areas of guiding principles, measurements of success, campaign phases, organization, and operating procedures.

### **PBS Opportunity**

Ms. Herman-Betzen discussed opportunity that presented itself about a possible television show produced by PBS about the story of the college union. The show is called Visionaries and will be produced for the 2013 season. The project would also include an application for a smart phone.

The script, ideas, and locations are being developed for submission to PBS for a decision.

The board provides support to pursue this project.

### **Regional Audit Reactions**

Mr. Teske shared that the regional audit task force has solicited feedback in many forms. Overall feedback is very positive. No feedback is causing any changes to proposal distributed to membership.

Mr. Combs added that the task force could do better at presenting recommendations as a package rather than individually as many concerns can be addressed by other recommendations.

### **Other Business**

Ms. Payment asked about ACUI's relationship with Chick-Fil-A. Ms. Herman-Betzen expressed that a college campus is the appropriate place for this conversation to happen. Unless there are discriminatory practices happening, there is not much that ACUI can do.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:23 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 14, 2012

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Thomas Lane, Geoff Combs, Willie Banks, Tim Reed, Tamara Yakaboski, Angel Flowers, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

Mr. Barnes turned the meeting over to Mr. Banks.

**Minutes**

Mr. Reed MOVED, Mr. Combs SECONDED, and it was APPROVED that:

*The August 7, 2012 minutes were approved.*

**BOT Mid-Year Assessment**

Mr. Banks discussed the mid-year Board assessment and that it will be happening in the coming month, sent from Dave Teske in the Central Office.

**Elections Committee Update**

Mr. Lane reviewed the elections committee roster and timeline, both posted to the BOT forum prior to the call. He expressed gratitude to liaison, Brian Magee, for his work in getting ready for this election.

**Research Task Force**

Mr. Barnes introduced proposal for the creation of a research task force. The proposal was posted to the BOT forum prior to the call. Discussion ensued recommending changes to the text and timeline.

Mr. Lane MOVED, Ms. Yakaboski SECONDED, and it was APPROVED that:

*The Board will form a Research Task Force that will follow the amended proposal submitted by president Dave Barnes.*

**BOT Appointee for ED Search**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12: 27 pm.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:44 pm.

**Other Updates**

Mr. Barnes announced there would be no call on August 21, moving the finance call to August 28.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, August 28, 2012

President Dave Barnes called the meeting to order at 12:03 PM Eastern Time using Adobe Connect. Additional members present were: Tamara Yakaboski, Susan Payment, Tim Reed, Angel Flowers, Kim Harrington-Pete, Thomas Lane, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske

**Minutes**

*The August 14, 2012 minutes were APPROVED WITHOUT OBJECTION.*

**Q2 Financial Statement**

Mr. Barnes asked Mr. Teske to provide information on the Q2 Financial Statement. Mr. Teske presented the Q2 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$77,943, which is \$59,848 ahead of budget.

Ms. Payment asked about the corporate sponsorship variance. Mr. Teske explained that the year-to-date performance is better than budget due primarily to additional conference and clay targets sponsorships for 2012.

Ms. Payment asked about the status of the technology reserve line. Mr. Teske explained that \$75,000 was set aside by the Board in 2010 to be used for a new association management system. This project is underway and it is expected that the fund will be depleted by the end of this year or early next year.

Mr. Teske pointed out that the favorable expenses due to the location of the 2013 annual conference will help cover the majority of our operational increases, but it is unlikely that the expenses associated with the 100<sup>th</sup> Anniversary Celebration and the new executive director search will be able to be absorbed in the operating budget.

Mr. Barnes expressed his thanks to Mr. Teske and the Central Office staff for their expertise in preparing the statement.

Mr. Lane MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED:

*The Q2 Financial Statement is accepted.*

### **BOT Appointee for Executive Director Search**

Mr. Barnes informed the Board the Rich Steele has accepted the position of special appointment member of the Board of Trustees to oversee the executive director search.

### **Other Updates**

Mr. Barnes updated the Board on the progress of appointing the members of the Research Task Force. He indicated that he hopes to have the task force complete by the next meeting.

Mr. Barnes asked Ms. Herman-Betzen to give an update on the Central Office staff retreat. She shared that they had an excellent retreat which was planned by a team of staff members and lead by an outside facilitator.

Mr. Barnes asked Mr. Lane to update the Board on the status of the Elections Committee. Mr. Lane indicated the first call will be happening on Aug. 29. He asked the Board members to reach out to individuals who may be good candidates for the Board and encourage them to apply. The announcement to the general membership will go out on Sept. 7.

Ms. Payment provided an update on strategic direction. She shared that she and Elizabeth Beltramini discussed the possibility of developing a program similar to the international job exchange program that would be a domestic mentoring program which would help to further this goal. Ms. Herman-Betzen indicated that she would share the ASAE Diversity and Inclusion Plan with the Board. It may be a good model for ACUI to use.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:40 PM.

Respectfully submitted,  
David Teske, Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, September 4, 2012

President Dave Barnes called the meeting to order at 12:02 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Geoff Combs, Willie Banks, Tim Reed, Kim Harrington-Pete, Angel Flowers, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was Dave Teske.

**Minutes**

Ms. Payment MOVED, Mr. Reed SECONDED and it was APPROVED without objection that:

*The August 28, 2012 minutes were approved.*

**100<sup>th</sup> Anniversary Celebration Funding Proposal**

Ms. Herman-Betzen provided an overview of the funding proposal. The committee is focusing on the following primary projects. The majority of the funds will be directed to the first three projects.

1. 2014 Conference Gala
2. Community Service Project
3. Museums - Physical and Virtual
4. Other programs with minimal or no cost
  - PBS Visionaries program
  - Founders participation
  - Regional outreach and inclusion
  - 100th anniversary website
  - 2013 conference exhibit booth

The Board discussed several revenue generating ideas including increased conference registration fee, voluntary 100<sup>th</sup> anniversary dues contribution, sponsorship, etc. Ms. Herman-Betzen asked the Board to review this request in a similar fashion to the budgets for the conference program teams. Mr. Barnes thanked Ms. Herman-Betzen for the bringing the proposal forward and encouraged the Board

Mr. Guthier MOVED, Ms. Payment SECONDED and it was APPROVED unanimously:

*The 100<sup>th</sup> Anniversary Celebration Task Force being given a budget not to exceed \$100,000 for expenses during the FY2013 and FY2014. Any portion of this expense not covered by additional new revenue (fees or contributions) will be funded from the reserve fund.*

### **Strategic Plan Matrix**

Ms. Harrington-Pete introduced updated strategic plan matrix posted to the Board forum. She highlighted updates and additions in the past month.

Ms. Harrington Pete also introduced a new “helicopter view” view of the overall status of the progress.

### **General updates**

Mr. Barnes is working to finalize the last individual on the task force. He anticipates this will be completed today.

Ms. Harrington-Pete provided an election committee update for Thomas Lane. He asked the Board to be making contact with potential candidates.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:41 PM.

Respectfully submitted,

Dave Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 11, 2012

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Tim Reed, Kim Harrington-Pete, Angel Flowers, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was Dave Teske and Jason Cline.

**Minutes**

Mr. Reed MOVED, Ms. Harrington-Pete SECONDED and it was APPROVED without objection that:

*The September 4, 2012 minutes were approved.*

**Regional Restructuring Task Force**

Mr. Barnes introduced document put forth regarding regional restructuring task force including background, charge, membership, and timeline.

Mr. Lane expressed his appreciation to the committee for their work.

Mr. Combs stated that a lot of feedback has been collected from the regional leadership teams on the regional restructuring proposal plan.

Mr. Teske informed the board that a general message to the membership will be sent today.

Mr. Barnes suggested that Jeremy Schenk and Brenda Evans continue on the process as outlined in the document to create a task force. Mr. Combs stated that there is much interest in the participation in this task force. Mr. Reed recommended a transparent process in the selection of the task force members, much like the process for selecting CPT members. Ms. Herman-Betzen reinforced that time should be taken to ensure the process is done correctly. Mr. Lane suggested the selection committee be composed of the two task force chairs (Mr. Schenk and Ms. Evans) and the two staff liaisons.

Mr. Reed asked about the final vote on regional restructuring document and that it should be more clearly stated in this document. Mr. Guthier added that the board will actually vote on this during their face-to-face meeting in January and the document should be updated to reflect this.

Mr. Lane MOVED, Mr. Guthier SECONDED, and it was approved by unanimous consent that:

*The regional restructuring task force document (below) is approved.*

### *ACUI Regional Restructuring Task Force*

#### ***Background:***

*The Board of Trustees developed the Regional Audit Task Force. Audit members were asked to determine the most effective and efficient way to deliver regional programs and services to the Association's membership, and to recommend the necessary changes to enable the Association to accomplish this delivery. In making these recommendations, the board asked the task force to give particular consideration to: program and service delivery; Association brand consistency across the regions; fiscal impact to the Association; cultural impact; and regional structure.*

*In July a preliminary report was presented. Based on the initial feedback of this draft, it became clear that an implementation team should be formed sooner than later to begin discussing the plan for putting the recommendations into place, should the Board approve the final recommendations in January, 2013.*

#### ***Charge:***

*The ACUI Regional Restructuring Task Force is charged to develop implementation plans to address all approved restructuring recommendations approved, but not limited to:*

- *Regional operating procedures*
- *Regional director and regional leadership team selection*
- *Finances*
  - *Reallocation of money*
  - *New operating budget*
  - *Expectations of spending/standards*
- *Scholarships*
- *Awards*
- *2013 regional silent auctions*
- *Central Office support staff and resources*
- *2014 Regional Conference Locations*

*Regular (no less than quarterly) reports should be submitted to the Board of Trustees.*

#### ***Membership:***

*It is recommended that the task force be kept fairly small; two volunteer leaders, six to eight additional volunteers with varied regional experience and backgrounds, and two staff members. The chairs will be asked to present a slate of potential members for approval by the Board after having an open application process available for the entire membership.*

#### ***Timeline:***

*The Task Force should commence its work in September 2012. The work will be divided into three separate phases (the second and third phases will take place only if the Board approves any of the recommendations in January, 2013).*

*Phase I, Sept.—Dec., 2012*



- *Identify all specific areas that should be addressed by the task force*
- *Create plans for selection of regional directors that will be in the position for 2014 and follow.*
- *Develop initial implementation plans for the first part of 2013*

*Phase II, Jan., 2013—Jan., 2014*

- *Finalize plans and oversee implementation of transition to new structures*

*Phase III, Feb.—Dec., 2014*

- *Conduct preliminary evaluation of new structure*
- *Assist with any unforeseen issues during the implementation*

### **General updates**

Mr. Barnes stated the research task force has been populated and is now operational. The recommendations will be coming in March.

Mr. Lane indicated that many nominations have been received for President Elect and At-Large member positions. He reminded the board that they should also nominate individuals for these positions.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:35 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, September 18, 2012

President Dave Barnes called the meeting to order at 12:00 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Susan Payment, Tim Reed, Kim Harrington-Pete, Angel Flowers, Tamara Yakaboski, Thomas Lane, and Willie Banks. Also present was Dave Teske and Jason Cline.

Mr. Barnes turned the meeting over to Mr. Guthier.

**Minutes**

Mr. Lane MOVED, Mr. Reed SECONDED, and it was APPROVED without objection that:

*The September 11, 2012 minutes were approved.*

**Setting Budget Parameters**

Mr. Guthier introduced the topic of budget parameters. The Board has the opportunity of setting budget parameters that the Central Office follows when they create the budget for the upcoming year. This discussion takes place during the October finance committee call, followed by review of the proposed budget in November, and approval of the budget in December. Items considered in the past and some to consider as part of the parameters include funding the July Leadership Team Meeting, the third face-to-face meeting of the Board, staff raises, funding proposals from component groups, and executive director search.

Mr. Lane asked about the technology upgrade and transition for the Central Office. Mr. Teske responded that this process is underway. He reminded the Board that a previous Board had approved use of \$75,000 toward implementing this new system. These funds will be used by the beginning of 2013. Additional funding will be requested for ongoing implementation and maintenance in future budgets.

**Board Mid-Term Evaluation**

Mr. Barnes will post the results of the evaluation, and it will be discussed at the next Board call on Sept. 25.

## **Finalizing January Board Meeting**

Mr. Barnes provided information about the costs, cities, and dates of the third face-to-face meeting of the Board. Cities investigated included St. Louis, Indianapolis, Las Vegas, Atlanta, and Amelia Island, Fla. In addition, the Dallas Omni has been introduced as a possibility.

The members discussed pros and cons of city location, costs, and single/double occupancy. Mr. Teske reminded the Board that the ACUI policy states that ACUI pays for one-half of the double rate. If an option does not offer a double room, a single room will be provided at no additional cost to the member.

Mr. Reed MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The discussion will be tabled until next week allowing for additional research into the Dallas option.*

## **General updates**

Mr. Lane discussed the status of the nominations process. He stated that the number of nominations is behind the number from a year ago, 51 versus 110. Mr. Lane reminded members to nominate colleagues. The deadline for applications to be received from nominees is Oct. 3. There is no specific deadline for the nominations themselves; nominees can submit applications for their nomination immediately following their nomination if there is still time before the deadline.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:35 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 25, 2012

President Dave Barnes called the meeting to order at 12:02 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Tim Reed, Kim Harrington-Pete, Angel Flowers, Tamara Yakaboski, Susan Payment, Thomas Lane, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Mr. Lane MOVED, Ms. Payment SECONDED, and it was APPROVED without objection that:

*The September 18, 2012 minutes were approved.*

**Orlando Site Visit Update**

Ms. Herman-Betzen provided information on the site of the 2014 annual conference and 100<sup>th</sup> anniversary celebration including possible ideas for events and community service project.

**Election Process Update**

Mr. Lane updated the members on the election process. There are 71 nominations for 51 unique individuals. At this point last year, there were 110. Additional requests and solicitation will take place to garner more nominations. October 3 is the deadline for application packets.

**Third Face-to-Face Board Meeting**

Ms. Herman-Betzen provided information on reasons to consider the Dallas Omni to include a possible location for the 2018 annual conference and to get to know the Omni brand as they have purchased the Amelia Island location used for WLI.

In addition, Ms. Herman-Betzen reminded members that the ACUI policy for volunteer travel regarding hotel accommodations is:

If available, the designated or official hotel for the event shall be used. Expenses for hotel charges will be paid at one-half the double rate. In cases where the individual is “external” (a nonmember), traveling alone, or where double occupancy is not applicable, reimbursement will be at the single rate. Persons requesting single rooms will be responsible for paying the difference between one-half double and the single rate.

Mr. Cline added that concessions made by the Dallas Omni including meeting space rental and equipment could possibly add extra cost to other cities.

Mr. Lane MOVED, Mr. Reed SECONDED, and it was approved that:

*The third face-to-face meeting of the Board will be in Dallas from Jan. 3-5, 2013.*

### **Reorder October Meeting Schedule**

Due to scheduling conflicts, the first meeting in October will be Governance and the second meeting will be Strategic Planning.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:28 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, October 2, 2012

President Dave Barnes called the meeting to order at 12:02 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Kim Harrington-Pete, Angel Flowers, Tamara Yakaboski, Susan Payment, Thomas Lane, Willie Banks, and Marsha Herman-Betzen, executive director. Also present were Dave Teske and Elizabeth Beltramini.

Mr. Barnes turned the meeting over to Mr. Banks

**Minutes**

Mr. Lane MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED without objection that:

*The September 25, 2012 minutes were approved.*

**Election Process Update**

Mr. Lane updated the members on the election process. There were five candidates that participated on the candidate orientation last week. One question was asked about the type of orientation would occur prior to the January meeting. Mr. Lane suggested this be considered by Mr. Guthier.

There are 68 nominations and five completed applications at this time. The deadline for applications is Wednesday, Oct. 3.

**Board Mid-year Assessment**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:06 P.M.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:01 P.M.

Mr. Banks expressed his gratitude to the Board for the comments provided during the assessment and encouraged continued feedback.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:13 PM.

Respectfully submitted,

David Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, October 9, 2012

President Dave Barnes called the meeting to order at 12:01 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Geoff Combs, Tim Reed, Angel Flowers, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was Dave Teske.

**Minutes**

*The October 2, 2012 minutes were approved by unanimous consent.*

**Strategic Plan Matrix**

Mr. Guthier has updates for strategic direction six and will send that information to Ms. Harrington-Pete.

**Elections Update**

Mr. Lane provided an update on the applications for the Board of Trustees. There are two applicants for president-elect and 10 candidates for at-large members. Mr. Lane provided an overview on the remaining steps in the election process.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:06 P.M.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:40 P.M.

**Regional Restructuring Task Force Membership**

Mr. Teske presented the recommended members of the task force as submitted by the co-chairs.

Ms. Payment MOVED, Mr. Lane SECONDED and it was APPROVED without objection that:

*The following individuals are appointed, pending their acceptance, to the Regional Restructuring Task Force: Kristine Day, Jeremy Hamlett, Scott A. Reed, Monika Rodie, Dave Timmann, and Jill Zambito.*



## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:56 PM.

Respectfully submitted,

Dave Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, October 16, 2012

President Dave Barnes called the meeting to order at 12:01 p.m. Eastern using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Kim Harrington-Pete, Angel Flowers, Tamara Yakaboski, Tim Reed, Susan Payment, Thomas Lane, Willie Banks, and Marsha Herman-Betzen, executive director. Also present were Dave Teske and Jason Cline.

Mr. Barnes turned the meeting over to Mr. Guthier.

**Minutes**

Mr. Guthier asked for corrections to minutes. There were none. Mr. Guthier asked if there was any objection to approving minutes by unanimous consent. There were none.

*The October 9, 2012 minutes were approved.*

**Setting FY 2013 Budget Parameters**

Mr. Guthier introduced topics already mentioned and being considered. Those are:

- A. Third Face-to Face BOT Meeting in Dallas, TX
- B. Any expenses associated with the Executive Director search that would fall into 2013
- C. Any expense associated with the Regional Re-structuring (if it is approved) that would fall into 2013
- D. \$50,000 worth of 100th Anniversary expenses in 2013
- E. Cost-of-living increases for CO Staff

Mr. Guthier asked for questions, comments, and other items to consider. Mr. Lane and Mr. Barnes asked about technology costs. Mr. Teske responded that a figure will be presented during the budget draft in November.

Ms. Herman-Betzen asked about professional development. Response from Mr. Guthier, Mr. Barnes, and Mr. Lane was that this item would be included in initial budget considerations going forward.

Mr. Combs asked about certification business plan and if that should be included in budget parameters. Mr. Barnes stated that the plan is not ready to present and should not be included in budget. Mr. Guthier added that additional budget items can be added at a later date if a plan is presented and action is taken. Ms. Herman-Betzen and Mr. Teske responded that anecdotal information indicates that an association the size of ACUI cannot financially support a certification program on its own.

Mr. Guthier formally indicated these items to the staff to include in the budget draft presented to the board in November.

### **Other Business**

Mr. Guthier announced that he, Mr. Barnes, Ms. Herman-Betzen will assemble an agenda for the third face to face meeting in January in Dallas. Another staff member and another board member will round out the five person committee. Mr. Guthier asked members to inform him of their interest and Ms. Herman-Betzen will choose another staff member.

Mr. Reed stated that the board should not let certification linger. Mr. Guthier asked Mr. Teske to help this along the process with the chair of the task force.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:29 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Fourth Tuesday Miscellaneous Items**

Tuesday, October 23, 2012

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Geoff Combs, Angel Flowers, Tamara Yakaboski, Tim Reed, Kim Harrington-Pete, Willie Banks, Thomas Lane, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

**Minutes**

*The October 16, 2012 minutes were approved by unanimous consent.*

**INFOCUS Public Television Proposal**

Ms. Herman-Betzen described program proposal from InFocus public television wanting to do a series on ACUI to fit into their education section that includes a corporate profile, an interstitial program, and a commercial program. Mr. Cline suggested that the core purpose of the program would be membership marketing. Additional uses can be to benefit ERF, the 100<sup>th</sup> anniversary, corporate partnerships, and other programs. The cost of this to the Association would be just under \$30,000. The final piece will be able to be imbedded on the website.

InFocus is introduced and concluded by Martin Sheen. InFocus has the second largest opt-in database of email addresses that ACUI would be allowed to access to send to nonmembers in higher education. This would allow ACUI to contact nonmembers via email where we were previously unable to do so due to federal law.

Current funds left in the 2012 membership marketing fund will be used to fund this, but the rest would be an unbudgeted expense. This is the reason the proposal is coming before the board. There is a possibility that the Education and Research Fund may be interested in providing funding as well but we will move forward using membership marketing funds.

The production schedule and the Association's schedule allow for this to happen based on meetings already taking place that involve several volunteers that could be interviewed.

Membership marketing efforts in the past have cost between \$3,000-5,000 each and generally net only 3 members each. It is the feeling of the Central Office that the reach of this final media is far greater than anything that could be done through current methods.

The additional \$30,000 expense would be included when the Central Office presents the Q3 statement. After no objections, Mr. Barnes granted Ms. Herman-Betzen permission to move forward.

### **Student Programs Team Leader**

Mr. Barnes introduced the Student Programs Team Leader recommendation from the screening committee that consisted of Gail Sutton and Brian Magee. The committee is recommending Heather Magalski for the position.

Ms. Payment MOVED, Mr. Lane SECONDED, and it was approved that:

*Heather Magalski is confirmed as the Student Programs Team Leader.*

### **NAQT Proposal**

Ms. Herman-Betzen introduced the recommendation of Ms. Sutton that the relationship between ACUI and NAQT be terminated when the current contract expires on June 30, 2013. In addition, Ms. Sutton recommends the position of Academic Challenge Program Team leader remain vacant until the Board decides the future relationship with NAQT or another academic challenge partner.

### **January Meeting**

Mr. Barnes has asked Ms. Herman-Betzen and Mr. Cline to arrange travel so that meeting can start on Thursday, Jan. 3 at 3:00 p.m. and finish at Noon on Saturday, Jan. 5. A subcommittee of Mr. Barnes, Mr. Guthier, Mr. Reed, Ms. Herman-Betzen, and Mr. Cline will create the agenda for the meeting. Mr. Guthier asked members for any input they have into the development of this agenda.

### **Updates/Concerns/Issues**

Mr. Barnes stated there will be no meeting on Oct. 31 as this is the fifth Tuesday of the month. The next call's topic will be Strategic Direction lead by Ms. Harrington-Pete on Nov. 6.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:44 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, November 6, 2012

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Kim Harrington-Pete, Angel Flowers, Susan Payment. Also present was Dave Teske and Jason Cline.

Mr. Barnes turned the meeting over to Ms. Harrington-Pete.

**Minutes**

It was APPROVED with unanimous consent that:

*The October 23, 2012 minutes were approved as written.*

**Request for Matrix Updates**

Ms. Harrington-Pete asked for any updates to the strategic plan matrix. She also brought to the members attention previously submitted items of student engagement and diversity and inclusion so that they stay in the forefront as topics of discussion as they relate to the strategic plan.

**Area Updates**

Ms. Harrington-Pete asked for any updates. None reported.

**Policy Review Committee Update**

Mr. Guthier stated that he, Ms. Payment, Mr. Teske, and Mr. Banks met yesterday. Mr. Teske will gather current policies and disseminate them to committee members. In addition, a draft conflict of interest policy will be posted to board forum for review before bringing the item for discussion at a future governance board call.

**Dallas Planning Group**

Mr. Barnes informed group that this subcommittee consists of himself, Mr. Cline, Mr. Guthier, Mr. Reed, and Ms. Herman-Betzen will begin meeting on Nov. 12 to discuss the agenda for this third face-to-face meeting.

## **November Meeting Schedule**

Mr. Barnes notified members that the meeting schedule in November will be Nov. 13 (Finance), Nov. 20 (no meeting), and Nov. 27 (Governance).

## **InFocus Update**

Mr. Cline provided an update on this video production. The script writing has begun as the Central Office staff answered some questions relating to the project. The filming location has yet to be determined.

## **PBS Update**

Mr. Teske stated that the filming of the Visionaries program has been outstanding at both UW-Madison and Davidson, the latter of which is occurring right now.

## **Election Reminder**

Ms. Harrington-Pete shared that the polls are open for ACUI elections and that voting has begun. She encouraged everyone to exercise their right and vote.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:29 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, November 13, 2012

President Dave Barnes called the meeting to order at 12:02 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Kim Harrington-Pete, Angel Flowers, Susan Payment, Tim Reed, Tamara Yakaboski, Thomas Land, Willie Banks, and Marsha Herman-Betzen. Also present was Dave Teske and Jason Cline.

**Minutes**

It was APPROVED with unanimous consent that:

*The November 6, 2012 minutes were approved as written.*

**Third Quarter Financial Statement and Narrative**

Mr. Teske reviewed the narrative of the financial statement for the Board, a copy of which was distributed to the Board prior to the meeting. The projected bottom line performance for the Association currently stands as \$39,057 compared to the second quarter projected amount of \$58,303 and the original 2012 budgeted amount of \$18,095. Significant variances from the original budget include:

- Removed investment income prior to Q1 statement
- Added professional/staff development prior to Q1 statement
- Increased membership dues projections in Q3
- Increased staffing expenses in Q3
- Added InFocus expense in Q3
- Added 100<sup>th</sup> anniversary meeting expenses in Q2 and Q3
- Added Regional Audit Task Force expenses in Q1 and Q3
- Added retirement administration Fees in Q2
- Added IT programming expenses in Q3
- Adjusted conference income in Q1 and Q3
- Increased I-LEAD revenue in Q3
- Reduced WLI projections in Q3
- Reduced corporate overhead and wages in Q3
- Reduced Procure, Promos, and advertising income projections in Q3
- Increased Expo revenue in Q1



- Increase ACUIRES and CUSA revenue in Q3
- Reduced clay targets projections in Q1 and Q3
- Increased revenue from AFA and CSHEMA in Q2 and Q3

Two areas of note: 1. The decrease in Procure sales revenue is due in large part to the significant drop in Qubica/AMF sales commission. This has generated approximately \$20,000 in revenue of the past several years, and we are projecting only near \$5,000 this year. We have little control of this as the Central Office is not involved in this sales process. 2. The Association took a risk with the Clay Targets program early in 2013 when it decided to host several sectional tournaments. The Association would receive administrative funds from Midway USA to facilitate these additional tournaments. However, two of the first three tournaments were cancelled due to low registration, and we did not realize the income as projected. We are still confident that this program has great potential in the coming years, and by April 2013 there will be a better indication of this.

Should the NAQT relationship be dissolved, the impact on the budget would not occur until 2014 as a contract still exists into 2013.

Mr. Lane MOVED, Mr. Banks SECONDED and it was APPROVED:

*The 2012 3rd Quarter Financial Statement and accompanying year end projections as presented by Mr. Teske are accepted.*

### **2013 Preliminary Budget and Narrative**

Mr. Teske led the Board through a quick overview of the 2013 Preliminary Budget, a copy of which was distributed to the Board prior to the meeting. The proposed 2013 budget shows a net loss of \$25,538. To make the required reserve contribution, the net income would need to be at \$161,000. We would like to have a proposed budget that starts the year with a projected net revenue of around \$25,000, meaning there is approximately \$50,000 to make up before the 2013 is approved. The budget assumes the following items as directed by the board:

- Third face-to-face BOT meeting
- Expenses from the 100<sup>th</sup> anniversary celebration
- Expenses from the executive director search
- Cost of living increases for the staff
- Expenses from the regional restructuring

Mr. Teske proposed the expenses from the 100<sup>th</sup> anniversary celebration and the executive director search be removed from the operating budget and tracked separately in order to maintain year to year consistency while still accounting for these expenses. Neither of these items, nor the regional restructuring, are revenue generating programs and they will all require a significant amount of staff time. This time spent on these programs will lessen the amount of time that could be used to develop new programs and revenue.

The cost centers represented in the proposed budget reflect the following net revenue/(loss) figures:

- Association Operations (01) (\$510,812)
- Conference (02) \$53,579
- Seminars (03) (\$48,905)
- Publications (04) (\$4,701)
- Corporate Partnerships (05) \$345,903
- Services & Programs (06) \$11,139
- CSHEMA (07) \$63,601

A significant variance from 2012 is the loss of revenue from managing AFA. There is no additional revenue in this area to recover the loss of this income.

Listed on the preliminary budget narrative are several areas that have already been eliminated to help bridge the budget gap. Additional areas of possible cuts are also listed as recommendations to the board as areas that can help achieve budget goals.

While St. Louis provides a cost savings to the Association for the annual conference, anecdotal information leads us to believe that attendance may not be as strong at this tier two city.

### **Dallas BOT Meeting**

Mr. Barnes indicated that although no board vote on the budget will occur until December, it is necessary to revisit the third face to face meeting as an opportunity to reduce expenses in 2013 before travel arrangements are made. He asked the board to consider cutting that expense (\$17,000) from the budget and consider other options for having more face time as a board such as extra time during the annual conference or during the July leadership team meeting.

Discussion ensued including these points:

- One of the original needs of this meeting was to orient new members to the board and create cohesion among board members quicker than waiting until the meeting at the annual conference.
- The health of the board is increased with this additional time.
- The mid-year assessment of the board indicated the need for more face-to-face time.
- Where is the money to come from if this meeting happens?
- Is this meeting to onboard new members, conduct business? Can this be done without face to face meeting?
- Serious decisions need to be made about the future including regional restructuring, and this should be done face to face.
- Can meeting happen in Bloomington to lessen expense of having to pay for staff to travel to Dallas?
- Having meeting in Bloomington would save approximately \$6,000.

- Personal sacrifices were made in order to be able to attend this meeting.
- Some items already excluded from the budget are more important than the board's third meeting.
- Are decisions that need to be made so significant that they can not wait until face to face meeting in St. Louis?
- Waiting until March to make a decision on regional restructuring may set the project back three months.
- Can a special meeting be called to discuss regional restructuring via teleconference instead of meeting face to face?
- Additional benefit of third meeting is strengthening board/staff relationships and liaison project work.
- Include additional day in St. Louis and/or July meeting focusing on team building.
- Extra day in St. Louis would cost approximately \$1,850; extra day at July meeting would cost approximately \$1,100.
- Have not examined other areas to cut costs and board is abandoning this without considering other options.
- Are regions willing to pay costs of regional restructuring instead of operating budget?

Mr. Lane MOVED, Mr. Combs SECONDED and it was APPROVED by a 6-3-1 vote to:

*Eliminate third face to face meeting in Dallas, add an additional day during St. Louis conference for purpose of onboarding and orientation of new board members, and engage in a two hour virtual meeting focusing on regional restructuring so task force can move forward with implementation if final approval is given.*

Yay votes: Barnes, Lane, Payment, Flowers, Combs, Guthier

Nay votes: Reed, Harrington-Pete, Banks

Abstained: Yakaboski

### **November Meeting Schedule**

Mr. Barnes notified members that there will be no meeting on Nov. 20, and the next meeting will be Nov. 27 (Governance).

### **Other Business**

Mr. Barnes reminded members to complete evaluation of executive director by Friday, Nov. 16.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:41 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, November 27, 2012

President Dave Barnes called the meeting to order at 12:05 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Geoff Combs, Angel Flowers, Tamara Yakaboski, Tim Reed, Kim Harrington-Pete, Willie Banks, Thomas Lane, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

Mr. Barnes turned over the meeting to Mr. Banks.

**Minutes**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was approved that:

*The November 27, 2012 minutes were approved as written.*

**Conflict of Interest Policy Review Update**

Mr. Guthier updated the members of the draft policy uploaded to the forum previously. The overall policy defines the policy, explains the disclosure requirements, indicates agreement of terms, and outlines corrective measures.

This policy does not replace or override the consensual relationship policy, which is completely separate. In addition, ACUI will be used throughout the document in place of Association or any other terms.

Any work done for a competing association by a member of the ACUI board should be disclosed, but the work itself is not something that is discouraged. Disclosure is meant to prevent a conflict or any ramifications that result from such conflicts.

Disclosure is required once a person becomes a volunteer and is not needed before.

Financial gain should not be attained from any work done on behalf of ACUI, not just from confidential information only.

Disclosure should be made if person is spokesperson, consultant, employee, or agent for another commercial or nonprofit organization that may in any way relate to the Association, (add) and/or its member institutions. Change “note” under disclosure requirements to include “and its member institutions.”

## **Update on Policy Review Work Group**

Mr. Banks updated the members on the work group's progress. The group has reviewed half of the policies so far, and is considering review, edit, or deletion as they discuss them. Some policies are outdated and consideration is being made to address these. Additional calls will be held to finish the task, and a presentation will be made to the entire board when the task is finished.

Mr. Barnes expressed his praise for the work of this group.

## **Elections Update**

Mr. Lane indicated the elections end on Nov. 30 at 11 p.m. EST. A reminder email will be sent on Nov. 29. Mr. Lane will notify candidates next week.

370 individuals have voted so far during this election. This compares to a total vote count in 2011 of 496, in 2010 of 589, and in 2009 of 465.

Mr. Lane suggested that the board utilize Facebook to encourage members to vote considering the current turnout and the possible number of people that may have been affected by Hurricane Sandy.

Mr. Banks expressed the board's adulation to Brian Magee from the Central Office for his work on the elections process.

## **Other Updates**

Ms. Herman-Betzen announced that Martha Blood announced her retirement prior to the Thanksgiving holiday. The effective date is March 31, 2013.

The board expressed their congratulations to Ms. Blood.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, December 4, 2012

Kim Harrington-Pete called the meeting to order at 12:01 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Tim Reed, Angel Flowers, Thomas Lane, David Barnes, Geoff Combs, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

*The November 27, 2012 minutes were approved by unanimous consent.*

**Strategic Plan Matrix**

Ms. Harrington-Pete asked members to print the matrix and look at the 29 items where the deadline date has elapsed. Members should note updates and be prepared to present updates and provide current information during the next strategic direction call.

Ms. Payment updated the members that the regional directors are back on track to create a diversity and inclusiveness chair position description.

Ms. Yakaboski provided update on Research Task Force. The task force has identified nine topics that are deemed priorities for conducting research. Audiences and methods for communication and implementation are being developed. All aspects are currently in a draft mode.

**Elections Update**

Mr. Lane announced that he and Brian Magee from the Central Office met to discuss results of the election that closed on Nov. 30. Notifications will be made this week. An appeals period will be made available from Dec. 10-12, and a final announcement to the membership will be made Dec. 14 via email.

449 votes were cast out of a possible 6,838 eligible voters, a 6.6% turnout. The number of eligible voters that are students is 3,666. Taking that number out would net over a 13% turnout.

## **December/January Meeting Schedules**

Mr. Barnes announced the meeting schedule for the coming months.

- December 11 – Finance
- December 18 – Governance
- No meeting December 25, January 1
- **Friday**, January 4 – Added meeting from 1-4 p.m. EST to discuss pertinent topics including regional restructuring plan et al.
- January 8 – Strategic Direction
- January 15 – Governance
- January 22 – Finance

The final budget will be presented for approval on Dec. 11. An updated budget proposal will be sent to the Board by the end of this week.

## **General Updates**

Mr. Barnes reminded members that Patrick Connelly made a passionate plea to the Board in July for the development of a strategic plan for the Education and Research Fund. The goal is to accomplish this task by the annual conference in March.

Rich Steele is the appointment to the Board to work on the executive director search. His work begins in January.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:28 p.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, December 11, 2012

President Dave Barnes called the meeting to order at 12:02 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Kim Harrington-Pete, Angel Flowers, Susan Payment, Tim Reed, Tamara Yakaboski, Thomas Lane, Willie Banks, and Marsha Herman-Betzen. Also present was Dave Teske.

**Upcoming Schedule**

Executive committee had conversation with Rich Steele who is heading the executive director search. The board will utilize its fourth meeting every month to discuss this topic, and Mr. Steele will be present on those calls. The first of these meetings will take place on January 29.

**Minutes**

It was APPROVED with unanimous consent that:

*The December 4, 2012 minutes were approved as written.*

**Review of 2013 Budget Narrative**

Mr. Guthier thanked Mr. Teske, Karen Keith, and the rest of the staff for putting together the 2013 budget.

Mr. Teske reviewed the narrative for the 2013 budget. Two significant changes from the preliminary budget are the removal of the third board meeting in Dallas and the \$20,000 deduction in staff professional development. Most of the narrative remained the same from the previous narrative submitted in November.

Mr. Reed expressed concern that professional development is almost always the first thing to get cut when faced with a budget shortfall. Mr. Guthier suggested that this topic be discussed throughout the year and not just during budget discussion.

Ms. Payment thanked the members for their honest discussions that have happened even when the conversation is not easy. The board is responsible for the fiscal health of the Association.

Mr. Lane asked Mr. Teske and Ms. Herman-Betzen if there were any areas of concern for them. Mr. Teske responded that the clay targets program is still new and unproven, so it will be important to constantly monitor the numbers associated with that program. The second is the

regional restructuring. Staffing may be a factor that would need to be reflected in the budget, especially beginning in 2014. Over a full time staff person would be required to accommodate the additional support the regions are asking for in the report.

Ms. Herman-Betzen added that the Association is taking on three major projects that have costs associated with them that have no revenue generated from them; 100<sup>th</sup> anniversary, executive director search, and the regional restructuring.

Mr. Lane asked the board to consider a status report on the clay targets program at least at midyear.

Mr. Teske added that the Association has recently signed an agreement to provide online learning resources to ACRL that will bring in some additional revenue to the business services cost center. Ms. Herman-Betzen mentioned a potential revenue source through continued conversations with our clay targets partners. More on this should be available after Q1 or Q2.

Mr. Lane MOVED, Ms. Harrington-Pete SECONDED, and the *2013 Budget was APPROVED by unanimous consent.*

### **Elections Update**

Mr. Lane informed the board that the Association is in the middle of its appeal period that will end on Dec. 12. Mr. Lane is sharing results of the election with board members with the caveat that this information is confidential until announcement is made by the Association on Dec. 14.

Results:

President-Elect: Kim Harrington-Pete

At-Large Board Members: J. Scott Derrick, Una Redmond, and Jeff Pelletier

### **Other Business**

Mr. Barnes informed the board regarding the executive committee's conversation with Mr. Steele. Mr. Steele has already put great thought into the process that the board will go through in its search for a new executive director.

The next call on Dec. 18 will be the governance call, led by Mr. Banks.

Mr. Barnes and Mr. Guthier will travel to Bloomington on Dec. 21 to conduct the performance evaluation of Ms. Herman-Betzen.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:33 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, December 18, 2012

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Geoff Combs, Angel Flowers, Tim Reed, Kim Harrington-Pete, Tamara Yakaboski, Willie Banks, and Marsha Herman-Betzen, executive director. Also present was Dave Teske and Jason Cline.

Mr. Barnes turned over the meeting to Mr. Banks.

**Minutes**

Mr. Reed MOVED, Mr. Guthier SECONDED, and it was approved that:

*The December 11, 2012 minutes were approved as written.*

**Conflict of Interest Policy Review Update**

Mr. Banks asked the Board to review and make comments on the conflict of interest policy previously posted to the forum by Mr. Guthier.

Mr. Reed asked about differentiating between policies, procedures, and guidelines. This can be discussed as part of the policy review work group and has no bearing on the passage of this policy today.

Mr. Reed MOVED, Mr. Combs SECONDED, and:

*The Conflict of Interest Policy is approved as written below:*

**“Conflicts of Interest Policy**

The Association of College Unions International’s (ACUI) volunteer leaders and staff members are dedicated to serving the interests of ACUI in the most honorable and ethical way possible. Among ACUI’s duties is the responsibility to ensure that decision making and governance within ACUI are conducted in an objective and bias-free manner.

This policy defines what constitutes a conflict of interest, assists in identifying and disclosing actual and potential conflicts, and helps to ensure the avoidance of conflicts of interest where necessary. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest. In their capacity as volunteers, individuals must maintain a position from which they can deal objectively and impartially when making business, programmatic, and policy decisions for ACUI. In short, they must subordinate personal,

individual business as well as third-party, and other interests to the welfare and best interests of ACUI. Where such interests exist or even appear to exist, they are “conflicts of interest” that ACUI is responsible to manage in order to ensure bias-free governance for the overall association.

Therefore:

- No officer; director; or committee, team, task force or Board of Trustees member shall seek to derive any personal financial advantage from information relating to ACUI or ACUI’s business relationships.
- No officer; director; or committee, team, task force or Board of Trustees member with a significant financial interest in a business shall make or approve any purchase from that business, enter into any contractual agreements with that business, or exercise any discretionary authority whatsoever with respect to any transaction or course of dealing between that business and ACUI.
- In any instance where a committee is called upon to approve or disapprove any ACUI program, product, service, or activity, any volunteer who has a financial, employment, or proprietary interest in a competing program, product, service, or activity shall disclose such interest and must abstain from discussions on the issue.
- A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from ACUI is precluded from voting on matters pertaining to that compensation.
- Volunteers of ACUI are required to safeguard its confidential information and not use any information for personal gain or for the benefit of others with whom the volunteer is associated. Under no circumstances shall any such information be divulged to any unauthorized person outside ACUI. Divulging such information may result in a forced resignation from the volunteer role.

## **I. Disclosure Requirements**

Volunteers are required to disclose to ACUI any facts or circumstances that may constitute actual or perceived conflicts between the personal or financial interests of the volunteer and those of ACUI. In favor of avoidance of actions that could be construed as conflicts of interest, any such actions should be prefaced by full disclosure. Disclosure must be made in writing and with sufficient information so as to permit an evaluation of what affect the interest might have on the volunteer’s participation in ACUI decisions.

Disclosure is expected of these interests:

- Ownership, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that competes with ACUI

- Ownership, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that is, or seeks to be, a vendor of products or services to ACUI
- Position as spokesperson, consultant, employee, or agent for another commercial or nonprofit organization that may in any way relate to ACUI

*Note: "ACUI" includes the organizational entity as well as its member institutions Note also: The volunteer must disclose these interests both personally and for close business associates and family members.*

## **II. Corrective Measures**

Once disclosure has occurred, The Board of Trustees or its designees must determine if any measures are necessary in relation to the volunteer's other interests. It is ACUI's prerogative, not the disclosing volunteer's, to make determinations regarding corrective measures with respect to other interests. Among the corrective measures available to the Board of Trustees or its designees are these:

- **Public disclosure:** In most cases, it is expected that the possibility of subjectivity or bias will be sufficiently offset by disclosing the other interest to the entire volunteer body of which the disclosing volunteer is a member. That body will be expected to take the individual's interest into consideration when discussions, debates, or decisions occur.
- **Recusal:** In some instances it may be determined that the avoidance of conflicts of interest, or even the mere appearance of conflicts of interest, will dictate that the disclosing individual should avoid discussions, debates, and decision making on subjects related to the interest. The volunteer will remain a member of the body affected but will withdraw from portions of meetings or activities appropriately.
- **Resignation:** In rare situations, the volunteer's interest may be so extensive or pervasive that the individual's involvement in discussions, debates, or decision making on any ACUI business will be adversely affected. In that case the volunteer will be asked to resign. If resignation is not forthcoming, the Board of Trustees will decide on alternatives consistent with ACUI's bylaws, articles of incorporation and Indiana state law.

## **III. Procedures**

The appropriate steps in implementing this policy are:

- **Annual disclosure:** Volunteers will be asked to complete a disclosure form annually as part of their volunteer agreement. Forms may be submitted at other times as well if interests arise or become known.
- **Failure to disclose:** If ACUI has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the volunteer of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- **Review, evaluation, and recommendation:** The Board of Trustees or its designees will review the annual disclosure forms. The volunteer may be asked to provide additional

information as a result of this review. If corrective measures are recommended, the matter will come before the Board. The Board's decisions on such matters are considered final.

- **Recording of interests:** The Board of Trustees will record in its minutes annually the names of the persons who disclosed or otherwise were found to have an actual or possible conflict of interest, the nature of the interest, any action taken to determine whether a conflict of interest was present, and the Board's decision as to whether a conflict of interest in fact existed. Additionally, each meeting should record the names of the persons present for discussions and votes relating to a transaction or arrangement, the content of the discussion, including any alternatives to the proposed transactions or arrangement, and any votes taken in connection with the proceedings.
- **Questions:** Any questions about ACUI's conflict of interest policy or procedures should be raised with the Executive Director."

### **Update on Policy Review Work Group**

Mr. Banks reported that additional information on the progress made will be provided when the Board reconvenes in January.

### **Other Updates**

Mr. Barnes and Mr. Guthier will be in Bloomington on Thursday and Friday to conduct Ms. Herman-Betzen's evaluation.

The final regional restructuring report and recommendation will be sent to the Board following the meeting for discussion during the extended meeting on Jan. 4.

The three new board members will not be on the Jan. 4 call since there will not be orientation provided that day as was planned during the in-person meeting in Dallas that was cancelled.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:20 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Friday, January 04, 2013

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Geoff Combs, Angel Flowers, Tim Reed, Kim Harrington-Pete, Tamara Yakaboski, Willie Banks, Thomas Lane, Rich Steele, Jeremy Schenk, Brenda Evans, and Marsha Herman-Betzen, executive director. Also present was Dave Teske and Jason Cline.

**Minutes**

Mr. Guthier MOVED, and it was approved by unanimous consent that:

*The December 18, 2012 minutes were approved as written.*

**Regional Restructuring**

Mr. Barnes introduced the topic by reminding members that this process has taken over 18 months and has included many people and conversations. The board has provided preliminary approval to the report during the July meeting in 2012 in Bloomington. Mr. Barnes introduced Ms. Evans and Mr. Schenk who are present to answer questions, not give a presentation.

Mr. Lane expressed approval for the report itself, seconded by Mr. Barnes. Mr. Lane asked if any parts of the report are concerning, if any. Mr. Schenk responded that an aggressive timeline is in place should the recommendations be approved. Full implementation will require quick decision making throughout the process. Mr. Evans responded with the possibility that something was missed or that it seemed to easy. Also, the permeability policy should be adopted and encouraged at every level of the organization.

Ms. Payment asked how the board can support this, especially the permeability policy. Mr. Schenk responded that everyone should voice their support especially when any negative comments are made. Members should stress that every regional program is an Association program, not one specific to a region. There is opposition to parts of the report, but it is hard to argue with the data that was collected and presented.

Mr. Barnes expressed concern from small schools over travel distance, time, and costs. He asked the implementation team to be proactive in schedule regional conferences strategically to accommodate this. Ms. Evans responded that this is not only important but imperative to this working. The Central Office will play a major role in this when it comes to marketing programs to the entire membership rather than within the specific region the program is happening. A policy may need to be put in place to coordinate these efforts.

Mr. Schenk illustrated that the evaluation of this in the future will be critical to maintain the data driven focus of this plan.



Mr. Steele asked how this impacts the Central Office. Ms. Herman-Betzen responded by saying that of course there will be implications, but this has already been addressed by several conversations and documentation. An additional 1.1 FTE is the best estimate known of the extra staff time it will take to make these recommendations happen. Recommendations have included having one person be the contact for regional communications and improving volunteer experience.

Mr. Reed stated that there seems to be no reason that the board shouldn't approve this, knowing that there are unknown roadblocks in the path to full implementation.

Mr. Lane MOVED, Mr. Reed SECONDED, and it was unanimously approved that:

*The final report submitted by the Regional Audit Task Force is accepted and that the recommendations therein move forward as written.*

Communication of this approval should be communicated purposefully and intentionally. Waiting until the St. Louis conference would not be best as expectations of other aspects should have happened by then. The letter included within the report should be sent to all members immediately that includes the approved recommendations. The report should be posted to the website, redacting any personal information included.

Mr. Schenk expressed his gratitude for the opportunity to serve and that the experience was very rewarding. Ms. Evans seconded and expressed that the board will need to be involved as implementation progresses. Mr. Barnes expressed his gratitude to both and to the committee for their work.

Mr. Schenk and Ms. Evans left the meeting.

### **Executive Director Search**

Mr. Barnes reminded members that a special appointment was approved to act in this role. Mr. Steele is the appointee and will lead the charge of finding a new executive director.

Mr. Steele provided a draft outline of steps and items that need to be completed during this process. This was assembled after conversations with the executive committee, NACAS (who has just recently conducted its own search), and information from Ms. Herman-Betzen on how other organizations handle this task.

This outline includes preparation and process that lists:

- Documenting envisioned future
- Finalizing job description and title
- Confirming location of Central Office
- Developing position manifesto and including necessary stakeholders
- Formulating budget of task

- Insuring compensation and benefits package in advance
- Determining value of using external firm
- Mapping path to completion of search by early 2015
- Relentless pursuing right candidates
- Managing communication with candidates
- Structuring interview format to reveal true characteristics
- Developing transition plan
- Communicating value of ACUI brand
- Riding momentum of 100<sup>th</sup> anniversary celebration

Mr. Lane expressed his approval of the appointment and the role Mr. Steele will serve.

The fourth meeting of each month will be held for discussion of this topic. Mr. Barnes asked the members of the board for their commitment to this timeline including these fourth week calls.

Mr. Steele left the call.

### **Updates on PBS/Public TV Initiatives**

Ms. Herman-Betzen informed the board that the final taping will take place at the University of Vermont in late January. \$100,000 of commitment has been reached for the project. A rough cut will be available by the annual conference in St. Louis. A premiere of this rough cut is being planned for St. Louis.

### **100<sup>th</sup> Anniversary Updates**

The task force and CPT met jointly and separately in December 2012 at the 2014 conference site at the JW Marriott Grande Lakes in Orlando. New activities are possible due to the property and its location. The 100<sup>th</sup> anniversary task force and the conference program team is trying to include an all-conference community service project as part of the annual conference.

### **Approval of Emeritus Status**

Mr. Barnes asked for approval by unanimous consent. No objection by members, thus:

*Dan Cornthwaite was approved for Emeritus Status.*

### **Mongraph Conversation**

Ms. Yakaboski introduced the journal published by Jossey-Bass titled, “New Directions.” Each issue is by topic. The last college union topic was done in 1992. A grant was received to produce an updated issue. The first draft will be completed this summer, but the issue will be published in 2014.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 2:15 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 2:43 p.m.

### **Agenda for St. Louis**

Mr. Barnes provided a tentative schedule and draft agenda of topics to be utilized during the board meeting at the annual conference in St. Louis. These include:

- Orientation
  - New and continuing BOT arrives by 3pm on 3/6
  - Remaining BOT arrives in time for dinner on 3/7
- Committee reports and updates
- ERF Strategic Plan
- Research Task Force report
- Policy Review Report
- Regional Implementation updates
- 100<sup>th</sup> anniversary Updates
- Board calling structure beginning in April 2013
- Staffing for PROCURE beyond the conference – Jason
- Extended meeting in Bloomington?
- Third Face to face meeting in the coming year?

Additional topics could include the plan for the certification program. Also to include is prioritization and realization of current projects and goals.

### **Upcoming Meeting Schedule**

- 1/8 Strategic Direction
- 1/15 Governance
- 1/22 Finance
- 1/29 Executive Director search update
  
- In February, new Board members will be invited to join our calls
- No call on March 5 or March 12 because of conference

### **Other Updates**

Annual conference registration stands at 582, compared to 543 at this time last year.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 2:59 p.m.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, January 8, 2013

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Angel Flowers, Tim Reed, Kim Harrington-Pete, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was Jason Cline, Dave Teske, and Michelle Smith.

**Minutes**

Mr. Lane MOVED, Ms. Yakaboski SECONDED, and it was approved that:

*The January 4, 2013 minutes were approved as modified.*

**2021 Annual Conference Site Selection**

Ms. Smith introduced the New York Marriott Marquis as the host hotel for the 2021 annual conference. The terms of the proposal are in favor of the Association, and Ms. Smith recommends approval of this proposal.

Mr. Lane MOVED, Mr. Guthier SECONDED, and it was approved that:

*The New York Marriott Marquis proposal is accepted and they will host the 2021 annual conference.*

Ms. Smith left the call.

**Matrix Review**

Ms. Harrington-Pete opened the floor for comments, questions, or updates. A further conversation will happen at the next strategic direction call that will outline all updates that have been made.

Mr. Lane mentioned the launch of the Exchange.

Mr. Combs indicated several updates to the matrix:

- Education councils evaluating language of core competencies and skill sets.
- Regional audit implementation team meeting in Bloomington to start work on the approved recommendations.

- A group of associations have received five bids from members institutions to host 2013 Student Organization Institute.
- NUS modeled their Student Unions conference after the ACUI annual conference.
- Study tour in 2013 will take place in the Middle East in June.
- International job shadow program application processed netted five host applications and 29 delegate applications.

### **Volunteer Appointments**

Mr. Cline introduced the candidates for open volunteer positions, the screening committee and process, and the recommendations for each.

Mr. Lane MOVED, Mr. Guthier SECONDED, and it was APPROVED that:

*Gary Chrzastowski is appointed the new Corporate Partnership Development Team Leader.*

Mr. Reed MOVED, Mr. Lane SECONDED, and it was APPROVED that:

*Sarah Comstock is appointed the new Volunteer Development Coordinator.*

### **President's Comments**

Beginning in February, the newly elected board members will be invited to join the board calls each week. This includes J. Scott Derrick, Jeff Pelletier, Una Redmond. Also, Ms. Harrington-Pete will be joining the executive committee calls each week.

### **Executive Director's Comments**

Ms. Herman-Betzen advises the Board to consider bringing in the Association's legal counsel during the July leadership team meeting as they do when they bring in the Association's accountant, to review legal obligations of the Board as they deal with conflicts of interest, executive sessions, and other legal matters.

Ms. Yakaboski suggested that a topic to discuss at the Board meeting during the annual conference is that the Association has three different cultures when it comes to research; practitioner culture, nonprofit culture, and faculty culture. ACUI may not be as aware of the faculty culture aspect as well as the other two. How can we develop collaborative efforts between all cultures without infringing on the duties of care, loyalty, and obedience of board members?

### **General Updates**

Mr. Combs received an email request from the development and policy officer for students and alcohol at NUS in the U.K. She is developing a new strategy for their member unions about the distribution of alcohol. She wants to learn more about how American unions stay profitable without the sale of alcohol and how the diversification of revenue of these unions allows that. Mr. Combs asked the Board for input on how to handle this request to move it forward. Mr. Combs will respond to this individual and copy Mr. Cline so that the Central Office may help to develop this idea/program.

Mr. Cline informed the Board that the Central Office operational plan is finished and will be posted to the Forum following the call. Ms. Herman-Betzen added that this plan is different than in past years as this is a two-year plan.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, January 15, 2013

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Angel Flowers, Kim Harrington-Pete, Willie Banks, Susan Payment, Thomas Lane. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Lane MOVED, Ms. Payment SECONDED, and it was approved that:

*The January 8, 2013 minutes were approved as modified.*

**Updates**

Ms. Guthier announced that the only agenda item for next week's call will be the approval of the region's budgets. Mr. Teske is still waiting on four of these before he can finalize for board approval. If they are not received by Friday, Mr. Guthier will announce that the meeting for Tuesday, Jan. 22 will be canceled.

Mr. Barnes stated that Rich Steele has written an article that will appear in the March *Bulletin* related to the executive director search for the Association.

Mr. Barnes informed the Board that he, Marsha Herman-Betzen, and Patrick Connelly had a conversation about the advancement plan for the Education and Research Fund. The goal is to have a plan for the Board to vote on during the meeting at the annual conference in St. Louis.

Mr. Teske provided an update on the first meeting of the regional restructuring task force. All new regions will be voting on a new regional director this year for a one or two year term.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:16 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, January 29, 2013

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Angel Flowers, Kim Harrington-Pete, Willie Banks, Susan Payment, Thomas Lane, and Tamara Yakaboski. Also present were Rich Steele and Dave Teske.

**Minutes**

It was approved by unanimous consent that:

*The January 15, 2013 minutes were approved.*

**Executive Director Search**

Mr. Steele provided an overview of the process for envisioning “the ACUI of 2018.” The five step process consists of 1) determine stakeholders, 2) develop questions, 3) engage stakeholders, 4) feedback loop to Board of Trustees, 5) repeat. The goal is for the Board to come to “59% agreement” of a high probability match. The learning outcome for the process is a “majority” understanding of what ACUI should become by 2018.

Mr. Steele lead the Board in a discussion to identify potential themes to be address during the envisioning process. The following preliminary list was identified.

1. Purpose of ACUI – why people want ACUI, why institutions need ACUI – value proposition
2. Strategic Initiatives - What will be accomplished by 2015?
3. Our industry – burgeoning trends and issues
4. Higher education and student affairs non-for-profit association management trends
5. Money – business model for ACUI – economic engine mileage check
6. People – demographics of who We are and who We serve
7. Culture

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:16 PM.

Respectfully submitted,

David Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, February 5, 2013

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Angel Flowers, Tim Reed, Kim Harrington-Pete, Susan Payment, Tamara Yakaboski, Willie Banks, Thomas Lane, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

**Minutes**

It was approved through unanimous consent that:

*The January 29, 2013 minutes were approved as amended.*

**Final SD Update Submission Request**

Ms. Harrington-Pete asked for all updates to be submitted by Feb. 21 for discussion at in-person meeting in St. Louis.

**Review of Gantt Chart**

The Board reviewed the timeline of tasks that the members are responsible for. Updates to topics and timelines were discussed. Mr. Guthier will update the timeline to reflect these changes.

**General Updates**

Mr. Combs provided an update regarding the NUS representative that requested input regarding alcohol sales or alternatives as funding sources in unions in the United States. She will be attending the annual conference where a focus group or round table will take place so that she can gather the information she is seeking.

Mr. Barnes reminded members that the three new members of the board will join the regularly scheduled meetings starting next week.

Ms. Harrington-Pete questioned whether Rich Steele's comments regarding engaging people at the annual conference about the executive director transition is formal or informal. More detailed information needs to be collected.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, February 12, 2013

President Dave Barnes called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Geoff Combs, Angel Flowers, Kim Harrington-Pete, Willie Banks, Thomas Lane, Tim Reed, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was J. Scott Derrick, Una Redmond, Jeff Pelletier, Jason Cline, and Dave Teske.

**Minutes**

Mr. Lane MOVED, Mr. Combs SECONDED, and it was approved that:

*The February 5, 2013 minutes were approved as modified.*

**Annual Conference Schedule**

The schedule will be ready by next Tuesday's call.

**Student Selection Process**

The question is whether the selection process should remain with the governance committee, move to another committee, or move to another process; or, should the timing of the process be more in line with the main ACUI election process. There is an orientation that takes place at the annual conference for new board members, and the new student member should take part in that, if possible.

The process was changed last to allow for the students' academic year. Mr. Reed suggested that the application process could be the student BOT applications accepted by December with the selection happening in January or February. The appointed student would be expected to attend the annual conference at the Association's expense. Theoretically, there could be two student members in attendance at any given conference, increasing the Association's liability by approximately \$2,000.

Mr. Guthier suggested that this topic be documented and presented to the Board at the annual conference BOT meeting in St. Louis. Mr. Banks asked Ms. Flowers, with help from the Central Office, to create a proposal to change the student member selection process for the 2014-15 term. Ms. Flower's current second term will be from June 1, 2013 to the annual conference in Orlando in April of 2014.

## **Updates**

Loren Rullman will be representing ACUI when working with ACPA, through SAHEC, to work on a code of ethics to be adopted and used by members of SAHEC members.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:38 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, February 19, 2013

President Dave Barnes called the meeting to order at 12:05 p.m. Eastern time using Adobe Connect. Additional members present were: Mark Guthier, Angel Flowers, Kim Harrington-Pete, Willie Banks, Tim Reed, Susan Payment, Tamara Yakaboski, and Marsha Herman-Betzen, executive director. Also present was J. Scott Derrick, Una Redmond, Jeff Pelletier, Jason Cline, and Dave Teske, and Liz Beltramini.

**Minutes**

Ms. Payment MOVED, Ms. Harrington-Pete SECONDED, and it was approved that:

*The February 12, 2013 minutes were approved as modified.*

**2012 Q4 Financial Statement and Narrative**

Mr. Guthier reviewed the budgeting process and the board's role in approving the overall budget and the quarterly financial statements and narrative. Mr. Teske added that the Q4 financial statement is unaudited and that the entire year will be audited as is usually done.

Mr. Teske presented information on the narrative and financial statement that was uploaded to the forum prior to the call. The Association is at nearly 50% of its overall reserve goal.

Mr. Reed MOVED, Ms. Payment SECONDED, and it was approved that:

*The Q4 statement and narrative are approved as submitted.*

**Ed Council Member Recommendation**

Ms. Beltramini introduced the proposed member to the Education Council, a replacement for Rick Miller who stepped down. The recommendation is that Kelly Ricke from the University of Minnesota-St. Paul.

Mr. Reed MOVED, Ms. Yakaboski SECONDED, and it was approved that:

*Kelly Ricke is confirmed as the new Education Council member.*

## **BOT Overall Schedule for St. Louis**

Ms. Herman-Betzen reviewed the board's schedule for the annual conference, outlining events that the members should be in attendance. Outgoing board members are expected to arrive on Thursday by 4 p.m. All other current and new board members are to arrive on Wednesday by 3 p.m.

Ms. Yakaboski expressed a suggestion that outgoing board members be included in any activities of the board at the annual conference. Mr. Banks agreed.

Meals for the board are paid by the Association through lunch on Saturday, March 9.

## **Other Updates**

February 26 is the last meeting before the annual conference.

Ms. Yakaboski announced that the research task force will have a recommendation to the board by March 1. She has requested that the vetting of the recommendation be allowed to take place during the conference at appropriate times in order to obtain and compile responses that are meaningful. The board agreed.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, February 26, 2013

President Elect Mark Guthier called the meeting to order at 12:03 p.m. Eastern time using Adobe Connect. Additional members present were: Angel Flowers, Kim Harrington-Pete, Susan Payment, Thomas Lane, Tim Reed, Geoff Combs, and Marsha Herman-Betzen, executive director. Also present were Rich Steele, Jeff Pelletier, Una Redmond, J. Scott Derrick, and Jason Cline.

**Minutes**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was approved that:

*The February 19, 2013 minutes were approved.*

**Executive Director Search**

Mr. Steele discussed the process for determining the envisioned future of ACUI in order to find a new executive director that can lead the Association to that.

The process includes determining stakeholders, a list of which includes the leadership team, new professionals, current membership, graduate students, associate members, and Central Office staff. Mr. Reed suggested other higher education executive directors be added as well.

The next step would be to define the primary investigation question(s), looking five years into the future; how can ACUI be more relevant, more useful, and more valuable under the leadership of a new executive director.

These questions can be asked informally at the conference in St. Louis by the Board members. The members asked if they could have cards or small sheets of paper that they can use to solicit and collect these responses.

Mr. Combs identified that this process will coincide with the next strategic plan that will begin in 2016. Mr. Lane and Ms. Harrington-Pete added that the members should ensure that the entire membership is solicited and not just those attending the annual conference.

The process should culminate in answering questions of the purpose of ACUI, the strategic initiatives that will be accomplished by 2015, the industry trends and issues, higher education and student affairs nonprofit association management trends, economic model for ACUI, and the demographics of the Association.

The article published in the March 2013 Bulletin describes the transition process and schedule.

The information collected from surveys and conversations will be utilized during the last board call of every month that is dedicated to this topic, evaluating the process along the way.

Tools that will be used include a postcard at conference, copies of the article from the March 2013 Bulletin, an online tool to submit feedback to Mr. Steele, and an in-person meeting at the annual conference in St. Louis and Bloomington for the leadership team meeting.

### **Other Updates**

The final agenda for the Board meeting in St. Louis will be distributed soon, upon completion.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12: 52 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Friday-Saturday, March 8-9, 2013

President Dave Barnes called the meeting to order at 8:30 a.m. Central time. Additional members present were: Angel Flowers, Kim Harrington-Pete, Willie Banks, Tamara Yakaboski, Thomas Lane, Geoff Combs, Mark Guthier, Tim Reed, Susan Payment, and executive director, Marsha Herman-Betzen. Also present were Jeff Pelletier, Una Redmond, J. Scott Derrick, and Jason Cline.

Patrick Connelly and Zack Wahlquist joined the meeting.

**ERF Advancement Plan**

Mr. Barnes introduced Mr. Connelly and Mr. Wahlquist to discuss the Education and Research Fund (ERF) advancement plan. Mr. Connelly thanked the executive committee for their work in drafting the plan.

The goal today is to discuss the highlighted portions of the plan, designated as the items that the board should decide. The following are points of discussion about ERF and the plan put forth.

- Board candidates should be introduced to ERF before they submit their candidacy so they are aware of the expectations of their participation. Other boards require by policy member participation in the organization's foundation. Creating policy might further prohibit people from running for board positions if there was a policy in place.
- What besides money, and the time and resources the board already commits, could the board members give. The message the board's participation sends to the general membership can be more effective than just giving itself. The more people delivering the message will result in higher saturation of the general membership participation.
- New steps are being taken to recognize donors in hopes of creating a greater community of donors. Consistent giving and creating an atmosphere of giving is the core goal of ERF.
- ACUI compares on the low to mid-range in terms of donations and number of donors with other higher education associations. Setting up a policy for board participation would create an expectation of giving and send a very powerful message to the rest of the membership. It would be difficult to change the culture if you can't get the leadership to participate.
- There is not one group in the Association that gives to ERF at a 100% level. Adding an item to the board member job description that the member is expected to contribute to the culture of giving to ERF may be a better step than requiring it by policy. Establish the culture of giving on the Board by giving over a couple years and explain to new board

members that over the past x number of years, the Board has contributed at a 100% level.

- ERF does not have a clear, concise message that is delivered to the membership that explains why they should give and where the money goes. The draft of the advancement plan is the first step in getting to that point. ERF can provide those talking points to Board members because they can speak about the plan and process much better than others about those points.
- Board members should be active fundraisers as well as contributors, and this statement should be added to job description of board members.

Mr. Lane MOVED, Mr. Guthier SECONDED, and it was approved that:

*It is an expectation that 100% of the membership of the Board of Trustees will support the Educational and Research Fund through both direct giving and active participation in the philanthropic efforts of the Association.*

- How do we cultivate and nurture the relationships of donors to keep them engaged and giving? Newsletters and other levels of engagement have been eliminated due to resources. Donors feel disconnected after giving and no longer want to give. An immediate past president could play the role of cultivating and nurturing veterans and retired members of the Association. Sending the leadership team update to this group can help keep them engaged in the Association.
- Mr. Barnes will develop methods on how to engage with this group now and in the future.

The amount of every award that ERF gives out was increased this year.

Mr. Connelly and Mr. Wahlquist left the meeting.

Brian Magee joined the meeting.

## **Elections**

Mr. Lane introduced the 2012-13 Election Committee report. This report includes committee membership, activities, timeline, nominations by region, applications, election results, and a voting summary. The following are points of discussion about the election results and report put forth.

- Is the board satisfied with a 13.1% voter turnout (not including eligible students and votes cast), and if not, how is that improved?

- Voter turnout at sister associations is higher than ACUI's voter turnout. Students are not eligible to vote in most sister association elections. Some are also institutional votes and not individual votes.
- People do not join associations to vote on leadership or to become leadership members; they are more concerned with what the leadership does to help them.
- There are other factors that determine engagement, and there are no indications that engagement in ACUI is low and decreasing.
- It is not about engagement, it is about legitimacy. Why not go back to selection rather than election if only 13% of members are voting? Through apathy members do not see importance of the Board.
- Delve deeper into sister associations that are most like ACUI to find out what they do to encourage members to vote. Regional restructuring may improve voter turnout as people will be networking with more people at regional events.
- Mr. Barnes will lead the charge in developing questions for other sister association

Mr. Magee left the meeting.

Rich Steele joined the meeting.

### **Executive Director Search**

Mr. Steele provided a recap of what he has done and what the board has discussed in terms of the executive director search. The following are points of discussion about the search process and next steps.

- Transparency, groups to consider to help facilitate process, executive director title, and use of a search firm are topics Mr. Steele would like to discuss.
- Transparency: developing a web page on the ACUI website to illustrate process.
- Regular communication mechanism established to provide membership with as much information as possible. Mr. Steele should contribute to the leadership team update on the process, and same information in the Commons and a portion of the Association News in the Bulletin. Everything directs people back to the website where the repository of the information exists. Button on homepage that directs people to that page. Following the same model of previous information dissemination to membership. Social media engagement to include younger demographics.

- Dave Teske in the Central Office will be the contact Mr. Steele will have; Mr. Teske is not seeking the position of executive director.
- Creating a group of mavens to distribute the most information to about the process and they then distribute information to other groups. Identification of mavens can happen through brainstorming, social media, and conversations. Mavens may be perceived as people making the decision or privileged and can cause dissention. Mavens could also contradict the transparency piece. Another possible term for this group could be connectors. Members could be given the same information, self-identify as followers through social media, then resubmit the information to their followers we well.
- An advisory group could be created as a precursor to the search committee to handle a set group of tasks and responsibilities. Could this group then become the search committee to maintain consistency in the process?
- Does the board want to serve as a search committee or appoint a search committee to handle tasks in the year 2014? The board will make the final decision so should there be yet another group to carry out the tasks. This would add another layer, and other perspective. A search committee would allow for a more diverse group evaluating applicants and could propose a more diverse group of candidates. The board could interview the final candidates submitted through the search firm and search committee. The board is comfortable with a search committee being formed.
- Is there reason to create this group this year to handle tasks in the timeline for 2013? Can strategic planning process dovetail with this process? The envisioned future process of the executive director search could drive the future strategic plan and help create a new job description to use in the executive director search. St. Louis could be the opportune time to start having these conversations. The board is comfortable with creating an envisioned person advisory group that Mr. Steele and Ms. Payment could begin in St. Louis.
- The title of the executive director position: associations were mostly volunteer led but have become more like a for-profit company operation where the executive director leads the operations. There are no legal implications of making a change, but possible bylaw changes. Making a change to chair of the board and president/CEO would reflect more of what happens on a college campus. Chair of the board may dampen those running for the position because it lacks the same emphasis as president of the association. What title for the paid leader would attract the best candidates for the position but also reflect what the position actually does?
- Executive search firm: Some can cost as much as \$150,000 per position. The greatest benefit for another association that used a search firm was confidentiality. It might be possible to select certain aspects of the services firms provide to keep the cost down. The Association is at a point in its history where it may be worth the investment to have a firm do this. Other disadvantages besides cost may be that the firm may try to push candidates they have worked with in the past. Should the Association consider firms

already connected to ACUI or the higher education market? The cost can be looked at as an investment over 10-12 years that the person selected may be in place. The board approved a budget for the 100<sup>th</sup> anniversary celebration, and this has a far greater impact on the Association. The firm could have the reputation to attract high caliber candidates and have the reputation that the candidates will be of quality. Using a firm may prevent the wrong choice being made and having to repeat the process not long after the first one.

- A third face to face meeting of the Board could facilitate the discussion of the finalists in the RFP process and could also provide time for the new board orientation.
- The next discussion on this project will happen on April 23.

The Board RECESSED WITHOUT OBJECTION at 12:00 p.m. on Friday, March 8, 2013.  
The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 7:50 p.m. on Friday, March 08, 2013.

Dave Teske joined the meeting.

### **Region 3&4 Financial Implications**

Mr. Teske informed the board that Region 3&4 conference lost over \$44,000. The Central Office operates the bank account to ensure that the financial transactions happen accurately. The Central Office also reviews contracts to prevent exposure to liability. The Central Office does not have a system to monitor spending within the regions. The regional conference did budget for a smaller registration fee and both regions planned to supplement this conference so that registration could remain the same. This supplement was planned for between \$5-10,000 loss for each region.

Days before the conference the realization set in that all of the expenses for the conference would total greater than \$60,000. The Central Office was able to shave \$20,000 off giving the two regions suggestions on how to do so. Superstorm Sandy caused several cancellations. This storm caused approximately \$5,000 of this loss.

This loss has ramifications on the regional restructuring as the total pool of money left over in each region's accounts would be pooled together and split between the new regions. Region 3 now has a deficit ending fiscal year 2012.

Region 4 drafted a letter to the two region's regional directors and conference chairs, but the letter was not sent. The letter demanded that the Region 3 members involved be removed from their positions in the region and on the regional restructuring task force.

All members accepted part of the responsibility and expressed regret. The regional directors have received a spreadsheet of financial information for each region. This topic is on the agenda

for the regional directors meeting happening tomorrow. Region 4 has made decisions to try to regain some of their losses in 2013.

The regional restructuring task force has identified the problem and will be putting procedures in place to prevent this from happening again. This will be in place January 1, 2014 when the new regions take hold, but will also be enforced during 2013. How all regions spend in 2013 will affect the restructuring and finances in 2014.

This can be an opportunity for development, training, and improvement, and there is no reason to be punitive. The board's role now should be encouragement, moving forward, helping the regional restructuring task force move forward in their implementation plans.

The decisions that led to the loss were made before the first meeting of the regional audit task force where it was suggested that regions not purposefully spend down their reserves.

The Board RECESSED WITHOUT OBJECTION at 8:49 p.m. on Friday, March 8, 2013. The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:00 a.m. on Saturday, March 9, 2013.

Mr. Wahlquist joined the meeting.

### **Research Conversation**

Ms. Yakoboski provided a brief review of the Research Task Force recommendations previously distributed to Board. The topics of these recommendations include a common definition of what research means, developing and prioritizing a research agenda, and developing a method of sharing research results.

There is some groundwork still to do in creating a network of faculty and graduate students to build a body of knowledge as well as a community of people to support the research agenda.

There is a lot happening in the Association over the next several years, and a research journal is probably not feasible to add to the list of items to accomplish during that period.

There is no recommendation to have a written relationship between ERF and the education councils, but the research chair may be involved in many conversations in this area.

The community of scholars may play a role in a grassroots effort to build a base of participants. The chair of the research committee may be a prime target to be a leader within that community. Without a dedicated person charged with leading the research committee, it is believed that the momentum will stall and there will not be any progress.

There is an open research forum on the last day of the annual conference to gather information, and this information will serve as an addendum to this report and recommendations.



The board agrees to wait until that addendum to approve or move forward with the initiatives included in the recommendations report. There will also need to be a discussion about the level of Central Office support that can and will be provided and a job description created for the chair of the research committee. The addendum and job description will be distributed prior to and the discussion will take place on the board call on April 23.

Mr. Wahlquist left the meeting.

### **Strategic Direction Matrix**

Ms. Harrington-Pete reviewed all of the updates made to the strategic plan matrix. Each metric was reviewed to find if any additional information was available on each. The board discussed and made additional updates as more information was received. An updated matrix will be made available after completion of updates. The updated matrix will be posted online at least twice each year in order to share the status of the strategic plan with the membership.

The Board RECESSED WITHOUT OBJECTION at 12 p.m. on Saturday, March 9, 2013. The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:30 p.m. on Saturday, March 9, 2013.

Brenda Evans, Jeremy Schenk, and Dave Teske joined the meeting.

### **Regional Implementation Team Updates**

Ms. Evans reported that the conversation that happened in the regional director meeting regarding the loss in Regions 3 and 4 went well, and the group is ready to move on. The discussion turned to topics such as the regional conferences and site selection, regional director elections, and recreation sectional models.

Mr. Schenk asked the board if there were any questions about the progress and if they are headed in the right direction. Regional director elections will encourage those currently serving to reapply should they wish to continue serving in that position in their new region.

The timeline is very aggressive on this implementation, and the workload on the committee and Central Office staff members is heavy. Subcommittees are being formed and those subcommittees are bringing in people when needed to help accomplish the tasks. The new positions in the Central Office that include new hires and new positions for current staff members will take place in the coming months, and these folks will be dedicated to several items in this implementation plan.

The board can be involved by discussing and approving policies in conjunction with this implementation, by being the spokespeople on the new regions and encouraging people to become involved in their new regions. The board can also monitor the how actuals compare to projections in terms of regional conference attendance, permeability, and volunteer participation. 2014 is the third phase of this plan for the task force that includes evaluating the changes.

The focus of regional leadership team positions going forward is to have standardized positions across all regions. If current regions have vacant positions, they are being encouraged to leave them vacant as the individual will not have an opportunity for thorough training or the proper onboarding experience.

Brenda Evans, Jeremy Schenk, and Dave Teske left the meeting.

### **Student Board Member Selection**

Ms. Flowers presented a proposal to change the timeline of the student board members selection process and to coincide with the term of the other board members.

The financial impact of this change would be at the annual conference meeting of the board as two student members would be present each year, one outgoing and one incoming.

*Mr. Reed MOVED, Mr. Lane SECONDED, and it was approved:*

*That the governance committee should draft a constitutional change to remove the “academic year” restriction of the student member selection process.*

In addition, the governance committee will review the constitution and bylaws to identify other changes that the board would like to put forth for a membership vote.

### **Diversity Action Plan**

Ms. Payment reviewed the progress of the diversity initiatives that occurred in 2012. The next steps may include how the Association ensures that diversity and inclusion is modeled and valued, attract and retain members and volunteers, that see the world differently, initiate and continue conversations about bringing diverse experiences into the association, and define what diversity means.

The overall average of the number of sessions at the regional conferences that teach to intercultural proficiency is two.

It is recommended that the board use the extra time in Bloomington during the July meeting to have this discussion, and to include Central Office staff as well. It is also recommended that the meeting include people outside of the Board and Central Office staff in order for the participants to be more diverse. Can an external review be done on only how well the Association is doing on the topic of diversity and inclusion?

There comes a point when the Association has done everything they can to attract a diverse population to the field and to the Association, but the makeup of the membership and leadership is not attaining the goals that the Board and membership seek. Is the Association doing a good

job within the membership, but are we helping the members diversify their own student leadership on campus with the hope of bringing in more diversity to the profession and the Association. People of color who are bright and talented are being recruited into high paying positions and they choose to accept those positions instead of taking an entry level job in student affairs or the union. Diversity should be incorporated into the culture and into the conversations of other topics and how diversity and inclusion can be infused into everything we do.

How does the Association engage people of color and encourage them to apply for leadership positions when they are attending other ACUI programs?

### **Other Topics**

There will be no board calls in March.

The board meeting in July will take place starting mid-afternoon on July 7<sup>th</sup> and run through Noon on July 11<sup>th</sup>.

The board has instructed the Central Office to determine the cost of a third face to face meeting, two meetings in January and July, or keeping it as is.

Mr. Teske joined the meeting.

### **Policy Review**

Mr. Banks informed the Board that the policy review committee has met several times, reviewed all of the policies, made suggested changes, and will be reformatting them to create an indexed policy manual. It will be handed off to the new governance chair to present when complete in the coming months. The regional restructuring task force will also be submitting some suggested policies to incorporate into the implementation of the new regional structure.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12: 52 p.m. on Saturday, March 9, 2013.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, April 2, 2013

President Mark Guthier called the meeting to order at 12:02 p.m. Eastern using Adobe Connect. Additional members present were: Dave Barnes, Geoff Combs, Angel Flowers, Susan Payment, Kim Harrington-Pete, Tim Reed, J. Scott Derrick, Una Redmond, Jeff Pelletier, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

Mr. Guthier turned the meeting over to Mr. Reed.

**Agenda**

Mr. Reed introduced the agenda and asked if there were any additional items needed.

Mr. Derrick MOVED, Ms. Payment SECONDED, and it was approved that:

*The agenda for the April 2, 2013 is accepted as written.*

*Governance Committee Agenda - 4/02/13*

- 1. Call to Order/Approval of Agenda*
- 2. Review Minutes from St. Louis - is anything missing?*
- 3. Approval of Minutes (February 26 and March 8-9)*
- 4. Student Rep - Next Steps*
- 5. Update on Conversation with NACA Vice President Gardner*
- 6. To "Round About" or Not?*
- 7. Adjourn*

**March 8-9, 2013 Minutes**

Mr. Pelletier MOVED, Ms. Harrington-Pete SECONDED, and it was approved that:

*The March 8-9, 2013 minutes were approved as modified.*

**February 26, 2013 Minutes**

*The February 26, 2013 minutes were approved as written by unanimous consent.*

## **Student Representative – Next Steps**

Previous conversations stated that the selection of the student board member would remain the same for one more cycle due to the need to change the by-laws in order to change the process.

There will be a short overlap between March and May where there are two student members at the same time while the transition to a new process is occurring.

During the previous selection processes, a committee of three interviewed the candidates and made a recommendation to the full board for official selection. The selected student had a training session with Ms. Herman-Betzen prior the July meeting. The committee to interview candidates will consist of Mr. Reed, Ms. Flowers, and Mr. Derrick.

A smaller governance committee will review all amendments that need to be put forth to the membership for an electronic vote to commence in August. The language of the business meeting may also need to be adjusted. By-laws state that:

Sec. 2. All amendments shall be proposed to or by the Board of Trustees and presented to the institutional membership. Discussion will be initiated and encouraged through appropriate venues, including, but not limited to, listserves, regional meetings, annual conference, July Leadership meeting, etc.

Sec. 3. A ballot shall be submitted to the institutional members for a vote within sixty (60) days of the presentation of the proposed amendment, to be completed within thirty (30) days following the date of the mailing.

The voters in a by-law change vote are the institutional contacts from each member institution. Only a majority of votes cast is required for passage.

Ms. Harrington-Pete MOVED, Mr. Pelletier SECONDED, and it was approved that:

*The Student Selection Process is approved.*

*Board and Leadership Team will discuss proposed changes – July Meeting 2013*

*Post suggested by-law changes for membership review – Aug. 1, 2013*

*Voting occurs – Aug. 15 – Sept. 15, 2013*

*Posting of student position/call for applications – Oct. 1, 2013*

*Between now and July meeting, Governance committee will meet to bring forward any recommended changes to by-laws.*

## **Update on Conversation with NACA Vice President Brian Gardner**

The executive committee met with NACA Vice President Brian Gardner on the final day of the annual conference. Mr. Gardner suggested possibilities of cooperation and partnership on programs. He also suggested that the boards of both organizations meet to discuss these future partnership possibilities.

Mr. Guthier will reach out to Mr. Gardner and provide information about updating the ACUI board on their conversation. He will also contact the NACA President to discuss possible next steps and conversations following the July Meeting and further discussion of the ACUI board.

### **To “Round About” or Not?**

This time was set aside within the past few years as a way for the board members to share things happening in their own lives outside of their work/volunteer roles. Mr. Guthier is asking if the board wants to continue this practice in the future.

On future calls, members will use chat feature to indicate they have an announcement they would like to make. The leader of the meeting will acknowledge those people and they will make their announcements at the end of the call.

### **Other Updates**

Ms. Herman-Betzen provided an update on the recently completed Clay Targets Championships.

### **Upcoming Meeting Schedule**

April 9 – Strategic Direction

April 16 – Finance

April 23 – Executive Director Search and Miscellaneous Items

April 30 – No Call

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:09 PM.

Respectfully submitted,

Jason Cline

Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, April 9, 2013

President Mark Guthier called the meeting to order at 12:02 p.m. Eastern using Adobe Connect. Additional members present were: Angel Flowers, Susan Payment, Dave Barnes, Jeff Pelletier, Tim Reed, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Liz Beltramini.

Mr. Guthier turned the meeting over to Ms. Payment.

**April 2, 2013 Minutes**

Mr. Pelletier MOVED, Mr. Barnes SECONDED, and it was approved that:

*The April 2, 2013 minutes were approved as written.*

**Strategic Plan Success Factors**

Ms. Payment reviewed each success factor for each strategic plan goal.

**Assignment of Key Success Factor Liaisons**

The six non-student members of the board provide oversight to the six strategic directions. Board members should communicate with President Guthier the strategic direction they would most like to be assigned. Assignments will be made before the next Strategic Direction call.

Initial Thoughts:

Strategic Direction #1: Una Redmond  
Strategic Direction #2: Jeff Pelletier?  
Strategic Direction #3: Tim Reed  
Strategic Direction #4: Jeff Pelletier?  
Strategic Direction #5: J. Scott Derrick  
Strategic Direction #6: Geoff Combs

## Research Task Force Report Recommendations

The Research Task Force Recommendations and Feedback report were shared and reviewed.

The program team would be directed by the new appointment of the Research Program Team. The recommendations would allow the research agenda to move from the responsibility of the Education Council to the Research Program Team. There would not be overlap of those two groups. The Education Councils are charged with operationalizing the core competencies and setting the educational goals of the Association. The Research Program Team would have more of an external focus. This new program team provides new volunteer opportunities in different areas than currently exist.

The selection process would be the same as other positions; application process using leadership team application, a screening process including at least two volunteers familiar with the position and Central Office staff members, and a recommendation would be put forth to the board.

The board suggested a different title than Director as this is seen as more of a staff member title. Coordinator was suggested to be consistent with other volunteer positions.

The board believes the eight topics are of equal importance and they should not select the most important or put them in rank order.

The term should be changed from 2.5 years to a 1.5 year term to conclude at the 2015 annual conference.

This position would serve in three areas, ex-officio member of the Education and Research Fund, leader of community of scholars community of practice, and leading the research program team. The board feels this is a lot of responsibility and suggested changes to leading the community of scholars community of practice.

Mr. Reed MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The Research Task Force Recommendations (March 2013) are approved with the following revisions:*

- *The position title will be Research Coordinator;*
- *The topics will be a bulleted list and not a list in rank order of importance;*
- *The term will be for 1.5 years and not 2.5 years, concluding at the 2015 annual conference; and,*
- *The Research Coordinator will encourage the continuation and development of the Community of Scholars Community of Practice, but will not serve as the leader of that community.*



## **Envisioned Future Charge Statement and Ad Hoc Committee**

Ms. Payment informed the board that Rich Steele is taking the comments from the annual conference and survey and drafting an initial charge statement for the ad hoc committee, which will consist of approximately four to five people.

## **Announcements**

Ms. Herman-Betzen provided an update on the recently completed Clay Targets Championships.

## **Upcoming Meeting Schedule**

April 16 – Finance

April 23 – Executive Director Search and Miscellaneous Items

April 30 – No Call

May 7 – Governance

May 14 – Strategic Direction

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:06 PM.

Respectfully submitted,

Jason Cline

Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, April 16, 2013

President Mark Guthier called the meeting to order at 12:04 p.m. Eastern time using Adobe Connect. Additional members present were: Angel Flowers, Geoff Combs, Una Redmond, J. Scott Derrick, Jeff Pelletier, Tim Reed, Susan Payment, and Marsha Herman-Betzen, executive director. Also present was Dave Teske and Brian Magee.

Mr. Guthier turned the meeting over to Mr. Combs.

**Minutes**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was approved that:

*The April, 2013 minutes were approved as written.*

**Review BOT role during Finance Calls**

Mr. Combs provided a brief follow-up to the finance discussion in St. Louis.

**2013-14 Finance Committee Timeline**

Mr. Teske provided an overview of the annual timeline. He reviewed the month-by-month plan including schedule of quarterly statements, annual audit, and the budget process.

**July Meeting Agenda**

Mr. Guthier confirmed the dates for the Board of Trustees. The meeting will begin the evening of Sunday, July 7 and will conclude on Thursday, July 11. The majority of the Leadership Team will arrive on Monday, July 8. Mr. Guthier provided a general overview of the week.

**Update on Conversation with NACA Vice President Brian Gardner**

Mr. Guthier reported that he had a phone conversation with Mr. Gardner. The NACA board is having a board retreat and Mr. Gardner will make contact with Mr. Guthier following their discussion in the coming weeks.

### **Other Updates**

Ms. Flowers asked about the status of the student member application process. Ms. Herman-Betzen and Mr. Magee provided an update on the communication that has been sent. The deadline for application is Friday, April 26.

Mr. Combs asked about the Association's response to the events in Boston. Ms. Herman-Betzen indicated a message of support was being drafted and would be sent to the members in Region 1.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:24 PM.

Respectfully submitted,

David Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, April 23, 2013

President Elect Mark Guthier called the meeting to order at 12:01 p.m. Eastern time using Adobe Connect. Additional members present were: Angel Flowers, Kim Harrington-Pete, Susan Payment, Dave Barnes, Jeff Pelletier, J. Scott Derrick, Geoff Combs, Rich Steele, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Dave Teske.

**Minutes**

Mr. Derrick MOVED, Ms. Payment SECONDED, and it was APPROVED by unanimous consent that:

*The April 16, 2013 minutes were approved.*

**Visionaries Funding Update and Disclosure**

Mr. Guthier informed Board that his institution, University of Wisconsin-Madison, was a funder of the Visionaries program to satisfy Conflict of Interest Policy

Mr. Teske explained that ACUI committed to raising \$150,000 to produce the Visionaries program. Three campuses raised a total of \$100,000 toward that, leaving \$50,000 to raise. Visionaries has forgiven \$25,000 of that, but they need the remaining \$25,000 to continue the project that includes editing and preparation for television presentation. ACUI would like to pay these funds to ensure on-time delivery while still seeking funding to recuperate these funds.

The Q1 statement will show a \$25,000 expense and \$25,000 of income based on obtaining that funding from an outside source.

**Executive Director Search Review and Update**

Mr. Steele illustrated the small changes in the overall timeline of this process. The Association is currently in the Envisioned Future phase which will last through September. A proposed draft will be presented to the Board at the July Meeting, followed by discussion and finalization in the subsequent months. The next few months will also entail Mr. Steele researching executive search firms, preparing a manifesto of support materials, and developing a publication plan.

An ad hoc group will also be formed to help Mr. Steele in the process of documenting the envisioned future of the Association, select and review recent assessments, report themes, gather leadership team feedback, and follow up with board.

The ad hoc committee should consist of diversity and vast representation from as many component groups of the Association as possible. Dave Teske is serving as liaison to Central Office staff. Keeping the staff well connected throughout the process is important. Members of this ad hoc committee will be appointed. A member of the regional restructuring task force is also recommended as much data about the direction of the Association was collected during that process. Brenda Evans and Jeremy Schenk from the task force identified Jason Levy as a possible candidate.

Board members are encouraged to submit suggested ad hoc members to Mr. Steele.

### **Seek Approval on Draft Charge Statement**

Mr. Barnes MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The ACUI Envisioned Future Ad Hoc Team Purpose, Charge, and Timeline Statement was confirmed as submitted.*

### **Comment Collection at the Annual Conference**

Significant feedback was collected at the annual conference during the leadership team meeting. Postcards were distributed to the general membership to collect feedback, and only a handful of responses were received. Three to four pages of feedback was collected overall from roughly 40-45 individuals.

Another reminder is being considered to attempt to garner more feedback. Options include a Commons post or a general email to the entire membership.

### **Review Range of Potential Services from Executive Search Firms**

Mr. Steele detailed the feedback as it relates to using a search firm. Original thoughts were that the budget would dictate the amount of involvement a search firm plays. What was discovered, though, was the searches that are more controlled by the search firms are more professional and are perceived as being more thorough and fair.

The possible scope of an executive search firm may include validating position description and qualifications, identifying and soliciting qualified candidates, ensuring a diverse applicant pool, conducting search-related advertising, pre-screening candidate application materials, participating in the interview process, and conducting reference checks.

The length of time a search firm is involved will be dependent on the scope of their work.

Mr. Steele will have conversations with search firms to determine type and examples of RFPs and the process.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12: 51 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, May 7, 2013

Tim Reed called the meeting to order at 12:02 p.m. Eastern using Adobe Connect. Additional members present were: Mark Guthier, Dave Barnes, Geoff Combs, Susan Payment, Kim Harrington-Pete, Tim Reed, J. Scott Derrick, Una Redmond, Jeff Pelletier, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

**Approval of April 23, 2013 Minutes**

Meeting minutes from above date have not been finalized. Board will approve these minutes along with today's minutes on the May 14 call.

**Student Member Search Update**

Interviews will take place Wednesday and Friday with nine candidates. One candidate withdrew due to scheduling conflicts.

**Policy Committee Update**

The committee has reviewed all policies except for those that will be proposed by the regional restructuring task force. The policies will be input to a database that will be placed on the ACUI website so that they are searchable.

The committee has discussed an idea of replacing all of the policies with a new set of policies where the format, process, and coding would be effective beginning on the same day.

The committee's draft policies will be presented to the board prior to the July meeting so that discussion can happen during said meeting.

**Summer Meeting Logistics Update**

The Board will begin on Sunday night, July 7. An email to begin the logistics process will be sent to the entire leadership team later today.

### **Items for May 14 Call**

Topics proposed include confirmation of strategic oversight area assignments and ad hoc committee membership.

### **Other Updates**

Mr. Cline informed the board of the travel of him and Ms. Herman-Betzen to attend the NUS conference in July.

Mr. Teske announced that seven of the eight new regions elected a new regional director. Region V's election resulted in a tie, and a runoff will take place between now and May 17.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:31 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, May 14, 2013

President Mark Guthier called the meeting to order at 12:02 p.m. Eastern using Adobe Connect. Additional members present were: Angel Flowers, Susan Payment, Dave Barnes, Jeff Pelletier, Tim Reed, Kim Harrington-Pete, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

Mr. Guthier turned the meeting over to Ms. Payment.

**April 23, 2013 Minutes**

Mr. Reed MOVED, Mr. Barnes SECONDED, and it was approved by acclamation that:

*The April 23, 2013 minutes were approved as written.*

**May 7, 2013 Minutes**

Mr. Reed MOVED, Mr. Derrick SECONDED, and it was approved by that:

*The May 7, 2013 minutes were approved as written.*

**Confirmation of Assignment of Key Success Factor Liaisons**

Based on previous conversations, the following assignments have been made. The Central Office staff liaisons are still being finalized.

Strategic Direction #1: Una Redmond  
Strategic Direction #2: Dave Barnes  
Strategic Direction #3: Tim Reed  
Strategic Direction #4: Jeff Pelletier  
Strategic Direction #5: J. Scott Derrick  
Strategic Direction #6: Geoff Combs

Staff liaisons and Board members should try to meet in person during the July leadership team meeting.

The most recent version of the swim lanes will be posted on the Forum. The strategic plan matrix will be tabbed so it will be easier to navigate.

## **Update on Envisioned Future Ad Hoc Committee**

Recommendations from Board members totaled nearly 50 people. Mr. Steele is going to send emails to those individuals to gauge their interest and ask a few questions. Mr. Steele and Ms. Payment will narrow the field based on the responses.

The term is tentatively scheduled to be one year, beginning in the fourth quarter of this year.

## **Student Member Recommendation**

Mr. Reed and committee interviewed ten candidates. After review, the committee is recommending Katelyn James as the new student member of the Board. More candidates would have been serving as graduate student than as undergraduate student. Thinking for future years, it is difficult to compare graduate students to undergraduate students in the process. The student policy section will already be rewritten to change the term dates, so it may be a good opportunity to adjust the policy for the level of student being selected as well.

Ms. James, if selected, will be notified this week, and she would join the calls starting in June and in person at the July meeting. Candidates not selected will be encouraged to seek other ACUI volunteer opportunities.

The executive director will serve as the guide/mentor for the new student member. This had occurred immediately before the July meeting last year. Ms. Flowers recommended more orientation prior to joining the calls as well. Mr. Reed, Ms. Harrington-Pete, and Ms. Flowers volunteered to have early communications with the selected candidate from the Board perspective, allowing the executive director to focus more on the history of the Association.

Mr. Pelletier MOVED, Mr. Combs SECONDED, and it was approved that:

*Katelyn James is appointed as the new student board member.*

## **Announcements**

Mr. Guthier requested agenda topics for the July Board meeting.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:29 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, May 21, 2013

President-elect Kim Harrington-Pete called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Geoff Combs, Tim Reed, Dave Barnes, Jeff Pelletier, Angel Flowers, and Una Redmond, and Marsha Herman-Betzen, executive director. Also present were Dave Teske and Jason Cline.

Ms. Harrington-Pete turned the meeting over to Mr. Combs.

**Minutes**

It was APPROVED by unanimous consent that:

*The May 14, 2013 minutes are approved as amended.*

**Q1 Financial Statement and Narrative Review**

Mr. Combs asked Mr. Teske to provide information on the Q1 Financial Statement. Mr. Teske presented the Q1 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. New information for each quarter is presented in a purple highlight. A copy of the statement and narrative are on file with the minutes.

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$27,417, which is \$12,204 ahead of budget.

- Association Operations (01) – behind budget by \$107,250
  - Staffing restructuring in corporate partnerships, additional staff to support regional programs and Association volunteerism as recommended in regional audit report
  - Additional funds for additional day for Board at July meeting, additional July meeting attendees, travel to two CHEMA meetings and second SAHEC meeting, and travel to NUS conference
  - Visionaries payment still anticipated being covered by additional underwriting
  - Restore staff professional development
- Conference (02) – ahead of budget by \$53,395
  - 100 more delegates attended than budgeted for
- Seminars (03) – projected slightly behind budget by \$5,069
  - No sponsorship secured for IPDS or I-LEAD
- Publications (04) – No significant change from budget

- Corporate Partnerships (05) – ahead of budget by \$35,056
  - Sponsorship down, but exhibit hall up
- Services & Programs (06) – ahead of budget by \$28,811
  - Clay targets program and Poetry Slam performed better than budget
- Business Services (07) – ahead of budget by \$4,500
  - Additional contract services performed

Mr. Combs added that Q1 saw many successes for the Association in terms of program growth and participation.

The 2013 costs associated with the 100<sup>th</sup> anniversary celebration and the executive director search currently appear to be able to be absorbed into the operating costs without dipping into the reserves to cover these expenses even though the Board had approved this activity.

Mr. Barnes MOVED, Mr. Pelletier SECONDED, and it was APPROVED:

*The Q1 Financial Statement is accepted.*

### **Proposed Dues Increase**

Mr. Cline introduced the topic of membership dues by reminding Board members that any increase of five percent or less can be approved by the Board. Any increase over five percent requires a vote by the membership. Mr. Cline then presented the 2013-14 dues proposal, a copy of which is on file with the minutes.

Mr. Cline started with institutional membership dues and is proposing a five percent increase. Last year at this time, Mr. Reed inquired about the effect of raising dues each year, and it was discussed at that time that 2015 may be the next time that may allow for year without an increase as certain one-time and large expenditures will have already been made, such as the 100<sup>th</sup> anniversary celebration and the executive director search. There are always unknowns, however.

Mr. Combs MOVED, Ms. Redmond SECONDED, and it was APPROVED:

*The 5% dues increase for institutional membership is accepted as proposed.*

Mr. Cline introduced increase proposal for individual membership dues for those at a member institution and for retiree membership. Mr. Cline stated that the plan is to increase this category until a level of \$65 and \$135 (domestic and international), which is a four-year process. This is the second year of this process.

Mr. Combs MOVED, Mr. Reed SECONDED, and it was APPROVED:

*The 5% dues increase for individual membership is accepted as proposed.*

Mr. Cline proposed a 5% increase to Associate membership dues. Companies readily accept small incremental increases as part of doing business.

Mr. Reed asked what the impact would be on the bottom line with this increase. Mr. Cline responded with approximately \$5,000. Mr. Barnes asked the total revenue projected from this increase. Mr. Cline responded approximately \$35,000-40,000.

Mr. Combs MOVED, Mr. Barnes SECONDED, and it was APPROVED:

*The 5% dues increase for associate membership is accepted as proposed.*

### **2014 CPT Budget**

Mr. Combs stated that the CPT budget for the 2014 annual conference will be presented in June in order to provide additional time to finalize the figures.

### **2012 Audit Report**

Mr. Combs state that the independent audit of the Association's 2012 finances is currently underway and will be complete by the June 18 finance call. The Auditor will be present at the leadership team meeting in July to present the findings.

### **Other Updates**

Mr. Teske informed the Board that the student member of the board that was appointed, Kaitlyn James is unable to attend the July meeting, which is a requirement of being a member of the Board. Because of this conflict, she has withdrawn her application for this position. The subcommittee will reconvene to discuss if another candidate can and should be selected. The Board will be notified and vote via the Forum.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:38 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, May 28, 2013

President Mark Guthier called the meeting to order at 12:01 p.m. Eastern time using Adobe Connect. Additional members present were: Angel Flowers, Kim Harrington-Pete, Dave Barnes, Jeff Pelletier, J. Scott Derrick, Geoff Combs, Rich Steele, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Rich Steele, Dave Teske, and Jason Cline.

**Minutes**

Mr. Barnes MOVED, Mr. Combs SECONDED, and it was APPROVED by unanimous consent that:

*The May 21, 2013 minutes were approved.*

**Envision the Future Work Group Members**

Mr. Steele informed the board that 34 names were suggested and each person was contacted to determine their interest. Once responses are gathered, members will be determined, and there will be time for one or two meetings before the July meeting.

There will be a web presence for the process in addition to a Commons post in the near future to collect additional information.

Mr. Steele would like to spend some time solely with the Central Office staff during the July meeting.

The board will consider the names for the group at an upcoming meeting in June.

Mr. Steele left the call.

**Next Steps with NACA Collaborations**

Mr. Guthier and Ms. Herman-Betzen had a conversation with the president and executive director of NACA during their recent trip together at the CHEMA meeting. The meeting was productive and the plan is to continue the conversations following each group's summer meetings. The executive committees of each group will attend the other group's conference.

Discussion among the board members about the possibilities of this partnership will be discussed at the July meeting.

## **July Leadership Team Meeting – Emerging Agenda and Topics for Discussion**

Mr. Guthier provided a concept of the July meeting agenda to include the diversity initiative and strategic direction three by bringing in a professor from Indiana University who specializes in diversity to facilitate that discussion. This would take place in addition to teambuilding activities on the first day of the meeting. This would be followed by additional time with the professor with the entire leadership team the next day.

Diversity has been a topic that has been discussed for several years, and this opportunity provides the leadership team a chance to continue it in a focused manner and determine what success in this area looks like.

Other topics proposed for the July meeting are elections, policies review, annual business meeting at Orlando conference, quarterly financial statements, certification report, audit, attorney, Education and Research Fund advancement plan, and others to be determined.

## **Updates and Lessons Learned from CHEMA**

Mr. Guthier and Ms. Herman-Betzen attended the Council of Higher Education Management Associations. This was an opportunity for the chief staff executive and board president to discuss issues in higher education and association management with their counterparts at other higher education associations.

## **Other Business**

Mr. Reed updated the board on the new student member, Andrade Fearon, who was unanimously voted in as the new student board member. The board thanked Angel Flowers for her work on the board as this is her last call with the board.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12: 47 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, June 4, 2013

Tim Reed called the meeting to order at 12:04 p.m. Eastern using Adobe Connect. Additional members present were: Dave Barnes, Geoff Combs, Susan Payment, Kim Harrington-Pete, J. Scott Derrick, Una Redmond, Jeff Pelletier, Andrade Fearon, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Approval of May 28, 2013 Minutes**

Ms. Redmond MOVED, Ms. Payment SECONDED, and it was approved by acclamation that:

*The May 28, 2013 minutes were approved as written.*

**Student Member Orientation Program**

Andrade Fearon was welcomed to the Board. Mr. Fearon introduced himself and detailed his initial exposure to ACUI at a Region 1 conference at the University of New Hampshire. He decided he did not want to be a financial analyst anymore because the ACUI group has a lot of fun. He is now following a career in student affairs.

Ms. Herman-Betzen described the orientation program that was established by her and Kim Harrington-Pete. Mr. Fearon will arrive to the July leadership team meeting one day early to meet with Ms. Herman-Betzen, Mr. Teske, and Ms. Harrington-Pete.

**Policy Review**

The Policy Review subgroup is setting a meeting in the near future. A draft is complete, and the complete policies will be posted to the ACUI website so that it can be viewable once it has been approved. The proposed rewrite to the policies will be sent to the board prior to the July meeting to allow Board members to read through them ahead of time.

There are six different categories of policies, general, governance, finance and administration, personnel and employment, member and volunteer, and program.

## **Constitutional Amendment Discussion**

Mr. Reed introduced the constitution change being proposed regarding the change in term of the student member of the board to reflect the same term as an at-large member, which is conference to conference. There is currently no start time for an at-large member, so a recommendation is put forward to specify the exact term of the at-large member as well. These must be put forth to the membership for institutional representatives to vote on.

The recommendation put forward reflects a fluidity that will allow the board to change the term of the student member with a 2/3 vote of the board of trustees.

Should there be other areas of the constitution or bylaws that need to be updated, it would be prudent to bring them forth now so that the membership can vote on all of them at once instead of bringing up additional items in the near future.

Ms. Herman-Betzen reminded the Board that the business meeting was another change that was discussed in St. Louis, but President Mark Guthier wants to leave the statement as is.

Mr. Reed asked if the loss of institutional support necessitated the resignation of the volunteer position. Ms. Herman-Betzen and Mr. Barnes agreed that this was a procedural issue and not a constitutional and bylaw change.

Mr. Pelletier pointed out an additional “of” in the last sentence of the first proposed amendment.

## **Reports**

Ms. Payment reported that the recommended members of the Envisioned Future work group will be posted to the Forum soon for an upcoming discussion.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:36 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, June 11, 2013

President Mark Guthier called the meeting to order at 12:02 p.m. Eastern using Adobe Connect. Additional members present were: Andrade Fearon, Susan Payment, Dave Barnes, Jeff Pelletier, J. Scott Derrick, Tim Reed, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline, Tim Arth, and Dave Teske.

Mr. Guthier turned the meeting over to Ms. Payment.

**June 4, 2013 Minutes**

Mr. Reed MOVED, Mr. Pelletier SECONDED, and it was approved that:

*The June 4, 2013 minutes were approved as written.*

**Corporate Partnerships Development Team Leader**

Mr. Arth presented the recommendation for the position of the corporate partnership development team leader. The position elicited one candidate, and it is recommended that Mike Makoski from Fitchburg State University be appointed to fill this position for a two-year term.

Mr. Barnes MOVED, Mr. Reed SECONDED, and it was approved that:

*Mike Makoski is appointed as the corporate partnerships development team leader.*

Mr. Arth left the meeting.

**Envisioned Future Ad Hoc Work Group Charge and Membership**

Ms. Payment introduced the proposed committee members to the envisioned future ad hoc work group. Ms. Payment and Mr. Steele attempted to provide as diverse a committee as possible as it pertains to representation of the Association.

Mr. Reed MOVED, Ms. Redmond SECONDED, and it was approved by that:

*The Envisioned Future Ad Hoc Work Group charge and committee members are approved as submitted*

**Purpose:**

*ACUI Executive Director Marsha Herman-Betzen has announced her retirement effective after the 2015 ACUI annual conference in San Antonio. The Board of Trustees has begun a 2-year planning and transition process, and member feedback is an important component. The type of leader the board selects should be based on an intentional direction for ACUI that is set by the membership. Thus, the Board will be working during the first half of 2013 to document the envisioned future of the Association*

*The purpose of this ad hoc work group is to support the effort to select a new executive director by providing analysis of data/feedback and developing recommendations to the board regarding the “Envisioned Future” process.*

***Charge:***

*This work group’s charge is as follows:*

- Analyze envisioned future feedback received from annual conference initiative*
- Select and review recent ACUI assessments (including Regional Task Force data)*
- Report apparent general themes to the Board in a draft report*
- Utilize the July meeting in Bloomington to garner leadership team feedback*
- Follow-up on board feedback and provide a final report to the Board*

***Timeline:***

*The initial draft report will be presented to the ACUI Board of Trustees by the July, 2013 leadership team meeting in Bloomington. This draft will then be enhanced and revised as needed and resubmitted to the Board no later than September 30, 2013.*

***Proposed Members:***

*Willie Banks – Cleveland State University  
Scott Christopherson-Schorn – California State University Long Beach  
Laura DaRos – Tufts University  
Erich Heilmeyer – University of Michigan  
Jason Levy – Temple University  
Susan Payment – College of Charleston – ACUI Board  
Dave Teske – ACUI Central Office  
Molly Ward – Tulane University  
Jennifer Zamora – University of Texas – Austin  
Rich Steele, Convener – Georgia Institute of Technology.*

**Key Success Factor Liaison Updates**

Ms. Payment asked if there were any updates from liaisons or board members. None at this time.

## July Meeting Board Topics

Mr. Guthier presented proposed topics for the Board meeting during the July meeting.

- Defining Success as a Multicultural Organization (All)
- Elections Update (Dave Barnes)
- Policy Discussions and Approvals (Tim)
- Student Member Constitutional Change (Tim)
- Certification (Dave Teske)
- Strategic Plan Matrix Update (Susan)
- Envisioning the Future Task Force (Susan & Rich)
- Quarterly Financial Statements Review (Geoff)
- Regional Restructuring Update (Jeremy & Brenda)
- Metrics for the ERF Advancement Plan & Funding Priorities (Patrick C.)
- 100th Anniversary Update & Funding Request (Patrick B.)
- Executive Director Search (Rich)
- Ed Councils - Future Role? (Liz)
- NACA Collaboration (Mark)
- Business Meeting in Orlando (Mark)
- Leadership Team Meetings in Orlando (Marsha)
- Time with the Auditor
- Time with the Attorney
- Time with each other; a.k.a. FUN (not sure if we can squeeze this in ...)

A diversity specialist from Indiana University, Dr. Calloway-Thomas, will work with board, staff, and leadership team during the leadership team meeting in order to identify the signposts that will identify how ACUI will be recognized as a diverse and multicultural organization and establish the process on how to define the way to accomplish that.

A complete draft agenda will be distributed by the next Board call so that it can be finalized soon after.

The policy review committee will send the revised policies up for discussion and vote prior to arrival in Bloomington.

### Adjournment

The meeting was ADJOURNED WITHOUT OBJECTION at 12:40 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, June 18, 2013

President Mark Guthier called the meeting to order at 12:01 PM Eastern Time using Adobe Connect. Additional members present were: Kim Harrington-Pete, Susan Payment, Geoff Combs, Tim Reed, Jeff Pelletier, Andrade Fearon, J. Scott Derrick, and Una Redmond, and Marsha Herman-Betzen, executive director. Also present were Dave Teske and Jason Cline.

Mr. Guthier turned the meeting over to Mr. Combs.

**Approval of Minutes**

Ms. Redmond MOVED, Mr. Reed SECONDED, and it was APPROVED that:

*The June 11, 2013 minutes are approved.*

**Overview of 2012 Financial Audit**

The Board was presented with the 2012 financial audit findings. Mr. Teske reviewed the management letter written by the auditor for the Board and Central Office staff. ACUI received a clean audit.

The financial statement shows total unrestricted net assets (money that is available) for 2012 is just shy of \$1.3 Million. In 2002, this amount was a negative \$36,500. The change in net assets for 2012 was a positive gain of \$316,000. Current fair market value of investments is \$2.5 Million.

These documents and statements will be up for approval at the July Board meeting.

**2014 CPT Budget**

Michelle Smith has joined the call.

The Conference Program Team is requesting a \$57,189 budget for program elements in Orlando for the 2014 annual conference. These funds will cover three primary areas; creating a program that fits into the location and property including evening programs, connecting the 100<sup>th</sup> anniversary, and the keynotes.

The \$57,000 is in addition to the \$18,000 sponsorship allocation, for a total spending of \$75,000. The keynotes are slightly higher for 2014, which make up the primary reason for the 6.5% increase.

Discussion moved into if the Board should be approving the Conference Program Team budget as the Board does not approve other program budgets individually. The approval of this particular budget comes before the creation and discussion of the overall operations budget for the Association for the next year.

The policies of the Association do not mandate the Board approves this budget. However, if the Board does not approve the budget at this time of year, money is being spent and commitments are being made for expenses before approval is granted. This, however, is being done in other areas of the Association and for most programs frequently, especially when it comes to planning expenses. The actual expenses are not booked until the year of the program, prior to being approved.

The previous motion of the Conference Program Team budget was again brought for a vote.

Mr. Derrick MOVED, Mr. Fearon SECONDED, and it was APPROVED that:

*The Conference Program Team budget is approved as presented.*

It was proposed to continue the conversation about the Board's role in approving the conference program team budget in July.

Ms. Smith left the call.

### **Approval of Research Coordinator & Recommendation**

Justin Rudisille joined the call.

Mr. Rudisille presented the Research Coordinator position, screening committee, applicants, and committee recommendation. The screening committee recommends Corbin Smyth from the University of Minnesota-Duluth.

Mr. Pelletier MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*Corbin Smyth is appointed as the Research Coordinator.*

Mr. Rudisille left the call.

### **July BOT Meeting Agenda**

Mr. Guthier presented the first draft of the agenda for the Board meeting during the July meeting.

The first change is that dinner on Sunday will now take place at Ms. Herman-Betzen's house. Monday will consist of big picture items, time with the multicultural organization consultant, and continuing discussions on the strategic plan matrix, executive director search, and time with the Association's attorney. The day will conclude with a full leadership team meeting, reception, and dinner.

Tuesday will continue the multicultural discussion, policy discussion, certification, and the Education and Research Fund. The evening will consist of a reception at the Central Office.

Wednesday will include regional restructuring, 100<sup>th</sup> anniversary, Education Councils, and Elections. After lunch, the Board will have some time with the Association's auditor, discuss the NACA collaboration and Orlando business meeting, and the third face to face meeting of the Board. The Board will have dinner together in the evening.

Thursday will provide a wrap-up of the full leadership team meeting before departures begin during the late morning.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:59 PM.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, June 25, 2013

President Mark Guthier called the meeting to order at 12:05 p.m. Eastern time using Adobe Connect. Additional members present were: Andrade Fearon, Kim Harrington-Pete, Jeff Pelletier, J. Scott Derrick, Tim Reed, Geoff Combs, Una Redmond, Susan Payment, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED by unanimous consent that:

*The June 18, 2013 minutes were approved.*

**Final Review of July BOT Meeting Agenda**

Mr. Guthier presented the final BOT meeting agenda for the July Meeting. Those that are responsible for portions of the agenda should send any materials associated with the topic to Mr. Guthier by the end of the week. A PDF of all documents will be sent by July 3 to all Board members.

**Other Business**

Mr. Guthier announced that there will not likely be any phone meetings in July due to the in-person meeting in Bloomington. Meetings will resume in August if this decision is made at the conclusion of the July Meeting.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:23 PM.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday - Thursday, July 8-11, 2013

President Mark Guthier called the meeting to order at 8:30 a.m. Eastern Time in the Indiana Memorial Union Distinguished Alumni Room in Bloomington, Indiana. Additional members present were: Dave Barnes, Kim Harrington-Pete, Tim Reed, Jeff Pelletier, J.Scott Derrick, Susan Payment, Una Redmond, Geoff Combs, Andrade Fearon, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline.

**Expectations**

Mr. Guthier reviewed the expectations that the Board listed during a previous meeting that will guide the discussion over the next few days. Clarification about the definition of these topics and how they have applied to previous conversations was also discussed.

The discussion about the conference budget being brought to the board that was had on a previous call was reintroduced today. The question is whether the board needs to decide on this and any individual program budget. If time allows, this will be discussed and decided during this in-person meeting.

**Governing Board**

Mr. Guthier reminded the Board that they are the governing body of the Association, stewards of the Association's money. The Board should make best use of the time together as it costs money to bring the group together, money that members pay into the Association through dues, programs, and services. Board members should feel comfortable asking questions to understand the concepts they are discussing.

If the Board has information about the membership or any program the Association operates, it should relay that information to the executive director so that s/he can deal with the staff member in charge of that program.

At the beginning of each topic, it should be stated what the outcome of the topic or discussion should be.

Additional topics for the agenda are NUS trip, CPT budget, and Regional Restructuring budget.

## **Gant Chart**

Mr. Guthier displayed the timeline being utilized by the Board for their projects and discussed current status of each.

Branding is being discussed and decided as part of the regional restructuring task force; further discussion on the ERF advancement plan will be discussed during this meeting; the new strategic plan process should begin at the July leadership team meeting in 2014 following possible focus groups/next wave think tanks collecting information at the annual conference in 2014; and the external review should begin soon after the new executive director starts (May, June, and July) so that the report can be finished in August, and can be used to finalize the strategic plan later that year.

## **Regional Restructuring Financial Model Memo**

Ms. Combs summarized the memo distributed by the Regional Restructuring Task Force co-chairs Jeremy Schenk and Brenda Evans. The memo speaks to the cost of staff support for supporting the regions and how the regions can provide this financial support. This is a cultural shift for the Association.

What happens when a region does not generate the revenue to contribute their portion of Central Office support? The regional directors have not seen this memo, but they will and should discuss what happens in this scenario.

It is reasonable to expect the regions to operate in this fashion. There is sensitivity in each region for smaller schools to travel, especially if the cost of regional conferences is higher to accommodate for this Central Office support. Permeability policy may help this if there is a closer regional conference to the institution that is hosted in a different region to their home institution.

Regional budgets should be examined holistically rather than at the individual program level.

The Board RECESSED WITHOUT OBJECTION at 9:53 a.m. on Monday, July 8, 2013.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:21 p.m. on Monday, July 8, 2013.

## **Multicultural Discussion**

The Board recapped the discussion that occurred before the break regarding making ACUI a more multicultural Association, addressing the pipeline of new professionals, the resources necessary to move forward, the messaging to the membership and beyond, and the engagement and inclusion of these people once they are reached. These items will be

discussed tomorrow with the entire leadership team. The outcomes of this discussion with the full leadership team should be to have each component group discuss these issues and come back with suggestions of which the board will determine the ones that are feasible.

In addition, it is necessary to document the individual tasks that make up the collective movement in this area.

The strategic direction that addresses this topic was reviewed and it was realized that not a lot of work has been done toward the goals. How can the strategic plan initiatives connect to the topics outlined in the initial discussion about a multicultural organization to move the objectives forward?

### **Executive Director Search Discussion**

Rich Steele joined the meeting.

Mr. Steele is working with Dave Teske from the Central Office to develop and publish a web page on the ACUI website to keep the membership abreast of what is happening with the executive director search timeline.

The envisioning the future workgroup should have a report to share with the Board by September.

Mr. Steele has spoken with some search firms to help develop the process of beginning and conducting the search. These firms have provided samples of RFPs and other documents to help decide whether the Board wants to spend \$40,000 - \$100,000. Benefits of using a firm from a sister association's perspective included confidentiality and removing the burden of the process of the Board and Central Office staff.

The funds for using a firm would be used in 2014. A budget will be proposed later this year, scheduled for October. The RFP process can be guided by the preliminary budget proposed before that process starts.

Mr. Steele asked the board about the title of this position and the skill level of this individual. Potential changes to bylaws might need to be implemented based on the decisions on these topics. Skill sets should help determine the candidates regardless of their background. This individual that possesses these skills can help connect many different required areas of the position.

Does the job description state requirements related to a background or knowledge of higher education, student affairs, university setting, or nonprofit management? Leverage these equally as not to alienate or deter a potentially qualified candidate. Values are just as important to the skills.

Once the envisioned future is complete, a job description will be drafted that illustrates the needs the Board decides. The process should be transparent, but the candidates should be confidential.

Mr. Steele asked Board members to define “President” and “Executive Director.” Also, are there any negative aspects of this title change? There are tradition concerns regarding changing the title of ACUI President.

Changing the title may require member-approved changes to the bylaws. An education of the position history and recommendations should be included in the process if a change in titles is possible. Possible changes include President/CEO or CEO for the executive director position and President, President/Chairman of the Board, or Chairman of the Board for the current President position.

This position will require an international search.

Mr. Steele left the meeting.

### **Strategic Plan Key Success Factors**

Ms. Payment reviewed and updated the strategic plan matrix.

The Board RECESSED WITHOUT OBJECTION at 4:11 p.m. on Monday, July 8, 2013.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:08 p.m. on Tuesday, July 9, 2013.

### **Education and Research Fund Development Plan**

Patrick Connelly and Zack Wahlquist joined the meeting.

Mr. Connelly distributed documents related to the number of donors and amounts of donations for the past three years. There was a large push for annual giving in 2010 during the annual conference in New York, resulting in a large number of donors and overall donations. There is no correlation between an increased number of opportunities and increased giving levels. Increased opportunities just spreads the donation amounts across more funds. An average of \$25,000 is raised at the annual conference each year across all events.

Repeat donors have dropped due to retirements.

Mr. Connelly posed the following questions to the Board: Where are the priorities for giving (100<sup>th</sup>, endowed awards, etc.)? What the levels desired to achieve (number of

donors, total amount of donations, etc.)? Once the goals are set, what is the Board going to do to ensure they goals are achieved? What is the responsibility of individual Board members in both achieving the goals and making contributions?

Working Assumptions from the Education and Research Fund:

- Capitalize on 100<sup>th</sup> anniversary
- Develop sustainable giving model that balances annual conference giving and direct giving throughout the year
- Determine the next milestones after the 100<sup>th</sup> anniversary
- Integrate fundraising into all the Association does
- Grow and expand donor base

Additional fundraising opportunities were listed and discussed as potential ways to increase donors and donations that include estate planning, approaching current donors to increase their level of giving, additional 100<sup>th</sup> anniversary fundraising, corporate gifts, and the development of a comprehensive plan and messaging around giving.

The Education and Research Fund can determine the priorities and opportunities, submit a proposal for how to fund these, and ask the Board to approve funding.

Board members can support these initiatives through personal outreach. Additional support can happen through being proactive rather than treating fundraising as an afterthought, classifying fundraising as a priority through written documents such as the strategic plan, and setting the standard for ACUI programs to be actively involved in the fundraising goals.

Mr. Connelly and Mr. Wahlquist left the meeting.

### **100<sup>th</sup> Anniversary Update**

Patrick Bailey joined the meeting.

Mr. Bailey discussed the projects that are happening leading up to and including the yearlong celebration. There will be a conference registration given away as a prize at each regional conference based on tasks that individuals will need to complete to qualify for entry to the drawing. This may include social media and community service pledges.

The gala will tell the Association's story through the recognition and giving of the named awards, followed by an outdoor dessert reception featuring desserts from the seven founding institutions and some type of light show, culminating in an after-party featuring a dance competition based on decades of dance.

The museum will feature histories from different aspects, communities, and programs of ACUI. After touring the museum, attendees can visit a bookstore, library, and past presidents of the Association. Thirty-one of 33 past presidents have confirmed their

attendance at the conference. Elements of the museum will be sustainable so that they can be salvaged and utilized during the regional conferences in 2014.

The community service pledge will ask individuals or teams to commit to a certain number of service hours for the year.

Mr. Bailey left the meeting.

## **Elections**

Mr. Barnes provided an update on the elections timeline. The election committee is typically made up of a representative from each region. It was decided that since the election will be held in 2013, there will still be 15 regions, and therefore the committee will still be comprised of 15 individuals.

The format will be the same as in previous years, and the timeline is also consistent with previous years. The last day of voting will be Monday, Dec. 2.

Possible title changes to the current executive director and president positions can be communicated during the orientation for potential candidates so that they are aware their title could possibly change during their term.

More recent documents than the bylaws conflict with the bylaws. The current contract of the executive director lists the title as Executive Director/CEO, but the bylaws state only Executive Director. A recent policy states that the Associate Executive Director takes the place of the Executive Director should that person become incapacitated. The bylaws state that the President assumes that role.

The governance committee can review all documents related to these titles and make recommendations about possible changes and timelines. Mr. Barnes, as head of the elections committee, can include language about this possible change in the elections announcement that indicates if a change is made to the title, it would take effect upon the transition of authority at the annual conference.

A draft of the proposed changes to both positions and titles will be brought to the Board during the September governance call.

Mr. Barnes will create an information sheet in July describing the elections process including the possible title change implications. He will post said document to the Forum for comments and questions so that a final copy can be produced by August 1.

## **College ReUse Campaign & Tradepal**

Ms. Herman-Betzen presented information on a sustainability program called the College Reuse Campaign. They contacted us through an affiliated campus' recommendation.

Additional research is needed to find out additional details, commitment level of ACUI, and resources required to implement this program.

Ms. Herman-Betzen asked the Board's approval to move forward with additional research to present at an upcoming August Board call.

Ms. Herman-Betzen also offered the potential for a sustainability project in conjunction with NUS, the National Union of Students, in the United Kingdom. More discussions are needed before a presentation can be made.

## **Board Involvement in 100<sup>th</sup> Anniversary Activities**

The Board is considering hosting a past Board member reception at the 2014 annual conference. There would be an added cost to accomplish this, but there is also an opportunity to engage or re-engage former Board members in current ACUI programs, services, and groups.

The Board has agreed to move forward with a past Board member reunion. The Board has requested the Central Office assemble a list of potential attendees.

The Board has also agreed to be docents in the museum.

## **Education and Research Fund**

Mr. Reed suggested that 100% of the Board and Leadership Team contribute money to the Education and Research Fund. In addition, set a goal of 50-75% of all individual professional members become a direct monetary giver to the Education and Research Fund.

The Board is requesting that the Education and Research Fund package and prioritize the goals that will be part of an actual ten-year development plan, specifically recalling from the previous meeting as 100<sup>th</sup> anniversary campaigns, corporate giving, expectations of Leadership Team giving, and Beanie Drake award implementation. This includes completing the strategic plan matrix by inputting actual numbers and goals into the document. The Board can then become champions of the objectives set forth in these documents. The Board also anticipates the new executive director will have increased ability and responsibility for fundraising. Ms. Harrington-Pete will champion this process as part of her role in the Education and Research Fund.



Mr. Reed MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*Each member of the Association of College Unions International Leadership Team, including the Central Office staff, is asked to contribute directly to the Education and Research Fund each budget year, beginning immediately, in an amount that s/he believes they can reasonably afford. This will become an expectation in 2014.*

The Board will be responsible for reaching out to those who are not compliant with the above.

The Board RECESSED WITHOUT OBJECTION at 5 p.m. on Tuesday, July 9, 2013.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:07 a.m. on Wednesday, July 10, 2013.

### **Audit Conversation**

Mr. Duane Vaught, Dave Teske, and Karen Keith joined the Board for the meeting to discuss the audit. Mr. Teske introduced Mr. Vaught and the reasons why the Association uses an external CPA and auditor as opposed to having a CPA on staff.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 9:10 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 9:50 a.m.

The Board thanked Mr. Vaught for his time and expressed its appreciation for his audit services.

Mr. Vaught left the meeting.

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The 2012 Audited Financial Statement as submitted by Duane Vaught and Stampfli Associates is accepted.*

## **Quarterly Financial Statements**

Mr. Combs presented a document that illustrates the roles and responsibilities of Board members as it pertains to fiduciary roles and how Board and Central Office staff communicate and work together to accomplish all financial tasks and goals. This document serves as a guiding timeline, a reference document, and a training document for new members of the Board.

The approved audited financial statement for 2012 will be posted to the ACUI website.

## **Conference Program Team Budget Approval**

Mr. Combs reintroduced the discussion from a previous call about the need for the Board to review the budget for an individual program, specifically the conference program team budget.

This specific budget is brought to the Board outside of the entire budget proposal. There are expenses that happen in every year that are not pre-approved by the Board such as planning meeting expenses for the conference program team. These are presented as part of the budget for the year in which they are being booked.

There are few items that can wait to be planned until the Board approves the budget for the following year.

Discussion occurred regarding approving a two-year budget instead of a one-year budget each year, still reviewing and approving the budget each quarter.

Mr. Teske and Mr. Combs will gather additional information and talk with other Central Office staff in order to present a possible two-year budget plan to start for the 2015 and 2016 budget years.

Significant deviations to budget or the previous years' expenses will be determined by the Central Office staff program managers.

## **Approval of June 25 Meeting Minutes**

*The June 25, 2013 minutes were approved by unanimous consent.*

## **Student Member of the Board - Constitutional Change**

Mr. Reed presented the proposed change to the ACUI constitution referencing the student Board member and at-large board members.

Be it Resolved that Article IV, Section 7 shall be amended to read:

The members-at-large shall be elected by eligible voting members of the Association for a two-year term. Members at-large shall be installed **at the conclusion of the Annual Business Meeting at the Annual Conference of Members immediately following their election. The term shall end with the installation of their immediate successors.** There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees.

Be it further Resolved that Article IV, Section 8 shall be amended to read:  
The student member shall be selected **for a one-year term** in accordance with the procedure adopted by the Board of Trustees. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees.

The latter amendment allows the Board to change the procedure of selecting a student Board member without the necessity of following a Constitutional mandate.

Article 4, Section 4 of the ACUI constitution mandates one student board member, meaning there can currently be no overlap between two selected student Board members.

An additional amendment will be proposed to state “at least one but not more than two student Board members” will be selected and that the selection of more than one student Board member will need to be made in advance to be consistent with the same at-large Board member requirement.

### **Certification**

Mr. Teske presented the ACUI certification proposal feasibility review.

ACUHO-I and NACAS were contacted about their certification and certificate programs to gather perspectives on their respective programs. The degree to which ACUHO-I's programs were subsidized was shocking in the fact that they were hoping to break even after five years, but they do not break even each year. The number of certificates earned is also less than what they were projecting. NACAS is a certification program where you pass a test to earn a certification that lasts four years. Both programs were heavily supported by their foundation. NACAS is on track to have their certification program to be self-sustaining in six to eight years.

The Board is considering whether to have ACUI continue efforts in pursuing a certification program that would include the development of a business plan.

A second option would be to involve an outside party to help facilitate the process or administration of certificates or the policies regarding recertification.

A third option would be to send it to the Education Councils where a champion could further the efforts.

A fourth option would be to earn “badges” based on displaying pre-determined qualifications based on outlined competencies.

Market research is key to determining if there is a critical mass to justify the creation of a program and to sustain it over time.

Mr. Barnes MOVED, Mr. Pelletier SECONDED, Mr. Reed ABSTAINED due to his work on the certification task force, and it was APPROVED that:

*The Board acknowledges receipt of the certification proposal feasibility report, is deciding not to pursue a certification program at this time, and is asking the Education Council to investigate potential alternatives for professionals to earn recognition of competencies by the 2014 annual conference in Orlando.*

### **Policy Review**

Mr. Reed presented the policies of the Association as they have existed. The subcommittee on reviewing the policies is recommending that the policies of the Association be updated and modified, sorted and listed by category, and published on the ACUI website.

Once the procedures are updating following the approval of the updated policies, each will reference each other.

Removed or deleted policies will be moved to an archived system for historical purposes.

The Regional Restructuring Task Force will submit a proposal for additional policies related to the implementation of the new regional structure.

Mr. Reed MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

The Annual Conference Registration Fees Policy will read: “All delegates, including ACUI Leadership Team members, are required to pay the normal registration fee for the conference. Any exceptions must be approved by the executive director or designee in advance.” This replaces the need for the Board of Trustees to approve exceptions with the executive director approving those exceptions.

Mr. Teske left the meeting.

The Board RECESSED WITHOUT OBJECTION at 12:22 p.m. on Wednesday, July 10, 2013.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:34 p.m. on Wednesday, July 10, 2013.

### **Orlando Conference Topics**

Mr. Guthier presented his thoughts on the business meeting during the annual conference to include uncontested time where report outs will be given on the work that the Association has been doing during the past year, followed by an introduction of the incoming Board. An agenda can be built in advance to solicit feedback and increase attendance.

The name could change to something less formal such as annual member meeting or something similar. Could points be issued connecting attendance to Battle of the Regions? Could regions enter as a group and sit in a specified area and have a regional roll call?

### **Association Attorney**

Mr. Teske, and James L. Whitlatch and Caleb Costansky from Bunger & Robertson, joined the meeting.

Mr. Whitlatch presented the Board with their rights, responsibilities, protections, and how they should operate based on Indiana statute and federal law.

Mr. Whitlatch, Mr. Costansky, and Mr Teske left the meeting.

### **Orlando Conference Topics (continued)**

Recognition of the outgoing Board members could be recognized during the business meeting, and installation of the new Board members could also occur. The incoming President's speech could also be moved to this meeting after they are installed. A policy might be created to dictate the time and place of such meeting. An oath of office could also be made during this meeting for all incoming Board members.

Mr. Reed will draft a policy regarding these comments and suggestions in order to provide the conference program team with clear guidelines as they are planning their conference schedule.

## **NUS Trip Update**

Ms. Herman-Betzen provided an update on the trip to the United Kingdom that she took with Mr. Cline from the Central Office. The purpose of the trip was to meet with NUS staff members about collaboration on programs.

## **Regional Restructuring**

Mr. Teske, Brenda Evans, and Jeremy Schenk joined the meeting.

There is currently a search for 104 volunteer positions for the 13 member regional leadership teams for the eight new regions. There are currently five applications. Mr. Schenk reviewed the positions and the Central Office liaisons that they will be working with. There will be a committee of four to interview applicants; regional director, Central Office staff member, regional restructuring task force member, and volunteer development team member. All positions will have a two-year term, with the exception of the student regional director, which is a one-year term.

The regional restructuring task force is requesting the Board reach out to encourage applicants for these positions. These applications are due at the end of the month. A webinar is being held later this month to help educate people on the process.

The restructuring will require three separate accounts for all regions; operations, scholarships, and reserves. Each region will start with \$20,000 in their reserve accounts. Scholarship accounts will be credited \$2500 and each region is expected to give out at least \$2500, but more is also expected. The operations account will provide \$6250 to the Central Office annually to cover some of the administrative expenses of the support they will provide. There is a new and renewed commitment to incorporate corporate support into regional activities, especially the regional conferences.

All regions will follow one set of operating guidelines.

The regional directors have also just selected the locations of regional conferences for the next two years, taking into consideration locations and permeability. Mr. Schenk announced the locations of these conferences for each region. Marketing for conferences will mostly be for all conferences, not just a specific one.

On January 1, 2014, the regional restructuring task force will shift from implementation to assessment.

Brenda Evans and Jeremy Schenk left the meeting.

### **Orlando Conference Topics (continued)**

Mr. Teske discussed the leadership team and component group meeting schedule plan for the 2014 annual conference schedule. Because of the conference operations, 100<sup>th</sup> anniversary celebration, and preconference meetings, the proposal for a different schedule for the conference would allow for Saturday to be free for staff and volunteers to work on these other projects rather than in component group meetings.

Depending on the decision about the third board meeting, it would be possible to have the same amount of time at the annual conference meeting because of things that could be accomplished in a possible January meeting, such as new board orientation.

### **Third Face-to-Face Board Meeting**

Tentative dates for the third face-to-face Board meeting in 2014 in Bloomington, Ind. is Feb. 2-4, with a backup of Feb. 9-11.

This third meeting will be added in each subsequent year to the Board's schedule as long as it is appropriate and necessary.

### **NUS Plan**

Former AMSU members and other students' unions staff managers could become a sub-region of ACUI Region VIII and continue to be a part of NUS should they choose to.

Ms. Herman-Betzen wants to continue to build the relationship with NUS and capitalize on the progress and momentum that Region 1 has created internationally. The Central Office can write a plan on a collaboration of resources between NUS and ACUI about how we can help them reach their current and new members brought through the AMSU merger.

A plan will be put together and presented to the Board at the fourth meeting of the month in September 2013.

### **Board Call Scheduling**

It is proposed that the Board call take place at 11 a.m. Eastern/10 a.m. Central on Tuesdays starting on August 6. Board members will check their calendars and decide in the morning.

The current order for August and subsequent months is:

Governance  
Strategic Direction  
Finance  
Executive Director Search

### **Executive Director Search**

Ms. Harrington-Pete will report out at the conclusion of the Leadership Team meeting to clarify concerns brought to the executive director and other Board members regarding possible new titles of the current president and executive director and their respective responsibilities. Ms. Harrington-Pete will encourage everyone to read the bylaws of the Association as they currently exist so they can develop an understanding of the governing documents of the Association.

The Board RECESSED WITHOUT OBJECTION at 5:23 p.m. on Wednesday, July 10, 2013.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9 a.m. on Thursday, July 11, 2013.

### **Defining Success: Diversity Discussion Follow-up**

Mr. Reed questioned what it means to be a multicultural organization and how does the organization get there. The Association can increase its pipeline by attracting community colleges, HBCUs, and Native American schools in the Southwest.

Liaisons from each of the component group areas should send their ideas on the four areas defined to Liz Beltramini in the Central Office. The ideas should be grouped and categorized before the Board has further discussions about the ideas the rise to the top as being best suited for implementation.

There is not a question on any volunteer application that asks someone's cultural background. The regional restructuring will require 104 new volunteer positions, and that presents the opportunity to diversify the applicant pool. Better worded questions can be added to applications or even to create a new survey to garner a better response rates on those particular questions.

The survey that Willie Banks completed in the past showed that there was a higher percentage of the gay population in leadership positions than there are in the general membership. The opposite is true for people of color.

Possible measures of success:



- When the composition of the volunteers matches the composition of the membership.
- When the message reflects the perception and the actual representation.
- When the programs and services of the Association are planned by, attended by, and reflect the representation of the membership.
- Survey membership regularly to not only count specific traits but determine if perception is changing.
- Storytelling is woven into the messaging of every service and program.
- When we all have a role in defining it and carrying it out.

The Board will utilize the leadership team, component groups, and regional inclusivity chairs from the regional leadership teams to seek the input from the entire membership on what success in becoming a multicultural organization.

There appears to be greater momentum on this topic, and it is essential that the Association moves forward while enthusiasm is high. The Board will commit to drilling down further into this area on an extended Board call in October. The results of the previously mentioned survey will be sent to the leadership team along with the compiled notes of the diversity discussion collected from the component groups at the Leadership Team meeting. Mr. Reed and Ms. Beltramini will determine a plan to utilize the ideas brought forth by the Leadership Team.

The results of the diversity and inclusivity survey were published in the [November 2011 issue of the Bulletin](#).

By the annual conference in 2014, the Board commits to develop a definition, plan, and objectives for creating a multicultural organization.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 9:58 a.m. on Thursday, July 11, 2013.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 6, 2013

President Mark Guthier called the meeting to order at 11:04 a.m. Eastern Time via Adobe Connect. Additional members present were: Geoff Combs, Kim Harrington-Pete, Jeff Pelletier, J.Scott Derrick, Susan Payment, Una Redmond, Andrade Fearon, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske and Jack Voorhees.

Mr. Guthier turned the meeting over to Mr. Pelletier.

**Minutes**

Mr. Combs MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The July 7-11, 2013 minutes are approved as amended.*

**Discussion on Constitutional Situation and Concerns**

Mr. Pelletier recapped a concern that Mr. Reed sent to the executive committee following the meeting with legal counsel at the last meeting about ACUI having both a Constitution and Bylaws. Due to the complexity of incorporating any changes to these governing documents, his recommendation is to address this issue at a later date.

Mr. Guthier suggested that some research is needed about why ACUI has both a Constitution and Bylaws and consider the necessity of making any changes since the documents don't contradict each other.

The consensus was to ask the governance committee to research the situation and provide a recommendation to the board at a later date.

**Constitutional Amendment – Student Member**

In a follow up to the conversation the Board had at the last meeting, Mr. Pelletier presented some possible changes to Article IV, Sections 4, 7, and 8 of the ACUI Constitution to better accommodate the student member(s) of the board of trustees.

It was unanimously APPROVED that:

*The following proposed changes to the Constitution are sent to the membership for a vote:*

*Whereas Article IV, Section 8 the current Constitution of the Association of College Unions International state “The student member shall be selected in accordance with the procedure adopted by the Board of Trustees for a one year term based on the academic year;” and,*

*Whereas, in Article IV, Section 7 of the current Constitution of the Association, the beginning of the terms of the At-Large members of the Board of Trustees is not clearly stated when the ending of the term is clearly stated; and,*

*Whereas, the current terms for the At-Large members and the student members differ; and,*

*Whereas this difference in terms creates an unnecessary disparity between the training and functioning of the At-Large members and the Student Members of the Board of Trustees;*

*Be it Resolved that Article IV, Section 4 shall be amended to read: Membership of the Board of Trustees. The Board of Trustees shall consist of the Officers (except for the Executive Director who shall be a non-voting member ex-officio), a number of Trustees ranging from six (6) to eight (8) members-at-large, from one (1) to two (2) Student Members, and the Immediate Past President. The Executive Director shall be entitled to notice of and attendance at all meetings of the Board of Trustees.*

*Be it further Resolved that Article IV, Section 7 shall be amended to read: The members-at-large shall be elected by eligible voting members of the Association for a two year term. Members at-large shall be installed at the conclusion of the Annual Business Meeting at the Annual Conference of Members immediately following their election. The term shall end with the installation of their immediate successors. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees.*

*Be it further Resolved that Article IV, Section 8 shall be amended to read: The Student Member(s) shall be selected for a one-year term in accordance with the procedure adopted by the Board of Trustees. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees. The number of Student Members, one (1) or two (2), shall be announced to the membership prior to applications being sought.*

## **Report on Regional Leadership Nominations**

Mr. Teske reported that we received 104 applications for 133 positions. There are approximately ten positions that received zero applications, and the deadline for those positions has been extended for another week.

An anonymous survey was sent to applicants to ascertain demographic information and to date 80 responses have been received.

### **Updates and Announcements**

Mr. Guthier announced that the upcoming meetings would be:

August 13: No meeting

August 20: Strategic Direction and ERF

August 27: Finance and Executive Director Search

Ms. Herman-Betzen introduced Zack Wahlquist and Elizabeth Beltramini to provide an update on the 2014 annual conference and the 100<sup>th</sup> anniversary celebration.

Mr. Wahlquist reported that there were over 300 educational session proposals received which is a large increase over previous years. Many exciting educational features are currently under development.

Ms. Beltramini gave an update on the work that is being done on the 100<sup>th</sup> anniversary celebration, particularly the effort that has been undertaken to collect, catalogue, and share the history of the Association.

In a follow up to a question from the last meeting about the Board's role, Ms. Herman-Betzen reported that board members will not be required to serve as docents for the museum project in Orlando, but are invited to do so as long as individuals agree to receive training.

Ms. Payment wondered if the InFocus commercial that has been airing lately is available to members who have not had the opportunity to see it on TV. The full version of the piece is available online at [www.youtube.com/ACUItv](http://www.youtube.com/ACUItv).

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:52 a.m. on Tuesday, August 6, 2013.

Respectfully submitted,  
Jack Voorhees  
Director of Business Services

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, August 20, 2013

President Mark Guthier called the meeting to order at 11:01 a.m. Eastern using Adobe Connect. Additional members present were: Andrade Fearon, Kim Harrington-Pete, Susan Payment, Dave Barnes, Jeff Pelletier, J. Scott Derrick, Tim Reed, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

Mr. Guthier turned the meeting over to Ms. Payment.

**August 6, 2013 Minutes**

Ms. Harrington Pete MOVED, Mr. Pelletier SECONDED, and it was approved that:

*The August 6, 2013 minutes were approved as written.*

**Elections and Nominations Report**

Mr. Barnes informed the Board that the elections committee of fifteen is nearly complete with the exception of one region. The Board was reminded to nominate those that they believe would make good Board members. Applications will be due in October with voting commencing in November.

Mr. Barnes left the meeting.

**Review of Matrix**

Ms. Payment introduced the strategic plan matrix and asked for comments. Mr. Guthier recommended that the matrix be discussed every three calls, with the other two calls being committed to Strategic Direction three.

Any updates to the matrix should be sent to Ms. Payment.

**Update on ERF Strategic Plan**

Ms. Harrington-Pete shared that Patrick Connelly and his team have put together a solid strategic plan for the future of the Education and Research Fund over the next ten years. There are a couple areas that Mr. Connelly will be asked to revise or provide more information on. On a future call, Mr. Connelly will be invited to share the updated plan, revisions of donations

document, and the matrix items of the strategic plan related to the Education and Research Fund.

### **Announcements**

Ms. Herman-Betzen stated that there was consensus on the Tradeal agreement, so the Central Office is moving forward with the implementation. The partnership will be similar to that of ACUI's partnership with UNICEF.

Next week's call will be finance and executive director search topics. The Q2 statement will be discussed.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:20 a.m.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, August 27, 2013

Geoff Combs called the meeting to order at 11:02 a.m. Eastern Time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Tim Reed, Andrade Fearon, Kim Harrington-Pete, Una Redmond, J. Scott Derrick, Jeff Pelletier, Rich Steele, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Derrick MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

*The August 20, 2013 minutes were APPROVED WITHOUT OBJECTION.*

**Detailed Plans for the Envision the Future Work Group**

The work group is meeting this afternoon and will be providing updates. The group will discuss resources that will be utilized based on core competencies required of an executive director. By October, a draft report will be delivered to the Board as to what the envisioned future looks like. The group will spend another month to finalize by the end of the calendar year.

**Search Firm RFP Update**

Mr. Steele will ask for volunteers from the Board in October to help create the RFP that will be sent to potential search firms. The process schedule is:

- RFP complete by end of calendar year
- Search for firm in early 2014
- Board selects firm either in February face-to-face meeting or during conference meeting.
- Candidate recruitment will take place in June or July or by third quarter at the latest.

Mr. Guthier informed Board that there will be benchmark dates where the membership is notified of important dates in the process.

### **Position Titles Continuing Discussion**

Mr. Reed will lead the discussion on the titles of the new executive director and president-elect as part of his governance chair duties. The goal would be to have these decisions made by the end of the calendar year.

Mr. Steele will join the executive committee calls two weeks prior to the entire Board call where the executive director search is discussed in order to provide the Board ample time to read materials and think about their questions and decisions on that fourth week call.

The Central Office is supporting several aspects of the search including developing a communication plan, developing a web page about the search, documenting everything about the Association for prospective candidates. A budget will be developed for the search for the Board to review for the 2014 fiscal year.

Mr. Steele left the meeting.

### **2013 Q2 Financial Statement**

Mr. Combs asked Mr. Teske to provide information on the Q2 Financial Statement. Mr. Teske presented the Q2 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$20,798, which is \$6,639 ahead of budget.

Mr. Barnes MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED:

*The Q2 Financial Statement is accepted.*

### **Association Management System Update**

Mr. Teske provided an update on the new association management system the Central Office is implementing. The upgrade will allow better efficiency and consolidation over the current system that has been in place for 16 years. The current system has lost the flexibility that the Association needs moving forward. The software is based on Microsoft software and will allow all staff to utilize the system because limited licensing will no longer be an issue.

The go-live date for members utilizing the new system is scheduled for Sept. 16. The Central Office will begin utilizing the system for set-up purposes on Sept. 12.



### **Other Updates**

Mr. Derrick asked about the NACA executive director search and how it compares to the ACUI search. Ms. Herman-Betzen responded that they hope to have a new executive director in place by the time of their annual conference.

Mr. Derrick personally invited the Board to the building opening and dedication on his campus on Sept. 19.

Mr. Barnes reminded the Board to nominate individuals for new Board positions. Elected members of the Board will be expected to make contributions to the Education and Research Fund. Between 40 and 50 nominations have been received so far. All those who have been nominated will receive notification of that nomination. Mr. Teske provided an update on the elections timeline.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:35 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Sept. 10, 2013

President Mark Guthier called the meeting to order at 11:01 a.m. Eastern using Adobe Connect. Additional members present were: Kim Harrington-Pete, Dave Barnes, Jeff Pelletier, J. Scott Derrick, Geoff Combs, Tim Reed, and Una Redmond. Also present was Jason Cline, Dave Teske, Zack Wahlquist, and Michelle Smith.

**August 27, 2013 Minutes**

Mr. Reed MOVED, Ms. Redmond SECONDED, and it was approved that:

*The August 27, 2013 minutes were approved as written.*

**Clay Targets Discussion**

Ms. Smith reviewed the proposal as submitted previously to the Board. The proposal requests the opportunity to pursue the high school clay targets program participants as a way to increase the pipeline into the ACUI clay targets program and the alumni of the ACUI clay targets program who are interested in giving back to their alma mater through endowment funds. This will allow ACUI to request and obtain more funding without the need for significant staff time commitment.

The Central Office is asking the endorsement of the Board to pursue a new audience in high school participants and alumni of the clay targets program.

ACUI related education to participants is provided during events on-site. High school participants would be invited to sectional events and their scores would only be competing against other high school participants. They would not participate in the ACUI national collegiate championships, nor would they compete against college participants in the sectional tournaments.

Mr. Reed expressed concern that the ACUI mission as it is written does not support activities designed for high school students. Clay targets programs may be the least represented of recreation programs on campuses, and creating more interest from potential college students to grow the clay targets reach on campuses that currently do not have a program. Mr. Wahlquist offered that the development of community on campus is one way this proposal fits into our mission and purpose by supporting our members in this effort.

Mr. Barnes MOVED, Mr. Reed SECONDED, and it was approved that:

*The Board provides their endorsement to pursue new audiences of high school students and alumni of ACUI clay targets programs only in the ACUI clay targets program.*

Ms. Smith and Mr. Wahlquist left the meeting.

### **Items or ERF Auction Needed**

Mr. Guthier asked for anyone with a relationship to obtain STA travel vouchers, vacation homes, vineyard or spa passes, or a car dealership.

### **Policy Committee Update/Timeline for Vote on Proposed Change**

Mr. Reed distributed the minutes from the Policy Committee meeting from Sept.6. The minutes included a timeline for drafting an update to the articles of incorporation, and a newly written, combined constitution and bylaws. This would be complete by June or July in 2014. Drafting of these documents would happen between now and the February face-to-face meeting, discussions happening along the way, and approval happening during that meeting.

The minutes also proposed a timeline for the student member change process. Notification to members would be this week allowing a three week member review period before voting happens. The vote could be certified on Oct. 18. Applications for the position would be sought from Oct. 21 through Nov. 20, the selection committee would select candidates to interview, interviews would take place Dec. 1-6, and the Board would vote for the recommended candidate on Dec. 10.

Mr. Reed MOVED, Ms. Harrington-Pete SECONDED, and it was approved that:

*The timeline outlined above and detailed in the proposal for the membership vote and ratification of the student Board member changes is accepted.*

### **Strategic Direction Three Discussion**

Liz Beltramini joined the meeting.

Mr. Reed introduced previously distributed documents relating to incorporating diversity. One of these documents lists diversity benchmarks from organizations around the world. The current definition in the strategic plan would be the baseline for which the benchmarks document could be used to assess our membership. The Central Office would assess the organization and bring those results forward during the face-to-face meeting in February.

Ms. Beltramini added that it would be ideal to use a resource created for this purpose to assess ourselves rather than creating a tool on our own. We could then use the results to establish where the organization is in their efforts in diversity and where we would like to be.

This topic will be resumed next week, giving the members of the Board time to review the documents submitted on the Forum on this matter.

Ms. Beltramini left the meeting.

### **February Face-to-Face Meeting Discussion**

Mr. Guthier informed the Board that the agreed upon dates for the meeting are over Super Bowl weekend.

After further discussion, the meeting will now take place starting Sunday, Feb. 2 at 3 p.m., working all day Monday, working Tuesday through 5 p.m., and departures late Tuesday or first thing Wednesday, Feb. 5.

### **Updates/Announcements**

Mr. Barnes updated the board about elections. Thirty-four people have submitted 80 nominations that include 60 unique individuals that represent 14 of 15 current regions and all new regions. Mr. Barnes encouraged Board members that have not yet nominated to do so before the nominations deadline.

Next week's call will be finance related with additional discussion on strategic direction three.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:54 a.m.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Sept. 17, 2013

Geoff Combs called the meeting to order at 11:02 a.m. Eastern Time using Adobe Connect. Additional members present were: Mark Guthier, Susan Payment, Tim Reed, Andrade Fearon, Una Redmond, J. Scott Derrick, Jeff Pelletier, and Marsha Herman-Betzen, Executive Director. Also present was Liz Beltramini, Jason Cline, and Dave Teske.

**Minutes**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The Sept. 10, 2013 minutes were APPROVED WITHOUT OBJECTION.*

**Benchmarking Discussion Continued**

Mr. Reed reintroduced the benchmarking articles and suggestions for their use within ACUI.

Mr. Reed is recommending that the BOT empower team of not less than 3 and not more than 6 ACUI volunteers who will be led by Liz Beltramini (with the concurrence of the Executive Director/CEO) to conduct the Benchmarking process. This group would be known as the Diversity and Inclusion Benchmarking Team. The timeline for the process would be to begin immediately upon approval by the BOT with a comprehensive report submitted for Board review by January 25, 2014. This report would be reviewed by the BOT at the February meeting in

Consider that some of the benchmarking areas outlined in the GDIB document are not easily applicable to ACUI's structure. For that reason we are recommending the following:

Category 6 applies primarily to employed persons and may be difficult to apply to volunteers. We would use this to benchmark staff.

Category 7 conversely appears to lend itself to review of volunteers with some applicability to staff and would use it as such.

Category 10 has minimal relevancy and would not be benchmarked. This applies more to our volunteers' host institutions. Where it does apply to ACUI Central office employees, the organization is not designed to serve the Bloomington community.

Categories 11 and 13 each have relevancy issues. While Liz and I discussed that the case can be made for and against the relevancy in these areas, making them relevant requires significant

interpretation of the benchmarking items and may limit truly insightful information. We recommend that for this process we would not benchmark these 2 or only benchmark 11 which has greater relevancy.

The rest of the document will provide us with an extremely powerful tool by which our team can work with staff and volunteers (particularly our new Inclusivity Coordinators) to gather information from across the association demonstrating our level of achievement in the critical benchmark areas.

The discussion and notes from the July meeting may be being continued from the component groups point of view as this as a priority issued by the Board. How does this exercise contribute to the discussion that has already happened?

At the July meeting, the Board agreed to have a longer call to address this topic. Pursuing this benchmarking plan would eliminate the necessity to have that call at this time. The Board may be asked to contribute to one of the categories involving leadership. Mr. Guthier suggested that the leadership team should

Mr. Reed MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The Board creates a group to conduct the benchmarking process, led by Liz Beltramini of the Central Office, called the Diversity and Inclusion Benchmarking Team, to consist of three to six members, beginning immediately, submitted to the Board by Jan 25, 2014, and reviewed by BOT in February, 2014 during their face-to-face meeting.*

Ms. Beltramini left the call.

### **Budget Parameters**

Mr. Teske presented the parameters the Central Office will use in developing the budget for fiscal year 2014. They include the inclusion of the 100<sup>th</sup> anniversary celebration, executive director transition, February BOT meeting, and regional structure transition. Mr. Teske asked if there were other areas that need to be included. The July meeting was also indicated as a parameter. If Visionaries fundraising continues into 2014, a below-the-line item can be included in the 2014 budget.

### **Review and Approval of Awards**

Justin Rudisille joined the call.

Mr. Rudisille reviewed the proposal created by the volunteer development team and the education and research fund, submitted previously to the Board regarding the establishment of new awards to recognize members of the Association. If approved, these awards will be included within the Association's offerings, officially available for nominations later this month and

presented at the 2014 Annual Conference in Orlando. The new awards proposed are ACUI Distinguished Volunteer Award, The ACUI Values Award, and Edward S. “Beanie” Drake Founders’ Award.

Mr. Guthier questioned if the word distinguished represents only one winner rather than multiple. The Board is responsible for creating the award, the committee determines the procedure.

Mr. Combs MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*The awards proposal as submitted including the installment of new awards titled, ACUI Distinguished Volunteer Award, The ACUI Values Award, and Edward S. “Beanie” Drake Founders’ Award is created. The Board recommends to the committee that they review the word distinguished in the title to determine if that indicates one person rather than multiple.*

Mr. Rudisille left the meeting.

### **Other Updates**

Mr. Barnes made a plea to make nominations for Board members by the middle of next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:51 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Executive Director Search**

Tuesday, Sept. 24, 2013

President Mark Guthier called the meeting to order at 11:02 a.m. Eastern Time using Adobe Connect. Additional members present were: Susan Payment, Dave Barnes, Geoff Combs, Tim Reed, Una Redmond, J. Scott Derrick, Jeff Pelletier, Rich Steele. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The Sept. 17, 2013 minutes were APPROVED WITHOUT OBJECTION.*

**Executive Director Search Update**

Mr. Steele reported to the Board that he visited Bloomington and met with the Central Office staff during their retreat this past Friday. Ms. Herman-Betzen was not present during this meeting. Mr. Steele talked to the staff about their roles in the executive director search process and what outcomes may result from having a new leader. He also gathered feedback from the staff as to what they wish to see. The staff would like to at least have the chance to meet the final candidates and possibly the key staff to have a more in-depth conversation with each of them. Mr. Steele reiterated to the staff that he is open to any feedback at any point in the process should the staff want to contact him directly.

The Envisioned Future Work Group has met and is scheduled to meet again, using a tool to help capture the feedback garnered from the various methods used over the past seven months. The most important core competencies determined will be used in the search process.

Mr. Steele left the meeting.

**100<sup>th</sup> Anniversary Committee Update**

Mr. Cline informed the Board that the 100<sup>th</sup> Anniversary Celebration Task Force Chair, Patrick Bailey, is leaving his position at the University of Southern California. The job description for the position indicates that the Chair be employed at a member institution in good standing. The position reports to the executive director, and Ms. Herman-Betzen has decided to waive that requirement and let Mr. Bailey complete his term. Mr. Bailey is the vision of the celebration, and Ms. Herman-Betzen recognizes the importance of having Mr. Bailey continue his role as the



leader of the task force.

### **Executive Director Participation: BOT Discussions Regarding Search Process**

Mr. Guthier reported conversations that he has had with Ms. Herman-Betzen over the past few weeks regarding her participation in Board conversations about the executive director search. She has offered to leave the room during these discussions if that is the most appropriate action to be taken.

### **Executive Director Retirement Planning**

Mr. Guthier reported that Ms. Harrington-Pete is looking for a person to lead a small committee to help in the planning of Ms. Herman-Betzen's retirement.

### **Updates**

Next week's call is governance.

Please use the website to make any last minute Board nominations.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:32 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, October 1, 2013

President Mark Guthier called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: Geoff Combs, Kim Harrington-Pete, Jeff Pelletier, J.Scott Derrick, Una Redmond, Tim Reed, and Andrade Fearon. Also present was Dave Teske and Jason Cline.

Mr. Guthier turned the meeting over to Mr. Reed.

**Minutes**

Mr. Derrick MOVED, Mr. Combs SECONDED, and it was APPROVED that:

*The Sept. 24, 2013 minutes are approved as written.*

**Policy Process Update**

Mr. Reed presented the minutes from the policy committee meeting, dated Sept. 27, 2013 uploaded to the Board forum.

The committee discussed the current status of the Articles of Incorporation, Constitution and Bylaws. We determined that no action needed at this time. The Board will look at combining these documents into one with any changes necessary if and when we need to make changes as we move closer to the transition of the Executive Director.

The work group members will review sections of the policies and send any changes to Dave in advance of Oct. 22 meeting.

Sections to be reviewed are:

Susan – Governance and Finance

Jeff- Program and Personnel

Tim – General and Member

Providing BOARD approval we will send the policies out Nov. 1 to LT for review. We would plan for Board action on Jan. 7 meeting.

## **Student Board Member Election**

The committee reviewed the proposed policy for the selection of the Student Member for 2014. This included a timeline that is slightly different from what Board reviewed. This timeline mirrors all other special appointments and would provide better advertisement of the position in with all the others. We would also have to place a caveat in the announcement that this is contingent on approval since the voting on the Bylaws change would not be complete when first advertisements go out.

**Section 1. Qualifications.** The student member on the Board of Trustees shall be an individual member at a member institution in good standing. He or she shall be a degree-seeking undergraduate or graduate student who is not a full-time employee at the institution.

**Section 2. Selection and Term of Office.** Each year in December, the Board of Trustees shall appoint and confirm one student member. The student member will take office at business meeting at the next annual conference for a one year term with an option for a second year if mutually agreed upon and confirmed by the Board of Trustees. Consistent with Association volunteer selection guidelines, a screening committee to consisting of the president-elect, the current student member, the executive director, and one at-large member appointed by the president shall make a recommendation to the full Board of Trustees for approval.

**Section 3. Removal.** Any trustee or officer elected by popular vote or appointed by the Board of Trustees may be removed upon the vote of two-thirds of the trustees in office, whenever in its judgment the best interests of the Association would be served thereby, but such removal will be without prejudice to the contract rights, if any, of the officer to be removed.

**Section 4. Vacancies.** Unless otherwise provided in the bylaws, a vacancy in a student position because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Trustees for the unexpired portion of the term.

**Section 5. Selection Timeline.** Applications for the student member on the Board of Trustees will be due the first Friday of December. The appointment and notification to all applicants will be completed by Dec. 31.

**2013 Timeline Specifics.** Oct. 21: Application for student member is posted; Dec. 6: Application deadline; Dec. 9-13: Interviews conducted; Dec. 17 Board votes on selection committee recommendation.

Mr. Derrick MOVED, Mr. Combs SECONDED, and it was approved that:

*The student member board of trustees selection policy and timeline is approved.*

### **NACA-NIRSA Discussion**

Mr. Reed presented the topic of the NACA-NIRSA strategic partnership that was announced recently. ACUI had preliminary conversations with NACA about possible joint ventures and wondered what this announcement may mean to the future of that discussion.

Marsha Herman-Betzen will have a conversation with NACA Executive Director, Alan Davis, to find out more details. The Board will continue its plans to have representation at the NACA annual conference.

### **Updates and Announcements**

There will be ACUI Board members present at the NACAS annual conference in Anaheim.

ACUI 101 was presented yesterday for the first time online.

Please send any agenda topics for next week's call to Susan Payment. There will be discussion about Strategic Direction 3.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:31 a.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Oct. 8, 2013

President Mark Guthier called the meeting to order at 11:04 a.m. Eastern using Adobe Connect. Additional members present were: Susan Payment, J. Scott Derrick, Tim Reed, and Una Redmond, Andrade Fearon, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

Mr. Guthier turned the meeting over to Ms. Payment.

**October 1, 2013 Minutes**

Mr. Guthier MOVED, Mr. Reed SECONDED, and it was approved that:

*The October 1, 2013 minutes were approved as amended.*

**Matrix Updates**

Ms. Payment informed the Board that the strategic plan matrix has been updated with everything she has received and asked if there were any additional updates. The latest version is posted on the Forum and Ms. Payment will repost it as well.

Mr. Reed indicated that the diversity benchmarking team has been formed and will begin the work approved by the Board soon. The team members, led by Liz Beltramini of the Central Office include Michelle Lopez, Willie Banks, Holly Sateia, Dan Maxwell, and Maggie Towle.

By the next call, we should know the pool for the president-elect and at-large members of the Board, as well as if the pool is diverse.

**Updates/Announcements**

Ms. Herman-Betzen has not yet spoken with Alan Davis from NACA regarding the NACA-NIRSA partnership.

Mr. Guthier asked if there had been any movement on the annual business meeting at the annual conference. The meeting will take place during a general session at 9:45 a.m. Mr. Reed will plan a meaningful program for that time. Mr. Derrick and Ms. Herman-Betzen will assist.

The dates for the February Board meeting are Sunday, Feb. 2 through 5 p.m. on Tuesday, Feb. 4, with departures happening late Tuesday (no earlier than a 7:30 p.m. flight) or early Wednesday.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:22 a.m.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: General Board**

Tuesday, October 22, 2013

President Mark Guthier called the meeting to order at 11:02 a.m. Eastern Time using Adobe Connect. Additional members present were: Geoff Combs, Dave Barnes, Susan Payment, Tim Reed, Andrade Fearon, Kim Harrington-Pete, Una Redmond, J. Scott Derrick, Jeff Pelletier, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Derrick MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The October 8, 2013 minutes were APPROVED WITHOUT OBJECTION.*

**Joint Code of Ethics with SAHEC**

Mr. Guthier presented the results from the survey in which the Board participated. Loren Rullman is asking if ACUI will be participating in the joint ethics consortium with other SAHEC organizations. ACUI has a code of ethics, but it may be outdated. Does the Association intend to adopt or even use a general set of ethical standards, or is this an exercise specifically for ACPA? This is the question that will be asked of all associations involved. Also, what is the benefit to having a joint statement rather than one of the Association's own?

The Board has decided not to pursue or participate in the joint ethics consortium. Someone from the Executive Committee will respond to Loren Rullman regarding the decision.

**2013 Elections Update**

Mr. Barnes reported the elections process is moving along nicely. The candidates will be announced on Monday with the elections going live the same day. Elections will conclude on November 22. A reminder was given that campaigning is not allowed.

**Global Diversity Benchmarking Initiative Update**

Elizabeth Beltramini joined the call.

Ms. Beltramini provided an update on the work group that met for the first time last week. A plan was discussed, establishing a process for assessing each of the benchmarks that pertain to

the Association. Assessment methods will be utilized as the grouping method as opposed to the topic so that multiple surveys aren't created and distributed. The Board will be asked for input regarding areas of oversight they hold.

Ms. Beltramini left the call.

### **Results of Bylaw Vote and Next Steps**

Mr. Reed reported the results of the Bylaw Vote were in favor of the proposed changes. Student applications will be made available as proposed in the amendment. The announcement will be made to the main contacts of each institution, those that were eligible to vote.

### **Confirm Orlando Arrival & Departure Dates**

Mr. Guthier confirmed the Board will need to arrive in Orlando on April 2, 2014 for dinner meeting start time. All day Thursday will be used for the Board meeting.

### **Other Updates**

There will be no meeting next week as that is the fifth Tuesday of the month. Rich Steele will join us on the Nov. 5 call to discuss the Envisioned Future Work Group is meeting this afternoon. The executive committee discussed upcoming items in the process with Mr. Steele yesterday.

The Board officially congratulated Kim Harrington-Pete for successfully defending her dissertation. She is now Dr. Harrington.

Mr. Combs asked if it was worth reaching out to the organization that put out the survey ranking college unions. Further discussion might happen about our involvement. Ms. Herman-Betzen expressed that ACUI should not become involved with any type of ranking as a membership organization. Is it smart to remain silent or make a statement regarding the results? The Board has requested the staff to draft a statement and the Board will have further discussions on the November 5 call.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:51 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, November 5, 2013

President Mark Guthier called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: Susan Payment, Dave Barnes, Geoff Combs, Kim Harrington-Pete, Jeff Pelletier, Una Redmond, Tim Reed, J. Scott Derrick, and Andrade Fearon. Also present was Rich Steele, Dave Teske and Jason Cline.

Mr. Guthier turned the meeting over to Mr. Reed.

**Minutes**

It was APPROVED by unanimous acclamation that:

*The October 22, 2013 minutes are approved as written.*

**Region 5 Alcohol Exemption Request**

Region 5 and Appalachian State University, the host institution for the regional conference, are requesting an exception to the ACUI Alcohol Policy. Exceptions to this policy must be approved by the Board of Trustees. The request is to waive the “served by licensed providers” exception found in Section I, Sub-section D.

Appalachian State University does not sell nor provide alcohol as part of its catering services. However, they do allow groups or individuals to purchase their own alcohol and have it served by the university’s trained servers. These student servers go through a thorough training process and are regularly serving alcohol on campus. Additionally, the university’s insurance covers these servers. This is the standard procedure for all events on campus including the student run nightclub, chancellor events, alumni events, conferences, weddings, and receptions.

When the ACUI alcohol policy was created, it was decided to include the licensing requirement because this would be an easy way to verify, via a third-party, that the servers had appropriate training. The system that Appalachian State University has in place seems to be in line with the spirit of the policy.

Mr. Pelletier, Ms. Payment SECONDED, and it was APPROVED that:

*The Board of Trustees is granting an exception to the licensed providers clause of the alcohol policy for the Region 5 Conference to be held at Appalachian State University, Nov. 14-16, 2013. All other clauses of the policy will remain in force.*

### **Financial Institution Change Authority**

The Association would like to gradually move its bank accounts from its current bank, First Financial Bank, to MainSource Bank. MainSource Bank is a subsidiary of MainSource Financial Group, Inc., which is headquartered in Greensburg, Indiana. MainSource Financial Group is a community-focused, financial holding company with assets of approximately \$2.9 billion.

The move will save the Association nearly \$1,000/year in bank fees. Additionally, several members of the customer service team from First Financial Bank have moved to this bank. The move will enable ACUI to continue its relationship with its banking officer of nearly 10 years and ensure a high level commitment to quality services. Over the next approximately six months, the Association will stop using and close its 4 deposit accounts (general, payroll, electronic transfer, and money market) at First Financial Bank and begin using the same corresponding accounts at MainSource. The Association also needs to designate signers for the accounts. As is our current practice, it is proposed that all of the department heads who are regularly in the office in Bloomington be designated as signers in addition to Marsha Herman-Betzen, executive director. This enables the Association to accommodate signing checks with varied travel schedules while keeping in check with its financial controls and policies.

Such action requires authorization from the Board of Trustees.

Mr. Barnes MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The Board of Trustees authorizes opening deposit banking accounts at MainSource Bank, 101 W. Kirkwood, Bloomington, IN 47401, which is incorporated in the state of Indiana and authorizes the following designates Marsha Herman-Betzen, David Teske, Elizabeth Beltramini, John Voorhees, and Jason Cline as authorized signers for such accounts.*

### **Policy Committee Work**

Mr. Reed reported that the policy committee has met a few times. The committee is working through all policies and making any edits they deem necessary. There are a number of policies that may need to be removed from being a policy because they are no longer in line with Association operations. The Board will be presented a package of edits and deletions so that the Board can make approvals during its in-person Board meeting in February.

## **Executive Director/CEO Process**

Mr. Reed turned the meeting over to Rich Steele.

Mr. Steele presented a revised schedule for the search process. A search firm would be selected by April 2014. The executive search firm and search committee would be responsible for a recruitment plan, advertisement/recruitment, and narrowing down to a short list.

Mr. Steele announced that conversations with other higher education associations that have recently conducted a search for executive directors netted over 100 applicants.

The search firm will be engaged in early 2014 to validate the position description and qualifications, advertise the position and actively recruit a qualified pool of diverse Candidates, pre-screen candidate materials, recommend short list, coordinate and participate in interview process with search committee, and conduct reference checks.

The search committee representing the diversity of ACUI will be convened to work with executive search firm to finalize short list, participate in interview process of short list candidates (airport interviews), recommend finalists to Board (approximately 3 finalists), and announce finalists to ACUI membership.

The Board should consider the manageable size of the committee and the ideal composition that best reflects the make-up of the Association.

Finalist interviews may follow this proposed format:

1. Face-to-face interview with the Board in Bloomington
2. Dinner with the Board
3. Time in the Central Office and a staff "meet & greet"
4. Interview with CO Staff direct reports
5. Prepared presentation to Board & CO Staff audience
6. Individual time with president/president-elect
7. Tour of Bloomington area including housing information
8. General timeframe of 1.5 days per candidate

Mr. Steele recommends would like to see a search committee named by the annual conference, so decisions at the February meeting would be appropriate. In the meantime, the Board forum and governance calls in December and January could be used to establish criteria for selection of members. The Board also should consider appointments versus applications for these search committee positions. A charge statement should be written so the chosen committee knows their assignment and expectations.

There was some discussion about the timing of the face-to-face meeting in relation to the finalist interviews in late 2014/early 2015. The cost for travel for interviews will be budgeting into the search budget, not the operating budget. Newly elected board members

in late 2014 will not have voting privileges for finalist interviews, so their participation in interviews may not be necessary or appropriate.

Ms. Payment asked if the auditor or Association attorney would be included in any part of this process because they bring insight and may ask questions that others might not think to ask. There may be questions about their involvement since they are contracted/hired professionals of the Association, not trustees on the Board. The attorney does not have knowledge of ACUI, but does have association legal knowledge.

### **Updates and Announcements**

Mr. Guthier informed the Board of the meeting schedule through the end of the year.

Nov. 12 – Strategic Direction

Nov. 19 – Finance

Nov. 26 – Possibly no meeting

Dec. 3 – Governance and Executive Director Search

Dec. 10 – Strategic Direction

Dec. 17 – Finance, final budget approval, and student board member vote

Mr. Barnes announced the election process will end on Nov. 22, with candidates being informed the week of Nov. 25.

Please send agenda items for next week's call to Susan Payment by Friday.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:54 a.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Nov. 12, 2013

Susan Payment called the meeting to order at 11:04 a.m. Eastern using Adobe Connect. Additional members present were: Mark Guthier, J. Scott Derrick, Una Redmond, Andrade Fearon, Geoff Combs, Tim Reed, Dave Barnes, Kim Harrington-Pete, and Jeff Pelletier. Also present was Jason Cline and Dave Teske.

**Nov. 12, 2013 Minutes**

Mr. Derrick MOVED, Mr. Reed SECONDED, and it was approved that:

*The November 12, 2013 minutes were approved as amended.*

**Key Success Factors Matrix**

Ms. Payment referenced the matrix that was posted last week to the Board forum. Additional updates will be made during the February meeting. It is requested that updates be made in between strategic direction calls on a monthly basis. Ms. Payment will make updates to the matrix as they are relayed.

**ACUI Statement Regarding Top 25 List**

Mr. Guthier reminded the Board that the Central Office was asked to draft a statement in reference to the bestcollegereviews.org, “The 25 Most Amazing Campus Student Unions.” The draft statement written was, “The Association of College Unions International is in no way affiliated with BestCollegeReviews.org and was not involved in the development of “The 25 Most Amazing Campus Student Unions” list. ACUI regularly recognizes unions for excellence in categories such as building design, programming, and service, and we acknowledge the disservice inherent in rankings that lump together the vast array of union missions and functions especially without published methodology.”

The Board agreed that the last sentence should be more neutral and less condemning of their survey, more reflective of ACUI’s recognition efforts.

The Board also agreed that this message should be kept internal as a resource for comment if asked individually or as a group. A revised version will be posted to the forum.

## **Big Ticket Items for Gala Auction**

Ms. Payment asked if there were any other items collected for the auction in Orlando. The Education and Research Fund would like these items firmed up by January so that they may begin promoting the event and auction.

Mr. Derrick suggested a “Fund-a-Need” concept, where the Education and Research Fund names a fund with a goal with specific attention to that fund.

## **Other Updates**

Mr. Reed announced the policy work group held their last meeting. The group will send a document to be reviewed and discussed on the governance call in December. Suggestions will be made to edit policies, remove policies, and make all changes to the collective policy collection at one time.

The structure of the business meeting at the annual conference will be discussed between Mr. Reed and Marsha Herman-Betzen this weekend.

The next call is finance. Topics of discussion include an Education and Research Fund update, Q3 statement, and 2014 budget discussion.

Board elections are open and will be through Nov. 22.

## **Search Committee Membership Suggestions**

Mr. Guthier reminded the Board that they should begin making recommendations for criteria for selecting a search committee for the executive director search. This online discussion will be used to help name individuals to participate.

Representation by various constituency groups is critical to the success and transparency of the committee. Concepts of discussion could include:

- Past president
- Representation from different types/sizes of institutions
- Student
- New/emerging professional
- Seasoned professional
- Central Office representation
- Mix of gender, race, ethnicity
- Geographical representation
- Another association executive/CHEMA
- Associate member

- Initial core group and separate focus group
- Leverage technology to host meetings virtually to control costs
- Fundraising professional

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:39 a.m.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Nov. 19, 2013

Geoff Combs called the meeting to order at 11:02 a.m. Eastern Time using Adobe Connect. Additional members present were: Mark Guthier, Dave Barnes, Susan Payment, Tim Reed, Andrade Fearon, Kim Harrington-Pete, Una Redmond, J. Scott Derrick, Jeff Pelletier, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline, and Dave Teske.

**Minutes**

It was APPROVED by unanimous acclimation that:

*The Nov. 12, 2013 minutes were APPROVED WITHOUT OBJECTION.*

**ERF Advancement Plan Update**

Ms. Harrington-Pete shared two documents from the Education and Research Fund. One is an advancement plan for the next ten years, and one is an historical benchmarking chart. The Board should review these documents, provide feedback during the December 17<sup>th</sup> finance call, and approve the plan during the February meeting. The documents incorporate the feedback the Board provided at the July meeting.

Mr. Teske provided a brief background on the formation and integration on the Education and Research Fund and the Association.

Targets, goals, and percent complete should be items that are included in future reports, as well as incorporated into the strategic plan matrix. There are two main touch points that the Education and Research Fund has, and producing a report following those would be ideal.

**Q3 Review**

Mr. Combs asked Mr. Teske to provide information on the Q3 Financial Statement. Mr. Teske presented the Q3 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$21,472, which is \$1,322 ahead of budget.

Ms. Harrington-Pete MOVED, Ms. Redmond SECONDED, and it was APPROVED:



*The Q3 Financial Statement is accepted.*

### **Biennial Budgeting & Planning Cycle**

Mr. Combs reminded the Board that a request was made at the July meeting to put together a plan for how the Association might move to a biennial budget instead of an annual budget. An outline for possible implementation will be presented at the February face-to-face meeting.

### **2014 Preliminary Budget Review**

Mr. Combs introduced the 2014 preliminary budget discussion and informed the Board a review of the proposed will happen today and a final approval of the 2014 budget will occur at the December finance call.

Mr. Teske led the Board through a quick overview of the 2014 Preliminary Budget, a copy of which was distributed to the Board prior to the meeting. The proposed 2014 budget shows a net gain of \$12,120. To make the required reserve contribution, the net income would need to be at \$174,850. The budget assumes the following items as directed by the board:

- Third face-to-face Board of Trustees meeting in Bloomington
- Any expenses associated with the executive director search that would fall into 2014
- Any expenses associated with the regional restructuring
- 100th anniversary expenses
- July Leadership Team meeting

Mr. Teske reminded the Board that the expenses from the 100<sup>th</sup> anniversary celebration and the executive director search will be removed from the operating budget and tracked separately in order to maintain year to year consistency while still accounting for these expenses. Neither of these items.

The cost centers represented in the proposed budget reflect the following net revenue/(loss) figures:

- Association Operations (01) (\$477,130)
- Conference (02) \$28,277
- Seminars (03) (\$37,855)
- Publications (04) \$3,474
- Corporate Partnerships (05) \$325,025
- Services & Programs (06) \$143,290
- CSHEMA (07) \$57,759

Items that are being cut from the preliminary budget and/or the to bring the annual net into the black could possibly be added back into the budget after the year has started and actual numbers are better than projected amounts.

Concern was expressed about how the Association can get back to a level of revenue where the goal of a 5% contribution to the reserve fund can be attained. The 2014 annual conference location is a prohibitive factor in revenue since costs are higher at a resort property, resulting in less overall revenue from the annual conference. The staff is looking at reframing the corporate sponsorship area to allow for greater flexibility in attracting corporate involvement in all ACUI programs. In addition, projections for external management services are conservative as we do not accurately project the activities of other associations and the services they may ask ACUI to provide.

Because the Board reviews a quarterly statement, major changes to the financials can occur throughout the year.

Please provide any updates and comments to Mr. Teske or post to the Board forum.

### **Association Management System Implementation**

Mr. Cline updated the Board on the implementation of the new system. It is a hefty project that is requiring much more time than originally anticipated.

### **Other Updates**

The incoming board members are expected to attend the February meeting as that is when the Board orientation will be held. In Orlando, Board members are expected to arrive on Wednesday, April 2.

The next meeting will be on Dec. 3, and it will be a governance call. Dec. 10 will be a strategic direction call, and Dec. 17 will be a finance call.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:06 p.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, December 3, 2013

President Mark Guthier called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: Susan Payment, Dave Barnes, Geoff Combs, Kim Harrington-Pete, Una Redmond, Tim Reed, and executive director, Marsha Herman-Betzen. Also present was Rich Steele, Dave Teske, and Jason Cline.

Mr. Guthier turned the meeting over to Mr. Reed.

**Minutes**

Mr. Barnes MOVED, Mr. Combs SECONDED, and it was APPROVED that:

*The November 19, 2013 minutes are approved as written.*

**Executive Director Search Budget**

Mr. Steele presented a preliminary two-year budget for the entire cost associated with the executive director search that has a total of \$145,300. This includes search firm costs, airport interviews, board final interviews, transition expenses, the external review that will happen following the start date of the new executive director, and a contingency fund.

Concern was raised about the total costs associated with this search, specifically the number of candidates for airport interviews, having a search committee, and what happens if the search isn't successful or the chosen candidate doesn't last very long.

Ms. Herman-Betzen suggested asking the experts, search firms, to help the Board determine things like using a search committee, number of candidates, and other questions raised by the preliminary budget.

Mr. Guthier remarked that the discussion has centered on the budget lines associated with airport interviews. Mr. Reed suggested that the external review is not a part of the search process and should be removed from this preliminary budget. The Board will most likely already be meeting in early 2015 and could combine that meeting with the final interviews with the final three candidates.

The decision to have a search committee has already been made in the affirmative. How that committee conducts the search and the resources the Board provides can still be discussed in the future.

The budget for this process does not have to be approved along with the 2014 budget for the Association.

### **Executive Director Search Firm**

The consultant will be asked to:

- Validate the position description, qualifications, and budget.
- Identify and solicit qualified candidates.
- Ensure a diverse applicant pool.
- Conduct search related advertising.
- Pre-screen candidate application material.
- Participate in the interview process with the Search Committee.
- Conduct reference checks.

### **Board Volunteers for Search Firm Selection Process**

Mr. Steele asked for two to three volunteers from the Board to help with the RFP process. J. Scott Derrick had volunteered previously, Jeff Pelletier possibly, and Ms. Harrington-Pete has volunteered as well.

### **Search Committee**

The Board revisited the make-up of the committee and will continue to vet characteristics and possible members. Mr. Steele stated a committee of seven to ten would be ideal. Mr. Steele will be responsible for writing a draft charge for the search committee and the nominations and selection process, then submit it to the governance committee for feedback. The Board will determine the actual committee members based on criteria and diversity. This committee will need to be ready to start its work in June or July, possibly meeting at the annual conference in April for orientation.

Ms. Herman-Betzen expressed concern on confidentiality issues from members of this committee. A signed agreement can be required of members.

Mr. Steele has left the call.

### **Update on AMS Progress**

Mr. Teske provided the Board with an update on the transition to a new association management system. The hope is that the reveal to the membership can happen later today or tomorrow. The membership has been very cooperative and patient in this process.

### **Update on Policy Process**

Mr. Reed stated that the final edits to the policies have yet to be made. Once they are made, the entire package of policies will be distributed to the board for feedback.

### **Update on Board/Business Meeting**

Mr. Reed has distributed initial thoughts to the stakeholders in this process and will continue to have discussions about the format of this at the annual conference.

### **Other Updates**

Mr. Guthier reminded the board to complete their individual evaluations of the executive director by tomorrow.

Please send agenda items for next week's call to Ms. Payment by Friday. There may be an update on the diversity benchmarking progress.

Mr. Barnes will announce the president-elect and new at-large members at next week's meeting.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Dec. 10, 2013

Susan Payment called the meeting to order at 11:04 a.m. Eastern using Adobe Connect. Additional members present were: Mark Guthier, J. Scott Derrick, Una Redmond, Andrade Fearon, Geoff Combs, Tim Reed, Kim Harrington-Pete, and Jeff Pelletier. Also present was Jason Cline and Dave Teske.

**Dec. 3, 2013 Minutes**

Mr. Reed MOVED, Ms. Harrington-Pete SECONDED, and it was approved that:

*The December 3, 2013 minutes were approved as amended.*

**Elections Update**

Ms. Payment thanked all candidates for putting their names into the running. 469 votes were received, 14.1% of professional members. This compares to 491 votes received and 14.4% of professional members the previous years. 31.2% to 29.1% drop in participation from last year of main contacts from institutional members.

Concern was expressed that participation continues to be under 20%. The business meeting at the annual conference will reinforce the members' responsibilities in choosing the president and board. This can be a topic of discussion at the February meeting.

Results are:

President Elect – Sarah Aikman

At-Large Members – Michael Coleman, Joe Gutowski, Jeremy Schenk

The results will be announced to the membership this afternoon.

Ms. Payment thanked Dave Barnes and Justin Rudisille for their work on the elections.

**Policy Process**

Mr. Reed informed the Board that the policy document is unfinished, but is available on the policy page of the ACUI website. The Board can begin reviewing these, and an announcement

will be made when they have been finalized. The editing and discussion will happen between that time and at the February meeting.

### **Other Updates**

Ms. Harrington-Pete announced that the next meeting will include a follow-up discussion on the Education and Research Fund advancement plan. Mr. Combs added the topic of the student member as well. Wear your holiday garb for the call next week.

No calls on Dec. 24 and Dec. 31.

Regional websites and social media sites for the new regions will go live after the first of the year. A “Welcome to Your New Region” email is scheduled for Jan. 1.

Mr. Guthier asked for a volunteer from the Board to help interview candidates. Mr. Derrick volunteered.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:27 a.m.

Respectfully submitted,

Jason Cline  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Dec. 17, 2013

Geoff Combs called the meeting to order at 11:05 a.m. Eastern Time using Adobe Connect. Additional members present were: Mark Guthier, Dave Barnes, Susan Payment, Tim Reed, Andrade Fearon, Kim Harrington-Pete, Jeff Pelletier, Una Redmond, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Reed MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The Dec. 10, 2013 minutes were APPROVED WITHOUT OBJECTION.*

**Final Candidate for Student BOT Member**

Ms. Harrington-Pete presented the candidate, Brenda Cruz, the interview committee chose as the next student member of the Board of Trustees. The candidate exhibited poise and demonstrated sincere excitement for the Association and her possible role on the Board of Trustees. She has been involved on regional leadership teams and she knows the organization.

Mr. Barnes MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*Brenda Cruz is selected as the next student member of the Board of Trustees.*

Mr. Reed asked if the new time frame had any impact on the candidates or applicant pool. There were three applicants, which is low for this position. One applicant had to withdrawal due to conflicts with meeting dates.

**ERF Advancement Plan Update**

Ms. Harrington reviewed the Education and Research Fund advancement plan, the updated questions and answers, and an updated spreadsheet of donors and donations.

The advancement plan is robust and an impressive effort, with so many things to achieve during the timeline outlined. Zack Wahlquist and Patrick Connelly have expressed that additional training will be required to achieve the goals outlined, in addition to additional resources. The Board will discuss this, and include Mr. Wahlquist in the discussion, about his perspective on what is realistically achievable and what can be done really well.



Some of ACUI's sister associations are a 501(c)6 entities and have a separate foundation with full time staff members.

The role of the new executive director and the next strategic plan may help dictate what resources are dedicated to this effort.

The Board will review again in February before approving the plan.

### **2014 Budget**

Mr. Combs informed the Board that the preliminary budget presented in November has not changed, and is being submitted as the final budget. The narrative also remains the same.

Mr. Fearon MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The 2014 budget is approved.*

### **Other Updates**

Ms. Harrington-Pete announced feedback she has received from one institution regarding the Association's decision to allow high school students to participate in clay targets activities. The individual questioned the decision for allowing this. Ms. Harrington-Pete asked if anyone has received feedback; no one has. A response will be provided to the individual and institution involved. The Association is prepared to respond to any future feedback.

Mr. Guthier thanked everyone for participating in the executive director evaluation. The evaluation was delivered to Ms. Herman-Betzen by Mr. Guthier and Ms. Harrington-Pete in person yesterday.

The agenda and topics for the February meeting will be delivered soon. Sunday will be a travel day with dinner together that night. Monday will consist of staff as well as new board orientation and executive director search. Tuesday will be time for a regular board meeting with topics that include the Gantt chart, policy review, benchmarking assessment, two-year budget cycle, strategic plan matrix., ERF advancement plan, election cycle, business meeting, and rehearsal for the dance performance.

Mr. Barnes informed the new board members of the dates of the February board meeting as well as beginning to attend calls in the future.

Ms. Payment asked for additional updates to the strategic plan matrix as soon as possible.

Ms. Herman-Betzen reported that sister associations were very impressed by our strategic plan matrix.

The next meeting will be Jan. 7, a governance call.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:40 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, January 7, 2014

President Mark Guthier called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: Susan Payment, Jeff Pelletier, Andrade Fearon, Geoff Combs, Kim Harrington-Pete, Una Redmond, Tim Reed. Also present was Dave Teske and Jason Cline.

**Minutes**

Mr. Combs MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The December 17, 2013 minutes are approved as written.*

**Executive Director Search Request**

Mr. Guthier announced that the position description should be approved at the February meeting. Before that meeting, anyone on the Board or the staff should let Mr. Guthier know if they plan to apply for the executive director position.

**February BOT Meeting Travel Plan**

Mr. Teske informed the Board that the travel arrangements for the February meeting will take place online via the new AMS. This notification will be sent to the Board this afternoon or tomorrow. Meeting will start with dinner on Sunday and conclude at 5 p.m. on Tuesday.

**Questions About Policy Review**

Mr. Reed reminded the Board that updates are consistently being made, but everything is still reviewable online. Discussion on these will take place at the February meeting.

**Benchmarking Survey Update**

Mr. Reed expressed his thanks for everyone for completing the survey that was sent out to the leadership team, with a slightly modified version being sent to the staff that also included questions about staffing and employment. Liz Beltramini will be compiling and

analyzing the results from each with the committee when they resume their meetings later this week. These results will help define where the Association stands on diversity and inclusion and what the next steps will be to move forward. The goal is to be able to define and measure success.

### **Call for Items for January 14**

Mr. Reed asked for items for the next call's agenda. Please send any items to Susan Payment.

### **Other Updates**

Mr. Teske announced the Association's patience and understanding with the closing of the Central Office due to the inclement weather the past two days.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:22 a.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, January 14, 2014

At-large member Susan Payment called the meeting to order at 11:04 a.m. Eastern Time via Adobe Connect. Additional members present were: Mark Guthier, Jeff Pelletier, Andrade Fearon, Geoff Combs, Kim Harrington-Pete, David Barnes, J. Scott Derrick, Una Redmond, Tim Reed, and Marsha Herman-Betzen. Also present was Dave Teske and Jack Voorhees.

**Minutes**

Mr. Reed MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The January 7, 2014 minutes are approved as written.*

**Updates to Key Success Factors Matrix**

Ms. Payment reported that updates were in progress to this tool and that the document would be reviewed at the upcoming meeting in Bloomington. She asked that if anyone had any updates to make them directly to the document or to send those updates to her.

Ms. Payment also reported that an article about the progress being made on the strategic plan would be included in the February issue of *The Bulletin*.

**Executive Director Search Update**

Mr. Guthier reported that in an effort to tighten up the process for selecting the new executive director, Mr. Rich Steele's role in the executive director search process will be ending. Before stepping down in the next couple of weeks, he will be providing a full report of the work that has been happening to date, including a draft position description. Moving forward, the search process will be shepherded by the incoming president, the president, and the immediate past president.

**February BOT Meeting Update**

The proposed agenda was reviewed.

**Other Updates**

Mr. Teske reported that there are currently 420 delegates registered for the annual conference in Orlando.

Ms. Payment reported that ERF had a productive meeting yesterday. She reminded board members that have not yet made a contribution to ERF to consider doing so.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:46 a.m.

Respectfully submitted,

Jack Voorhees

Director of Business Services; Board Recording Secretary Pro Tem

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, January 21, 2014

At-large member Geoff Combs called the meeting to order at 11:04 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Mark Guthier, Jeff Pelletier, Andrade Fearon, Susan Payment, Kim Harrington-Pete, David Barnes, Una Redmond, Tim Reed, and Marsha Herman-Betzen. Also present was Dave Teske, Liz Beltramini, and Jason Cline.

**Minutes**

Mr. Barnes MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The January 14, 2014 minutes are approved as amended.*

**Proposal to Increase 100<sup>th</sup> Celebration Funding**

Mr. Cline introduced the proposal for an increase in funding to the 100<sup>th</sup> anniversary celebration. He explained that when the original request for \$100,000 was made, only the programs had been identified, but no specifics had been researched or finalized. Today there are actual costs involved with producing this celebration.

Ms. Herman-Betzen detailed how the overall costs of the program are greater than originally estimated, mostly due to the location of the program plus the construction, equipment, and audio/visual costs. The gala will pay homage to named awards and their recipients, and the museum will present an outstanding display of the history of ACUI. To produce these events in their entirety, an additional \$50,000 is being requested.

Ms. Beltramini discussed the specifics of the museum content, displaying renderings of several pieces that will be included.

Any net revenue remaining in 2014 will be put towards these expenses, so the full \$150,000 may not be needed to be utilized from the Association's reserve funds.

There is a small amount of money included in this request that will be used to continue the museum's life past the conference, including an online presence as well as regional displays.

Mr. Barnes MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The Board is authorizing an additional \$50,000 be allocated to the 100<sup>th</sup> anniversary celebration budget, in addition to the \$100,000 approved by the Board in Sept. 2012. These funds will be distributed from the Association's reserve funds, less any net revenue from the final operating budget in 2014.*

Ms. Beltramini left the meeting.

### **Two Year Budget Planning Cycle**

Mr. Combs asked which of two options the Board would like pursue in developing a two-year budget planning cycle so that the Central Office and finance committee can have the appropriate conversations in preparation for discussion of the topic at the February meeting. Those two questions are:

1. Should the Association construct a detailed budget for two years?
2. Should the Association construct a detailed budget for year one and a narrative for year two that highlights anticipated variances and unique or substantial expenses?

The Board members that spoke up favored the first option with the ability to amend the budget over time. They would, however, be amenable to discussing how the second option would be utilized.

### **February BOT Meeting Schedule**

Mr. Guthier has not yet incorporated the feedback from last week's meeting into the agenda for February. An agenda with links to electronic documents will be issued prior to the meeting. Additional topics to add to the agenda include possible NACA collaborations and a program similar to, but not quite, certification.

The Board will not hold each of its regularly scheduled Tuesday calls in February due to the in-person meeting, but one call will still be held to discuss finance topics of the fourth quarter financials and regional budgets. This is temporarily scheduled on either Feb. 18 or Feb. 25.

### **Other Updates**

No other updates were given.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:51 a.m.

Respectfully submitted,



Jason Cline  
Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: General Board**

Tuesday, January 28, 2014

President Mark Guthier called the meeting to order at 11:05 a.m. Eastern Time using Adobe Connect. Additional members present were: Geoff Combs, Dave Barnes, Susan Payment, Tim Reed, Una Redmond, J. Scott Derrick, Jeff Pelletier, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Derrick MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The Jan. 21, 2014 minutes were APPROVED WITHOUT OBJECTION.*

**Honorary and Emeritus Nominees**

Mr. Guthier presented the nominations for the Honorary membership and Emeritus awards, along with criteria and benefits.

Nomination for Honorary Membership is Jerry Mann, University of North Carolina- Charlotte.

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*Jerry Mann is awarded Honorary Membership.*

Nominees for Emeritus Award are:

Don Castle, Southern Illinois University-Carbondale  
Richard Heller, Georgia State University  
Karen Mehnert-Meland, Minnesota State University-Moorhead  
Larry Mosher, Valparaiso University  
Thom Simmons, Indiana University-Bloomington  
Bob Yecke, University of Michigan-Ann Arbor

Mr. Reed MOVED, Ms. Derrick SECONDED, and it was APPROVED that:

*Don Castle, Richard Heller, Karen Mehnert-Meland, Larry Mosher, Thom Simmons, and Bob Yecke are awarded the Emeritus Award.*

## **Final Draft of BOT Winter Meeting**

Mr. Guthier presented the revised draft of the February Board Meeting. Revisions to the agenda will be distributed along with all other documents that will need to be reviewed prior to arrival in Bloomington.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:37 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Tuesday, February 4, 2014

President Mark Guthier called the meeting to order at 8:45 a.m. Eastern Time in the Fountain Square Ballroom in Bloomington, Indiana. Additional members present were: Dave Barnes, Kim Harrington-Pete, Tim Reed, Jeff Pelletier, J.Scott Derrick, Susan Payment, Una Redmond, Geoff Combs, Andrade Fearon, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske and Jason Cline.

### **Two-Year Gant/Progress Chart**

Mr. Guthier presented an updated Gant Chart that lists the major board initiatives and timelines associated with them. This is an introduction to this chart for the new members of the board joining the meeting for the first time.

The Visionaries series will be released to PBS affiliates, who in turn can decide when to air it on local stations. All ACUI members will receive a DVD copy of the program.

The Board had previously agreed that all members of the Board were to make a financial contribution to the Education and Research Fund annually.

The 2015 budget will include an external review. At the Board meeting at the 2015 annual conference in San Antonio, the Board will consider the scope of the external review, and the review will begin in July 2015. The timeline was moved to after the new CEO begins in order to provide this individual with an orientation and transition into the Association. This process from preparation through the final report is at least a one-year period.

The 2016-2020 strategic plan scope discussion will begin at the annual conference in Orlando.

### **Two-Year Budget Planning Cycle**

Mr. Combs provided a recap of the decision to begin utilizing a two-year budget cycle. Potential fluctuations of the budget beyond the current year are important to notate and review just as the current budget is reviewed each quarter. Beginning in November 2014, a two-year detailed budget will be presented for approval to the Board of Trustees with final approval happening in December as usual. The current year budget and the second year of the budget will be reviewed each quarter.

Zack Wahlquist, Liz Beltramini, Justin Rudisille, Jack Voorhees, and Michelle Smith joined the meeting.

### **Elections Update**

Mr. Barnes presented the voting statistics from the 2014 president-elect and at-large election. 7.4% of eligible members voted, 14.1% of professionals and 0.6% of students. Turnout is comparable to other higher education associations.

Suggestions for increasing voter participation include providing information at regional conferences and allowing voting at regional conferences.

If a proposal is to be submitted for improvement, please present that prior to the Orlando conference meeting for inclusion on the agenda.

### **Executive Director Position Description and Search Firm RFP**

Ms. Harrington-Pete presented an updated version of the roles and responsibilities, timeline, position description, and RFP, incorporating feedback from previous discussions. These documents will be officially approved later on during this meeting after additional feedback and suggestions are added.

Mr. Voorhees and Mr. Rudisille left the meeting.

### **Conference and Anniversary Updates**

Mr. Wahlquist, Mr. Cline, Ms. Smith, and Ms. Aikman provided updates to the Board on hotel and registration numbers, preconference, keynotes, gala, museum, and conference highlights.

### **Business Meeting: New Format**

Mr. Guthier presented the proposal for the new format of the annual business meeting, now called the ACUI Meeting of the Delegates and Induction of Leadership. Mr. Reed added that, in a year when the Association is celebrating 100 years, it is a good time to reformat the meeting into a ceremonial procedure for bringing members together and inducting new board members into their newly elected positions. Much of the presentation involves including thank you mentions to members, volunteers, and others who have given to the Association in some way.

Members, volunteers, and staff will be asked to pledge their commitment to the Association by carrying out the duties of their respective positions. The announcement of

these individuals may take the place of other introductions at other functions during the conference.

Mr. Derrick MOVED, Mr. Barnes SECONDED, and it was APPROVED that:

*There will be a meeting of the delegates and induction of leaders that will include a calling of delegates by region, a business presentation of the association, an oath for members, volunteers, and staff, and a possible question and answer period that will be discussed for possible inclusion in this or in future years.*

The constitution and by-laws of the Association requires the Association has an annual business meeting that gives notice of such meeting occurring. The name of the meeting will need to incorporate that language.

Ms. Smith left the meeting.

### **Ed Council Certification Recommendation**

Ms. Beltramini presented the Education Council's recommendation for certification programs alternatives. It was determined by the Education Council that the rigor that would be necessary for the full certification program would also be required for any alternative mini-badging or equivalent program, and is therefore not recommended at this time. Future discussions about partnering with other Associations on a possible alternative are recommended to take place at the executive level. No other Association would decide to do a certification program if they had to make that decision now.

Because there will be several other higher education association executive directors present at the annual conference in Orlando, the Board may consider hosting a meeting to ask questions about this topic and their ideas.

### **Global Benchmarking/Diversity Initiative Update**

Mr. Reed had found a tool to use to assess where organizations stand in terms of their diversity and inclusion within their organization. Leadership member, members, and component groups all completed an assessment of their respective areas. The committee is assigning percentages to each area in hopes of determining the areas that need additional resources dedicated to them.

The report will be distributed in four weeks to the Board who will then discuss the report in Orlando. At some point thereafter, a report will be presented to the membership.

## **ERF Plan & Philanthropy Update**

Ms. Harrington-Pete introduced the Advancement Plan written by the Education and Research Fund that outlines plans, benchmarks, and assessments for the next ten years.

Mr. Wahlquist provided an update on the \$1,000 for the 100<sup>th</sup> campaign which now has 67 members participating. Also, the Education and Research Fund will develop graphical reports so the Board can continue to assess its progress.

Mr. Reed MOVED, Mr. Fearon SECONDED, and it was APPROVED that:

*The Board accepts the report as presented and offers its appreciation to the work of the Education and Research Fund.*

Ms. Beltramini left the meeting.

The Board RECESSED WITHOUT OBJECTION at 11:57 a.m.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 12:55 p.m.

## **Executive Director Roles and Responsibilities**

Mr. Reed MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The Roles and Responsibilities are accepted as outlined.*

## **Executive Director Title Change**

Ms. Harrington-Pete MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*Title of new hire is Chief Executive Officer.*

Mr. Reed dissents as he believes this position should be President/CEO and the current President of the Board should be Chair of the Board.

Ms. Herman-Betzen stated that the Board should not decide for or against something because it may seem laborious to make a constitution or by-laws change.

## **Executive Director Position Description**

Mr. Pelletier MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*Position description is approved as outlined and will be sent along with the RFP to potential search firms.*

## **Executive Director Timeline**

Mr. Derrick MOVED, Mr. Reed SECONDED, and it was APPROVED that:

*The timeline for the executive director transition is approved as outlined.*

## **Policy Clean Up**

Mr. Reed presented the complete catalog of policies of the Association, updated and revised to meet the needs of the Association. All such policies have been rewritten or revised to match in format and language. All policies have been codified and have a background statement, policy statement, definitions, and procedure. The Board will only need to approve the policy statement. Procedures will be revised using a similar process to the policy review once all policies have been approved by the Board.

Mr. Reed is advising that the policy structure be approved by the Board so future policies can be written using the same guidelines. In addition, the Board will need to approve any changes to existing policies that have been reviewed and revised as part of this policy review process.

It is recommended that the code of ethics be modified as such; that “ACUI will maintain a code of ethics” is the policy and the actual code of ethics language is procedural. Because a review of the code of ethics is a substantial task, it is not recommended this take place at this time.

Creation and naming of awards and policies were separated into different policies; the committee is proposing one policy to encompass these topics.

Data management and harassment are two topics the committee is suggesting that may need to have a policy in the future.

Ms. Payment MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The Association will utilize the web based policy system that outlines background, policy statement, definitions, and procedures for all current and future policy language.*

Mr. Reed MOVED, Mr. Combs SECONDED, and it was APPROVED that:

*The entire catalog of Association policies are approved, as untouched, added, amended, or removed, as presented on the document web pages ([www.acui.org/about/policy](http://www.acui.org/about/policy)) in toto; with the understanding that all action will be taken forthwith. Those still needing Board action will remain as policy of the Association.*



*Mr. Derrick proposed an amendment to this motion to include the removal of Policy 4.02.  
Mr. Reed accepted this amendment as part of his motion.*

- 1.01 Affirmative Action*
- 1.02 Alcohol*
- 1.03 Sexual Harassment*
- 1.04 Inclusive Language and Communications*
- 1.05 Affiliation with Other Professional Associations*
- 1.06 Code of Ethics (ACTION: Recommend further review)*
- 1.07 Electronic Listservs (ACTION: recommended for removal)*
- 1.08 Social Media*
- 1.09 Lifecycle Protocols*
- 1.10 Accessibility: Reasonable Accommodations*
- 1.11 Fire Safety Guidelines*
- 1.12 International Organizations' Conferences (ACTION: recommend for removal)*
- 1.13 Research Oversight*
- 1.14 Corrective Action*
- 1.15 Familial and Consensual Romantic and/or Sexual Relationships*
- 1.16 Liability Waivers*
- 1.17 Spouse/Partner (ACTION: recommended for removal)*
- 1.18 Interpreter (ACTION: recommended for removal)*
- 1.20 Conflict of Interest*
- + 2.0 Governance*
  - 2.01 Board of Trustees and President Elections*
  - 2.02 Executive Board Agenda (ACTION: Recommend for Removal)*
  - 2.03 Executive Board Minutes (ACTION: Recommend for Removal)*
  - 2.04 Official Positions of the Association (Taking Positions)*
  - 2.06 Emergency Leadership Transition*
  - 2.07 Annual Business Meeting Procedures (ACTION: recommend for removal--this is a procedure)*
  - 2.08 Board Evaluation (ACTION: recommended for removal)*
- + 3.0 Program*
  - 3.00 Public Forum Protocol (ACTION: recommend remove-include with procedures)*
  - 3.01 Annual Conference (ACTION: recommend remove)*
  - 3.02 Conference Hospitality Suites*
  - 3.03 Naming of Conferences (ACTION: consolidate into 3.13)*
  - 3.04 Student Participation at Annual Conference (ACTION: recommend remove)*
  - 3.05 Annual Conference Registration Fees (ACTION: recommend remove)*
  - 3.06 Solicitation of corporate funds*
  - 3.07 Communities*
  - 3.08 Author Recognition (ACTION: recommend remove)*
  - 3.09 Materials for Publication by the Association - Author(s) not Compensated (ACTION: recommend remove)*
  - 3.10 Materials for Publication by the Association - Author(s) to be Compensated (ACTION: recommend remove)*
  - 3.11 Publications - General (ACTION: recommend remove)*

- 3.12 *Reproduction (ACTION: recommend remove)*
- 3.13 *Naming of Awards, Scholarships, Programs, or Facilities*
- 3.14 *Creation of Association Awards & Scholarships*
- 3.15 *Conference Site Rotation (ACTION-recommend removal)*
- 3.20 *Permeability*
- + 4.0 *Finance and administration*
- 4.01 *Budget*
- 4.02 *Business Plan Request Procedure (Action: Recommend removal)*
- 4.03 *International currency*
- 4.04 *Investment*
- 4.05 *Expenditure of Association funds*
- 4.06 *Credit card usage*
- 4.07 *Honorarium, waiver of fees, and gifts to members*
- 4.08 *Nonmember Surcharge*
- 4.09 *Travel, Meals and Lodging Expenditures*
- 4.10 *Donor Bill of Rights*
- 4.11 *Scholarship and awards endowment Statement of Purpose*
- 4.12 *Endowment investment income*
- 4.14 *Contract*
- 4.15 *Contract Riders for Performance Contracts*
- 4.16 *Document Retention*
- 4.17 *Association Assets*
- 4.18 *Corporate Sponsorship (ACTION: Recommend review)*
- 4.19 *Commercial Endorsement (ACTION: Recommend review)*
- 4.20 *Corporate Gifts and Sponsorships (ACTION: Recommend review)*
- + 5.0 *Member and Volunteer*
- 5.01 *Concurrent Leadership Positions*
- 5.02 *Honorary Membership*
- 5.03 *Union Veterans (ACTION: recommended for removal)*
- 5.04 *Memorial Resolutions*
- + 6.0 *Personnel and Employment*
- 6.01 *Family and Medical Leave Act (ACTION: recommend remove, included in paid time off))*
- 6.02 *Salary Process and Administration Program*
- 6.03 *Paid Time Off*
- 6.04 *Staff Bonus*

### **Regional Update**

Mr. Schenk provided an update on the status of the new regional structure. All new eight regional leadership teams have met, have begun their budgeting process, and have conference program teams in place. There has been a phased approach to all of the training, but there is significant progress moving forward. Mr. Schenk and the Board expressed their appreciation for the work of the Central Office staff in regards to this

process. Mr. Teske also expressed his appreciation for all of the volunteers that worked toward on this project.

Mr. Wahlquist left the meeting.

### **Strategic Plan Matrix**

Mr. Guthier presented a recap to the new board members on the creation and usage of the strategic plan matrix. Ms. Payment will update document through April, then it will be the responsibility of the new board member tasked with the strategic plan matrix.

Ms. Payment led a discussion on items not yet complete or that have a status update. Updates were made to the matrix with new information.

International relationships and focus became a large part of the discussion from strategic direction one. Additional direction should be included in the next strategic plan, but additional efforts to bring together international associations for a discussion about international participation should happen prior to the next strategic plan.

The global diversity benchmarking initiative should provide the data necessary to develop a plan. It may be appropriate to use the existing structures within the Association for development of the plan; i.e. handing data to Education Council to develop a plan.

### **NACA Items**

Mr. Guthier provided background information on the recent developments in building a relationship between the associations. He asked for items that the executive committee can discuss with the NACA executive committee when they attend the NACA annual conference. Ideas include partnering on programs about student programming on campus, undergraduate membership/engagement, and community service programming for professionals.

### **Next Meeting Date**

It is customary not to have Board calls following an in person meeting. It will, however, be necessary to have a call in February to approve the RFP as the deadline is March 3.

Also, a fourth quarter financial statement is generally presented to the Board in February. Due to delays in tasks needed to be completed for end of year reports caused by the implementation of the new AMS system, the fourth quarter statement will not be ready in February. This will cause a domino effect on the completion of future items such as first quarter reporting. The goal is to have the fourth quarter statement complete by March 18.

The next meeting will therefore take place on Feb. 25. March meetings will take place as normally scheduled. No meeting on April 1. Ms. Harrington-Pete will discuss the schedule of calls post-conference.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 4:28 p.m.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: General Board**

Tuesday, February 25, 2014

President Mark Guthier called the meeting to order at 11:05 a.m. Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Susan Payment, Kim Harrington-Pete, Una Redmond, J. Scott Derrick, Jeff Pelletier, Andrade Fearon, Sarah Aikman, Michael Coleman, Joe Gutowski, Jeremy Schenk, Brenda Cruze, and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

**Jan. 28 Minutes**

Mr. Pelletier MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The Jan. 28, 2014 minutes were approved as amended.*

**Feb. 4 Minutes**

Mr. Derrick MOVED, Mr. Fearon SECONDED, and it was APPROVED that:

*The Feb. 4, 2014 minutes were approved as written.*

**CEO Search Firm RFP**

Ms. Harrington-Pete presented the updated RFP that has been revised based on all feedback from the February meeting. This will be sent to eight firms plus an organization that sends out RFPs to prospective firms. Mr. Derrick and Mr. Pelletier will assist the executive committee in deciding on a firm to use in the search. The timeline was updated to be presented in chronological order. PDFs only will be accepted from firms.

Mr. Derrick MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The Request for Proposals for the executive director search firm is approved as amended.*

**Additional Emeriti Awards**

Mr. Guthier presented the additional nominations for the Emeritus awards, along with criteria and benefits.

Nominees for Emeritus Award are:

Bruce Jacobs, Indiana University-Bloomington  
David Robertson, Appalachian State University

Mr. Barnes MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*Bruce Jacobs and David Robertson are awarded the Emeritus Award.*

### **Leadership Team Appointments**

Michelle Smith presented the nominations and screening committee recommendation for the 2016 Conference Program Team Chair (New Orleans). The recommendation is Jeremy Hamlett.

Mr. Barnes MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

*Jeremy Hamlett is named the 2016 Conference Program Team Chair (New Orleans).*

Zack Wahlquist presented the nominations and screening committee recommendation for the Council for the Advancement of Standards in Higher Education (CAS) Liaison. This is now a four-year appointment rather than a two-year appointment. The recommendation is Matt Ducatt.

Mr. Derrick MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*Matt Ducatt is named the Council for the Advancement of Standards in Higher Education (CAS) Liaison.*

Liz Beltramini presented the nominations and screening committee recommendation for the Education Council Members. The recommendations are Ann Comerford, Kim Haines, Jamie Riley, Charlie Salas, Beth Waltrip.

Mr. Pelletier MOVED, Mr. Fearon SECONDED, and it was APPROVED that:

*The appointments will be voted on collectively.*

Mr. Pelleiter MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*Ann Comerford, Kim Haines, Jamie Riley, Charlie Salas, Beth Waltrip are named Education Council Members.*

### **Q4 Financial Statement**

Mr. Teske provided an update on the timing of the fourth quarter statement. This is a main focus and progress is being made. It most likely will not be available by the March 18 meeting, and it will probably not be ready for the April meeting in Orlando.

### **Per Diem Orlando**

Ms. Herman-Betzen informed the Board that there is no concierge lounge at the Orlando host hotel. It may be difficult to stay within per diem amounts at the hotel. Ms. Herman-Betzen is recommending Board members pay for their own breakfasts and lunches, and ACUI will cover their dinners outside of actual conference days. The Board has agreed.

### **Orlando BOT Amenities Schedule**

Mr. Guthier informed the Board that the schedule for the Board during the conference will come out in the near future that will highlight where each Board member will need to be at specific times during the conference. Ms. Herman-Betzen will provide both the schedule and the amenities in approximately two weeks.

### **Hand Jive Costumes**

Mr. Guthier finalized the costumes for the dance. For the men, blue jeans, white t-shirt, white socks, black dress shoes. For the women, diversified colors of poodle skirts, black scarf, glasses that match skirt, top will be black sweater-set, white bobby socks, and white shoes.

### **Other Items**

Next meeting, March 4, will be governance, March 11 will be strategic direction, March 18 will be finance, and March 25 will be general Board.

The meeting was ADJOURNED WITHOUT OBJECTION at 11:48 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, March 11, 2014

At-large member Susan Payment called the meeting to order at 11:02 a.m. Eastern Time via Adobe Connect. Additional members present were: Mark Guthier, Jeff Pelletier, Andrade Fearon, Geoff Combs, David Barnes, J. Scott Derrick, Una Redmond, Tim Reed, Sarah Aikman, Jeremy Schenk, Joe Gutowski, Michael Coleman, Brenda Cruz, and Marsha Herman-Betzen. Also present were Dave Teske and Jason Cline.

**Minutes**

Mr. Barnes MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

*The February 25, 2014 minutes are approved as written.*

**Key Success Factors Updates**

Ms. Payment updated the matrix from the in-person Board meeting in February and the document will be reviewed again in Orlando. Please forward any remaining updates to Ms. Payment by next week.

**NACA Update**

Mr. Guthier provided an update on the executive committee's trip to the NACA conference and meeting with their executive committee and leadership. Both parties want to keep communications open and discuss possible partnership opportunities in the future, including hosting a joint conference.

**Diversity and Inclusion Report Update**

Mr. Reed informed the Board that an update will be given in Orlando, with the full report provided by the end of May.

**Annual Conference Update**

Ms. Aikman provided an update on the conference numbers, over 1,000 delegates are registered. Ms. Harrington-Pete will send out a volunteer schedule for Saturday.

Ms. Herman-Betzen provided an overview of the Board schedule in Orlando.



### **Rehearsal Time in Orlando**

Mr. Guthier announced that the Thursday meeting will include business agenda topics and the Friday meeting time will be for dance rehearsal. A formal agenda will be sent for discussion at next week's meeting.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:52 a.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, March 18, 2014

At-large member Geoff Combs called the meeting to order at 11:04 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Mark Guthier, Jeff Pelletier, Andrade Fearon, Tim Reed, Susan Payment, Kim Harrington-Pete, Una Redmond, Michael Coleman, Sarah Aikman, Joe Gutowski, Brenda Cruz, Jeremy Schenk, and Marsha Herman-Betzen. Also present was Dave Teske, and Jason Cline.

**Minutes**

Mr. Pelletier MOVED, Ms. Payment SECONDED, and it was APPROVED that:

*The March 11, 2014 minutes are approved as amended.*

**FY13 – Q4 Review + Narrative**

Mr. Combs informed the Board that the fourth quarter review and narrative will not be ready before the annual conference. Mr. Teske added that progress is being made on both items but additional time is needed, more than originally anticipated.

**Review – Meeting of the Delegates**

Mr. Guthier reviewed the meeting agenda for the ACUI Meeting of the Delegates and Induction of Leaders. More time was needed for arriving delegates, so multiple oaths were combined into fewer to allow for this. Delegates will enter by region, having been assembled outside prior to the start.

**BOT Meeting Agenda for Orlando**

Mr. Guthier reviewed the meeting agenda for the Board meeting in Orlando. Please send any additional topics needed for discussion to him. Current topics include financial training and orientation, diversity and inclusion report, 2016-17 strategic plan bridge, CEO search discussion, meeting of the delegates review, and prep for NACA executive committee.

**Other Updates**

Ms. Aikman delivered an update on conference including registration numbers. The host hotel is sold out, and an overflow hotel has been arranged.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:31 a.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: General Board**

Tuesday, March 25, 2014

President Mark Guthier called the meeting to order at 11:05 a.m. Eastern Time using Adobe Connect. Additional members present were: Dave Barnes, Tim Reed, Geoff Combs, Susan Payment, Kim Harrington-Pete, Una Redmond, J. Scott Derrick, Jeff Pelletier, Andrade Fearon, Sarah Aikman, Michael Coleman, Joe Gutowski, Jeremy Schenk, Brenda Cruze, and Marsha Herman-Betzen, executive director. Also present was Jason Cline, Zack Wahlquist, and Dave Teske.

**Minutes**

Mr. Reed MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

*The March 18, 2014 minutes were approved as amended.*

**Conference Update and Q&A**

Mr. Guthier introduced Ms. Aikman, Mr. Wahlquist, and Mr. Cline to answer any questions about the conference that the Board members have prior to the conference.

Questions included gala seating chart, delegate count, closing banquet seating.

**Orlando Board Meeting Agenda**

Mr. Guthier reviewed the updated Board meeting agenda for Orlando.

**Orlando Leadership Team Meeting Agenda**

Ms. Harrington-Pete reviewed the leadership meeting agenda for Orlando. She will send this agenda as well as the Saturday volunteer schedule following the meeting.

**Meeting of the Delegates**

Mr. Guthier asked for additional comments and questions on the meeting of the delegates schedule and events. Mr. Wahlquist added that regions will march in from two separate locations, odd numbered regions on one side and even on the other. The plan will be shared with

the regional directors prior to this meeting. This topic will not be a part of the Board agenda in Orlando.

### **NACA Discussions**

Mr. Guthier asked for any additional input on the discussions that will take place between the two executive committees in Orlando. Current topics include regular contacts and creative ideas and partnership opportunities to be welcomed.

### **Hand Jive Costumes**

Mr. Guthier finalized the costumes for the dance. For the men, blue jeans, white t-shirt, white socks, black dress shoes. For the women, diversified colors of poodle skirts, black scarf, glasses that match skirt, top will be black sweater-set, white bobby socks, and white shoes.

### **Other Items**

Mr. Combs will collect and distribute a contact list for Board members to arrange arrival and shuttle information. Mr. Barnes will search for document from last year and post old or new document to Google Docs.

Mr. Guthier acknowledged the outgoing Board members as this is their last call.

The meeting was ADJOURNED WITHOUT OBJECTION at 11:30 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, April 3, 2014

President Mark Guthier called the meeting to order at 9:00 a.m. Eastern Time in the La Serena Boardroom at the JW Marriott Orlando Grande Lakes in Orlando, Fla. Additional members present were: Dave Barnes, Kim Harrington-Pete, Tim Reed, Jeff Pelletier, J.Scott Derrick, Susan Payment, Una Redmond, Geoff Combs, Andrade Fearon, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline.

Dave Teske joined the meeting.

**Financial Statements/Budget – Training & Overview**

Mr. Combs provided additional training to the Board members on their role and fiduciary responsibilities as it pertains to financial statements and budgets. This training is complementary to the training provided in February during the most recent in-person Board meeting in Bloomington, Ind.

Mr. Teske left the meeting.

**Minutes**

Ms. Payment MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The March 25, 2014 minutes were approved as amended.*

**CEO Search Discussion/RFP Pre-Bid Meeting**

Ms. Harrington-Pete reviewed the timeline for the CEO search. The search process is right on time. RFPs were sent to potential firms on March 3. On April 7, Mr. Guthier, Ms. Harrington-Pete, and other board members will host a pre-bid meeting for potential firms at the annual conference in Orlando. The agenda for this meeting will include RFP, conference highlights, submission guidelines, questions, and closing comments.

Any questions asked by potential search firms and subsequent answers will be shared with all potential firms.

An update on the process will be shared with the leadership team then to the membership at the meeting of the delegates, both happening at the annual conference.

## **CEO Search Discussion/Screening Committee**

Mr. Guthier reviewed the suggested make-up of the screening committee that included, past president(s), former leadership team member(s), current volunteer(s), student member(s), a Central Office member, and higher education association colleagues. These individuals will utilize technology to perform the screening of the candidates. The Board is still in favor of these categories, stipulating that any past president must have relevant, recent experience and still employed in the field.

The Board discussed the merits to a selection versus application process. A selection process will be used and the Board will decide on these individuals. A timeline will be developed by Mr. Guthier and discussed in May or June, and appointments will be made during the July meeting.

Elizabeth Beltramini joined the meeting.

## **Diversity & Inclusion Report**

Mr. Guthier provided an update on the steps that have been taken towards achieving the strategic plan direction of being recognized by members as being a multicultural organization.

Ms. Beltramini informed the Board of the process of the global diversity benchmarking initiative. The Board, leadership team, staff, and members completed surveys to capture data and analyze perceptions to establish benchmarks for the association. Seven of the 10 categories are completely analyzed, leaving three to complete.

The committee analyzing this data will continue discussions and present a complete report including recommendations to the Board by Memorial Day. Ms. Beltramini has indicated this report will be information heavy. The committee hopes the Board will delve into the recommendations and really discuss their potential and impact.

Ms. Beltramini left the meeting.

## **Housekeeping Items**

Ms. Harrington-Pete asked the 2014-2015 board if they are still OK with 11 a.m. EST meetings on Tuesday. The answer was yes.

There will be a meeting on April 29, 2014. A meeting calendar will be sent by Ms. Harrington-Pete for the entire year soon. The 2015 annual conference and board meeting is still being discussed.

Committee chairs for 2014-15 Board are:

Finance – J. Scott Derrick  
Strategic Direction – Una Redmond  
Governance - Jeff Pelletier  
Education and Research Fund - Sarah Aikman  
Brenda Cruz will shadow each for about 3 months.

Executive committee calls will move to Thursday.

### **CHEMA Executive Director Meeting**

Mr. Guthier asked if there were any thoughts on topics to discuss. Executive director search, transition after hiring, volunteer development, membership and membership retention, fund development, trends in student affairs and associations, diversity and inclusion, benchmarking, assessment, questions from them to ACUI, and opportunities to continue the dialog were all suggested.

### **Regional Restructuring Assessment**

Ms. Schenk reported that the regional restructuring task force is in the assessment phase, and is asking the Board to discuss what information the Board is seeking in order to be apprised of the information collected. This is suggested to happen on a future Board call.

### **2016-17 Strategic Plan Bridge**

Ms. Harrington-Pete announced that the current strategic plan ends at the completion of 2015. The original idea was to put together a group to start the next strategic plan process soon. However, a new CEO and a pending external review may necessitate adding to the current strategic plan or implement a two-year bridge to allow for time for the new CEO to become acclimated and complete a thorough external review before beginning the next strategic plan process.

Looking at the current strategic plan matrix, Ms. Harrington-Pete asked the Board for items that should be included in this bridge going forward.

Ms. Harrington-Pete shared that diversity and inclusion should no longer stand alone as a goal, but rather be incorporated into most, if not all, of the other goals.

Ms. Payment added policies and procedures as well as the Education and Research Fund advancement plan.

Ms. Harrington-Pete also added the research plan, and Ms. Payment added budgetary items that were large, not necessarily unplanned, but a significant issue going forward.



Tracking the regional restructuring assessment and international development and engagement were also included. Suggestions from other Board members include community service, partnerships with other organizations and associations, membership, external review revelations, additional professional development opportunities for members, student development, technology, and assessment.

What ways, board action, small group, or others are methods to put this into action? Mr. Guthier suggested that instead of recreating teams, we could utilize teams already in place to configure these goals, if sensible. Ms. Herman-Betzen suggested a facilitator. Conveners could be used in this process as well. A February meeting time for the group to come together could be used with a smaller group being there one day to accomplish this.

Justin Rudisille and Corbin Smyth (via Skype) joined the meeting.

### **Research Team Update**

Mr. Guthier provided background information on the Research Program Team and its agenda and process.

Mr. Smyth updated provided highlights from the Research Program Team report provided to the Board previously. Those include relationships with the Education and Research Fund and 2015 conference program team.

The team will be writing content for the Bulletin and provide educational content and sessions for the regional conference and 2015 annual conference.

The team worked with the dissertation of the year winners and will be recognizing them at The Honors ceremony later this week at the annual conference.

For background information, the Research Program Team is a permanent program team that was created as a result of a task force that assessed the research agenda of the Association.

One idea would be for the Research Program Team to identify areas where research is lacking and putting those topics out there on which research could be done.

Priorities on the report that the Board consider most important are numbers one and five, developing articles/sessions for regional and annual conferences and promoting the ACUI Research Agenda through ACUI member communication channels.

Justin Rudisille and Corbin Smyth (via Skype) left the meeting.

### **Other Items**

Mr. Guthier and the rest of the Board would like to express their sincere thanks to the outgoing members of the Board for their involvement and service on the ACUI Board of Trustees; Susan Payment, Tim Reed, Geoff Combs, Dave Barnes, and Andrade Fearon.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 3:50 p.m.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, April 29, 2014

President Kim Harrington called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: Mark Guthier, Jeff Pelletier, J.Scott Derrick, Andrade Fearon, Una Redmond, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Jack Voorhees and David Teske.

**Minutes**

Mr. Derrick MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The April 3, 2014 minutes were approved as presented.*

**2014/15 Meeting Schedule and Format**

Ms. Harrington-Pete referred to a calendar of meetings that she posted in the Forum after the conference and asked that Board members commit these times in their schedule for the upcoming year. She mentioned that it was subject to change as necessary.

**Student Board of Trustees Member Rotation**

Ms. Cruz is going to shadow each of the board committee chairpersons in three-month rotations starting with Ms. Redmond. During these rotations, Ms. Cruz will partner with each chairperson to conduct the business for each committee.

**Strategic Oversight Liaisons**

Ms. Harrington and Ms. Herman-Betzen gave an overview of the model ACUI has been using the past couple of years for keeping track of our strategic direction. Ms. Herman-Betzen paid special attention to the role of the board members, which is to have a true oversight role and resist the urge to jump in and take control.

The Strategic Oversight Area Assignments will be as follows:

Strategic Direction 1: Mr. Derrick  
Strategic Direction 2: Ms. Schenk  
Strategic Direction 3: Mr. Coleman

Strategic Direction 4: Mr. Gutowski  
Strategic Direction 5: Mr. Pelletier  
Strategic Direction 6: Ms. Aikman

## **Global Summit for Student Affairs**

ACUI, along with the other student affairs associations, has been invited to participate in the second biannual Global Summit for Student Affairs in Rome, Italy. Ms. Herman-Betzen talked to Mr. Kevin Kruger at NASPA (who sent the invitation) to get more information about the summit and he spoke very favorably about the experience. Ms. Herman-Betzen characterized the trip as an opportunity to be at the table at the international level—something that we have not been asked to do. The two-day event is invitation only and is open to only 60 organizations worldwide.

Mr. Pelletier MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*Up to \$4,000 is allocated for Ms. Herman-Betzen to travel to Rome, Italy for the Global Summit for Student Affairs in October 2014.*

## **CEO Search Process Update**

Four firms attended the pre-bid meeting in Orlando, and nine firms submitted bids. The review committee is currently reviewing the bids and will meet the week of May 6 to prepare their recommendation. Ms. Harrington-Pete expects the review committee to present a recommendation to the Board on the May 13 board call.

## **Current List of July Discussion Threads**

Ms. Harrington-Pete has been keeping track of items for discussion at the July meeting: diversity task force, CEO search (firm on site), CEO screening committee, strategic plan bridge, external review scope, meeting with Stampfli Associates (CPA), ERF update, research agenda update, regional restructuring update, BOT self evaluation, election/selection timeline, legal counsel, and a dance rehearsal.

Board members that have other topics to add to the list should forward those to Ms. Harrington-Pete.

## **Other Items**

Mr. Schenk encouraged all board members to review their schedule to be sure that they will be able to attend a regional conference in an effort to be able to have a board member at each regional conference. Tentatively, the following board members are planning on attending the following

Region I: Cruz

Region II:

Region III: Harrington-Pete, Herman-Betzen, Derrick, Coleman

Region IV:

Region V: Guthier

Region VI: Aikman, Pelletier

Region VII: Harrington, Gutowski, Coleman  
Region VIII: Fearon, Redmond

Next meeting will May 7 at 11 a.m. EST led by the Governance subcommittee.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:50 a.m.

Respectfully submitted,

Jack Voorhees  
Recording Secretary *by proxy*  
Director of Business Services

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, May 6, 2014

President Kim Harrington called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: Mark Guthier, Jeff Pelletier, J. Scott Derrick, Andrade Fearon, Una Redmond, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline and David Teske.

**Minutes**

Mr. Gutowski MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The April 29, 2014 minutes are approved as written.*

**Board Self-Evaluation**

Mr. Pelletier will review last year's board self-evaluation tool and make any adjustments needed to complete the evaluation by the end of the year in time to assess and present findings to new executive director.

**Policy Listing**

Mr. Pelletier reminded the board that all Association policies can be found online at [www.acui.org/about/policy](http://www.acui.org/about/policy). Mr. Teske will link this through the governing documents section of the website. There are still additional policies to review and a subcommittee will be formed to complete this process.

**Policy Subcommittee**

Mr. Pelletier asked for volunteers to form this committee as mentioned above. Board members are encouraged to notify him of their interest.

The code of ethics is one of those policies that still need to be reviewed. Tim Reed, as chair of this process during the previous year, also suggested that the board create a policy on policies as it pertains to timing, creating, editing, and removing. Assigning policies on a rotation basis was also discussed to review a section of the policies and not all policies each review period.

### **Strategic Oversight Partnerships**

Mr. Pelletier listed the strategic oversight partnerships that were established at the last call.

The frequency of updates from each of these areas may depend on what is happening in each area. Monthly updates may be too frequent; however, relevant updates to strategic plan initiatives and movement should be reported as necessary.

The most recent strategic plan matrix will be posted on the forum soon.

### **CEO Search Committee Update**

Mr. Pelletier provided an updated on the search committee process. The subcommittee members reviewing the proposals have scored them and they will meet to discuss these later this week. The timeline outlined previously is still in line with the process.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:19 a.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, May 13, 2014

President Kim Harrington called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: Mark Guthier, Una Redmond, Joe Gutowski, Michael Coleman, Jeff Pelletier, Jeremy Schenk, Brenda Cruz, Andrade Fearon, and Sarah Aikman. Also present was Jason Cline and David Teske.

**Minutes**

Mr. Gutowski MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The May 6, 2014 minutes are approved as written.*

**Strategic Direction Update**

Ms. Redmond introduced the strategic plan matrix and asked each board member to familiarize themselves with the goal they are responsible for. Any updates that need to be made should be forwarded to Ms. Redmond. Board members should have a conversation with their Central Office liaison before the June 10 meeting. The Board will discuss the concept of a bridge plan that incorporates the information from this matrix in addition to new initiatives being planned.

The green represents those initiatives that are complete, and a key to the notes made can be found at the bottom of the spreadsheet.

**Updated Gant Chart**

Ms. Harrington-Pete reintroduced the Gant Chart that has been used to present project schedules in comparison to other projects.

Search firm hiring date has been pushed back to June 2014, but the rest of the schedule remains unchanged.

The external review has been pushed back to allow for the Association schedule to include as much information as possible and allow for a window to observe and reflect on some of the Associations major programs before moving forward.

The board will need to decide what the regional implementation one-year assessment should incorporate and what information needs to be included. A conversation with



Brenda Evans should be had in order to find out the exact details. There is a plan to have a survey at the completion of all regional conferences in 2014 and a January 2015 report may be more feasible. The two-year assessment should be the final report of the regional restructuring task force. The regional directors would then be responsible for providing on-going assessments.

The diversity and inclusion benchmarking report is due by the end of May, with recommendations made by the Board at the completion of the July meeting in 2014.

The 2016-17 Strategic Bridge Plan development will start at the July meeting in 2014 with a facilitated discussion in February 2015 and a bridge plan approved in September 2015. The process for the bridge plan will not be the same as the 2011-15 strategic plan, and the board will play a larger role in guiding the process for this bridge, with a return to a more inclusive process for the 2017-?? plan.

The policy review will conclude in July 2014 and an on-going review cycle will be in place by Nov. 2014.

There is no change to the budget timeline, simply incorporating a two-year budget cycle when the usual one-year budget cycle is presented.

### **CEO Search Update**

Ms. Harrington-Pete provided an update to the CEO search. Three firms have been chosen to have an interview with the committee charged with recommending the search firm. The recommendation for the chosen search firm will be made to the Board on May 27.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:30 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:34 am.

### **Meeting Schedule Change**

Ms. Harrington-Pete announced that there will be no meeting on May 20 and a meeting will occur on May 27. This meeting will encompass the search firm recommendation and the general finance meeting.

### **Any Other Business**

Ms. Aikman presented an update on the Education and Research Fund meeting.

- There will be a recommendation to the Board to change the name of the Affirmative Action Scholarship. The name currently being proposed is the Greer Wilson Equal Access Scholarship.
- A donor has been identified to start an IPDS scholarship.
- The Education and Research Fund will be sending a survey to any donor that has contributed over \$20 to find out more about their level of engagement, thoughts on the Education and Research Fund, and potential future involvement.
- The Education and Research Fund will be working on updating their section of the ACUI website and begin a social media campaign.

Mr. Cline announced that the dues proposal will be shared with the Board prior to the May 27 meeting so that an informed conversation and decision could be made about dues rates for the next two years.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:44 a.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, May 27, 2014

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Mark Guthier, Jeff Pelletier, Andrade Fearon, Una Redmond, Sarah Aikman, Joe Gutowski, Brenda Cruz, Jeremy Schenk, and Marsha Herman-Betzen. Also present was Dave Teske, and Jason Cline.

**Minutes**

Mr. Gutowski MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The May 13, 2014 minutes are approved as amended.*

**Q4 Financial Report**

Mr. Derrick reviewed the fourth quarter financial statement that had been previously distributed to the Board. Mr. Teske reviewed the specific details of the statement. The net loss of \$19,662 after including below-the-line expenses is much less than the \$89,000 which had been previously approved.

Health insurance, Clay Targets, and some small areas in business services helped move the original projections forward.

Clay Targets is considered soft money, meaning that there is no guarantee that this revenue will be consistent year to year. However, there is no indication the sources of this funding will cease at any time in the near future.

ACUI Procure and ACUI Promos are both down for 2013. However, ACUI Promos continues to outpace growth over ACUI Procure, and 2014 may see a period where final ACUI Promos revenue recoups any loss of ACUI Procure revenue.

This financial statement is still unaudited, meaning that the auditor has not yet finished reviewing all documents and procedures of the association. This final, audited financial statement should be complete in the next several weeks. A Board vote will occur to accept the final, audited version at that time.

Regional statements for 2013 are not yet complete, but will be finished soon.

## **Q1 Financial Report**

Mr. Teske informed the Board that the first quarter statement generally includes the annual conference. Because the annual conference actually took place in the second quarter, the final hotel bill has not yet been resolved, and other conference expenses have not been finalized, the first quarter statement does not include these items.

Significant variances to budget so far in 2014 include an increase in spending of approximately \$15,000 in association business travel due to the extra travel related to the February Board meeting, travel to the NACA meeting, travel to the CHEMA meeting, and the travel to the Global Summit for Student Affairs in Rome.

Ms. Herman-Betzen explained that the decision to put the first quarter statement without conference expenses was hers and that this should be expected in 2015 as well when the annual conference will again fall in the second quarter.

Mr. Schenk MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The first quarter financial statement is approved.*

## **Dues Rate Proposal and Discussion**

Mr. Cline reviewed the document previously distributed to the Board regarding individual, associate, and institutional dues for 2014-2015. The proposal requests an increase to individual dues as part of a four-year process to raise dues to a level in alignment and proportional to institutional dues. This increase would be the third in a four year process. The proposal also requests an increase in associate member dues by five percent.

Regarding institutional dues, Mr. Cline presented information relating to the history of institutional dues, information about dues increases from associations in general, and dues increases from a higher education association perspective. Mr. Cline asked the Board to consider the 2014-15 institutional dues based on this information as well as factoring in the relational aspects of a two-year budget cycle and conference registration rates. The board will review this information and revisit the dues proposal on its next call on June 3.

Ms. Harrington-Pete reiterated the importance of reading the posted documents before the meeting so members can have an informed discussion and everyone is on the same page.

## **July Leadership Team Meeting and February Board Meeting Schedules**

Ms. Harrington-Pete reminded the Board that the July meeting will take place July 8-11 in Bloomington, Ind. The search firm is currently scheduled to come to Bloomington to meet with the staff on July 7, prior to the meeting starting.

The December meeting for the purpose of interviewing finalist candidates for the CEO will take place Dec. 8-11. The dates for the February meeting will be Feb. 8-11.

### **Diversity Report**

Ms. Harrington-Pete informed the Board that the Diversity and Inclusive Benchmarking Report has been submitted by the committee and the Board will discuss this document in-depth at the June 10 strategic direction call, taking into account the recommendations made by the committee within the document.

### **Executive Director Search Firm Recommendation**

Ms. Harrington-Pete reviewed the schedule the search firm committee has followed in seeking a search firm to handle the CEO search. The committee discussed their impressions based on the three finalists' proposal and interviews. This committee is recommending the search firm of Greenwood/Asher & Associates to fulfill this role.

Ms. Aikman MOVED, Mr. Guthier SECONDED, and it was APPROVED that:

*Greenwood/Asher & Associates will be the search firm used to complete the CEO search for the Association.*

### **Other Updates**

Mr. Derrick has accepted the position of Executive Director of the Student Union and Cone University Center at the University of North Carolina-Charlotte.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, June 3, 2014

President Kim Harrington called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: Mark Guthier, Jeff Pelletier, J. Scott Derrick, Una Redmond, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline, Michelle Smith, and David Teske.

**Minutes**

Ms. Aikman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The May 27, 2014 minutes are approved as written.*

**2015 Conference Budget**

Mr. Pelletier introduced the conference program team budget proposal that was posted to the Forum previously. Ms. Smith reviewed the proposal that is requesting \$72,750 for the conference program team to utilize for general sessions/keynote to include a diversity and inclusion speaker and a speaker to present on the topic of innovation. Speakers have generally not required a high speaker fee, but this year will most likely do so. The team is also requesting additional funds for community service and special events.

Coming off of the 100<sup>th</sup> anniversary, the attendance can continue to be high with a program that is on par with the previous conference and a conference rate that can be maintained. The conference program team is also hoping to incorporate 95 innovations for the conference to represent the 95<sup>th</sup> annual conference.

The space within the hotel is challenging to the normal program of the conference. There is a limit to the number of booths allowed in the exhibit hall, and the staff and program team are working on creative ideas to solve these challenges.

The conference program team budget has consistently been around \$50,000 for the past seven years, ranging from \$47,000 to \$57,000 during that period.

Ms. Aikman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The 2015 conference program team budget is approved as submitted.*

Ms. Smith left the meeting.

### **ACUI Dues Discussion**

Mr. Cline reminded the Board about the discussion the previous week surrounding the 2015 membership dues proposal. The proposal requested the third of four consecutive increases to the individual membership category, a five percent increase to the associate membership category, and a discussion to determine the institutional membership category.

Additional discussion included international rates, minimal number of individual members, two-year budgeting cycle, retention rates compared to new members and overall dues revenue year-to-year, total institutional membership since 2010, small school membership churn, dues in relation to overall budget, change in fee and geographic structure of regional conferences including added travel costs, the idea of different percentage increases for different enrollment categories, and the membership calendars

Mr. Guthier MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Individual professional membership dues for those at a member institution, but not on the roster, and retired member dues will increase by five percent effective August 1, 2014. This includes domestic and international rates.*

Mr. Coleman MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Associate membership dues will increase by five percent effective Jan. 1, 2015.*

Mr. Derrick MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Institutional membership dues will increase by five percent effective August 1, 2014.*

### **Search Updates**

Ms. Harrington-Pete announced that they have reached out to all nine search firms to inform them of their status with the selection committee, including the firm that has been chosen. This firm has accepted, and they will be announced to the membership soon.

Mr. Guthier provided a timeline for the development of the screening committee that will review the applicants provided by the search firm. Those candidates selected will be the candidates interviewed by the Board in December. The screening committee will contain six to eight individuals, at least one from the each of following categories as noted:

Past president(s)

Former LT member(s)  
Current volunteer (s)  
Student(s)  
Central Office staff member  
Higher education association staff member/chief executive officer

Some individuals have already notified Mr. Guthier of their interest in being named to this committee. Please send any additional names to Mr. Guthier by June 10 for discussion on the June 17 or June 24 call, with a final decision of the committee membership made in July in Bloomington.

### **Diversity and Inclusion Report**

Ms. Harrington-Pete asked for initial reactions to the report presented the previous week.

Ms. Herman-Betzen added that this report is the most comprehensive report on these topics that is based on data and benchmarks the Association has ever completed.

Ms. Harrington-Pete will pose questions before June 10 based around the recommendations included in the report. These will be discussed on June 10 and will guide the framework for the conversation with the leadership team in July. The report includes past successes and areas where the Association needs improvement.

### **July Meeting**

Ms. Harrington-Pete asked members to bring favorite snacks to July meeting.

### **Updates**

Ms. Redmond asked for updates to strategic plan matrix before next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:59 a.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales, Board Recording Secretary



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, June 10, 2014

President Kim Harrington called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: Una Redmond, Michael Coleman, Jeff Pelletier, Jeremy Schenk, Andrade Fearon, and Sarah Aikman. Also present was Jason Cline and Liz Beltramini.

**Minutes**

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The June 3, 2014 minutes are approved as written.*

**Strategic Direction Update**

Ms. Redmond informed the members that there have been updates to the matrix and those will be incorporated into the running spreadsheet. An updated spreadsheet will be distributed following all of the updates. Each Board liaison provided updates on those items on the call as well.

Items marked as continuing will be discussed during the July meeting to determine if they will be complete by the end of 2015 or if they will be carried forward into a future strategic plan.

**Draft Schedule for July Meeting**

Ms. Harrington-Pete shared a draft schedule for both the Board and entire Leadership Team during the July meeting. A list of topics to discuss was also shared.

**Diversity Update**

Ms. Harrington-Pete thanked Ms. Beltramini for the work she and her committee completed on the diversity and inclusion benchmarking report. Ms. Harrington-Pete posted several questions to the forum to discuss during this call. The questions and the Board's responses and discussion are recorded below. Additional discussion and next steps will be determined at the July meeting.

1. What concepts are the most salient to you?

- a. Massive amount of data; emotion and passion included; the level at which the Association is for each benchmark; how the benchmarks relate to the profession in addition to the Association; not one initiative had been completed from the 2007 diversity think-tank; the role of diversity specific communities moving forward;
2. What clarifying questions do you have about the report?
3. General thoughts and reactions to the outlined recommendations?
  - a. The report states that staff support and strategic prioritization are the two recommendations that are needed to ensure the other initiatives are complete and successful.
4. What must we do now? (What will we no longer do/ Timing?)
  - a. Given the retirement of the executive director, there may be an inclination to wait until a new CEO is hired before moving forward. That task force believes this would unnecessarily postpone moving the recommendations forward. The task force recommends hiring a staff member whose charge is to not only move this forward but to be the Central Office person who carries this out through the transition of the executive director. Some Board members consider a September hire of this position as ambitious and cost-prohibitive with the hiring of a new CEO. A new CEO may also have input and insight into this process. The Board does agree that staff support is crucial to be successful. How can the Association make progress and achieve small wins until a staff member can be hired?
5. Do you have additional suggestions/recommendations to advance this agenda that have not been shared/discussed?
6. If we are successful, what will we have accomplished/established in one year?
7. How do we embed this into the fabric?
8. Going forward, would you prefer to walk through the categories individually or discuss the report as a whole?

This topic will be included on every call until the July meeting. The report and Board's plan will be shared with the Leadership Team in July.

Homework: What can the Association accomplish in the next three to six months?

### **Any Other Business**

No other business was shared.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:03 p.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, June 17, 2014

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Mark Guthier, Jeff Pelletier, Andrade Fearon, Una Redmond, Sarah Aikman, Joe Gutowski, Brenda Cruz, and Marsha Herman-Betzen. Also present was Dave Teske and Jason Cline.

**Minutes**

Mr. Pelletier MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The June 10, 2014 minutes are approved as amended.*

**Finance Update**

Mr. Derrick announced that he and Mr. Teske will meet with the ACUI investment advisor to give alternate options for the Association's investments in Bloomington in July.

**Final Look at Bloomington Agenda**

Ms. Harrington-Pete reviewed the updated agenda for the leadership team meeting in July that included both schedules for the entire leadership team and board meeting. A list of discussion topics will be forthcoming.

**Screening Committee Proposed Members**

Mr. Guthier shared proposed names for the executive director search screening committee and opened up discussion on the list. The final members of the committee will be contacted to confirm their selection prior to the July meeting where they will be officially appointed.

**Diversity and Inclusion Report Discussion, Part 2**

Ms. Harrington-Pete asked that individuals that submitted information directly to her also post them to the Forum so that others could review them.

Ms. Herman-Betzen asked about the timing of the recommendations' implementation, specifically the hiring of the recommended position to work with these initiatives. She also recommended not waiting for unknowns to happen to move forward.

The listed recommendations were placed in priority order by the committee that developed the report. The full report will be sent with the July meeting schedule so the entire leadership team will have time to read and process the material. The initial discussion will be held with the leadership team on Wednesday morning, July 9, and they will also be asked to discuss within their component groups. Any feedback received from these discussions will be taken into consideration when the Board makes its strategic decision how to move forward. This includes items that can be accomplished by the Central Office and those that can be accomplished by the Board and other volunteers.

Mr. Gutowski MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Global Diversity & Inclusion Benchmarking Report is accepted by the Board of Trustees from the Diversity and Inclusion Benchmarking Team in its entirety.*

### **Other Updates**

There were no other updates to report.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:51 a.m.

Respectfully submitted,  
Jason Cline  
Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, June 24, 2014

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Mark Guthier, Una Redmond, Sarah Aikman, Joe Gutowski, Jeremy Schenk, Michael Coleman, Brenda Cruz, and Marsha Herman-Betzen. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The June 17, 2014 minutes are approved as amended.*

**Diversity and Inclusion – Leadership Team Discussion**

Ms. Harrington-Pete sent the diversity and inclusion benchmarking report to the entire Leadership Team. There will be discussions as an entire leadership team and within the component groups. Feedback will be solicited from the group that will be used within the Board to make a discussion.

**Additional Board Thoughts on Diversity and Inclusion**

Mr. Coleman asked if there could possibly be a volunteer position that focuses on diversity and inclusion either in addition to or in place a Central Office staff position. Also, the regional leadership teams could also create a diversity and inclusion position on their leadership teams as well.

Mr. Derrick compared this to the Education and Research Fund volunteer position that does not have a full-time support position from the Central Office. Which is a bigger priority to the Association and its future? Are there other competing priorities? Ms. Herman-Betzen added that the executive director position now has that responsibility included, especially going forward with the new job description written for the executive director replacement.

Is there any other additional information that can be gathered in preparation for the July meeting?

### **Final Discussion Thread List for July**

Ms. Harrington-Pete reviewed the final list of discussion topics for the July meeting along with the desired outcomes for each topic. An agenda with a schedule that includes times and visitors will be forthcoming.

### **Other Updates**

There will be no meeting on July 1.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:29 a.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales; Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, July 8-11, 2014

President Kim Harrington-Pete called the meeting to order at 1:00 p.m. Eastern Time in the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Mark Guthier, Jeff Pelletier, J. Scott Derrick, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline.

**100<sup>th</sup> Anniversary**

Mr. Cline presented an update on the financial aspects of the 100<sup>th</sup> anniversary celebration and a review of the \$150,000 budget that the Board had previously approved. Mr. Cline believes that all expenses have been accounted for, and the total amount of expenses is \$151,500. There are additional expenses that have not yet occurred for additional programming to celebrate the anniversary that would be an additional \$12,000. It is important to note that the initial budget allotted \$35,000 for the construction of the museum, and the final invoice for that project totaled nearly \$65,000. Savings in other areas of the entire budget saved approximately \$17,000.

In retrospect, the Association would have handled the agreement with a vendor the same way it handles other projects. This would include receiving written estimates and having an agreement in writing. This did not occur because of the relationship that was in place between the then conference program team chair and the vendor.

Mr. Cline is asking permission on behalf of the 100<sup>th</sup> anniversary task force to spend the remaining \$12,000 from the original budget to carry out the task force's programmatic planning of the 100<sup>th</sup> anniversary. The Board has requested a list of program elements that this would include. Mr. Cline will produce that for the Board for discussion at a subsequent meeting.

**Search Firm**

Ms. Harrington-Pete announced that the screening committee meetings with candidates were originally planned to do via technology and not in person. The search firm recommended that these happen in person to allow the candidates to put their best foot forward in person and to prevent technology issues on both sides. The total cost could now be at \$130,000 to include a \$10,000 contingency fee.

Mr. Cline left the meeting.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 2 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 3:55 p.m.

Mr. Cline rejoined the meeting.

Ms. Harrington-Pete reviewed the items that Greenwood & Asher suggested the Board consider/take action on:

- Finalize position description
- Consider and describe why ACUI is not located in Washington D.C. like so many associations
- Describe the financial strength of the organization
- Consider face-to-face interviews instead of virtual to best represent ACUI's culture
- Consider background check process
- Consider code of ethics for all parties to ensure confidentiality
- Begin thinking about transition after candidate is chosen
- Consider information packets to candidates: "velvet-box" concept
- Consider how skills/abilities of desired candidate are conveyed to membership?
- Consider the transition in three areas: position, organizational, and overall
- Consider engagement timeline of selected candidate; how is s/he integrated into Association while allowing current XD to function?

The Board RECESSED WITHOUT OBJECTION at 4 p.m. on July 8, 2014.

The Board RESUMED MEETING IN EXECUTIVE SESSION at 10:45 a.m. on July 9, 2014.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:25 p.m.

Mr. Cline rejoined the meeting.

Ms. Aikman MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The overall budget for the CEO search will not exceed \$136,900 in total costs.*

The Board RECESSED WITHOUT OBJECTION at 1:30 p.m. on July 9, 2014.

The Board RESUMED MEETING at 8:30 a.m. on July 10, 2014.

### **Audit Conversation**



Mr. Duane Vaught from Stampfli and Associates and Dave Teske joined the Board for the meeting to discuss the audit. Ms. Herman-Betzen introduced Mr. Vaught and the reasons why the Association uses an external CPA.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 8:35 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 9:04 a.m.

The Board thanked Mr. Vaught for his time and expressed its appreciation for his audit services.

### **Association Investments**

Mr. Teske introduced Mr. Adam Estes from Hilliard Lyons. He joined the Board for the meeting to discuss the investments of the Association and provide information to use should the Board decide to modify the investment policy in the future.

Mr. Estes provided a background of the Association's investments since the Association started working with his firm in 2006. He also talked about how the market has changed since then.

Mr. Estes reported current investments equal \$2.6 million. Because the Association now has a history of having money in investments, the Board may want to consider changing the instruments in which the investments are made. He provided information on the options that the Board may consider at that time.

The Board thanked Mr. Estes for his time and expressed its appreciation for his services.

Mr. Vaught and Mr. Estes left the meeting.

### **Two-Year Budget Cycle**

Mr. Teske reminded the Board that the plan for the next budget cycle will transition from a one-year budget cycle to a two-year budget cycle. A quarterly statement will continue as it has in the past, but it may update the second year budget as well if new information becomes available. Most likely, quarterly statements will only affect the current year budget. This two-year budget cycle only pertains to the operations fund. This two-year budget cycle will allow for the conference budget to be approved with the overall budget and not in isolation.

### **Association Legal Counsel**

James L. Whitlatch from Bunger & Robertson, joined the meeting.

Mr. Whitlatch presented the Board with their rights, responsibilities, protections, and how they should operate based on Indiana statute and federal law.

The Board thanked Mr. Whitlatch for his time and expressed its appreciation for his services.

Mr. Whitlatch left the meeting.

### **Regional Restructuring Update**

Zack Wahlquist joined the meeting. Brenda Evans joined the meeting via Skype.

Ms. Evans provided an update on the progress of the restructuring first year implementation. A tool was created to assess the implementation and evaluate each aspect of the implementation. It will allow each region to add region specific items as well.

The collection of data will occur by the end of the year and a report should be available by February.

Site selection for 2016 and the title of the student regional director position are examples of tweaks that have already been made based on learning from challenges from the initial implementation.

While the process has been successful, there are still concerns moving into the first round of regional conferences in the new structure, but feedback will be crucial following the completion of these conferences to ensure continued success in future years.

Ms. Evans left the meeting.

### **2018 Conference Site Selection**

Michelle Smith joined the meeting.

Ms. Smith reminded the Board about the reason the 2018 conference is up for discussion; ACUI exercised its out clause at the Reno property. The three options for consideration are Reno, Austin, and Anaheim.

Ms. Smith presented timelines, pros, and cons for each option.

Additional discussion will take place and a decision will be made by the end of the day.

Ms. Smith left the meeting.

### **100<sup>th</sup> Anniversary Update**

Patrick Bailey joined the meeting.

Mr. Bailey thanked the Board for the opportunity to chair this task force that went through so many changes both professionally and personally.

Mr. Bailey thanked Mr. Cline for his work with the task force.

Mr. Bailey informed the Board that the expenses were well under budget except for the museum. He announced the plans that the task force still would like to do for the rest of the year pending budget approval that include community service support at the regional conferences, recognition of service participants at the 2015 annual conference, and a 100<sup>th</sup> anniversary celebration at each regional conference. He also announced the Biddle Hotel at the Indiana Memorial Union is now a participating hotel with Clean the World.

Mr. Bailey left the meeting.

### **ERF Update**

Patrick Connelly joined the meeting via Skype.

Mr. Connelly presented a nearly final proposal to change the affirmative action scholarship name to honor the work and career of Greer Wilson. This will be discussed by the Board at a later time along with a decision regarding approval.

Mr. Connelly announced that the upcoming I-LEAD program will kick-off the Knot Club that will help endow the Meg Sutton Scholarship. A suggested donation to I-LEAD participants is equal to the year they attended; i.e. \$20.14 in 2014. He also stated that they are working with Chuck Morrell to finalize plans for an endowed scholarship to IPDS.

The term for Mr. Connelly in this role as the Education and Research Fund Chair is over at the 2015 conference, and he has also reached the limit to the number of terms he may serve. He has personally reached out to several people to plan for his succession.

Mr. Connelly expressed that this has been his favorite volunteer opportunity and is proud of the accomplishments that have been made by the Education and Research Fund.

Mr. Connelly and Mr. Wahlquist have begun researching fundraising training tools to help prepare the new chair and new committee in their fundraising efforts.

Multiple discussions have happened to recognize Shirley Bird Perry through a scholarship or award. Donors have been identified and a plan to implement is underway.

The Board RECESSED WITHOUT OBJECTION at 12:15 p.m. on July 10, 2014.

The Board RESUMED MEETING at 1:36 p.m. on July 10, 2014.

### **100<sup>th</sup> Anniversary Budget**

Mr. Cline distributed items that would be included in additional funding is approved.

Ms. Aikman recused herself from this conversation and is not present.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 1:38 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 2:09 p.m.

Mr. Schenk MOVED, Ms. Cruz SECONDED, and it was APPROVED that:

*Additional funding in the amount of \$11,900 in fiscal year 2014 and \$1,500 in 2015 is allotted to fulfill the planning items for the 100<sup>th</sup> anniversary celebration.*

*Mr. Coleman and Mr. Gutowski abstained from voting.*

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 2:13 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 2:30 p.m.

Ms. Aikman returned to the meeting.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 2:31 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 3:57 p.m.

Mr. Cline rejoined the meeting.

### **Screening Committee**

Mr. Guthier MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The screening committee for the Executive Director search will be made up of the following people: Sharon Silverstein, Gail Sutton, James McHaley, Willie Banks, Debra Hammond, Ben Williams, Justin Rudsille, Pam Watts, Kevin Kruger, and Mark Guthier.*

### **Election Timeline**

Mr. Guthier presented the timeline for the upcoming Board elections, starting with an elections committee orientation on August 7, 2014 and ending on December 8, 2014 with the deadline to announce election results to the membership.

Next steps include marketing efforts to recruit candidates. The Board thought that a reminder postcard to vote would be more effective than a postcard to recruit candidates. An idea was suggested to include a video element for candidate profiles to enhance student participation. An intentional effort to make those eligible voters aware they are eligible to vote.

The Board should attempt to make 10-15 nominations each.

### **Student Member Selection Process**

Mr. Pelletier reminded the Board that the student selection process includes an interview and appointment. Updates to the process were made during the last process and the next process will mirror those steps, in line with other volunteer timelines as well.

Applications would be accepted between Oct. 21 – Dec. 3, with interviews and selection happening the week of Dec. 8.

### **Regional Conference Attendance**

Mr. Schenk reviewed Board attendance at each regional conference and facilitated discussion about the purpose of the visit and action items that should occur; i.e. ambassadorial role, promote election, promote student board applicants, volunteer, update on CEO search process, connect with membership.

### **2018 Site Selection**

Austin was removed from consideration, narrowing the field to Reno and Anaheim.

Discussion followed to weigh the pros and cons of the remaining two possible locations.

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The 2018 annual conference will take place in Anaheim, Calif. from April 8-11.*

Mr. Pelletier abstained.

### **Affirmative Action Scholarship**

Ms. Harrington-Pete reintroduced the renaming of the Affirmative Action Scholarship. The proposed name is Greer Dawson Wilson Scholarship.

Ms. Wilson resigned her position

Ms. Aikman MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Affirmative Action Scholarship will be renamed the Greer Dawson Wilson Scholarship.*

### **Diversity & Inclusion Feedback**

Ms. Harrington-Pete asked the Board to respond to points raised during the full leadership team discussion. Points discussed included the hiring for a position, that the position be a part of a human resources position, acknowledging the information that was presented is an important step, defining the terms to benchmark, visible vs. non-verbal diversity, current open vacancies and how it can reorganized to administer these responsibilities and whether is a priority right now, whether the report pertained to the Central Office or the Association, whether this is a Central Office task to figure out the responsibilities, and taking the lead among other higher education associations.

Ms. Herman-Betzen asked if the Board philosophically believes the recommendations proposed are the direction the Association should take. She also reiterated that the student affairs higher educations she shared this report and benchmarking tool with are excited to tackle this issue using the same tool.

Another suggestion was to create a volunteer position.

Mr. Coleman MOVED, Mr. Pelletier SECONDED, and it was NOT APPROVED that:

*The Central Office develops a plan that incorporates the recommendations from the diversity and inclusion benchmarking report into the staff responsibilities.*

Mr. Pelletier abstained.

Mr. Gutowski MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Central Office will present a strategic, programmatic, and operational response to the diversity and inclusion benchmarking report, with a deadline for this response to be presented to the Board no later than Sept. 30th, 2014.*

Ms. Harrington-Pete will respond to the committee that prepared the report with this motion and plan.

### **Report Out Topics**

Ms. Harrington-Pete reviewed the topics that she will report out during the full leadership team meeting tomorrow.

### **July Meeting 2015**

The dates for the July leadership team in 2015 are the week of July 6-10.

### **Remaining Items**

There will not be a meeting on July 15. Meetings will resume on July 22.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 6:04 p.m.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, July 22, 2014

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Elizabeth Beltramini.

**Minutes  
Turned over to J. Scott**

Ms. Aikman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The June 24, 2014 minutes are approved.*

The board POSTPONED WITHOUT OBJECTION to discussion on the July 8-10, 2014 minutes until the next meeting.

**Diversity and Inclusion Revisited**

Ms. Herman-Betzen shared that the staff is looking for more specific direction on the diversity and inclusion benchmarks. Mr. Guthier said he recognized that time was short during the July Leadership Team so would appreciate the opportunity to discuss the feedback from the Leadership Team and come to some clear consensus on each recommendation.

Ms. Harrington-Pete said the discussion could be spread across several upcoming Board of Trustees calls so as to allow for other business. She said the board would offer direction on each recommendation, including whether one staff person is appropriate to oversee diversity and inclusion efforts and whether any additional outcomes from the benchmarking project should be added.

**Future Meetings**

Based on upcoming travel and various retreats and meetings, Ms. Harrington-Pete said she would recommend the best meeting times for the next five weeks.

**2018 Conference Site Change**

Ms. Herman-Betzen said she called Chuck Price to let him know the 2018 conference would be held in Anaheim, Calif., instead of Reno, Nev. She said Price was gracious and understood but was concerned about ACUI's criteria for determining conference locations. Ms. Herman-Betzen said we are limited to Anaheim for West Coast locations because other cities are too expensive during peak season or do not have facilities large



enough to accommodate the conference under one roof. Convention centers are not a good fit for ACUI Herman-Betzen suggested when negotiating future contracts we might be able to make a multi-year deal that could allow us to afford San Francisco, Los Angeles, or San Diego.

### **CEO Search**

The board will review the qualifications and skills for the next CEO after the Executive Committee has completed its review this week. The document must be returned to Greenwood/Asher by Aug. 8.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:45 a.m.

Respectfully submitted,  
Elizabeth Beltrami  
Substitute Recording Secretary  
Director of Content Curation

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, July 29, 2014

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Michael Coleman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Sarah Aikman, and Una Redmond. Also present were Elizabeth Beltramini and Dave Teske. Mr. Derrick left the meeting at 11:44 a.m.

**Minutes**

Mr. Schenk MOVED, Mr. Scott SECONDED, and it was APPROVED that:

*The July 22, 2014 minutes are approved.*

The board POSTPONED WITHOUT OBJECTION to discussion on the July 8-10, 2014 minutes until the next meeting.

**CEO Search**

The Board reviewed the qualifications and skills for the next CEO. The position description will be edited and submitted for approval by the Board at the next meeting.

Mr. Guthier provided an update on the screening committee. He will be asking them to sign the Code of Ethics for search. The committee will be meeting for training during August and September. This will include an overview of the history of the search, the position description, core competencies, and roles. In October the committee will begin the process of review applications.

**Diversity and Inclusion Revisited**

Ms. Harrington-Pete began a multi-week discussion during which each category in the report will be reviewed in detail. Ms. Beltramini suggested that the Board provide clear direction on the recommendations presented or other recommendations the Board may have. Additionally, there is a desire to have a clear indication of intent about the staffing recommendations.

**General Comments**

Category 1: Diversity and inclusion vision, strategy, and business case

Business case for diversity should be reflected in the staff position job description of new recommended position; diversity and inclusion expectations should included in staff job descriptions as well

Category 2: Leadership and Accountability

Board affirmed desire to have diversity and inclusion included in all volunteer job descriptions; more discussion is needed about diversity networks; workforce training needed for staff and volunteers

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:59 a.m.

Respectfully submitted,  
David Teske  
Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 5, 2014

President-Elect Sarah Aikman called the meeting to order at 11:01 a.m. Eastern Time. Additional members present were: Kim Harrington-Pete, Mark Guthier, Michael Coleman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Sarah Aikman, and Una Redmond. Also present were Elizabeth Beltramini and Dave Teske. Ms. Aikman left the meeting at 11:59 a.m.

**Minutes**

Mr. Gutowski MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

*The July 29, 2014 minutes are approved as written.*

**Policy Work Update**

Mr. Pelletier provided an overview the policy review plans for the rest of the year. The policy work group (Mr. Pelletier, Mr. Derrick, Mr. Coleman, Mr. Gutowski, and Mr. Teske) will meeting in the coming months.

Mr. Guthier suggested that the Governance Committee consider preparing a job description for the immediate past president since one does not currently exist.

**Student Member of the Board**

Mr. Pelletier reviewed the following timeline:

- Application posted: Oct. 21
- Application submission deadline: Dec. 3
- Applicant interviews: Dec. 8-11
- Board approval: Dec. 12

The selection committee will consist of: chief executive officer, president-elect, student member of the Board, and the Governance Committee chair or committee member.

**Constitution, Bylaws and Articles of Incorporation**

Mr. Pelletier and Mr. Teske summarized the suggestions by legal counsel that the Constitution, Bylaws and Articles of Incorporation be reformatted and consolidated into revised Articles of Incorporation and Bylaws. The Board supports the recommendation and believes the time is right to make the changes. The legal counsel will be involved in

the process in a reviewing role. Mr. Pelletier will propose a process and timeline at a future meeting.

### **CEO Search**

Ms. Beltramini provided an overview of the brochure which is combination of the job description and an overview of the Association and Bloomington. The Board was very appreciative of the excellent presentation of the materials which helps to convey the values of the Association and the type of candidate being sought.

Mr. Hamlett MOVED, Mr. Guthier SECONDED, and it was APPROVED that:

*The CEO job description is approved as adjusted.*

### **Diversity and Inclusion Revisited**

Ms. Harrington-Pete continued a multi-week discussion during which each category in the report will be reviewed in detail.

#### General Comments

#### Category 3: Infrastructure and implementation

What is the rubric for “supported by a knowledgeable staff of professionals, adequate for the size and goals of the organizations?”

What prevents us from having a budget for D & I efforts?

Does a full-time staff member satisfy the needs?

Is there a volunteer position/team which should be created to work with the staff?

Diversity networks should be more intentional.

#### Category 4: Recruitment, development, and advancement

How does the Central Office actually compare to other Bloomington employers?

Should the Central Office be more visible in networks within Bloomington (chamber of commerce or other groups)?

Training for staff seems to be a needed priority.

The discussion will continue next time with Category 4 shortcomings.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:09 p.m.

Respectfully submitted,

David Teske

Associate Executive Director

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, August 12, 2014

President Kim Harrington called the meeting to order at 11:04 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Una Redmond, Michael Coleman, Joe Gutowski, Jeremy Schenk, Brenda Cruz, Sarah Aikman and Marsha Herman-Betzen, executive director. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The August 5, 2014 minutes are approved as amended.*

The minutes from the previous call state that the application deadline for student board member applications is Dec. 3. However, the deadline for all other volunteer opportunities is Dec. 5. Both dates will be Dec. 5 to be consistent.

**Strategic Plan Update**

Ms. Redmond has updated the matrix from information received from Board members. She asked for additional updates prior to the September strategic direction call, which may require Board members to connect with their Central Office staff liaisons.

The bridge plan needs further discussion to decide the path of the next plan, including if the term “bridge” should be used or if it should just be called a two-year plan.

Elizabeth Beltramini joined the call.

**Diversity and Inclusion Discussion Continued**

Category 4: Recruitment, Development, and Advancement  
Continued from previous call.

“Staff members have some but not a lot of training in cultural differences” is listed as a success but it seems like a shortcoming.

Central Office staff is less diverse than its labor market – is this something that needs to be addressed?

Most staff do not know about ACUI until they start working at ACUI.

In terms of pipelines for advancement, are opportunities for advancement limited because roles are restrictive in terms of roles and responsibilities?  
Is cross-training a part of the culture or just when the need arises?

#### Category 5: Benefits, Work-Life, and Flexibility

More effort could have been made in previous years to improve this category, although it is a higher rated category overall.

Providing staff training and holding staff accountable for this training, and subsequent objectives, should be implemented. Professional development funding is limited, but this is in relation to providing training on an on-going and long-term basis.

#### Category 6: Job Design, Classification, and Compensation

There are positions that are not conducive to flexible work arrangements, and therefore may not find this as a benefit.

The biggest finding is that even though ACUI has a compensation policy, the policy is not discussed or shared frequently enough for people to feel comfortable with its application.

Does another compensation audit need to occur? The last audit took place in 2006.

Updating classification ranges and distributing information at least annually.

The Board will continue discussion during next call.

### **Update on CEO Search**

Ms. Harrington-Pete shared that the position description has been finalized and Greenwood/Asher stated “the Central Office outdid themselves.”

### **Any Other Business**

Ms. Herman-Betzen shared some additional staffing changes. Savannah Payton and Scott Hutchinson both submitted their resignations on August 11 and will be leaving in the coming weeks.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:04 p.m.

Respectfully submitted,

Jason Cline

Director of Membership and Sales, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, August 26, 2014

Topic Focus: Finance

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Joe Gutowski, Michael Coleman, Jeremy Schenk, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Elizabeth Beltramini and Jason Cline.

**Minutes**

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The July 8-11, 2014 minutes are approved.*

Mr. Schenk MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The August 12, 2014 minutes are approved.*

**Q2 Review**

Mr. Teske reviewed the second quarter statement for the association's finances. The overall projection shows a net of \$73,411 which is \$57,126 better than budget and \$72,974 better than the first quarter.

A discussion about publications being removed as a stand-alone cost center was had. This decision will be revisited during the submission of the two-year budget, possibly moving this group into another cost center.

Mr. Coleman MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The second quarter financial statement is approved.*

**Review of BOT Search Process and Code of Ethics**

Ms. Harrington-Pete presented code of ethics statement that the Board of Trustees will read and sign in order to protect the integrity of the search. Board members are asked to sign and return before the next meeting on September 9. A second version was created for the screening committee to sign.



Any member of the board that would consider applying for the CEO position would be limited in their Board participation and discussions over the next several months during this process.

### **Diversity and Inclusion Report**

Mr. Derrick resumed the conversation about the report, beginning with category 7.

#### Category 7: D&I Education and Training

No formal training exists in the Association on the staff or volunteer side.

An extensive library that is always current will require a constant source of funding and staff resources to maintain.

#### Category 8: Assessment, Measurement, and Research

The practices in place are very informal. Formalizing the process and being more intentional will help determine next steps and raise the bar for success.

Including diversity and inclusion practices in staff evaluations will create a sense of ownership and accountability.

While other Associations have expressed interest in completing a similar report based on these benchmarks, there currently are not any other higher education associations to benchmark against.

ACUI is responsive to concerns, but less proactive in implementing new policies and procedures.

There is a need to communicate out to the leadership team and membership following the discussions that happen with the report, to include next steps and implementation plans.

Following discussion on all categories, the Board will also revisit the leadership team's feedback before deciding on an action plan.

Categories nine, 11, and 12 will be discussed on September 9.

### **General Updates**

The Board will not meet on September 2, following the Labor Day holiday.

Regional conference talking points will also be discussed on a call during September.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:54 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 2, 2014

President Kim Harrington-Pete called the meeting to order at 11:01 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Jeff Pelletier, Michael Coleman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Una Redmond, and Marsha Herman-Betzen, executive director. Also present were Elizabeth Beltramini, Dave Teske, Michelle Smith, and Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The August 26, 2014 minutes are approved as amended.*

**Gun Statement**

Ms. Herman-Betzen presented a statement from NASPA that NASPA and ACPA asking other higher education, student affairs associations to join in signing that asks for a limit of guns on campus. The original statement called for a complete ban on guns on campus except for those law enforcement officials. ACUI has asked for an amendment to be added before joining the statement, allowing for the inclusion of those that participate in competitive shooting programs.

Ms. Smith added that thousands of students participate in competitive shooting programs, and that ACUI would be recognized in these circles and questioned about its involvement in this statement. Midway USA is a major player in providing money and supplies to these students.

A motion and second was made to approve the statement as originally written on the online forum. An ongoing discussion is happening now during this call.

Limiting guns is a political statement, and ACUI can be seen as taking a side. Discussion ensued about ACUI's involvement in this topic area. A straw poll was conducted to see if the Board was in favor of a motion, and it appeared there was support for inclusion in this statement. Mr. Guthier asked if a financial ramification could be provided should a clay targets program be affected by this. Mr. Teske responded that a net of \$259,232 was budgeted to be earned in 2014. This does not include any membership gain/loss as a result of ACUI's participation in this statement.

The Board will wait to see the final language of the amended statement before making a final decision about participation. Whatever is decided, ACUI may choose to issue its own statement about its support of competitive shooting programs.

Mr. Pelletier withdrew the original motion made online.

Ms. Smith left the call.

### **Search Update**

Mr. Guthier announced that nominations are open, ads are being placed, and the search has entered the recruitment phase for the CEO search. Screening interviews are scheduled for Nov. 5-6, and the finalist interviews will take place on Dec. 8-11 with final discussions and deliberations happening on Friday, Dec. 12.

### **Diversity and Inclusion Revisited**

Ms. Harrington-Pete continued a multi-week discussion during which each category in the report will be reviewed in detail.

#### General Comments

##### Category 9: D&I Communications

Based on the comments, “D&I communication is frequent, varied, and innovative...” doesn’t seem to be a success.

It is interesting that only 15 of 500 tweets mention key words.

What does a branded D&I initiative look like? People should know what you are talking about when you mention ACUI’s D&I efforts.

The website’s robustness can be defined as dynamic information as opposed to just having statements. Possible inclusion of how the statement is being utilized or the future of D&I.

Alternative forms of communication can include phone calls, postal mail, and the ability to handle needs of individuals who don’t have online access or who are vision challenged to take care of online registrations.

Category 11 and Category 12 will be discussed during the next call.

### **General Updates**

Ms. Harrington-Pete announced that the next board meeting will take place on Sept. 9 and will be a governance call.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 2, 2014

President Kim Harrington-Pete called the meeting to order at 11:01 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Jeff Pelletier, Michael Coleman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Una Redmond, and Marsha Herman-Betzen, executive director. Also present were Elizabeth Beltramini, Dave Teske, Michelle Smith, and Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The August 26, 2014 minutes are approved as amended.*

**Gun Statement**

Ms. Herman-Betzen presented a statement from NASPA that NASPA and ACPA asking other higher education, student affairs associations to join in signing that asks for a limit of guns on campus. The original statement called for a complete ban on guns on campus except for those law enforcement officials. ACUI has asked for an amendment to be added before joining the statement, allowing for the inclusion of those that participate in competitive shooting programs.

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Ms. Smith left the call.

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### **Diversity and Inclusion Revisited**

Ms. Harrington-Pete continued a multi-week discussion during which each category in the report will be reviewed in detail.

#### General Comments

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Alternative forms of communication can include phone calls, postal mail, and the ability to handle needs of individuals who don’t have online access or who are vision challenged to take care of online registrations.

Category 11 and Category 12 will be discussed during the next call.

### **General Updates**

Ms. Harrington-Pete announced that the next board meeting will take place on Sept. 9 and will be a governance call.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, September 9, 2014

Jeff Pelletier called the meeting to order at 11:03 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Sarah Aikman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Una Redmond, and Marsha Herman-Betzen, executive director. Also present were Elizabeth Beltramini and Jason Cline.

**Minutes**

Mr. Gutowski MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The September 2, 2014 minutes are approved as amended.*

**Diversity and Inclusion Revisited**

Mr. Pelletier continued a multi-week discussion during which each category in the report will be reviewed in detail.

General Comments

Category 11: Products and Services Development

Closed captioning is provided at in-person sessions if someone has requested such services.

What is the insensitivity in regards to time zones? How can that be corrected for calls, webinars, office hours, etc.? Creating and allowing for flexibility should be considered. The same people or time zones should not make the sacrifice all the time.

Should online learning offer multiple live sessions?

Curriculum development for any program tends to include broad ranges of input.

Products and other services sometimes are not as inclusive.

Campuses are more diverse than those that go into student affairs, and how does the crossover to the union happen?

There is an effort for campuses to use of minority vendors; ACUI Procure could aid in this by including a mix of vendors.

Culturally sensitive services might include religious services at programs and resources available to delegates such as Alcoholics Anonymous. There are also groups that have circumstances that require sitting in a specific direction.

Biodiversity can be defined as different plants, animals, or species. This is something that may be more important to science related organizations, not necessarily ACUI. It was suggested that ACUI not benchmark against this factor.



Category 12: Marketing, Sales, Distribution, and Customer Service

This category prompted a thought that this is where another staff member should be added to the Central Office to focus on market research.

Customer service documents refer to those that are used within the Central Office.

Communications from the Central Office rarely feature photos of people. This is semi-intentional to prevent overuse of certain individuals, and the photos are most likely from ACUI events rather than from campuses and students.

Next steps on this report include a summary of comments (including those from the July leadership team meeting) by the next call with an action plan by the end of the month.

### **Board Evaluation Updates**

Mr. Pelletier shared that he has collected resources about Board evaluations and a report about the next steps will be discussed at the next governance call.

### **CEO Updates**

Mr. Guthier reported that no reports have been received from the search firm regarding candidate recruitment. The screening committee has its meetings scheduled. The application deadline is October 1, vetted by the search firm by October 15.

### **Regional Conference Updates**

Mr. Schenk provided a recap of which Board member is attending which regional conference.

Region I – Brenda

Region II – Mike, Sarah

Region III – Marsha, Kim, Mike, and J. Scott

Region IV – Marsha

Region V – Mark

Region VI – Jeff, Marsha

Region VII – Joe and Kim

Region VIII – Jeremy and Una

CEO search update, D&I update, elections update and voting encouragement (including who can vote), student board member position, and thanking the RLT for their work during the transition. Each board member representing the topics above should send a brief synopsis to Mr. Schenk by Sept. 19 so that one document can be created and used by all board members during their presentation.

Should the role of the Board at regional conferences be defined for future regional conferences in terms of board members attendance at their own region or other regional conferences?

### **Central Office Reorganization**

Ms. Herman-Betzen presented the reorganization of the Central Office to better meet the needs of the Association, volunteers, and membership. An outline of this will be included in the October Bulletin.

### **General Updates**

Mr. Pelletier announced that conversation on the gun statement will happen next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:17 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, September 16, 2014

Una Redmond called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Jeff Pelletier, Mark Guthier, Kim Harrington-Pete, Joe Gutowski, Jeremy Schenk, Brenda Cruz, Sarah Aikman and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The September 9, 2014 minutes are approved as amended.*

**Awards Proposal**

Justin Rudisille joined the meeting.

Mr. Rudisille presented a proposal from the Volunteer Development Team related to the Earl Whitfield Regional Newsletter Award and the Two-Year College Honorary Associate Degree Award. The Volunteer Development Team reviewed the criteria of the Earl Whitfield Newsletter Award and realized that regions rely less on paper newsletters and utilize more media to reach its audience. The Team proposes modifying the name to Earl Whitfield Regional Outreach Award.

Mr. Gutowski MOVED, Mr. Guthier SECONDED, and it was APPROVED that:

*The Earl Whitfield Regional Newsletter Award will be renamed the Earl Whitfield Regional Outreach Award, and the criteria will be modified as such to adhere to this name.*

The Volunteer Development Team also reviewed the past nominations and awarding of the Two-Year College Honorary Associate Degree Award. This award has only received one nomination since 2008 and has only been presented once. Based on these statistics and the current absence of a member-driven community of practice focused around two-year institutions, it is our recommendation that the Two-Year College Honorary Associate Degree Award be retired until such time that the membership desires to recognize a four-year member for furthering the cause of two-year colleges within ACUI. For those on the call, no one could recall that any international award has ever been retired previously. However, regional awards have been retired.

Mr. Derrick MOVED, Mr. Gutowski SECONDED that:

*The Two-Year College Honorary Associate Degree Award is retired.*

Discussion ensued and a recommendation was made to reach out to the Small Schools Community of Practice informing them of this recommendation before a Board vote.

Mr. Derrick WITHDREW the motion.

Additional discussion took place regarding the need to postpone a vote.

Ms. Aikman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Two-Year College Honorary Associate Degree Award is retired.*

Mr. Rudisille left the meeting.

### **CEO Search Update**

Mr. Guthier reported that the search firm provided an update last Wednesday that indicated they reached out to 250 total prospects and they were managing 37 nominations. The firm believes the process will continue and meet the deadlines successfully.

### **ERF Update**

Ms. Aikman reported that the Board will receive three new awards to approve on the September 30 board call and that the Education and Research Fund is preparing new events for the 2015 annual conference.

### **Strategic Plan Update**

Ms. Redmond indicated that the strategic plan is continuously being updated and revised based on completion of objectives, but nearly all objectives have been achieved.

Ms. Aikman reported that she, Ms. Redmond, and Mr. Schenk will discuss next steps in the creation of a two-year strategic plan to be approved towards the end of 2015. Approval of the plan would need to happen earlier than December to allow for appropriate budgeting for 2016.

### **Diversity and Inclusion Continued**

Liz Beltramini joined the call.

Ms. Harrington-Pete reviewed the comments of the Board over the past several weeks on each category in the report. She reminded the Board that they should provide clear direction on the recommendations presented or other recommendations they may have.

Some of the particular questions posed during these discussions are rhetorical and some are directed at the D&I workgroup.

Ms. Beltramini indicated that volunteer support, in addition to a staff member, would be needed to be successful. The Board discussed if this position would be a leadership team position or otherwise.

Training of existing staff should be included in any D&I initiatives and resources should be allocated for such training.

The Board will report back on the full report with any additions or edits they may have in order for the staff to take action in developing a plan that includes funding, priorities, impact, and process.

Ms. Harrington-Pete requested that each Board member review leadership team feedback prior to next week's call and share any questions/concerns publicly or privately prior to the next week.

#### **Gun Statement**

This topic will be discussed at next week's call.

#### **Any Other Business**

Mr. Schenk reported the regional directors have agreed to allow five minutes of stage time for information sharing from previous Board topic discussion. A compilation of this information will be presented to the Board next week.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:03 p.m. EDT.

Respectfully submitted,  
Jason Cline  
Director of Membership, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, Sept. 23, 2014

Topic Focus: Finance

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time. Additional members present were: Mark Guthier, Jeff Pelletier, Una Redmond, J. Scott Derrick, Joe Gutowski, Michael Coleman, Jeremy Schenk, Brenda Cruz, Sarah Aikman, and Marsha Herman-Betzen, Executive Director. Also present was Dave Teske, Elizabeth Beltramini, and Jason Cline.

**Minutes**

Ms. Aikman MOVED, Ms. Redmond SECONDED, and it was APPROVED that:

*The Sept. 16, 2014 minutes are approved.*

**Finance Discussion**

Mr. Derrick announced that parameters need to be given to the Central Office as they develop the budget for the two-year budget cycle. Parameters may include, but is not limited to the February meeting, staff professional development, technology, the July meeting, CEO search, or any other initiative the Board wants to mandate is included in the budget for the next two years. Another idea includes strategic planning. The Central Office would like these parameters by the end of September, after the Board reviews the Gantt chart.

**CEO Search Update**

Mr. Guthier announced there isn't much movement in the number of applications since the initial applications when the posting was first made. More are expected closer to the deadline.

**Gun Statement Discussion**

Ms. Harrington-Pete reintroduced the topic of the NASPA/ACPA gun statement that ACUI chose not to sign on to. However, the Board should decide if and how a statement should be crafted by ACUI.

Discussion included the necessity to make a statement at all, if a statement would reflect a contradictory position to any relationship ACUI has, if a statement would add value to the organization, and if this is part of a strategic plan initiative the Board should be focusing on.

The Board has decided not to pursue drafting a statement at this time.

### **Region Conference Info Discussion**

Mr. Schenk asked the Board to contact the region of the conference they are attending to work out when the scheduled five minute presentation will occur and inform them of the topics they will be speaking about, including an update on the CEO search and an overall thank you to the region and regional leadership team in their efforts made to make the regional restructuring a success.

Additional discussion regarding regional conferences revolved around registration numbers and reasons for current low registration numbers.

### **Diversity and Inclusion Discussion**

Ms. Harrington-Pete reminded the Board that the action taken on this topic is a decision of the Board, influenced by feedback from various groups. The Board is reviewing feedback from the Leadership Team from the July meeting to help make this decision.

Key topics from that review include:

- Ensuring D&I is included in the next strategic plan, and that this topic and subsequent initiatives may look different in future strategic plans.
- Exercise caution in moving forward to ensure thoughtfulness and intentionality.
- Need for staff member in Central Office to manage; professional development.
- Leveraging partnerships in the field; the role of the ally.
- Less talk, more action.
- Need infrastructure to support any work/initiatives proposed; ROI.

Ms. Harrington-Pete would like to create action items from all the feedback that she will present at the next call on which the Board will vote.

### **Other Updates**

Ms. Aikman reported that a Strategic Plan Core Team will be developed to construct the next strategic plan. Please send any recommendations for members of this team before next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, Sept. 30, 2014

President Kim Harrington-Pete called the meeting to order at 11:01 a.m. Eastern Time. Additional members present were: Mark Guthier, Jeff Pelletier, Una Redmond, J. Scott Derrick, Joe Gutowski, Michael Coleman, Jeremy Schenk, Brenda Cruz, and Sarah Aikman. Also present was Dave Teske.

**Minutes**

Ms. Derrick MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The Sept. 23, 2014 minutes are approved.*

**Major Initiatives Review**

Ms. Harrington-Pete review the updated Ghant chart. The changes reflect adjusted timelines for external review and diversity conversation.

**Finance Discussion**

The board discussed budget parameters for the 2015-2016 two-year budget cycle. The board providing the following parameters to be included: professional development (goal for all staff), CEO transition expenses (including additional travel), strategic plan (early arrival at conference), external review, and third face-to-face BOT meeting.

**Diversity and Inclusion Discussion**

Ms. Harrington-Pete presented two option for the board to consider: defer further action until the new CEO is in place or proceed with approval of the recommendations and creation of an implementation plan. Discussion revolved around the timing and expenses of additional staff relative to the hiring of the new CEO.

Mr. Schenk MOVED, Mr. Coleman SECONDED, and it was APPROVED 8-1-0 that:

*The recommendations as stated and ask that the Central Office create an implementation plan, which includes the Board and Leadership Team feedback, to be presented to the board for approval at the February 2015 meeting. These recommendations should align with and be reflected in the upcoming two year budget and planning cycle when appropriate.*

**CEO Search Update**



Mr. Guthier reported that the screening committee had a successful orientation meeting last week. Greenwood/Asher & Associates indicated they anticipate approximately 15 qualified candidates will be forwarded to the screening committee for review during the Oct. 15 review meeting.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:59 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:03 p.m.

### **Strategic Plan Work Group**

Ms. Aikman asked that any recommendations for members of the work group be submitted by the end of the day.

### **Regional Conferences**

Mr. Teske provided an update on the current registration numbers for the regional conferences. Some of the early conference are seeing fewer registrations than hoped, but the planning teams are working to ensure great experience for all attendees. Mr. Schenk indicated that the script for the board member presentations at the conference will be finalized by next week.

### **Other Updates**

In December, the board will meet on Dec. 2 at the normal time and during the onsite meeting Dec. 8-12. There are no additional calls planned. The board is tentatively planning to meet the morning of Monday, April 6 in San Antonio.

Ms. Harrington-Pete indicated the Central Office will be compiling a schedule for the December meeting and interviews.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:07 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, October 14, 2014

Una Redmond called the meeting to order at 11:01 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Jeff Pelletier, Mark Guthier, Kim Harrington-Pete, Michael Coleman, Joe Gutowski, Brenda Cruz, Sarah Aikman and Marsha Herman-Betzen, executive director. Also present was Jason Cline, Zack Wahlquist, and Dave Teske.

**Minutes**

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The September 30, 2014 minutes are approved as amended.*

**Education and Research Fund Scholarships**

Mr. Wahlquist presented the information on the Chuck Morrell IPDS New Professional's Scholarship. An IPDS award has always been available, but is now endowed and named.

Mr. Coleman MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The Chuck Morrell IPDS New Professional's Scholarship is established.*

Mr. Wahlquist presented the information on the Shirley Bird Perry Staff-Driven Program of the Year award. The monetary award would be given to the institution to be used towards institutional dues.

Ms. Aikman MOVED, Mr. Gutowski SECONDED that and it was APPROVED that:

*The Shirley Bird Perry Staff-Driven Program of the Year is established.*

Mr. Wahlquist presented the information on the Marsha Herman-Betzen Internship Program. A section will be added to the description that connects the person of color criteria to the strategic plan.

Mr. Coleman MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The Marsha Herman-Betzen Internship Program is established as amended.*

Mr. Wahlquist left the meeting.

## **Clay Targets**

Mr. Teske informed the Board that action will be required in the future regarding Midway USA's funding support of the ACUI clay targets program. The accountant of Midway USA has informed them that tax rules dictate that they may only give a percentage of their funds to any given organization, and that percentage is currently less than what is currently provided to ACUI. The proposal will come to the Board asking to create a separate entity to have the clay targets sections and the national clay targets program under different entities, allowing Midway USA to continue to give at the current level.

## **Strategic Plan Core Team**

Ms. Aikman presented the list of the Strategic Plan Core Team members to the Board. Jeremy Schenk will chair the team. Ms. Aikman and Ms. Herman-Betzen will serve as ex-officio members, with the new CEO replacing Ms. Herman-Betzen upon her retirement. Additional members include Scott Reed, Victoria Culver, Charlie Salas, Una Redmond, Laura DaRos, Whit Hollis, Lawrence Daniels, and Zack Wahlquist. All individuals on the list have agreed to participate.

The charge to the group will be to meet, develop a draft of a two-year strategic plan by July and be vetted by the leadership team, then vetted by the regional conference delegates, in addition to online town hall meetings, with a final version submitted and approved by the second Board call in December 2015.

Discussion ensued about the diversity of the group in terms of regions and institution size. Additional names need to be provided to Ms. Aikman by Thursday to be researched and considered prior to next week's call.

## **Update on CEO Search**

Mr. Guthier provided an update on the CEO search. The deadline for applications has passed, and the screening committee has received materials from vetted candidates put forth from Greenwood & Asher. The committee will meet for three hours tomorrow morning to decide if there are no more than 12 individuals to bring to Washington D.C. for the first round of interviews. There is a possibility that the screening committee will decide that they are not happy with the pool and would ask for additional candidates.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:37 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:43 a.m.

### **Any Other Business**

Ms. Aikman announced that she and Mr. Coleman had a great time at the Region II conference this past weekend.

Mr. Pelletier added that he and Ms. Herman-Betzen attended the Region VI conference as well.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:55 a.m. EDT.

Respectfully submitted,  
Jason Cline  
Director of Membership, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, Oct. 21, 2014

Topic Focus: Finance

President Kim Harrington-Pete called the meeting to order at 11:03 a.m. Eastern Time. Additional members present were: Una Redmond, J. Scott Derrick, Joe Gutowski, Michael Coleman, Jeremy Schenk, Brenda Cruz, and Sarah Aikman. Also present was Dave Teske and Jason Cline.

**Minutes**

Mr. Gutowski MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The October 14, 2014 minutes are approved.*

**New Investment Policy**

Mr. Derrick reminded the Board that they reviewed the investment policy in July, and it has now been updated for approval.

Mr. Teske added that the only change made is to the alternative asset classes for investments. If approved, the advisor is ready to make these changes in the investments.

The investment policy is generally reviewed annually, but it could be reviewed at the advice of the advisor or the finance chair.

Ms. Aikman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The updated ACUI Investment Policy and Procedures, v1.4, are approved.*

**Election Update**

Mr. Teske provided an update on the election in the absence of Mr. Guthier. The voting will start tomorrow. A printed piece on the candidates will be mailed to eligible voters. This piece is usually included in the Bulletin, but due to publication dates, it could not be included this year.

There are three candidates for president-elect and 13 for at-large member.

## **Regional Conference Update**

Marsha Herman-Betzen was the representative from the Board at the Region IV conference this past weekend. Mr. Teske provided the registration count for that conference was 147 attendees. Upcoming conferences attendance numbers are near or over 200 current delegates.

The feedback on October regional conferences is that there are many conflicts in October for attendees and being at the beginning of the academic year. This topic will be a part of the Regional Restructuring Task Force assessment at the end of the year.

Sponsorships for regional conferences are high this year, totaling over \$30,000 for all conferences. This success has not been equal across all regions.

The assessment will also discuss and address inefficiencies in the planning process of regional conferences.

## **CEO Search Update**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:23 a.m. for the remainder of the meeting.

Mr. Cline left the meeting at 11:23 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:58 a.m.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:59 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, Oct. 28, 2014

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time. Additional members present were: Mark Guthier, Jeff Pelletier, J. Scott Derrick, Joe Gutowski, Michael Coleman, Jeremy Schenk, Brenda Cruz, Sarah Aikman, and Marsha Herman-Betzen, executive director. Also present was Dave Teske and Jason Cline.

**Minutes**

Ms. Schenk MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The Oct. 21, 2014 minutes are approved.*

**Regional Conference Update**

There were no regional conferences this past weekend. Registration for upcoming conferences is over 200 delegates, with the exception of Region VIII which is not for another three weeks.

The board should attend upcoming online town hall meetings as participants regarding the regional restructuring assessment process.

**ERF Leadership – Upcoming Transition**

Ms. Aikman announced that Patrick Connelly and Zack Wahlquist are actively doing outreach to find a new Education and Research Fund chairperson as Mr. Connelly's term ends at the annual conference in 2015. This is a two-year term. Any nominations are welcome.

**Elections**

Mr. Guthier announced that voting is open through Nov. 19.

**San Antonio Conference Travel and Meeting Plans**

Ms. Harrington-Pete reminded the Board that they would meet in San Antonio starting on Monday, April 6, allowing arrivals on that same day in the morning. Mr. Teske added that Monday is like a typical conference Friday. When the agenda is created for the February meeting, it needs to take into account a lesser amount of time in San Antonio.

Ms. Harrington-Pete will start putting together a tentative schedule for both the February and April meetings.

## **Updates**

The February meeting tentative dates are 8-11.

### **CEO Search Update**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:20 a.m. for the remainder of the meeting.

Mr. Cline left the meeting at 11:20 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:37 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:37 p.m.

Respectfully submitted,  
Jason Cline  
Director of Membership



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, November 4, 2014

President-Elect Sarah Aikman called the meeting to order at 11:05 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Jeff Pelletier, Michael Coleman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Mr. Gutowski MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The October 28, 2014 minutes are approved.*

**Board Self-Assessment**

Mr. Pelletier introduced the board assessment to get feedback on which instrument the Board wants to use for its own assessment. One is an in-house assessment, and one is titled, "Assessing Board Performance: An analysis of ASAE-BoardSource board self-assessment results." There is a cost of \$549 to conduct the ASAE survey.

There was agreement that the ASAE option would allow greater conversation, produce a greater in-depth assessment, and provide longitudinal data. Results from this assessment could also be used to further the association internal review that has been discussed.

The timing of this assessment would be after Thanksgiving, analyzing the results at the February meeting. This would also allow the new CEO to be a part of the analysis.

Mr. Coleman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Board will use the Assessing Board Performance instrument from ASAE to do their self-assessment.*

**Strategic Plan Charge**

Ms. Aikman introduced the charge for the Strategic Plan Development Core Team for the 2016-2017 strategic plan. The charge is as follows.

Develop a two-year comprehensive strategic plan for the association, designed to allow for adjustments and flexibility in response to a dynamic environment.

Task Force Composition:

- Jeremy Schenk, Chair
- 1 member of the Central Office Team
- An engaged and diverse group of 8 – 12 with broad association representation

Core Team Engagement: December 2014 – December 2015

Mr. Derrick MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The Strategic Plan Development Core Team charge is to “develop a two-year comprehensive strategic plan for the association, designed to allow for adjustments and flexibility in response to a dynamic environment.”*

### **Strategic Plan Work Group**

Ms. Aikman presented the list of team members that provides a diverse group of members.

1. Frangelo Ayran, Cal State LA – Region I
2. Jamie Riley – University of California Berkley – Region I
3. Victoria Culver – Missouri State University – Region II
4. Emily Fox – Tallahassee Community College – Region III
5. Whit Hollis – University of Utah – Region IV
6. Jeremy Schenk – Virginia Commonwealth University – Region VI
7. Neela Patel – Rutgers University – Region VII
8. Floyd Taliaferro, Morgan State University – Region VII
9. Una Redmond – Dublin City University – region VIII
10. Laura DaRos – Tufts University – region VIII
11. Zack Wahlquist – ACUI Central Office
12. Marsha Herman-Betzen – ACUI Central Office

Alternates:

Scott Reed – Virginia Tech – Region VI

Lawrence Daniels – University of Houston – Region II

Jeanni Winston-Muir – Fredericks Community College – Region VII

Andy Williams – Macalester College – Region V

Charlie Salas – Texas State University – San Marcos – Region II

Mr. Gutowski MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Strategic Plan Development Core Team members are approved as presented.*

### **Tentative Plan for Leadership Team/Board Schedule in San Antonio**

Ms. Aikman informed the Board that the travel day would be Monday morning, starting the meeting on Monday afternoon and all day Tuesday. Component groups could also

decide to meet on Wednesday. The leadership team dinner would be Monday night, and the leadership team meeting may be moved to Tuesday morning.

#### **Other Items**

Airport interviews for CEO candidates are taking place in Washington D.C. Wednesday and Thursday, November 5-6.

Student Board applicant interviews will take place Dec. 8-11 while the Board is in town for CEO interviews.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:32 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, November 11, 2014

President Kim Harrington-Pete called the meeting to order at 11:02 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Jeff Pelletier, Una Redmond, Michael Coleman, Joe Gutowski, Jeremy Schenk, Brenda Cruz and Sarah Aikman. Also present was Jason Cline and Elizabeth Beltramini.

**Minutes**

Mr. Pelletier MOVED, Ms. Harrington-Pete SECONDED, and it was APPROVED that:

*The November 4, 2014 minutes are approved as amended.*

**Strategy Update**

Mr. Schenk has contacted those that were selected for the strategic plan core team and has received all but four confirmations of their appointments. Due to Scott Reed changing institutions, he has removed his name for consideration as an alternate. Mr. Schenk and Zack Wahlquist from the Central Office are meeting this Thursday to plan the next steps including scheduling the first meeting of the Core Team.

**CEO Search Update**

Ms. Harrington-Pete informed the Board that the screening committee met with candidates in November. Ms. Harrington-Pete empowered the screening committee to ensure the pool they have contains candidates they are confident in moving forward in the process. The screening committee moved seven candidates forward. Greenwood & Asher will perform reference checks and present their findings to the executive committee who will decide on finalists for the Board to interview.

Marsha Herman-Betzen will not participate in the executive committee's deliberations in choosing finalists.

**December Interview Timeline**

Ms. Harrington-Pete informed the Board to allow for possible travel home on Saturday following the week of interviews because at this time, it is unknown how many finalists there will be. Friday of that week will be set aside for Board deliberations, and this is the most important part of the process to ensure the correct choice is made. To ensure this, it may be possible to deliberate all day, eliminating the chance for travel on Friday.

Ms. Harrington-Pete asked the Board to start thinking of questions to ask candidates as well as presentation topics. Also, she asked that questions reflect the position description created previously.

Ms. Beltramini presented a list of items that will be a part of the schedule for candidates: presentation, time with the executive committee, time with direct reports, interactions with staff, interactions with Board, Ms. Herman-Betzen will provide campus and Bloomington tours, and lunch. Breakfast and dinner will be casual with Marsha. Time with a real estate agent was also discussed while the candidates are in town.

Ms. Harrington-Pete asked that questions and presentation topics be sent to her by Noon on Nov. 17, and discussion on these will happen at the Nov. 18 meeting.

### **February Agenda Items and Transition Plan**

Ms. Harrington-Pete reminded the Board that the dates for the February meeting are Feb. 8-11. New board members just elected will be present so there will be time for orientation.

Ms. Harrington-Pete suggested that this meeting focus on the existing Central Office team and current Board and not include the newly chosen CEO. If the candidate is local, there may be an opportunity for a quick hello, however. It was suggested that there be at least some time, even if virtual, with the new CEO and Board.

### **Regional Conferences in Review**

Mr. Pelletier followed the conferences on Social Media and expressed that he got an overall positive feeling from the comments. Mr. Gutowski stated that the conference he attended felt different than previous regional conferences, but he was also amazed at what the planning team was able to accomplish. Mr. Coleman stated that from the two regions that combined to form the new Region III, one was previously professional heavy and one was previously student heavy, and the new region was a happy marriage of the two. Ms. Cruz added that Region I was successful overall with a large group of newcomers and exceeding goals in scholarship fundraising. Ms. Harrington-Pete echoed others' positive comments.

Scheduling in terms of days of the week is dependent on the school schedule and is not standard across regions.

Region V conference is this weekend, and Region VIII is the following weekend.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:38 a.m. EDT.

Respectfully submitted,

Jason Cline  
Director of Membership, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Nov. 18, 2014

President Kim Harrington-Pete called the meeting to order at 11:02 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Jeff Pelletier, Una Redmond, Michael Coleman, Joe Gutowski, Jeremy Schenk, Mark Guthier, Brenda Cruz, and Sarah Aikman. Also present was Jason Cline and Elizabeth Beltramini.

**Minutes**

Mr. Pelletier MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The November 11, 2014 minutes are approved as amended.*

**Q3 Review**

Mr. Derrick asked Mr. Cline to provide information on the Q3 Financial Statement. Mr. Cline presented the Q3 Financial Statement and narrative to the Board. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$156,363, which is \$138,847 better than budget and \$81,721 better than the second quarter projection. The primary reasons for the changes in projected revenue are additional annual conference savings realized, Women's Leadership Institute registration, clay targets programs, and additional association management services.

Mr. Derrick recommended evaluating the cost centers and realigning them if necessary.

Mr. Gutowski MOVED, Ms. Aikman SECONDED, and it was APPROVED:

*The Q3 Financial Statement is accepted.*

**2015-16 Preliminary Budget Review**

Mr. Derrick introduced the 2015-16 preliminary budget discussion and informed the Board a review of the proposed will happen today and a final approval of the 2015-16 budget will occur in December when the Board is in Bloomington for the CEO interviews. Mr. Derrick also reminded the Board that a two-year budget cycle is being implemented for the first time this year.

Mr. Cline led the Board through a quick overview of the 2015-16 Preliminary Budget, a copy of which was distributed to the Board prior to the meeting. The proposed 2015 budget shows a net gain of \$6,908. To make the required reserve contribution, the net income would need to be at \$176,075. The budget assumes the following items as directed by the board:

- Professional development (goal for all staff)
- CEO transition expenses (including additional travel)
- Strategic plan (early arrival at conference)
- External review (2016)
- Third face-to-face BOT meeting

Mr. Cline reminded the Board that remaining expenses from the 100<sup>th</sup> anniversary celebration, the remaining expenses from the executive director search, and the executive director retirement celebration will be tracked separately, below the bottom line, in order to maintain year to year consistency while still accounting for these expenses.

The cost centers represented in the proposed budget reflect the following net revenue/(loss) figures:

- Association Operations (01) (\$694,671)
- Conference (02) \$39,054
- Seminars (03) (\$19,354)
- Publications (04) \$3,140
- Corporate Partnerships (05) \$397,962
- Services & Programs (06) \$97,528
- CSHEMA (07) \$144,540

Key areas of added revenue over 2014 projections include membership dues, I-LEAD, Promos, and association management service. Key areas of increased expense or loss of revenue over 2014 projections include D&I training, staff professional development, wages and benefits, conference, and clay targets.

The 2016 budget projection is a net gain of \$2,237

The Board will continue to review the budget quarterly, making revisions to both the current and future year budgets when warranted.

Please provide any updates and comments to the Central Office or post to the Board forum.

### **CEO Search Update**

Ms. Harrington-Pete announced that she, Mr. Guthier, Ms. Aikman will receive reference information from the search firm on Friday. Following that, the executive committee will have a slate of candidates to decide to move forward to be finalists. Mr. Guthier added that the search firm indicated the reference checks are going well.



### **December Interviews**

Ms. Harrington-Pete thanked the Board for sharing potential interview questions. Mr. Guthier added that the screening committee was able to ask eight questions in approximately 50 minutes. This information provides context into the number of questions that should be reasonably expected to get through during interviews.

The Board will use the next call to finalize questions, topics, expectations, and arrangements for the December trip.

### **February Agenda Topics**

Please send any items to Ms. Harrington-Pete. She will review this list on the next call.

### **Region V Conference Review**

Mr. Guthier reported the conference was a success and attendance was high.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:56 a.m.

Respectfully submitted,  
Jason Cline, Director of Membership and Sales

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday, Nov. 25, 2014

President Kim Harrington-Pete called the meeting to order at 11:03 a.m. Eastern Time. Additional members present were: Mark Guthier, Jeff Pelletier, J. Scott Derrick, Joe Gutowski, Michael Coleman, Jeremy Schenk, Brenda Cruz, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Mr. Coleman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The Nov. 18, 2014 minutes are approved.*

**CEO Interview Schedule**

Ms. Harrington-Pete reviewed the schedule for the week of the in-person meetings that includes the schedule for board topics of discussion as well the schedule for meeting with the finalists.

**Interview Process**

Ms. Harrington-Pete reviewed the schedule for the finalists. The Board members will receive resumes from all of the finalists, and Mr. Guthier will provide strengths and weaknesses gathered during screening committee interviews. A written evaluation form will also be provided so that Board and staff members can both take notes and provide written feedback.

**CEO Questions and Presentation Topics**

Ms. Harrington-Pete provided a compiled list of questions to ask and presentation topics that have been suggested. Two presentation topics have been selected for use during the interview process.

Potential questions will be reviewed by Board members between now and the first night of the in-person meeting in Bloomington to narrow down the number of questions being asked. Mr. Schenk has suggested that two board members per topic area review questions in those areas to complete this.

**Critical Board Agenda Items for December**

Ms. Harrington-Pete presented topics that need to be addressed while in-person that includes student Board interviews, budget review, and transitional plan update.

### **Board Assessment**

The Board will use the tool from ASAE that was discussed on a previous call. New board members will be included in this to provide a new person's perspective.

### **BOT Election Update**

Mr. Guthier announced that elections have concluded and those that have won the election have been notified. He is in the process of notifying those that did not win. An announcement will be made to the membership in December.

### **February Agenda Items**

Ms. Harrington-Pete is still collecting topics for discussion during the February meeting. Please send any ideas to her as they arise.

### **Other Updates**

Finalists for the CEO position are Libby Anderson, John Taylor, Jack Voorhees, and Leah Barrett.

Mr. Schenk reported that the Region VIII conference went very well with 22 international delegates.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, December 2, 2014

President Kim Harrington-Pete called the meeting to order at 11:02 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Sarah Aikman, Jeff Pelletier, Michael Coleman, Jeremy Schenk, Brenda Cruz, Joe Gutowski, Una Redmond, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The November 25, 2014 minutes are approved.*

**BOT On-Site Schedule**

Ms. Harrington-Pete reviewed the schedule for the Board during the week in Bloomington for the CEO finalist interviews.

**Question Development Update**

Mr. Pelletier asked for updates on CEO interview question development. Updates were given from each group and all questions will be discussed on Sunday, compiled in advance by Ms. Harrington-Pete.

**Candidate Drop Box Review**

Ms. Harrington-Pete shared the link where candidates can find additional information for use in their presentations. This link was also shared with the Board.

**Other Items**

Ms. Harrington-Pete asked the Central Office to create name tents to be displayed on the table for Board members and candidates during interviews.

Ms. Harrington-Pete and Mr. Schenk are working on feedback forms that will be distributed and discussed on Sunday.

Dress is business Monday-Thursday and casual on Sunday and Friday.

Mr. Pelletier announced the board assessment schedule. The board will discuss results in February. Ms. Herman-Betzen will place the call to order the assessment following this meeting.

Mr. Schenk announced the strategic plan core team has been finalized.

Ms. Herman-Betzen announced that Women's Leadership registration has surpassed 200 delegates.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:52 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

# **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Tuesday, December 8-12, 2014

President Kim Harrington-Pete called the meeting to order at 3:45 p.m. Eastern Time in the ACUI Central Office in Bloomington, Indiana. Additional members present were: Mark Guthier, Jeff Pelletier, J. Scott Derrick, Joe Gutowski, Brenda Cruz, Michael Coleman, Jeremy Schenk, Sarah Aikman, Una Redmond, and Marsha Herman-Betzen, Executive Director. Also present was Jason Cline.

## **Board Assessment**

Mr. Pelletier has been in touch with BoardSource to purchase the assessment tool that will be used. He will respond to them with the established timeline, which is for the survey to be active and completed by Board members between Dec. 15 and Jan. 9. It should take approximately 20-30 minutes to complete. Results will be provided from BoardSource by Jan. 23 in order to be reviewed at the February meeting in Bloomington. Mr. Cline will also participate in the assessment.

## **Student Board Member Update**

Mr. Pelletier stated there were nine applicants for the student member of the Board, and four of them will receive an interview. Interviews will take place Dec. 9-11 while the Board is in Bloomington.

## **San Antonio Leadership Team Schedule**

Ms. Harrington-Pete reviewed the schedule for the leadership team meeting that will happen prior to the annual conference in San Antonio. The meeting will begin on Monday, April 6 at 2 p.m.

## **February Agenda Topics**

Ms. Harrington-Pete asked for agenda topics for the February meeting. Current and new Board members will be in attendance at this meeting. Topics suggested included:

- Meeting of the Delegates
- Orientation and onboarding of new Board members
- Regional restructuring assessment review
- Diversity and inclusion implementation recommendations from staff
- Two-year strategic plan process
- CEO transition plan
- Finalization of policy review
- Gantt chart review

- Ending of current strategic plan
- Board assessment results

The Central Office staff will be involved in conversations on these topics when appropriate.

### **It's On Us Campaign**

Ms. Herman-Betzen presented information on the “It's On Us” campaign, an educational public awareness program created by the United States government to shine a light on preventing sexual assault on campuses. Higher education associations are being asked to participate in the program by joining the campaign that will develop pre-made educational bulletin board signage, educational information for distribution, and other important resources for use on campus.

ACUI can be as involved as we want to be or simply have our name on the program. The Board would like to continue to advance the campaign beyond the initial components. One idea suggested is to form a joint team between participating organizations to formulate a collaborative response.

This program is related to the Public Policy Consortium in terms of being at the table for discussions involving public policy topics. ACUI may stop being asked to be at the table if we keep declining offers. UBIT (Unrelated Business Income Tax) is a hot topic for the public policy consortium in the next year. Further discussion about ACUI's participation in this consortium will take place on Wednesday during the budget discussion.

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*ACUI will sign-on and participate in the It's On Us campaign.*

### **Election Results**

Mr. Guthier formally announced the final results of the ACUI Board of Trustees Election. The newly elected Board members are:

- President-Elect
  - J. Scott Derrick – University of North Carolina Charlotte
- At-Large Members
  - Kelly Schaefer – Northwestern University
  - Molly Ward – Tulane University
  - Jennifer Zamora – University of Texas Austin

### **Strategic Plan Core Team Update**

Mr. Schenk announced the Strategic Planning Core Team is organizing its first meeting to happen in December, and will start meeting regularly after the first of the year.

The Board RECESSED WITHOUT OBJECTION at 4:25 p.m. on Dec. 8, 2014

The Board RESUMED MEETING WITHOUT OBJECTION at 3:43 p.m. on Dec. 10, 2014.

### **2015-16 Budget**

Mr. Derrick introduced the proposed budget for the 2015-16 fiscal years. He asked Mr. Cline to provide updates to the budget that have been made since the preliminary budget was submitted in November.

Mr. Cline indicated the items that have changed from the preliminary budget. Those include:

- Conference travel (cut 6K expense)
- Professional Development (cut 10K expense)
- No NIRSA Marketing Seminar in 2015 (removed 5K revenue)
- Volunteer Development Team early arrival (added \$1,300 expense)
- Two Research Program Team outreach campaigns (added \$2,650 expense)
- Seminars/Institutes cost center shows a projected net rather than a projected loss for the first time.
- Minor adjustments to:
  - Salary and Wages
  - Payroll Tax – FICA
  - Health Insurance
  - Employee Pension
  - Phone

The new projections for each fiscal year compared to the preliminary budget projections are:

2015

- Preliminary budget: \$6,908 in black
- Proposed budget: \$15,804 in black

2016

- Preliminary budget: \$2,237
- Proposed budget: \$2,683

Mr. Guthier inquired about a financial statement or budget spreadsheet to review that contained the budget information in numbers rather than in narrative format. Ms. Herman-Betzen explained that the budget spreadsheet has not been used in at least two years, but it is being brought back at the request of the Board.

Ms. Herman-Betzen introduced another item that is not currently in the proposed budget, but should the Board decide to participate, it would need to be added. In 1998, ACUI



became a charter member of the Consortium on Government Relations for Student Affairs along with the National Association of Student Personnel Administrators (NASPA), the American College Personnel Association (ACPA), the Association for Student Judicial Affairs (ASJA), and the American College Health Association (ACHA). Since then, the Association of College and University Housing Officials International (ACUHO-I) also has joined the Consortium. ACUI has been a part of this consortium on and off since its inception, participating when topics that were related to the college union or student activities field were relevant. Ms. Herman-Betzen explained that as hot topics arise, it is important to be at the table when discussions happen or be represented in some way. The consortium provides that opportunity. An upcoming topic that is relevant to ACUI members is UBIT or unrelated business income tax.

Ms. Herman-Betzen provided the 2014-15 consortium contract that indicated the total cost to be split among the participating associations was \$38,000. At this time, the cost to ACUI would be approximately \$6,300.

Mr. Schenk MOVED and Mr. Guthier SECONDED that:

*The budget is approved as presented with the addition of \$6,300 to join the public policy consortium, pending review of the financial spreadsheet on or before Dec. 31, 2014, verifying that the numbers from such spreadsheet match the budget narrative presented.*

Mr. Coleman PROPOSED an AMENDMENT to the motion that:

*The additional amount to join the consortium be increased to \$7,600 to allow for additional costs should other associations drop out and the cost per association is therefore increased.*

Mr. Schenk WITHDREW his motion.

Additional discussion about the amount willing to be added to the budget for joining the public policy consortium and who would be reviewing the budget financial spreadsheet occurred.

Ms. Aikman MOVED, Mr. Coleman SECONDED:

*To accept the two-year budget plan as presented to also include the addition of \$7,600 to join the public policy consortium, pending review of the financial spreadsheet at the Jan. 6, 2015 Board meeting.*

Mr. Guthier PROPOSED an AMENDMENT to the motion that:

*The budget years be added to the label to identify the two-year budget being approved as the 2015-16 budget.*

Ms. Aikman ACCEPTED the AMENDMENT, and the amended motion was APPROVED.

### **Other Updates**

Ms. Aikman asked about the 2018 conference location. The 2018 conference will be held in Anaheim, Calif., and the website will be updated to reflect the location and date changes.

Mr. Pelletier announced that the board assessment process is progressing as expected, and that board members can stop and start the assessment if they are unable to complete it in one session.

Mr. Pelletier informed the Board that student Board member interviews will continue tomorrow with a decision hopefully made on Thursday or Friday of this week.

The Board RECESSED WITHOUT OBJECTION at 4:45 p.m. on Dec. 10, 2014.

The Board RESUMED MEETING WITHOUT OBJECTION at 3:43 p.m. on Dec. 11, 2014.

### **Student Board Member**

The student selection committee, consisting of Mr. Pelletier, Ms. Cruz, Ms. Aikman, and Justin Rudisille in place of Ms. Herman-Betzen interviewed candidates this week for the student membership of the Board. The committee is recommending Morgan Bell for this position.

Mr. Coleman MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Morgan Bell will serve as the next student member of the Board.*

The Board RECESSED WITHOUT OBJECTION at 5:05 p.m. on Dec. 11, 2014.

The Board RESUMED MEETING WITHOUT OBJECTION at 10:08 p.m. on Dec. 11, 2014.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 10:09 p.m. on Dec. 11, 2014.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 10:19 p.m. on Dec. 11, 2014.

The Board RECESSED WITHOUT OBJECTION at 10:20 p.m. on Dec. 11, 2014.

The Board RESUMED MEETING WITHOUT OBJECTION at 9 a.m. on Dec. 12, 2014.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 9:01 a.m. on Dec. 12, 2014.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:10 a.m. on Dec. 12, 2014.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:13 a.m. on Friday, Dec. 12, 2014

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, January 6, 2015

President Kim Harrington-Pete called the meeting to order at 11:01 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Jeff Pelletier, Jeremy Schenk, Joe Gutowski, Una Redmond, and Marsha Herman-Betzen, executive director. Also present were Dave Teske and Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The December 2, 2014 minutes are approved.*

**BOT Self-Assessment Reminder**

Mr. Pelletier reminded the Board members to complete the assessment. Please complete by Jan. 9 as it will close after that date.

**2015-16 Budget**

Mr. Teske presented the final budget narrative and accompanying spreadsheet for Board approval. Public policy additions, new CEO hiring related expenses, and other minor changes have been made to this proposed budget. The updated proposed net revenue for 2015 is \$15,030 and \$1,280 for 2016.

Mr. Derrick MOVED, Mr. Guthier SECONDED, and it was APPROVED that:

*The 2015-16 budget is approved as presented.*

**New CEO Announcement Plan**

Ms. Harrington-Pete announced that John Taylor has preliminary accepted the position and contract negotiations are happening. The staff has been informed of the decision. The screening committee still needs to be notified, and Ms. Harrington-Pete will work with the Central Office to make an announcement to the membership. The leadership team and screening committee will be notified prior to the general membership announcement.

Ms. Harrington-Pete and Ms. Herman-Betzen will continue to discuss the transition plan.

## **February In-person Orientation Meeting/Topic Review/Schedule Finalizing**

Ms. Harrington-Pete stated that Mr. Taylor will be invited and be present for the February meeting.

The February meeting will take place starting on Sunday-Wednesday, Feb. 8-11. Hotel arrangements will be made at the Hilton Garden Inn.

Topics of discussion for the meeting will be drafted in the executive committee call on Thursday and presented to the full board next week.

### **Other Items**

No other business was mentioned.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:33 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, January 13, 2015

President Kim Harrington-Pete called the meeting to order at 11:02 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Jeff Pelletier, Una Redmond, Michael Coleman, Joe Gutowski, Jeremy Schenk, Brenda Cruz, Sarah Aikman, and Marsha Herman-Betzen, executive director.. Also present was Jason Cline.

**Minutes**

Mr. Gutowski MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The January 6, 2015 minutes are approved.*

**Update from Strategic Plan Development Team**

Mr. Schenk shared that the team has had reading assignments to do over the holiday break, and a meeting is scheduled for this Friday. The schedule is aggressive to ensure the completion of the plan. A further update will be provided on the next call.

**CEO Search – Candidate Feedback**

Ms. Harrington-Pete informed the board that two candidates requested feedback on their interview. Please share any feedback with Ms. Harrington-Pete by Friday so she can share with the candidates next week. The announcement of John Taylor as the new CEO was sent to the membership yesterday.

**February Topic Review and Schedule Finalization**

Ms. Harrington-Pete presented a list of suggested topics for the February meeting and asked for feedback. These topics include:

- BOT Roles
- Committee Charges and Meetings
- Conflict of Interest
- Volunteer Agreement
- ASAE Volunteer Board Issue - Periodical
- Meeting of the Delegates
- Board Orientation
- Regional Restructuring Assessment
- Board Assessment
- D & I recommendation

- CEO Transition
- Policy Review
- Strategic Plan Update
- ERF Chair
- Past President Role – more detailed job description
- ~~Consortium Engagement~~ – removed
- Membership
- Regional Restructuring Analysis

Justin Rudisille is constructing a schedule that will be shared in the near future. Meeting would start at dinner on Sunday, Feb. 8 and conclude after lunch on Wednesday, Feb. 11.

### **Other Business**

Ms. Aikman asked about 2015 conference registration.

Mr. Derrick asked about travel to the annual conference and meeting start dates.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:32 a.m. EDT.

Respectfully submitted,  
Jason Cline  
Director of Membership, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, January 27, 2015

President-Elect Sarah Aikman called the meeting to order at 11:04 a.m. Eastern Time. Additional members present were: Mark Guthier, J. Scott Derrick, Jeff Pelletier, Jeremy Schenk, Michael Coleman, and Una Redmond. Also present was Jason Cline.

**Minutes**

Mr. Schenk MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The December 8-12, 2014 minutes are approved.*

Mr. Coleman MOVED, Mr. Pelletier SECONDED, Mr. Schenk OBSTAINED and it was APPROVED that:

*The January 13, 2015 minutes are approved.*

**February Meeting Agenda Review**

Ms. Aikman presented and reviewed the agenda for the February meeting. Formal attire for dinner in the Federal Room on Tuesday evening is requested.

**Leadership Team Appointments**

Liz Beltramini presented the nominations and screening committee recommendation for the Education Council Members. The recommendations are Alistair Cowie, Ashlea Wilson, and Krista Harrell.

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*Alistair Cowie, Ashlea Wilson, and Krista Harrell are named Education Council Members.*

Michelle Smith presented the nominations and screening committee recommendation for the Corporate Partnerships Development Team Leader. The recommendation is Mike Makoski.

Mr. Coleman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*Mike Mokoski will continue his role of Corporate Partnerships Development Team Leader.*



Brian Magee presented the nominations and screening committee recommendation for the Student Programs Team Leader. The recommendation is Heather Nunes.

Mr. Pelletier MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*Heather Nunes is re-appointed as the Student Programs Team Leader.*

Justin Rudisille presented the nominations and screening committee recommendation for the Volunteer Development Coordinator. The recommendation is Laura Ballou.

Mr. Schenk MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*Laura Ballou is appointed as the Volunteer Development Coordinator.*

Mr. Rudisille updated the Board on the remaining special appointments. The selection of the 2017 Conference Program Team chair position and the ACUI Education and Research Fund chair are currently in process. The recruitment for the Research Coordinator position is ongoing, as no applications were received for this opportunity.

### **Honorary Lifetime Membership Nominees**

Mr. Rudisille presented the nominations for Honorary Membership along with criteria and benefits.

Nominations for Honorary Membership are:

Patrick Bailey, California State University-Northridge  
Marsha Herman-Betzen, ACUI  
LeNorman Strong, University of California-Berkeley

Mr. Schenk MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*Patrick Bailey, Marsha Herman-Betzen, and LeNorman Strong are awarded Honorary Membership.*

### **Emeritus Nominees**

Mr. Rudisille presented the nominations for the Emeritus Award along with criteria and benefits.

Nominations for Emeritus Award recipients are:

William Clutter, Florida State University  
Bart Hall, Brailsford and Dunlavey  
Bruce Hamilton, University of Rhode Island  
Jim Schuster, Western Washington University

Mr. Schenk MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*William Clutter, Bart Hall, Bruce Hamilton, and Jim Schuster are confirmed as Emeritus Award recipients.*

### **Transition Update**

Ms. Aikman described the draft that Marsha Herman-Betzen presented to the executive committee and the department heads. Feedback from these groups is due to her by Friday. It will be presented to the full Board at the February meeting.

### **Strategic Plan Update**

Mr. Schenk informed the Board that the same process is being used for the next strategic plan as was done in the past, but on an abbreviated time frame. The committee is reviewing current and past reports of the Association as well as external documents related to strategic planning. A document will be presented to staff and leadership team members to ask about future goals and objectives. The committee is also reviewing past Bulletin articles to find pertinent topics, and they will also hold focus groups with staff and leadership team members. The schedule for the committee is:

Feb: Environmental scans and internal data collection

Mar: Focus groups

Apr: Focus groups at the Annual Conference

June: Vision of various groups compiled

July: Present first draft to Board

Aug: Compile leadership team feedback and present second draft to Board

Oct: Present draft at regional conferences

Dec: Final plan submitted to Board

There are eight time zones represented within the committee so engagement and participation are a struggle.

### **Other Items**

The meeting scheduled for Tuesday, Feb. 3 is cancelled. The next meeting will take place in Bloomington starting on Feb. 8.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:46 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Membership

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Tuesday and Wednesday, February 10-11, 2015

President-Elect Sarah Aikman called the meeting to order at 8:57 a.m. Eastern Time in the Hyatt Place meeting room in Bloomington, Indiana. Additional members present were: Michael Coleman, Mark Guthier, J. Scott Derrick, Jeff Pelletier, Una Redmond, Brenda Cruz, Jeremy Schenk, Joe Gutowski, and Marsha Herman-Betzen, Executive Director. Also present was John Taylor, Morgan Bell, Molly Ward, Jen Zamora, Kelly Schaefer, and Jason Cline.

**Gant/Progress Chart**

Ms. Aikman presented an updated Gant Chart that lists the major board initiatives and timelines associated with them. This is an introduction to this chart for the new members of the board joining the meeting for the first time.

Mr. Guthier advised that the chart be updated to reflect current terminology.

The external review was previously discussed to occur in 2016; this needs updated as well on the chart. Many items on the chart will be solidified and scheduled based on the two-year strategic plan being created this year.

Ms. Herman-Betzen provided an historical perspective on the previous external review that occurred before the reinvention.

**CEO Transition**

Ms. Herman-Betzen created a transition plan for the new CEO, John Taylor, including compiling materials for him. She was hopeful the information she would like to have covered with him would have been completed by her retirement date. Judging from the mass of information to share, she will be proposing an alternate schedule.

The alternate schedule proposed is an additional ten days of salary, maximum, to Ms. Herman-Betzen to allow for Mr. Taylor to contact her and schedule meetings to discuss pertinent information in the first days of his tenure as the new CEO. The actual usage of the additional time would be at the discretion of Mr. Taylor.

Ms. Herman-Betzen provided the board with an overview of the transition plan and materials.

The board has requested information on the total amount of money that has been spent towards the transition compared to what was approved. A vote on this matter will take place once this information is received.

### **Diversity and Inclusion Recommendations**

Elizabeth Beltramini joined the meeting.

Ms. Beltramini provided the diversity and inclusion implementation plan based on the recommendations from the diversity and inclusion benchmarking report. She sees this plan as a two-year plan with potential changes along the way, with assessment happening in 2017 by revisiting the original benchmarks that initiated this plan. She is asking the board to consider establishing a volunteer group to assist in the implementation, but also continue working on the initiatives in the long term. Other organizations have used leadership council, but that name may be confusing due to the leadership team and education council.

Ms. Beltramini reviewed each item within the business case to provide background on the statements. Ms. Beltramini confirmed that the implementation plan can be completed with 0.16 FTE even though the original recommendations requested 1.0 FTE.

The board would be responsible for requesting updates to the progress of the plan.

Discussion ensued about the details of the implementation plan.

Mr. Coleman MOVED and Mr. Pelletier SECONDED that:

*The council formed to work on the diversity and inclusion implementation plan will be called the Council for Diversity and Inclusion.*

Mr. Guthier PROPOSED an AMENDMENT to the MOTION that in addition to the naming the council as motioned, *the board also approves the implementation plan in total that includes the council's charge.*

Mr. Coleman ACCEPTED the AMENDMENT and it was APPROVED that:

*The diversity and inclusion implementation plan as presented will be utilized in full, including the charge statement (The council will be responsible for developing and implementing a coordinated plan for improved diversity and inclusivity with ACUI), and a council is hereby formed and will be known as the Council for Diversity and Inclusion.*

### **Past President Role/Job Description**

Ms. Herman-Betzen provided background on the past president's role on the board. Sometimes past presidents are ready to reduce their responsibilities, some are unable to transition to a lesser role effectively, and some do a great job at continuing in their new role. There has been previous discussion about eliminating the past president's involvement on the board, making the term two years instead of three. Currently, the past president presides over the elections committee.

Changing the make-up of the board would require a vote of the membership because it is a bylaws change.

No changes were proposed at this time.

### **Meeting of the Delegates**

The annual meeting of the delegates will take place on the morning of Saturday, April 11.

Regions shall walk in together continuing the tradition that was started one year ago, with points awarded to Battle of the Regions for most percentage attended.

Items that will be covered during the meeting will be:

Financial statement

Diversity and inclusion report

Oaths

Introduction of new president

Introduction of leadership team

Ms. Beltramini left the meeting.

### **CEO Transition (continued)**

Mr. Schenk MOVED and Mr. Gutowski SECONDED that:

*The board approves \$7,500 in additional expenses for the CEO transition plan.*

Mr. Derrick PROPOSED an AMENDMENT to the MOTION that in addition to the MOTION, a description be added to the MOTION that reads *to be used for payment to Marsha Herman-Betzen for up to 10 days of her time following her retirement on May 4, 2015 but before July 31, 2015, at the discretion of the new CEO, John Taylor.*

Mr. Schenk ACCEPTED the AMENDMENT and it was APPROVED that:

*Up to \$7,500 in additional expenses for the CEO transition plan to be used for payment to Marsha Herman-Betzen for up to 10 days of her time following her retirement on May 4, 2015 but before July 31, 2015, to be utilized at the discretion of the new CEO, John Taylor.*

### **New Strategic Plan Update**

Mr. Schenk reviewed the history of the formation of the Strategic Plan Core Team as well as the plan for creating a new, two-year strategic plan with timeline.

### **Financial Audits**

The board requested information on the status of the financial audits. Ms. Herman-Betzen reported that the 2013 audit is behind schedule, but it is a few last reconciliations away from being submitted to the auditors. The 2014 audit is on schedule.

The Board RECESSED WITHOUT OBJECTION at 11:40 a.m. on Tuesday, Feb. 10.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:34 p.m. on Tuesday, Feb. 10.

### **New Strategic Plan Update (continued)**

Mr. Schenk informed the board of the assessment the Strategic Plan Core Team will be asking each component group to complete using the goals from ACUI's current strategic plan.

The questions that will be asked are:

- How has ACUI's strategic plan played a role in your work with the Association? Give specific examples.
- What work has your department accomplished in support of these goals?
- What are your current projects?
- What work still remains that you hope to accomplish in the next 18 months of the strategic plan?
- What work has not been accomplished and, due to shifting priorities, should be eliminated?
- What work has not been accomplished but is critical and should be discussed and included in the next strategic plan?
- Based on your roles and expertise, what items or new initiatives were not included in the current strategic plan but should be included in the next strategic plan?
- In your opinion, is ACUI advancing or improving by following the strategic plan?

Mr. Schenk facilitated this assessment with the board.

### **Board Assessment**

Mr. Pelletier thanked everyone for completing the board assessment through BoardSource. This is an assessment that be completed annually in order to provide longitudinal data. He then provided results of the assessment that will create a baseline for future years.

### **Policies and Procedures**

Mr. Cline presented the complete catalog of policies of the Association. Some of these policies were approved in Feb. 2014. However, many have been updated again, and all have been renumbered and the executive director title has been updated to CEO in all of them as well.

Mr. Guthier MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The following policies, as presented on the document web pages, ([www.acui.org/about/policy](http://www.acui.org/about/policy)) are now the approved policies of the Association:*

#### *General*

- *1.01 Affirmative Action*
  - *Approved last year, no changes made*
- *1.02 Alcohol*
  - *Approved last year, XD/CEO title changes made*
- *1.03 Discrimination, Sexual Harassment, and Unlawful Harassment*
  - *Not approved last year, updates mad*
- *1.05 Affiliation with Other Professional Associations*
  - *Approved last year, no changes made*
- *1.06 Code of Ethics*
  - *Not approved last year, updates made*
- *1.07 Social Media*
  - *Approved last year, renumbered*
- *1.08 Lifecycle Protocols*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *1.09 Accessibility: Reasonable Accommodations*
  - *Approved last year, renumbered*
- *1.10 Fire Safety Guidelines*
  - *Approved last year, renumbered*
- *1.11 Research Oversight*
  - *Approved last year, updated committee name, renumbered*
- *1.12 Corrective Action*
  - *Approved last year, renumbered*

- *1.13 Familial and Consensual Romantic and/or Sexual Relationships*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *1.14 Liability Waivers*
  - *Approved last year, renumbered*
- *1.15 Conflict of Interest*
  - *Approved last year, renumbered*

#### *Governance*

- *2.01 Board of Trustees and President Elections*
  - *Approved last year, no changes made*
- *2.02 Official Positions of the Association (Taking Positions)*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *2.03 Emergency Leadership Transition*
  - *Approved last year, updated language regarding associate executive director, XD/CEO title changes made, renumbered*
- *2.04 Policy on Policies*
  - *New policy*

#### *Program*

- *3.01 Conference Hospitality Suites*
  - *Approved last year, renumbered*
- *3.02 Solicitation of Corporate Funds*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *3.03 Communities*
  - *Updated language, updated procedural aspect, renumbered*
- *3.04 Naming of Awards, Scholarships, Programs, or Facilities*
  - *Approved last year, renumbered*
- *3.05 Creation of Association Awards & Scholarships*
  - *Approved last year, renumbered*
- *3.06 Permeability*
  - *Approved last year, XD/CEO title changes made, renumbered*

#### *Finance and administration*

- *4.01 Budget*
  - *Approved last year, XD/CEO title changes made*
- *4.02 International Currency*
  - *Approved last year, renumbered*
- *4.03 Investment*
  - *Approved 10/21, XD/CEO title changes made, renumbered*
- *4.04 Expenditure of Association Funds*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *4.05 Credit Card Usage*
  - *Approved last year, renumbered*
- *4.06 Honorarium, Waiver of Fees, and Gifts to Members*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *4.07 Nonmember Surcharge*



- *Approved last year, XD/CEO title changes made, renumbered*
- *4.08 Travel, Meals, and Lodging Expenditures*
  - *Approved last year, updated tipping language, XD/CEO title changes made, renumbered*
- *4.09 Donor Bill of Rights*
  - *Approved last year, renumbered*
- *4.10 Scholarship and Awards Endowment Statement of Purpose*
  - *Approved last year, renumbered*
- *4.11 Endowment Investment Income*
  - *Approved last year, renumbered*
- *4.12 Contract*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *4.13 Contract Riders for Performance Contracts*
  - *Approved last year, renumbered*
- *4.14 Document Retention*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *4.15 Association Assets*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *4.16 Commercial Endorsement*
  - *Not approved last year, reviewed, renumbered*
- *4.17 Corporate Gifts and Sponsorships*
  - *Not approved last year, reviewed, XD/CEO title changes made, renumbered*
- *4.18 Corporate Sponsorship (ACTION: Recommend Remove)*
  - *Not approved last year, recommend removal (same information in 4.17 and 4.09)*
- *4.18 Data Management*
  - *New policy*

#### *Member and Volunteer*

- *5.01 Concurrent Leadership Positions*
  - *Approved last year, no changes made*
- *5.02 Honorary Membership*
  - *Approved last year, no changes made*
- *5.03 Memorial Resolutions*
  - *Approved last year, renumbered*

#### *Personnel and Employment*

- *6.01 Salary Process and Administration Program*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *6.02 Paid Time Off*
  - *Approved last year, XD/CEO title changes made, renumbered*
- *6.03 Staff Bonus*
  - *Approved last year, XD/CEO title changes made, renumbered*

The following policies are still under review and will be approved at a later time. The original versions of policies 1.04 and 2.03 are still in effect until further action is taken.

- 1.04 Inclusive Language and Communications
  - Approved last year, no changes made
- 2.03 Emergency Leadership Transition
  - Approved last year, updated language regarding associate executive director, XD/CEO title changes made, renumbered
- 4.18 Data Management
  - New policy

In regards to policy 2.03 Emergency Leadership Transition, the policy states that in the event of an unplanned absence of the CEO, the associate executive director will act as the interim/acting CEO. Because there is not currently an associate executive director on staff, Ms. Herman-Betzen has named Jason Cline to fill this role should she become incapacitated and unable to perform the functions of her job. The updated policy will read:

- In the event of an unplanned absence of the CEO, the associate executive director (or other predetermined designee identified by the CEO at least annually if an associate executive director position does not exist) is expected to immediately notify the president of the absence; and,
- Upon affirmation of the enactment of the Emergency Transition Plan by the president, the position of interim/acting CEO will be assigned to the current associate executive director (or other predetermined designee identified by the CEO at least annually if an associate executive director position does not exist).

Mr. Cline stated that following the approval of policies, a review of procedures would commence. Though most procedures are written and followed by Central Office staff, there are some that are board approved. Mr. Pelletier suggested a board approved procedure for review of policies in line with the new policy on policies. He proposed dividing them into three segments, each of which is 18-20 policies each:

- Round 1 (starting Feb. 2016): 1.0 General
- Round 2 (starting Feb. 2017): 4.0 Financial
- Round 3 (starting Feb. 2018): 2.0, 3.0, 5.0, 6.0 (each of which is either 3 or 6 policies long)

These policies would then be reviewed on a three-year cycle, starting in Feb. 2016, and also allow for necessary changes to be made on a regular basis.

Mr. Cline indicated other procedures the board should review annually and make any necessary updates. Those are:

- Size of the board (number of at-large positions available in upcoming election)
- Day/time of board calls

- Code of ethics
- Specifics related to conflict of interest policy (areas in which a board member should or should not engage)
- Annual meeting of the delegates and proceedings of that meeting
- Committee structure of the board (how many and which committees)
- Executive sessions (when to have, why to have, what to include in minutes, what to report after)
- CEO compensation
- Student selection timeline/process

The Board RECESSED WITHOUT OBJECTION at 4:21 p.m. on Tuesday, Feb. 10.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:03 a.m. on Feb. 11.

### **COMP Concerns**

The board discussed correspondence that has occurred between the conference program team and members/leaders of the community of practice for multi-ethnic professionals and allies regarding diversity and inclusion programs at the annual conference. Ms. Herman-Betzen provided background on COMP and the current community of practice, as well as the process for submitting and suggesting programs and sessions at the annual conference.

### **Membership**

Mr. Cline presented information on the status of ACUI membership and provided recommendations for growing membership in the future which includes additional, targeted marketing campaigns, an organization name and mission change discussion, and a more prominent role for membership in upcoming strategic plans.

Discussion ensued about ways to incorporate the membership discussion into other areas of the Association including the strategic plan.

Mr. Gutowski MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

Marsha Herman-Betzen will be replaced with Jason Cline on the Strategic Plan Development Team.

### **Overview of Annual Conference Responsibilities**

Ms. Herman-Betzen reviewed the schedule of events of the annual conference in San Antonio and provided board members with a tentative schedule of the events they should attend as a board member. A final schedule will be distributed once times and locations are finalized.

### **Next Meeting Date**

The next meeting will take place on Feb. 24.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:23 a.m. on Feb. 11.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, February 24, 2015

J. Scott Derrick called the meeting to order at 11:02 a.m. Eastern Time. Additional members present were: Mark Guthier, Jeff Pelletier, Una Redmond, Jeremy Schenk, Michael Coleman, Joe Gutowski, Brenda Cruz, and Marsha Herman-Betzen, executive director. Also present was John Taylor, Morgan Bell, Kelly Schaefer, Molly Ward, Jen Zamora, Dave Teske, Zack Wahlquist, and Jason Cline.

**Minutes**

Mr. Coleman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The January 27, 2015 minutes are approved.*

Mr. Gutowski MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The February 10-11, 2015 minutes are approved as amended.*

**Q4 Narrative Discussion**

Mr. Derrick reviewed the fourth quarter financial statement that had been previously distributed to the Board. Mr. Teske reviewed the specific details of the statement, also providing an overview to the narrative for new board members as this is the first time they have seen it. The net gain of \$171,301 is \$13,938 better than Q3. Few changes have occurred since the third quarter statement. One change was an increase to paid advertising from corporate partners.

Mr. Teske also reviewed a spreadsheet that captures and illustrates the big picture of the Association's finances.

**ERF Chair Approval**

Zack Wahlquist presented the nominations and screening committee recommendation for the Education and Research Fund Chair. The recommendation is Tena Bennett.

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Tena Bennett is appointed the chair of the Education and Research Fund.*

## **Holdover Issues from February Meeting**

Ms. Herman-Betzen reported that she and John Taylor met this past week to begin the transition phase.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:38 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, March 3, 2015

Ms. Harrington-Pete called the meeting to order at 11:02 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Sarah Aikman, Mark Guthier, Jeff Pelletier, Una Redmond, Jeremy Schenk, Michael Coleman, Joe Gutowski, Brenda Cruz, and Marsha Herman-Betzen, executive director. Also present was John Taylor, Morgan Bell, Molly Ward, Jen Zamora, and Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The February 24, 2015 minutes are approved.*

**April Meeting in San Antonio**

Ms. Harrington-Pete requested possible topics for discussion at the meeting in San Antonio. Others include ACUIRES, regional restructuring, strategic plan, policies, and procedures. Please think about additional topics and submit them as they come up.

**Board Donation to Silent Auction**

Ms. Aikman discussed the collection of board member “favorites” to include in a basket for the San Antonio silent auction.

**Other**

Ms. Herman-Betzen inquired about meal options for the Board dinner on Tuesday evening while in San Antonio.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:32 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, March 10, 2015

President-Elect Sarah Aikman called the meeting to order at 11:04 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Mark Guthier, Jeff Pelletier, Jeremy Schenk, Michael Coleman, Joe Gutowski, Brenda Cruz, and Marsha Herman-Betzen, executive director. Also present was John Taylor, Morgan Bell, Molly Ward, Jen Zamora, Kelly Schaefer, Dave Teske, and Jason Cline.

**Minutes**

Mr. Guthier MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The March 3, 2015 minutes are approved.*

**Update from Strategic Plan Development Team**

Mr. Schenk updated the board on the progress of the team. Internal data collection has finished and the data is being analyzed. Floyd Taliaferro has been removed from the task force because he has been unresponsive.

**Additional Topics for San Antonio Agenda**

Ms. Aikman asked for any additional topics for the agenda. Suggestions included:

- LGBT survey
- ACPA open letter

**Additional Honorary and Emeritus Nominations**

Mr. Cline presented the additional nomination for Honorary Membership.

Nomination for Honorary Membership is:

Bernard Pitts, Kansas State University

Mr. Coleman MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Bernard Pitts is awarded Honorary Membership.*

Mr. Cline presented the additional nominations for the Emeritus Award.

Nominations for Emeritus Award recipients are:



Lydia Anderson, University of Alaska-Fairbanks  
Marguerite Elliott, University of Texas-Austin  
Tony Trimarco, University of North Dakota

Mr. Derrick MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*Lydia Anderson, Marguerite Elliott, and Tony Trimarcy are confirmed as Emeritus Award recipients.*

### **Education and Research Fund Update**

Ms. Aikman informed the board that the last Education and Research Fund call under chair, Patrick Connelly, happened. They are still looking for silent auction items. They have more participants signed up for the stair climb than anticipated. Loteria packets are still available for sale. Friday, May 29 will be the planned day of giving for the Education and Research Fund from now on.

### **Regional Conference Budgets**

Mr. Teske advised the board that they are responsible for approving regional budgets. He presented a summary of financial position for each region. Each budget indicates assets carried forward from 2014 as well as income and expenses planned for 2015.

Mr. Pelletier MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*Regional budgets are approved as presented.*

### **San Antonio – Additional Details**

The board will go to Boudro's for dinner on Tuesday.

### **Other Items**

None reported.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:34 a.m. EDT.

Respectfully submitted,  
Jason Cline  
Director of Strategic Infrastructure, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, March 17, 2015

Ms. Harrington-Pete called the meeting to order at 11:02 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Sarah Aikman, Mark Guthier, Jeff Pelletier, Una Redmond, Jeremy Schenk, Michael Coleman, Joe Gutowski, Brenda Cruz, and Marsha Herman-Betzen, executive director. Also present was Jason Cline.

**Minutes**

Mr. Pelletier MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The March 17, 2015 minutes are approved.*

**Finance Report**

Mr. Derrick stated there is nothing to report at this time.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:04 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:50 a.m.

**Final San Antonio Meeting Details**

Ms. Harrington-Pete indicated that additional information about San Antonio will be provided on the next call.

Current topics slated for the agenda are ACUIRES, Strategic Plan, Restructuring Update?, Policy, GLBTQ, nomenclature. This list and agenda will be revisited on the next call when it again involves the new board members.

The board may meet on Wednesday morning if needed.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:03 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, March 24, 2015

President Kim Harrington-Pete called the meeting to order at 11:00 a.m. Eastern Time via Adobe Connect. Additional members present were: Sarah Aikman, J. Scott Derrick, Jeff Pelletier, Jeremy Schenk, Joe Gutowski, and Brenda Cruz. Also present was John Taylor, Morgan Bell, Molly Ward, Jen Zamora, Kelly Schaefer, Justin Rudisille, and Jason Cline.

**Minutes**

Ms. Aikman MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The March 17, 2015 minutes are approved.*

**Leadership Team Appointments**

Mr. Rudisille presented the nominations and screening committee recommendation for the 2017 Conference Program Team Chair. The recommendation is Susan Payment.

Mr. Gutowski MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*Susan Payment is appointed as the 2017 Conference Program Team Chair.*

Mr. Rudisille presented the nomination and screening committee recommendation for the Research Coordinator. The recommendation is Leah Barrett.

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Leah Barrett is appointed as the Research Coordinator.*

Mr. Rudisille left the call.

**San Antonio Logistics**

Ms. Harrington-Pete introduced the schedule and logistics for the annual conference meeting in San Antonio.

Mr. Cline reviewed the schedule for the board.

Ms. Harrington-Pete will forward a final agenda prior to arriving in San Antonio.

Ms. Harrington-Pete provided an overview of the meeting of the delegates.

### **Other Items**

Mr. Schenk reported that the Strategic Plan task force will host two focus groups at the annual conference. There will also be virtual focus groups following the conference for specific component and demographic groups.

Mr. Schenk also announced that the College Union Poetry Slam Invitational is being hosted at his campus this week with a record 68 teams and first international team from Canada. Marsha Herman-Betzen is also attending and speaking for the first time.

Ms. Ward announced there will be an ACUI reception at the NASPA conference this week.

There will be no call next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:32 a.m. EDT.

Respectfully submitted,

Jason Cline

Director of Strategic Infrastructure, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Monday and Tuesday, April 6-7, 2015

President Kim Harrington-Pete called the meeting to order at 1:15 p.m. Central Time in the San Antonio Marriott Rivercenter conference room 3 in San Antonio, Texas. Additional members present were: Michael Coleman, Sarah Aikman, J. Scott Derrick, Jeff Pelletier, Brenda Cruz, Jeremy Schenk, Joe Gutowski, and Marsha Herman-Betzen, Executive Director. Also present was John Taylor, Morgan Bell, Molly Ward, Jen Zamora, Kelly Schaefer, and Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The March 24, 2015 minutes are approved.*

**An Open Letter to ACPA – GLBTQ Discussion**

Ms. Harrington-Pete introduced a letter that was written by an ACPA member and forwarded to ACUI and distributed to the Board. A discussion then occurred regarding how the GLBTQ community is served, represented, welcomed, and how safe they feel within ACUI.

**Indiana Religious Freedom Restoration Act and Revisions**

Ms. Herman-Betzen initiated a discussion.

**Regional Restructuring**

Dave Teske and Brenda Evans joined the meeting.

Ms. Evans presented the findings from the regional restructuring implementation first-year assessment.

Mark Guthier joined the meeting.

Mr. Pelletier MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Regional Restructuring Task Force Report is accepted.*

Mr. Teske and Ms. Evans left the meeting.

## **Indiana Religious Freedom Restoration Act and Revisions**

Discussion continued.

### **Strategic Plan Update**

Mr. Schenk provided an update on the next strategic plan process.

The Board RECESSED WITHOUT OBJECTION at 3:12 p.m. on Monday, April 6.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 10 a.m. on Tuesday, April 7.

Una Redmond joined the meeting.

### **Policies and Procedures**

Mr. Pelletier discussed the current status and plan for policies and board procedures. Two policies have not yet been approved after being created and reviewed.

Mr. Schenk MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*Policy 4.18 Data Management is approved as revised and is reflected on the ACUI website.*

Policy 2.03 will be reviewed by the governance committee and reviewed at an upcoming meeting.

Policy 1.04 will be reviewed by the regional inclusivity coordinators and reviewed at an upcoming meeting.

### **CEO Transition Items**

Mr. Taylor and Ms. Herman-Betzen reviewed the process of the transition that they been through so far and discussed the final phases of that transition.

### **Name, Function, Trends, and ACUI**

Ms. Harrington-Pete broached the topic of nomenclature used on campuses for their union building that includes university center, student center, campus center, etc. The board discussed their perspectives at their home campuses and in others.

The board charged Mr. Cline with enhancing the membership presentation he provided in February with more emphasis in creating stronger recommendations for removing barriers to membership and being more inclusive. This will serve as the catalyst to initiate

a focus group with the leadership team at the July meeting to discuss this as well as a possible plan with needed resources for moving any new ideas forward.

### **Religious Holidays and Annual Conference**

Ms. Herman-Betzen discussed the history and practices of scheduling conferences and events against religious holidays.

### **Religious Freedom Restoration Act Revisited**

Ms. Harrington-Pete clarified the board's role and forthcoming actions to take at the annual conference to close the loop with the membership on this issue since the Association's original statement came before Indiana's revision to the bill.

### **Recognition of Marsha Herman-Betzen**

Mr. Guthier presented a declaration honoring and recognizing Marsha Herman-Betzen for her career and involvement with the board as this is her final board meeting.

Mr. Guthier MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Board of Trustees officially commends and thanks Marsha Herman-Betzen on her service to ACUI of nearly 36 years; over four years as a volunteer at Oklahoma State University, ten as education coordinator, and twenty-one as the executive director/CEO during which she raised the organization to a multi-million dollar operation through diverse revenue streams, grew the staff from six to over twenty, transitioned the association to a knowledge-based organization, and revitalized student programs.*

### **95<sup>th</sup> Annual Conference Details**

Ms. Harrington-Pete reviewed logistics for the board for the remainder of the conference.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:27 p.m. on April 7.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, April 28, 2015

President Sarah Aikman called the meeting to order at 11:31 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Jeremy Schenk, Joe Gutowski, Morgan Bell, Molly Ward, Jen Zamora, Kelly Schaefer, Michael Coleman, and Marsha Herman-Betzen, executive director. Also present was John Taylor, Dave Teske, and Jason Cline.

**Minutes**

Ms. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The April 6-7, 2015 minutes are approved.*

**Market Compensation Proposal**

Ms. Herman-Betzen presented a review of the compensation of the Association staff performed by The Compensation and Benefits Services department of Employers Resources Association. This was completed as a result of the diversity and inclusion report recommendations.

The review findings indicated that there are staff salaries that are not within comparable or competitive ranges. It is now proposed that the Board of Trustees allocate \$62,000 in FY2015 and \$120,000 in FY2016 for adjustments to staff salaries to come in line with the newly established ranges provided by our third party review.

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*\$62,000 in FY2015 and \$120,000 in FY2016 is allocated for adjustments to staff salaries to come in line with the newly established ranges provided by our third party review.*

**Religious Holidays at Annual Conference**

Ms. Herman-Betzen reported a conversation she had with a member regarding the procedures of scheduling the conference.

**CEO Transition**

Mr. Taylor provided an update on the discussions he and Ms. Herman-Betzen have had since conference.



### **July Meeting Dates**

Ms. Aikman informed the board of the dates of the July leadership team meeting to be July 6-10. Meetings start on July 7, but long travelers may need to make arrangements to arrive on July 6.

### **May Board Meetings**

Ms. Aikman provided dates and topics of May board meetings.

- May 5 – Governance
- May 12 – Finance
- May 19 – Strategic
- May 26 – No Call

### **Any Additional Business**

No additional business.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:26 p.m. EDT.

Respectfully submitted,

Jason Cline

Director of Strategic Infrastructure, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, May 5, 2015

President Sarah Aikman called the meeting to order at 11:33 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Kim Harrington-Pete, Michael Coleman, Joe Gutowski, Morgan Bell, Molly Ward, Kelly Schaefer, Jen Zamora, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Coleman MOVED, Ms. Ward SECONDED, and it was APPROVED that:

*The April 28, 2015 minutes are approved.*

**Review of Policy 2.03 – Emergency Leadership Transition Plan**

Mr. Gutowski introduced the text that was edited regarding the naming of an acting CEO for the emergency transition process.

Mr. Coleman MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Policy 2.03 Emergency Leadership Transition Plan is approved as revised and is reflected on the ACUI website.*

Mr. Taylor has designated Jason Cline to fill this role, and he will revisit in January.

**Governance Committee Agenda 2015-16**

Mr. Gutowski reviewed the calendar of the governance committee for the next year.

**Designation of Authorized Signers**

Mr. Coleman proposed a list of authorized signers for the ACUI bank account as well as ACUI checking account.

Mr. Derrick MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The Board of Trustees designates John Taylor and David Teske as authorized signers for all MainSource Bank ACUI account; and, The Board of Trustees designates Elizabeth Gunterman, John Voorhees, Michelle Smith, and Jason Cline as authorized signers for the MainSource Bank main ACUI checking account.*

### **Items for July Meeting**

Ms. Aikman discussed the items already on the agenda for the July meeting. Those already on the list include membership, ACUIRES, Strategic Plan, and D& I update, updating the Gantt chart. Time with ACUI auditor will again be provided.

### **Update on the Role of the Student Member of the Board**

Ms. Aikman announced that Ms. Bell will rotate through finance, strategic plan, and governance during her year on the board, possibly also including the executive committee.

### **New Business**

Mr. Taylor announced that the Central Office filled the IT position. The candidate will begin in June. In addition, Anthony King has announced his resignation. His last day will be Wednesday, May 13.

### **Other**

The next meeting will take place on Tuesday, May 12, and the topic will be finance.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:54 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, May 12, 2015

President Sarah Aikman called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Kim Harrington, Jeremy Schenk, Michael Coleman, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, and John Taylor, CEO. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Schenk MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The May 5, 2015 minutes are approved.*

**Membership Dues Proposal**

Mr. Cline presented information on individual, associate, and institutional membership dues to provide the board with context before they decide on dues amounts for 2015-16 in these categories.

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*Individual professional membership dues for those at a member institution, but not on the roster, and retired member dues will increase by 1.5 percent effective August 1, 2015. This includes domestic and international rates.*

Ms. Schaefer MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*Associate membership dues will increase by 4.1 percent effective Jan. 1, 2016.*

Discussion about institutional dues and its impact on association finances occurred.

Mr. Schenk MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Institutional membership dues will increase by five percent effective August 1, 2015.*

Mr. Gutowski and Ms. Harrington abstained.

**Finance Committee**

Mr. Coleman reviewed the finance committee roles, responsibilities, and timeline.

### **ERF Update**

Mr. Derrick requested that this topic be carried over to the next meeting.

### **Items for July Meeting**

Ms. Coleman reviewed agenda items already on the list and requested any additional topics be sent to Ms. Aikman.

### **New Business**

No new business reported.

### **Next Meeting**

The next meeting will be May 19<sup>th</sup>, and the topic will be Strategic.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:21 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Tuesday, May 19, 2015

Jeremy Schenk called the meeting to order at 11:34 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Sarah Aikman, Joe Gutowski, Molly Ward, Kelly Schaefer, and Kim Harrington, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Gutowski MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The May 12, 2015 minutes are approved.*

**Education and Research Fund Update**

Mr. Derrick presented information from the Education and Research Fund committee meeting including conference fundraising, committee member recruitment, current award updates, and future priorities.

**2011-15 Strategic Plan Review**

Mr. Schenk announced that time during the July meeting will be spent updating the matrix and preparing to wrap it up at the conclusion of 2015. Items remaining to be done will be discussed to determine if they need to be carried over in the next plan or removed because they are no longer a priority of the Association.

**2016-17 Strategic Plan Update**

Mr. Schenk announced that three remaining focus groups will take place this week to wrap up the data collection portion of the process. The team will review all data and present a draft plan to the board for discussion at the July meeting with the full leadership team and the Board.

**New Business**

No new business.

**Next Meeting**

June 2 – Governance

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11: 55 a.m. EDT.

Respectfully submitted,

Jason Cline

Director of Strategic Infrastructure, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, June 2, 2015

President Sarah Aikman called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Kim Harrington, Michael Coleman, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, Jen Zamora, and John Taylor, CEO. Also present was Jason Cline and Dave Teske.

**Minutes**

Ms. Schaefer MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The May 12, 2015 minutes are approved.*

**Governance Committee Updates**

Mr. Gutowski shared that the Section One policies will be reviewed and board approved procedures will be created during the second half of the year. Volunteers from the board are being sought to help in these processes.

Student membership procedures will be discussed at the July meeting. Additional upcoming initiatives will be the code of ethics as well as the bylaws and constitution updates.

**Q1 Report**

Mr. Coleman provided initial context for the first quarter statement. Mr. Teske informed the Board that the first quarter statement is generally the most inaccurate of all the quarterly statements because there are so many unknown items remaining to be resolved in the year. Because the annual conference actually took place in the second quarter, the final hotel bill has not yet been resolved, and other conference expenses have not been finalized, so the first quarter statement does not include these items.

Significant variances to budget so far in 2015 include previously approved staff salary adjustments, final vacation payout for the retired executive director, new programs that will not happen until 2016, decreases in conference sponsorship and exhibit hall revenue, less than expected recreation revenue, and a loss of external association management provided services. A bright spot in the budget came from Poetry Slam which generated \$17,000 more than originally budgeted.



Mr. Taylor presented information on revenue generating ideas and ways to mitigate some of the adverse portions of the quarterly statement. He will present more information at the July meeting concerning short-term and long-term strategic and tactical initiatives.

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The first quarter financial statement is approved.*

### **July Meeting Items**

Ms. Aikman asked for additional July Meeting items. Board members were advised to complete their travel profiles so travel can be arranged. The agenda will be drafted for both the full group and board specific portions of the meeting.

### **New Business**

Ms. Schaefer asked about the process for soliciting and selecting community of practice leaders.

### **Next Meeting**

The next meeting will be June 9<sup>th</sup>, and the topic will be Strategic Direction.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:06 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, June 9, 2015

President Sarah Aikman called the meeting to order at 11:30 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Michael Coleman, Joe Gutowski, Morgan Bell, Kelly Schaefer, Jeremy Schenk, Molly Ward, Jen Zamora, and John Taylor, CEO. Also present was Jack Voorhees and Dave Teske.

**Minutes**

Mr. Derrick MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The June 2, 2015 minutes are approved.*

**Strategic Direction Committee Updates**

Mr. Schenk reported that the committee has been working on writing strategic directions for the draft strategic plan. He still anticipates that the committee will meet its goal to have a draft plan available for the board to review at the July meeting.

**Central Office Leased Space Proposal**

Mr. Taylor presented a plan to take an advantage of an opportunity to renegotiate the current lease on the Central Office to curb the contractual increase in the per-square-foot rate in April 2016, and acquire additional space in the building. After some negotiation with the landlord, the landlord is offering a new rate of \$7 per square foot (compared to \$6.10 now, and \$9.09 beginning in 2016). The proposal calls for an additional 1,700 square feet and a five year lease with an option for a three year extension.

Mr. Taylor reviewed both the advantages and disadvantages of the plan and made a recommendation that the board accept the plan to renegotiate our current lease to add the additional space as outlined in the proposal.

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The CEO is authorized to enter into a new lease with CFC, Inc. for a new five-year lease with a three year extension for Central Office space.*

## **July Meeting Updates**

Ms. Aikman reminded everyone to complete their registration for the meeting if they have not done so already. She also committed to send the board a draft agenda by early next week.

### **New Business**

Ms. Schaefer expressed her appreciation to the staff for their quick response to her questions from last week about Communities of Practice.

Ms. Aikman reminded the board that the deadline for educational session proposals for the annual conference in New Orleans is approaching and encouraged those that were interested in presenting to submit their proposals soon.

### **Next Meeting**

The next meeting will be June 16<sup>th</sup>, and the topic will be Finance.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:08 p.m.

Respectfully submitted,  
Jack Voorhees, Recording Secretary by proxy for Jason Cline  
Director of Business Services

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, June 23, 2015

President Sarah Aikman called the meeting to order at 11:35 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Michael Coleman, Joe Gutowski, Jeremy Schenk, Kim Harrington, Jen Zamora, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The June 9, 2015 minutes are approved.*

**General Updates and Information**

Mr. Taylor shared some updates from the Central Office.

- IPDS had 43 participants at the University of Illinois.
- I-LEAD has sold out at the early bird deadline. Additional spots are being considered.
- A new lease was signed to encompass a longer term and additional space. The move will take place following the July meeting.
- The corporate partnerships manager position interviews are complete and a candidate will be selected shortly.
- Brian Magee has announced he is leaving, and a search is underway for his replacement.
- Michael Ding has also announced he is leaving, and a search is underway for his replacement.
- The CSHEMA board has voted to request proposals from multiple association management firms including ACUI instead of just asking ACUI for a new contract proposal.

**Questions about the July Meeting**

Ms. Aikman stated the leadership team agenda will be out today. Justin Rudisille will send additional information on tours and service projects available. Ms. Aikman will send the board agenda as well as accompanying documents by the end of the week.

**New Business**

No new business brought forward.

### **Next Meeting**

There will be no meeting on June 30. The next meeting will be in Bloomington starting on July 7.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary and Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday and Thursday, July 8-9, 2015

President-Elect Sarah Aikman called the meeting to order at 9:08 a.m. Eastern Time in the Distinguished Alumni Room at the Indiana Memorial Union in Bloomington, Indiana. Additional members present were: Kim Harrington-Pete, Morgan Bell, Michael Coleman, J. Scott Derrick, Jeremy Schenk, Joe Gutowski, Jen Zamora, Kelly Schaefer, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The minutes from June 23, 2015 are approved as written.*

**Regional Conferences**

Ms. Aikman asked which regional conferences board members were attending.

Region I – Michael Coleman, John Taylor  
Region II – Jen Zamora  
Region III – Michael Coleman, J. Scott Derrick  
Region IV – Kim Harrington  
Region V – Kelly Schaefer, John Taylor  
Region VI – Morgan Bell, Sarah Aikman  
Region VII – Joe Gutowski, John Taylor  
Region VIII – Jen Zamora, John Taylor, Jason Cline

**Small Schools**

Mr. Derrick discussed the large number of small schools that exist and the few of them that are members of ACUI. The value of ACUI membership at these schools should be discussed as we move forward in the membership, strategic plan, and rebranding discussions. The community of practice for small schools can be another important resource. Discussion ensued around engagement efforts at small schools and around engagement of other areas on campus.

**Audit Conversation**

Mr. Duane Vaught from Stampfli and Associates and Dave Teske joined the Board for the meeting to discuss the audit.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 10:22 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:02 a.m.

The Board thanked Mr. Vaught for his time and expressed its appreciation for his audit services.

Mr. Vaught left the meeting

### **Finance Update**

Mr. Coleman reminded the board of the finance timeline for the remainder of the year, moving the audit to a later date. Mr. Teske updated the board on the financial position of the conference as it was not available at the first quarter report. It appears that the conference will perform at about \$60,000 better than budgeted. Final numbers will be presented during the second quarter statement in August.

Mr. Coleman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Board of Trustees designates John Taylor and David Teske as authorized signers for all Hilliard Lyons accounts.*

Mr. Coleman MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*Marsha Herman-Betzen is removed as an authorized signer for all association financial accounts.*

Mr. Teske informed the board the Mr. Vaught does recommend the organization stay with the same accounting firm year after year, even though that differs from what you hear in corporate America.

### **Election Information**

Ms. Harrington presented timeline information on elections for this year. She reviewed the previous year's schedule as a starting point. There are some dates already in place, but others are still flexible.

The board discussed methods to increase voter participation and ensure nominations are reflective and representative of the Association's membership.

The Board RECESSED WITHOUT OBJECTION at 11:32 a.m. on July 8, 2015.

The Board RESUMED MEETING at 1:30 p.m. on July 8, 2015.

## ACUIRES

Brian Magee joined the meeting and presented on the status and history of ACUIRES, ACUI's job posting service.

### Region VIII International Report

Ms. Aikman introduced a report from Region VIII requesting the formation of an international relations program team to help build relationships with our international partners and incorporating more international presence and activity within each region that now has an international component.

The board discussed the pros and cons of the report and decided that they would invite representatives from Region VIII to provide a little more information on questions that arose as part of this discussion before moving forward.

### Governance

Mr. Gutowski presented topics for discussion as they relate to governance items.

First was the position description for the student member of the board. Ms. Bell gave her experience with the position so far, and the board discussed how to better tailor the experience to the specific student while ensuring they have an experience that allows the most learning and participation overall. The position description will be updated and presented back for approval.

Possible changes to the by-law regarding board makeup were discussed but would need to be voted on by the membership should the board wish to move in that direction. It is most desirable to have all by-law changes proposed voted on at one time.

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*STUDENT MEMBER, BOARD OF TRUSTEES SELECTION GENERAL  
POLICIES AND PROCEDURES*

*Updated: June 2015*

*Per ACUI CONSTITUTION, Article IV, Section 8: Selection of Student Member. The Student Member(s) shall be selected for a one-year term in accordance with the procedure adopted by the Board of Trustees. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees. The number of Student Members, one (1) or two (2), shall be announced to the membership prior to applications being sought.*

*Section 1. Qualifications. The student member on the Board of Trustees shall be an individual member at a member institution in good standing. He or she shall*



*be a degree-seeking undergraduate or graduate student who is not a full-time employee at the institution.*

*Section 2. Selection and Term of Office. Each year in December, the Board of Trustees shall appoint and confirm one or two student members. The student member(s) will take office at the business meeting at the next Annual Conference for a one year term with an option for a second year if mutually agreed upon and confirmed by the Board of Trustees. Consistent with Association volunteer selection guidelines, a screening committee consisting of the President-elect, the current student member(s), the Chief Executive Officer, and one at-large member appointed by the President shall make a recommendation to the full Board of Trustees for approval.*

*Section 3. Removal. Any trustee or officer elected by popular vote or appointed by the Board of Trustees may be removed upon the vote of two-thirds of the trustees in office, whenever in its judgment the best interests of the Association would be served thereby, but such removal will be without prejudice to the contract rights, if any, of the officer to be removed.*

*Section 4. Vacancies. Unless otherwise provided in the bylaws, a vacancy in a student position because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Trustees for the unexpired portion of the term.*

*Section 5. Selection Timeline. Applications for the student member on the Board of Trustees will be due the first Friday of December. The appointment and notification to all applicants will be completed by Dec. 31.*

*Proposed 2015 timeline:*

- *Application posted 10/20 (line-up with other volunteer position applications)*
- *Application submission deadline: 12/4*
- *Applicant Interviews: 12/7-11*
- *BOT approval: 12/15*

*Section 6. Selection Committee. The selection committee to interview candidates and select a finalist for approval by the full Board of Trustees should consist of the following:*

- *Chief Executive Officer*
- *President Elect*
- *Student Board Member*
- *Governance Committee Chair or other member-at-large*

Mr. Gutowski then initiated a discussion about a procedure determining the number of at-large members of the board and the reasons the board would decide to do so. The by-laws

allow for 6-8 at-large members at any given time, and the board must decide how many members will be elected in the upcoming election cycle.

Mr. Schenk MOVED, Ms. Harrington SECONDED, and it was APPROVED that:

*The Chair of the Election Committee is charged with the primary responsibility over the ACUI Election process and shall, in consultation with the Executive Committee of the Board of Trustees, make a formal recommendation to the Board to determine the number of members-at-large to be voted into office during the upcoming general election. This recommendation should be submitted to and approved by the Board prior to the opening of nominations in order to communicate effectively with the membership.*

### **Education and Research Fund**

Zack Wahlquist joined the meeting and shared an update. The group is mostly new and has been working on getting trained. They will begin their work on the advancement plan once this is finished.

The Education and Research Fund is testing a new reporting format that will be available at the same time as the quarterly financial statements. Those with a named award are also interested in seeing reports on how their funds are doing.

Two funds still need to be endowed (MHB and Morrell), and there are regions that are looking for help in managing their funds as well.

Mr. Taylor recently visited with Mark Guthier who provided some advice on fundraising efforts. He added that his role will materialize in the fall with major donor outreach.

The board then discussed the timing and necessity of receiving thank you notes and receipts.

Mr. Wahlquist left the meeting.

### **Governance (continued)**

Mr. Gutowski continued the governance conversation starting with the topic of the Association making formal statements on issues. Mr. Taylor added that the Student Affairs Higher Education Consortium recently discussed this on their listserv and he shared some of their feedback. The board discussed what approach they want to take in order to draft a written procedure. This draft will be presented to the board for approval at a later date.

Mr. Gutowski asked for volunteers for reviewing Policies Section 1.0, and the conversation regarding combining the constitution and by-laws has been put on hold until further research is done.

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED to:

*Edit the language within the constitution and bylaws to reflect the title change from executive director to chief executive officer in all instances.*

The Board RECESSED WITHOUT OBJECTION at 4:27 p.m. on Wednesday, July 8, 2015.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 8:37 a.m. on Thursday, July 9, 2015.

### **Council on Diversity and Inclusion**

Liz Beltramini joined the meeting and provided an update on the Council's work so far.

The Council members have been selected and have met twice. The Council has discussed the implementation plan and planned out some of the next steps. The staff has also participated in training. Ms. Beltramini is continuing her training classes at Cornell as well. There are additional efforts in corporate diversity and inclusion as well.

Ms. Beltramini left the meeting.

Ms. Aikman reported on the executive committee's meeting with the regional directors. Topics of discussion included membership recruitment and retention (including dues), international outreach, and individual member volunteerism.

### **Region VIII International Report (continued)**

Dave Teske, Brenda Evans, and Laura DaRos joined the meeting. Ms. Evans provided a synopsis of the report presented to the Board.

The board asked clarifying questions of Ms. Evans and Ms. DaRos from the discussion yesterday. The regions would still plan their own international programs as part of their regions, but it would be communicated and coordinated through an international program team of some sort to ensure there is no overlap and redundancy.

The program team could help educate other regions on how to build relationships and take first steps to develop programs.

An initial introduction to international associations should be made by staff and volunteer leadership before relationships can begin with the rest of the staffs and members of each.

The recommendation of developing a program team is one example of how this might work, but there may be other approaches. The recommendation was merely a conversation starter.

Ms. Evans and Ms. DaRos left the meeting.

The board discussed and debated information presented. The board agreed that the concept is sound and one to continue discussing. Other discussions that are still to occur at this meeting (financial priorities, strategic direction, and rebranding) that might help prioritize this.

### **Financial Priorities**

Mr. Taylor presented his outlook on the financial priorities and general outlook for growth of the Association over the next five years. Mr. Taylor is asking the board for direction and/or approval of this plan as this is both strategic and financial.

Items discussed included CSHEMA, membership, corporate partnerships, Procure and Promos, programs and seminars, association management, staff alignment and capacity, new partnerships, volunteer capacity, and the reserve fund.

Mr. Taylor then presented areas where he envisions revenue growth in the coming years. These included membership, seminars and institutes, corporate partnerships, Procure and Promos, clay targets, and association management.

Mr. Taylor asked the board to discuss the following items: financial approach, when to end an historical program, exploring external revenue sources, and purpose of reserves.

The board began discussion on these items.

The board agreed with Mr. Taylor's proposal regarding ending ACUI's table tennis program with appropriate transfer to other existing programs, seeking additional association management opportunities which may include those outside of higher education within a predetermined strategic framework, and defining a different reserve fund approach

Mr. Teske left the meeting.

### **Gantt Chart Update**

Ms. Aikman directed the update of the of the Gantt Chart which illustrates the overlap and timing of the work of the board. The board will add items to the chart as the meeting continues this afternoon. Mr. Cline will update the chart and redistribute to the Board.

The Board RECESSED WITHOUT OBJECTION at 11:30.a.m. on Thursday, July 9, 2015. .

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 2:30 p.m. on Thursday, July 09, 2015.

Jack Voorhees joined the meeting.

## **CSHEMA**

Mr. Voorhees reported that the current CSHEMA contract with ACUI ends on Dec. 31, 2016. The CSHEMA board commissioned a task force to study what options were available to them in terms of either going out on their own to manage themselves, they could renegotiate and extend the contract with ACUI, or they could send out an RFP. The report recommended that they renegotiate with ACUI, but the board decided to go out to RFP.

They will start the RFP process in October.

Mr. Voorhees left the meeting.

## **Rebranding Conversation**

Mr. Taylor introduced a flow chart for how a rebranding process might look. He stated that we have internal talent that may be used during this process as well, but would like to include external help as well. The major steps in the process would include:

- Rebranding Task Force (research)
- External Agency (review and analysis)
- Initial Brand Concepts (names, images, colors, etc)
- External Agency (testing and recommendations)
- Rebranding Task Force (review, revise, test)
- Board Approval (review and act on recommendation)

The task force might be limited to a small group to include 6-8 people that includes staff, members, and possibly a nonmember and international member.

The timeline presented is to have completion in just over a year, but we will ask that question to the external agency.

The board brainstormed possible members of the task force.

Mr. Schenk APPROVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Association creates the Future of the Brand Task Force with a charge statement of, "The Future of the Brand Task Force is charged with presenting a recommendation to the board of trustees on the future of the brand of the Association," with Jason Cline as the chair of the task force.*

### **Strategic Plan**

Mr. Schenk led the board in the strategic plan feedback activity in response to the first draft of the strategic plan presented at the beginning of the week.

Discussion occurred regarding the process for the strategic plan that follows the one being planned now. This will be followed up with a conversation at the August call.

### **Other Business**

Tentative dates for the February meeting are Jan. 24-26, 2015.

The board will continue to discuss the Region VIII International Report on future calls.

The board will discuss the New Orleans business meeting on the August governance call.

### **Next Meeting Dates**

The next board call will take place on August 4, Governance.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 5:29 p.m. on Thursday, July 09, 2015.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, August 4, 2015

Joe Gutowski called the meeting to order at 11:33 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Kim Harrington, Michael Coleman, Sarah Aikman, Morgan Bell, Kelly Schaefer, Molly Ward, Jeremy Schenk, Jen Zamora, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Ms. Ward MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The July 8-9, 2015 minutes are approved.*

**Review of Student Board Member Position Description**

Mr. Gutowski presented the revised student member description from the July meeting so that it truly represented the position and responsibilities. The presented text contains an item concerning ad hoc committees that should be omitted.

Mr. Coleman MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The student board member position description is approved with the omission previously stated.*

**ACUI Public Statement Policy**

Mr. Gutowski presented a policy statement regarding when ACUI makes a statement and how the process is determined. A policy draft has been written.

Mr. Coleman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*All statements representing the viewpoints of the Association shall be made by the CEO in consultation with the President and members of the Board of Trustees. In circumstances where such a statement may be appropriate, the CEO and the President shall convene a special meeting of the Board for the purpose of discussing the issue at hand. When an emergency meeting cannot be convened, e-mail or other electronic communication may be utilized to share and discuss information.*

*The CEO and the President shall work together to ensure that any statement representing the viewpoints of the Association is done so in a timely and appropriate manner.*

*The statement will be shared with members of the Board of Trustees prior to being shared with the general membership.*

### **2016 Annual Business Meeting Communication Timeline**

Mr. Gutowski presented a timeline for the upcoming business meeting at the 2016 annual conference in New Orleans. This includes one or two announcements of the date of the meeting. This communication(s) would allow for members to submit questions for discussion at the meeting.

Two separate messages will be sent; one for notification of the meeting and one to solicit questions/topics to discuss during the meeting closer to the meeting. Also, the board would like a question as part of the registration process.

### **International Relations Program Team**

Ms. Aikman reviewed the discussion that happened at the July meeting regarding the creation of an international program team. She informed those that submitted the proposal that the board would continue to discuss until a decision or recommendation is made.

The board would like to see what the financial aspects would be. The board has instructed the Central Office to evaluate the proposal to include how the association might approach each suggestion, including financial impacts, at the Sept. 15 meeting.

### **New Business**

Mr. Taylor recapped the small staff reorganization that is happening in the Central Office. He has had conversations with the volunteer leads whose staff liaison has changed. The month of August will be used to transition.

Mr. Taylor reported on his trip to the CSHEMA conference and concurrent board meeting.

Mr. Taylor also reported on the office moves that happened since the July meeting including all storage being returned to the office.

### **Next Meeting**

The next meeting will be August 11<sup>th</sup>, and the topic will be Strategic Direction.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:07 p.m.



Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, August 18, 2015

President Sarah Aikman called the meeting to order at 11:33 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Jeremy Schenk, Michael Coleman, Joe Gutowski, Morgan Bell, Jennifer Zamora, Kelly Schaefer, Molly Ward, and John Taylor, CEO. Also present was Dave Teske.

**Minutes**

Ms. Zamora MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Aug. 4, 2015 minutes are approved.*

**Q2 Financial Statement**

Mr. Coleman provided initial context for the second quarter statement. Mr. Teske informed the Board that the second quarter statement is substantially improved from the first quarter. Significant variances to Q1 include a reduction in institutional dues, recreation, and association management income; increased CPA fees; and expense reductions in professional development and depreciation. Additionally, the annual conference was substantially better than budget based on higher income, and reduce program and operational expenses.

Ms. Schenk MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The FY2015 Q2 Financial Statement is approved.*

**New Business**

No new business reported.

**Next Meeting**

The next meeting will be Aug. 25.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:54 a.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, Aug. 25, 2015

President Sarah Aikman called the meeting to order at 11:31 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Kim Harrington, Morgan Bell, Jeremy Schenk, Molly Ward, Jen Zamora, Kelly Schaefer, Michael Coleman, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Ms. Schafer MOVED, Mr. Derrick SECONDED, and it was APPROVED that:

*The Aug. 18, 2015 minutes are approved.*

**2017 Leadership Team Meeting Dates**

Ms. Aikman announced the dates of the 2017 July Leadership Team Meeting as June 26-29.

The dates for 2016 have been previously announced and they are July 5-8.

**Meeting of the Delegates Communication to Members**

Mr. Taylor shared the plan that was vetted through the staff to communicate the process to the membership. Soliciting questions through registration is not recommended, however, the timeline and other recommendations are agreed upon. The staff will operationalize this and ensure its completion.

**Other Updates**

Mr. Taylor announced that the staff will be holding its retreat this afternoon and all day tomorrow.

**Review of CEO Evaluation Tool**

Ms. Aikman presented the tool to review the CEO's performance. A short, four-question survey will be sent to the board and staff on Monday, Aug. 31 to provide a mid-year evaluation on the performance of the CEO. This will be due on Sept. 8. An annual review will take place at its normal time of year.

Instead of purchasing a new tool for the annual review, the board will continue to use the tool used in previous years. However, the board is being asked to review the questions

and content to ensure it represents what should be evaluated. This feedback should be provided to the president by Noon on Sept. 18 to be discussed on Sept. 22.

### **Next Meeting**

The next meeting will take place on Sept. 1 and the topic will be governance.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at Noon EDT.

Respectfully submitted,

Jason Cline

Strategic Initiatives Executive, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, Sept. 1, 2015

President Sarah Aikman called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Michael Coleman, Kim Harrington, Joseph Gutowski, Morgan Bell, Molly Ward, Jeremy Schenk, Jen Zamora, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Coleman MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The August 25, 2015 minutes are approved.*

**Board Evaluation Discussion**

Mr. Gutowski reminded the board that an evaluation facilitated by BoardSource was conducted last year to evaluate the work of the board. He suggested that the board repeat the BoardSource evaluation on an every-other-year schedule. He also suggested that ACUI create an evaluation based off the BoardSource evaluation to use on the off years. Each board member that serves a two-year term would then participate in one survey facilitated by BoardSource and one facilitated by ACUI during their term.

**Guiding Principles for Association Management Contracts**

Mr. Taylor reported that ACUI has applied for membership in an association management company association in order to enhance our exposure as a provider of association management services. The application was rejected as they only allow for-profit companies as members. ACUI is appealing that decision.

Mr. Taylor then presented guidelines that the Central Office will use when selecting which associations to apply to manage and how the board will be involved.

The CSHEMA contract renewal process is in the hands of the CSHEMA board as they decide on how to maneuver the process.

**Regional Conference Script**

Ms. Aikman asked the board for suggestions on what should be announced at each regional conference during a general session. Suggestions included:

- Elections (presented by volunteers other than the board)
- Diversity and Inclusion

- Education and Research Fund
- Future of the Brand Task Force
- The role of the Board of Trustees including the Student Member
- Board initiatives
- International program team proposal
- Recognition of members and welcome and offer to nonmembers

Ms. Aikman will work on a script and send it out in the next two weeks. Send her any additional ideas.

There will also be an education session to present the next draft of the strategic plan for feedback.

### **New Business/CEO Updates**

Mr. Taylor announced that the Central Office staff held a retreat last week focused on the operational plan for 2016.

Mr. Taylor is currently in Philadelphia on a site visit for the 2017 annual conference.

Mr. Schenk informed the board that the strategic plan task force is meeting weekly to provide the board with an updated draft plan in the next two weeks. This will allow for feedback from the board before another updated version and creation of a presentation for the regional conferences.

### **Next Meeting**

The next meeting will be Sept. 8<sup>th</sup>.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:54 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Sept. 15, 2015

President Sarah Aikman called the meeting to order at 11:34 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Jeremy Schenk, Michael Coleman, Joe Gutowski, Morgan Bell, Kim Harrington, Kelly Schaefer, and Molly Ward. Also present was Jason Cline.

**Minutes**

Ms. Ward MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Sept. 1, 2015 minutes are approved.*

**International Proposal Response**

Ms. Aikman presented the recommendations submitted to the board from the CEO, John Taylor, in response to the Region VIII proposal submitted in July.

Mr. Taylor is not recommending a full program team, but rather concentrated efforts in three areas:

- Determine what role needs to exist through the Regional Directors to be part of an International Experience Coordinating Team.
- Continue to be a managing partner for the International Study Tour
- Reengage efforts to develop stronger relationships with international, sister associations.

These recommendations are made to continue for three years and then reassess which efforts should continue, expand, or be discontinued.

The recommendation and the board agree that the Association cannot fund an international program team at this time.

Ms. Schenk MOVED, Ms. Ward SECONDED, and it was APPROVED that:

*The international proposal recommendation is accepted as written.*

*September 10, 2015*

*To: ACUI Board of Trustees  
From: John Taylor, CEO*

*The Region VIII Leadership Team and interested members/partners submitted a proposal to the Board of Trustees, which was discussed at the July Leadership Team meeting. The proposal seeks to establish an International Relations Program Team. After multiple discussions on the topic, the Board asked the Central Office to evaluate the proposal, how the association might approach what has been suggested, and to include any anticipated financial impact. To assess the proposal, it is important to also consider what current international efforts are in place, and how they might affect or be affected by adding a new international component.*

*To date, international efforts within the association have been carried out through three primary areas.*

- 1. Intentional relationship building with international association partners by the CEO and designated staff, including attending conferences of partners in Canada, Great Britain, and Australia. Marsha was also invited and attended the Global Summit on Student Affairs and Services held in Italy in 2014. Additionally, there is a reception hosted at the annual conference for international members and visiting international association partners.*
- 2. ACUI has served for many years as a managing partner in facilitating the International Study Tour, which usually takes place every two years.*
- 3. Volunteer efforts, primarily through Region VIII, and most notably seen in attendance by non-US participants at their regional conference and successful study tours to Great Britain.*

*The following is a financial summary of related international efforts by the Central Office.*

- 2011 - \$3,600
  - Region 1 conference attendance*
  - Annual Conference International Reception**
- 2012 – \$4,300
  - Region 1 conference attendance*
  - Australian members Chicago meeting*
  - Annual Conference International Reception**
- 2013 - \$9,700
  - Region 1 conference attendance*
  - NUS conference attendance – England*
  - Annual Conference International Reception**
- 2014 - \$8,100
  - Region 1 conference attendance*
  - ACUMA conference attendance – Australia**



- *Global Summit on Student Affairs and Services – Italy*
  - *Annual Conference International Reception*
- *2015 - \$3,300*
  - *Region 1 conference attendance*
  - *Annual Conference International Reception*
- *Additional travel expense for non-U.S. volunteers participating in face-to-face meetings*
  - *\$1,500 additional per trip from UK (Una Redmond)*
  - *\$1,900 additional per trip from Australia (Alister Cowie)*
  - *\$1,900 additional per trip from Australia (Louise Anthony)*
- *Study tour revenue*
  - *\$2,000 – 2007 South Africa*
  - *(\$1,000) - 2012 China-CANCELLED*
  - *\$7,100 - 2013 Arabia*
  - *\$2,500 - 2015 UK*

*The principal question to be considered is whether, and to what degree, ACUI should commit resources, both human and financial, to international efforts. I imagine there are additional questions that any of us might ponder. Philosophically, what does it mean to be an international association? Are we international in name only, as our primary membership base is from the United States? In practical terms, do we diminish other programs if more effort is put into building a stronger international program? What kind of commitment do we want to make, and what do we expect to be the return on such an investment? To begin to answer these and similar questions, it is helpful to consider current factors that affect how we might proceed.*

- *While relationship building by the CEO and staff has been helpful, in-person interactions have been sporadic. Asking international institutions to be members, and similar associations outside of the United States to partner, but having little to no in-person interaction, lessens the connection to ACUI.*
- *Our international sister associations are in the midst of change.*
  - *The National Union of Students (NUS) association in Great Britain merged two separate populations in 2010; one student-led and the other geared toward professional staff. They have modeled their conference after ACUI's annual conference; however, the focus is geared primarily toward student issues rather than professional development. An opportunity may exist for ACUI to partner with professional development support.*
  - *In 1992, ACUI Region 16 members decided to form the Australian Campus Union Managers' Association (ACUMA). ACUMA partners with the Australian Association of Campus Activities*

*(AACA) and the Australian Campus Booksellers Association (ACBA). A current member has referenced the potential for these three organizations to merge, so an opportunity may exist for ACUI to partner more broadly.*

- *Marsha attended conferences in 1999 & 2002 for the Association of Managers in Canadian College University and Student Centers (AMICCUS-C), but we have not had much interaction since then. This association appears to be led by volunteers, without a professional staff. They hold regional and a national conference.*
- *While still financially successful because of our partner role, the International Study Tour only had one college union professional in attendance this year. It is felt that this was an anomaly, and had much to do with the fact that Region VIII's conference was during the same time period, and both programs were in Great Britain. The International Study tour is both experiential and educational as academic credit is available through the program. It also looks broader than the college union, examining multiple aspects of higher education and student affairs.*
- *Region VIII has done an outstanding job building relationships with international members (and non-members) in Great Britain. Their study tours have been successful financially, and are experiential in nature for participants to visit other unions. Typically, more international members attend Region VIII's regional conference than the annual conference. The expertise from Region VIII can be helpful to other regions and any Central Office efforts.*
- *Members have greatly valued their participation and the cultural exchange in all international programs associated with ACUI. While not easily measurable, I think it is fair to assume that the cultural experience has been significant.*

*In considering the Region VIII proposal, and the future of ACUI's international efforts, I would suggest an approach that nudges us forward in strengthening our international ties, that supports existing volunteer and association efforts, and that positions the association for a greater role and offerings if success is achieved. Doing nothing seems to miss an opportunity to support the good work of Region VIII and potentially expand volunteer-driven international offerings to a wider membership-base. At the same time, we want to be careful not to overextend staff or financial resources. Similar to any initiative, it will be necessary to invest adequate time and resources, but without diminishing existing programs or services. In fact, the end goal should be to strengthen the value and experience of members. My recommendation is to proceed with the following initiatives for the next three years, and then to consider whether any aspects should be discontinued or expanded. Following this course of action will provide*

*reasonable support to international efforts, limited impact to the budget, and no negative effect on other programs/services.*

- *With the Region Directors, determine if there is an existing role (e.g. regional educational program coordinator) or a new role that should be created, to be part of an International Experience Coordinating Team. This group would also include an international member, two at-large members, and a staff liaison from the Central Office. In either case, it is suggested that the following primary goals guide the work of the group.*
  - *Examine avenues and best practices for each region to develop international and cultural experiences and programs.*
  - *Ensure that international and cultural programs that are facilitated by individual regions be coordinated with other regions and the Central Office.*
  - *Explore opportunities to connect international members to volunteer openings, programs and educational services.*
  - *Encourage cross-cultural learning for college union and higher education issues such as student development, leadership, social justice, sustainability, higher education funding, and human rights initiatives.*

*To be clear, I am not suggesting a Program Team at a Leadership Team level. I do not think that it is necessary at this time, nor do I think it necessary to increase the Leadership Team and the associated financial outlay (e.g. July Leadership Team Meeting).*

- *Continue to be a managing partner for the International Study Tour.*
  - *Emphasize the experiential & educational value of the program.*
  - *Gain support of above referenced coordinating team to promote the program to the regions.*
  - *Ensure other regional international tours do not conflict with timing or location of the International Study Tour.*
  - *Assess success of the program from a financial, member participation, and association leadership perspective.*
- *Reengage efforts to develop stronger international relationships with sister associations and evaluate international institutional membership options.*
  - *Reexamine membership cost and value for international members, including options for joint memberships with international sister associations.*
  - *Continue to host a reception at the annual conference for international members and sister associations, and look for similar avenues at regional conferences with strong international delegations.*

- *Continue attendance at relevant international association conferences/events, with the goal of more consistency to maintain stronger relationships.*
- *Explore if there is potential for revenue-generating international programs that can be facilitated by the Central Office.*

*The approach I am suggesting maintains our commitment to enhancing international learning and opportunities for our members, without significantly impacting our human or financial resources. Philosophically I believe we are an international association, and consequently we should explore avenues to strengthen learning across cultures about the differences and similarities to supporting student success, overcoming challenges, and providing programs and services in the college union. Even if one argued that we are international only in name, I would suggest that we would do a disservice to our members by lessening efforts to support international and cultural opportunities. Regardless of the fact that we have a primarily US membership base, our college campuses very much operate as part of a global community. If we were in a much stronger financial position, we would have latitude to dedicate more resources to international programs. Since that is not the case, I believe nudging our current efforts is a good approach for the time being. I look forward to the Board's discussion on this topic.*

### **Strategic Plan Update**

Mr. Schenk presented the current draft of the Strategic Plan for 2016-18 and recapped the process since the July leadership team meeting.

Mr. Schenk is proposing the plan be lengthened to a three-year plan rather than a two-year plan. There are items that would need to be completed prior to the start of the next plan that would not be completed before the process would need to start next year.

The strategic plan creates a vision that includes what priorities should be focused on during the plan years. The operational, measurable items are created through the operational plan and budgeting process each year.

Mr. Schenk MOVED, Ms. Bell SECONDED, and it was APPROVED that:

*The original charge to the Strategic Plan Development Core Team of creating a two-year strategic plan be amended to a three-year plan.*

Mr. Schenk will create a presentation to share at each regional conference. He also recommends that the draft be shared with leadership team members in advance of the conferences so they can read it ahead of time.

### **Election Update**

Ms. Harrington announced the nomination period opened on Sept. 1. Nominations are down from a year ago, but the process is still open until Sept. 28, with application packets due on Oct. 9.

### **ERF and Fundraising Seminar**

Mr. Cline presented on a fundraising seminar that he, John Taylor, and ERF Chair Tena Bennett will be attending in October to learn about fundraising techniques. The expense was already approved by the ERF chair, but Mr. Cline informed the board the Education and Research Fund team will be presenting a budget each year at the same time the Association operating budget is presented. This will allow the board to carry out their fiduciary responsibility for ERF as well as allow ERF to maneuver with a strong sense of stability and without the need for one-off approvals of funding.

The board was supportive of the fundraising seminar expense.

### **Regional Conference Registration Update**

Mr. Cline presented current registration numbers for each regional conference. He will continue to update the board on these numbers each week and provide a breakdown of professional versus student registrations.

### **CEO Evaluation Feedback**

Ms. Aikman reminded the board that their feedback on the CEO evaluation is due Sept. 18 so discussion can occur on the Sept. 22 call.

### **Draft Regional Conference Talking Points**

Ms. Aikman informed the board the talking points document will be out by the next meeting.

### **Next Meeting**

The next meeting will take place on Sept. 22.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:19 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, Sept. 22, 2015

President Sarah Aikman called the meeting to order at 11:33 a.m. Eastern Time via Adobe Connect. Additional members present were: J. Scott Derrick, Kim Harrington, Morgan Bell, Jeremy Schenk, Molly Ward, Jen Zamora, Michael Coleman, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Sept. 15, 2015 minutes are approved.*

**Member Letter**

Ms. Aikman introduced a letter written from a member asking for support in funding his international travel to complete global service through monetary means or through the Association's accumulation of frequent flier miles. Mr. Taylor responded to him and told him that the Association could not provide that financial support and that any frequent flier miles earned remain with the person that earned them and are not owned by the Association to dole out when requested. The member requested the board discuss this procedure.

ACUI has a procedure that outlines this practice, and the board is supportive. The board will respond as such.

**Future of the Brand Task Force Update**

Mr. Cline updated the board on the members chosen for the task force as well as a revised timeline.

**Regional Conference Talking Points**

Ms. Aikman shared a draft of the talking points to use at the regional conferences and asked for board members to fill in missing pieces.

Mr. Schenk provided an update on the strategic plan PowerPoint presentation that will be delivered during the regional conferences.

## **Regional Conference Numbers**

Mr. Cline presented updated regional conference registration statistics.

The board will examine October numbers versus November numbers.

## **Election Update**

Ms. Harrington shared a graphic that will be shared by the election committee at regional conferences to inform the members in attendance where the board of trustees election process is in the timeline.

## **CEO Evaluation**

Ms. Aikman shared the updates she received for the CEO evaluation and the board reviewed as a whole.

## **Other Updates**

Mr. Schenk shared his recent success story with I-LEAD Connect on his campus at Virginia Commonwealth University.

## **Next Meeting**

There will be no meeting on Tuesday, Sept. 29. The next call will be held on Oct. 6.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:16 p.m. EDT.

Respectfully submitted,

Jason Cline

Strategic Initiatives Executive, Board Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, Oct. 6, 2015

Joe Gutowski called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Michael Coleman, Kim Harrington, Sarah Aikman, Morgan Bell, Molly Ward, Jen Zamora, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The Sept. 22, 2015 minutes are approved.*

**Region III Conference Review**

Mr. Derrick reported on the Region III conference this past weekend. He stated that many attendees were preoccupied with the events at home pertaining to the weather. However, the conference was great.

**Constitution/Bylaw Updates**

Mr. Gutowski reintroduced the constitution and bylaw update discussion. Mr. Taylor made suggestions on some updates to be made, but noted that the changes were based on how processes actually occur now with the advancement in technology from when they were written. Mr. Gutowski will do research to determine next steps.

**Governance Updates – BOT Evaluation/Section I Policy Meetings**

Mr. Gutowski reported that additional governance items are in process and still in line with the timeline previously delivered.

**Campus Shootings**

Mr. Taylor shared an email from a former member from Australia and another from a sister association regarding campus shootings. Ideas generated from department heads were developing a statement in conjunction with the role of the college union about safe spaces and inclusiveness on campus and creating a forum for a discussion on this topic across all member institutions.



Discussion followed about what ACUI can do on this topic. The board was supportive of an educational component and asked the Central Office to do more research into possibilities.

### **Updates from Central Office**

Mr. Taylor announced the successful clay targets program this past weekend in St. Louis.

The CSHEMA board meeting is taking place in Bloomington next week.

Orbitz for Business is live and will be rolled out for volunteer and staff as programs occur.

### **Other Business**

Ms. Aikman reported that she responded to the member regarding the travel miles discussion from a previous meeting.

Brenda Evans and Region VIII were notified of the future of the international coordinating team. The regional directors will be discussion the position most likely to fulfill this role.

Board application packets are due this week.

Board member Molly Ward has taken a job at Weber State University.

The next meeting will be Oct. 13.

### **Region Conference Registration Numbers**

Mr. Cline shared the updated registration numbers for each regional conference.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:14 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Oct. 20, 2015

President-elect J. Scott Derrick called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: Jeremy Schenk, Michael Coleman, Joe Gutowski, Morgan Bell, Kim Harrington, Jen Zamora, Kelly Schaefer, Molly Ward, and CEO John Taylor. Also present was Jason Cline and Dave Teske.

**Minutes**

Ms. Bell MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Oct. 6, 2015 minutes are approved.*

**Investment Rebalancing**

Mr. Coleman introduced an opportunity to rebalance the investments of the Association. Mr. Teske added that the investment policy should be revisited to make it more clear and concise. This would include an annual balancing that would provide great return on the investments. The asset allocation being proposed is an exception to the policy. Upon approving the exception, the policy will be reviewed, updated, and presented to the board for approval that would allow rebalancing without to be approved by the Board each time.

Mr. Schenk MOVED, Mr. Zamora SECONDED, Ms. Schafer ABSTAINED and it was APPROVED that:

*The investments of the Association be allocated in the following manner:*

- 40% Equity*
- 35% Fixed Income*
- 20% Alternatives*
- 5% Cash of Cash Equivalents*

Mr. Teske reported that Duane Vaught is no longer with the Association's accounting firm, Stampfli and Associates. While the reasons for the departure are not known, there is no impropriety involved with the handling of ACUI's audits.

The 2014 audit is still in progress. The audit letter will come from a different firm with better association auditing experience since Mr. Vaught held that experience at Stampfli.

ACUI will seek proposals for firms for future auditing services, including Stampfli.

## **Strategic Plan Update**

Mr. Schenk reported the feedback is still coming in from regional conferences. The information will be aggregated for the task force to work into the plan. Thoughts on the focus/emphasis on international efforts are different from region to region.

## **Regional Conference Feedback**

Mr. Schenk appreciated the permeability option to attend other regional conferences is in place to allow him to attend since he has been unable to attend his own.

Mr. Coleman reported how well conferences are addressing diversity and inclusion.

## **Election Update**

Ms. Harrington reported that the board elections are open until Nov. 17.

## **Campus Shootings/Violence**

Mr. Taylor updated the board on the conversations that have been happening regarding campus shootings and what ACUI can and should do to address this issue.

Mr. Taylor is proposing a short-term team that will come up with action based items the Association can implement. These might include things at the annual conference, creating a day of dialogue on college campuses that unions host, or a special topic during the College Union Poetry Slam Invitation. The planning team will generate these action items.

Mr. Coleman MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Campus Shooting Dialogue Planning Team is created with a charge statement of "Examine short-term action-based efforts to facilitate and encourage a constructive approach for college union professionals and their campuses to discuss potential solutions for the challenge of campus shootings and creating safety in college unions and on campuses."*

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*This meeting is now in executive session to discuss the management of the Campus Safety Health and Environmental Management Association.*

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*This meeting has exited executive session.*

### **Regional Conference Registration Numbers**

Mr. Cline shared the updated registration numbers for each regional conference.

### **Other Business**

The next meeting will take place on Oct. 27.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:25 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, Nov. 3, 2015

Joe Gutowski called the meeting to order at 11:35 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Michael Coleman, Jen Zamora, Kelly Schaefer, Sarah Aikman, Morgan Bell, Molly Ward, and John Taylor, CEO. Also present were Dave Teske and Jack Voorhees.

**Minutes**

Ms. Schaefer MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The Oct. 22, 2015 minutes are approved.*

**Constitution/Bylaw Updates**

**Governance Updates – BOT Evaluation/Student Board Member**

Mr. Gutowski reported that additional governance items are in process and still in line with the timeline previously delivered. The BOT evaluation work group met. Mr. Gutowski will forward recommendations to the executive committee in the next two weeks.

Mr. Gutowski reported that no applications have yet been received for the student board member. Additional promotion is being implemented.

Mr. Gutowski reported that the policy work group is continuing its work.

Mr. Gutowski reported that he had been unable to make contact with Mr. Guthier regarding the best process for a few bylaw corrections. He suggested the board proceed with making the changes. Ms. Aikman suggested that the changes, although minor, should be put forward to the membership. Mr. Gutowski will work with the Central Office to put the changes forward to the membership for approval.

**Updates from the President**

Ms. Aikman reported that the January meeting of the Board of Trustees will not be occurring in order to save money in the FY16 budget. A plan will be developed for new board member orientation. The board should tentatively arrive on Thursday prior to the start of the conference.

## **Updates from Central Office**

Mr. Taylor provided an update on the progress of seeking out new association management opportunities. There is an opportunity to join the AMC Institute which is the primary organization for association management companies. Only for-profit organizations are permitted to join. In order to effectively take the next steps, he recommended ACUI create a separate legal entity to enable joining the institute and to handle future business in this area. The Association's legal counsel supports this and further recommends creation of a limited liability corporation. Mr. Voorhees added that the new organization will allow an appropriate separation from the Association. The board discussed the expense to create the entity, the future business opportunities, and potential concerns from the membership. Mr. Voorhees explained that the brand and D.B.A would be developed in the coming months.

Ms. Schaefer left the meeting.

Mr. Coleman MOVED, Ms. Zamora SECONDED, Mr. Gutowski and Ms. Bell ABSTAINED and it was APPROVED that:

*The CEO is authorized to create a new limited liability company, ACUI Management Services, LLC, with the Association of College Unions International, Inc. as the sole member and the CEO as the sole designated manager of the company, for purposes related to ACUI non-dues revenue generation.*

## **Other Business**

The next meeting will be Nov. 10 with strategic direction as the focus.

## **Region Conference Registration Numbers**

Mr. Teske shared the updated registration numbers for each regional conference.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:25 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Nov. 10, 2015

Jeremy Schenk called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: Sarah Aikman, J. Scott Derrick, Michael Coleman, Joe Gutowski, Morgan Bell, Kim Harrington, Jen Zamora, Kelly Schaefer, Molly Ward, and CEO John Taylor. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Nov. 3, 2015 minutes are approved.*

**Strategic Plan Feedback from Regional Conferences**

Mr. Schenk announced that he has received feedback from Region I and Region V and asked that all feedback from the other conferences be sent to him. Ms. Schaefer shared the session feedback from this past weekend's conference.

Mr. Schenk provided comments from a member who raised concerns about the timing of the strategic plan town hall meetings. A third call will be scheduled to address these concerns.

**Strategic Plan Timeline**

Mr. Schenk will present the final plan to the board on December 15. Edits can still be made the plan on that call, but the plan will need to be approved so that it can go into effect on Jan.1.

**CEO Evaluation**

Ms. Aikman reported that everyone will be receiving an email on Nov. 20 that will contain the CEO evaluation. Dec. 11 will be the deadline for completing it. Ms. Aikman expects participation from everyone.

**Constitution/Bylaws**

Mr. Gutowski stated that changes made to the bylaws will be sent to the membership for a vote once they all have been reviewed by the board with recommended changes sent to him. A ballot is planned for 2016.

### **Future of the Brand Update**

Mr. Cline presented an update on the progress of the Future of the Brand Task Force. A survey to multiple constituent groups will be sent in early 2016.

### **Regional Conference Update**

Mr. Cline shared the updated registration numbers for each regional conference.

### **Other Business**

Mr. Taylor announced that he will be starting a video blog called “Office Hours.”

He also shared a question he received about what ACUI’s statement on the events that have unfolded this week at the University of Missouri. He would like the board to discuss at an upcoming meeting about making statements on particular topics. A suggestion was made that the Association also consider ways to provide education about how to deal with these and related events on campuses. Another suggestion was made about how the Association communicates support for student activism.

There may be an opportunity to hold dialogue sessions at remaining regional conferences.

The next meeting will take place on Nov. 17 and will be a finance call.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:16 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Nov. 17, 2015

Michael Coleman called the meeting to order at 11:33 a.m. Eastern Time. Additional members present were: Jeremy Schenk, J. Scott Derrick, Joe Gutowski, Sarah Aikman, Morgan Bell, Jen Zamora, Kelly Schaefer, Molly Ward, and CEO John Taylor. Also present was Jason Cline and Dave Teske.

**Minutes**

Ms. Zamora MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The Nov. 10, 2015 minutes are approved.*

**Q3 Statement**

Mr. Coleman introduced the third quarter statement. He expressed his thanks to Mr. Teske, Mr. Taylor, and the entire staff for their work in helping mitigate some of the factors that resulted in worse projections in previous quarterly statements.

Mr. Teske provided information on the Q3 Financial Statement and narrative. Each of the cost centers was highlighted. A copy of the statement and narrative are on file with the minutes.

Mr. Teske shared that the overall projection at this point is a net revenue figure at year-end of \$89,096, which is \$104,126 worse than budget and \$66,129 better than the second quarter projection. The primary reasons for the positive changes are staff transitions and clay targets sectionals performing better than at the second quarter statement.

There are not very many outstanding areas which could provide significant changes during the final quarter of the year, though every effort will be made to continue to make improvements.

Mr. Schenk MOVED, Ms. Ward SECONDED, and it was APPROVED:

*The Q3 Financial Statement is accepted.*

**Preliminary FY16 and FY17 Budgets**

Mr. Coleman introduced the 2016-17 preliminary budget discussion and informed the Board a review of the proposed budget will happen today and a final approval of the 2016-17 budget will occur in December.

Mr. Taylor presented budget planning principles that guided the formation of the next, two-year budget. These principles focused on a board/staff partnership, growth focus, long-term financial sustainability, and the effect the budget has on the strategic plan.

Mr. Taylor summarized 2015 budget implications and 2016 budget assumptions, including challenges, anticipated stability/growth opportunities, noteworthy items, and potential 2017 challenges and plans. Mr. Teske provided information on the increased regional support allocation that each region pays to the Association for staff support.

Mr. Teske led the Board through an overview of the 2016-17 preliminary budget, a copy of which was distributed to the Board prior to the meeting.

Ms. Ward left the meeting.

The publications cost center (04) has been retired because the size did not warrant its own cost center. In addition, Procure and Promos has been separated from the corporate partnerships cost center (05) and now has its own cost center (08). This is because the income from these areas is unrelated and the Association will be better served to track year-to-year changes as separate entities.

The potential increase due to overtime eligibility is a factor that the Association will consider to review as this decision draws nearer.

The July meeting is currently being reviewed as far as the number of attendees and/or the length of stay for each attendee rather than the removal of the meeting from the budget. However, any item contained in the budget is still up for discussion.

Mr. Cline reported several different areas that will impact membership growth over the next two years and beyond. These include the strategic plan, the rebranding task force, and the subsequent dues structure review. In addition, a membership strategy plan has been created that defines specific initiatives in the areas of recruitment, retention, and communication.

The I-LEAD Connect facilitator model remains unchanged for this budget cycle. Also, the NASPA conference is in Indianapolis in 2016 and provides an opportunity to connect with current and potential ACUI members.

Mr. Coleman asked the board members to continue to digest the number, provide any updates and comments to the Central Office or post to the Board forum, and be ready to revisit the budget on the Dec. 1 call.

### **Regional Conference Updates**

Ms. Aikman provided a recap on the Region VI conference, and Mr. Gutowski provided a recap on the Region VII conference.

Mr. Cline shared the updated registration numbers for each regional conference.

### **Other Business**

Mr. Schenk shared feedback from the first two strategic plan town hall meetings with the third being tomorrow. The team will begin to review all feedback from the town hall meetings and regional conferences to share with the board for a final approval in December.

Ms. Aikman will notify the board if the Nov. 24 call will happen. Also, the CEO evaluation will come out this week. She also requested that board members plan a little longer for the Dec. 15 call due to the topics being discussed.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, Dec. 1, 2015

Joe Gutowski called the meeting to order at 11:33 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Kim Harrington, Jeremy Schenk, Michael Coleman, Jen Zamora, Kelly Schaefer, Sarah Aikman, Morgan Bell, Molly Ward, and John Taylor, CEO. Also present were Dave Teske and Jason Cline.

**Minutes**

Ms. Ward MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The Nov. 17, 2015 minutes are approved.*

**2016-17 Budget Proposal**

Mr. Coleman asked for any questions from the budget proposal that was presented two weeks ago during the call.

Ms. Aikman asked about the salary adjustments previously approved in relation to any salary adjustments in the 2016-2017 budget proposal. Mr. Teske explained the difference between the original approval of adjustments and ongoing adjustments to maintain the midpoint range provided by a third party resource. Mr. Teske reminded the board members about the process for utilizing a third party resource to determine salaries.

Discussion ensued regarding the deficit budget proposed and possible remedies.

The board instructed the Central Office to review the budget and present budgets that represent additional options with lower deficits (a \$75,000 deficit and a \$50,000) than the original proposed budget deficit of \$95,000.

**International Proposal**

Ms. Aikman reported back that the regional directors suggested the representation from regions come from one odd region and one even region rather than from all regions. They also suggested a small name change. A formal approval of the group will be proposed at a future meeting.

**Constitution and Bylaw Review**

Mr. Gutowski reminded the board about submitting changes for the constitution and bylaws. He will present a timeline at a future meeting.

### **Student Board Member Update**

Mr. Gutowski stated that there is one completed application with two recommendations. Applications are due Dec. 4. The student board member interviews will be conducted next week. A candidate will be presented for board approval on Dec. 15.

### **New Orleans Conference**

Ms. Aikman reminded the board about the early bird deadline on Dec. 16. The board will begin meeting in New Orleans on Thursday afternoon at 2 p.m. prior to the conference.

### **CEO Evaluation**

Ms. Aikman reminded board members to complete the CEO evaluation by Dec. 11.

### **Election Update**

Ms. Harrington provided an update on the election. There were 432 votes out of 5222 eligible voters, a 8.3% turnout. A results announcement should be made by the end of the week.

### **Awards Update**

Mr. Cline provided an update on the number of nominations/applications received for awards and scholarships. These are due Dec. 4.

### **Final Regional Conference Numbers**

Mr. Cline provided the final registration numbers for regional conferences.

Ms. Zamora spoke about the forum that the Region VIII conference held to discuss recent events on college campuses.

### **Other Business**

No other business put forward.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Dec. 8, 2015

President-elect J. Scott Derrick called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: Jeremy Schenk, Michael Coleman, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, and CEO John Taylor. Also present was Jason Cline and Dave Teske.

**Minutes**

Mr. Coleman MOVED, Ms. Ward SECONDED, and it was APPROVED that:

*The Dec. 1, 2015 minutes are approved.*

**Diversity and Inclusion Update**

Mr. Derrick introduced the Council on Diversity and Inclusion's proposal for combining the Association's inclusive language policy, multicultural organization statement, and affirmative action statement into a new ACUI Inclusivity Policy. He asked for the Board's initial response to whether this was the direction the Council should proceed, both from the combining aspect and no longer using the term, "affirmative action."

The board expressed their consent with the condition that the new statement does not lose the essence of the intention of having such a policy statement as well as the Association's ability to communicate this to the membership.

Mr. Derrick will instruct the Council to move forward with their initial recommendation. The Board will include the final proposal during their review of Section 1 policies.

Mr. Derrick provided an update on other initiatives the Council is discussing.

**International Update**

Mr. Taylor incorporated the feedback from the regional directors into the initial proposal and presented the new name and charge statement of the group.

The board will work to develop a plan to review all workgroups of the association on an ongoing basis.

Ms. Ward MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Council for International Engagement is created with a composition of two regional membership coordinators, one international member, two at-large members, and one Central Office staff liaison with the charge of examining avenues and best practices for each region to develop international and cultural experiences and programs; ensuring that international and cultural programs that are facilitated by individual regions be coordinated with other regions and the Central Office; exploring opportunities to connect international members to volunteer openings, programs and educational services; encouraging cross-cultural learning for college union and higher education issues such as student development, leadership, social justice, sustainability, higher education funding, and human rights initiatives; and reporting back to the Board regularly on its progress.*

Ms. Schaefer left the meeting.

### **FY16 and FY17 Budget Revisions**

Mr. Coleman presented an updated budget narrative following the budget discussion last week that has an updated net deficit of \$64,924. Better information on some areas is now available that was not available at the original budget proposal that has resulted in this lower deficit amount. The board will make a final decision on the 2016-17 budget at its next meeting on Dec. 15.

The board members present are in agreement with the direction of the budget, but it was recommended that feedback from those not present today is solicited.

Mr. Teske left the meeting.

### **Strategic Plan Discussion**

Mr. Schenk presented the final draft of the 2016-18 strategic plan written by the Strategic Plan Development Core Team after all feedback was reviewed from regional conferences and town hall meetings. There were some small modifications made, but no changes were made to the order. The team did not feel that order determined priority, and that the Board has overall responsibility to determine priorities on an ongoing basis.

### **Other Business**

Mr. Gutowski announced that eight students will be interviewed this week for the student member of the Board. A recommendation will be made next week to the Board for approval.

Mr. Taylor reported that he attended the CHEMA meeting last week that focused on branding, strategic priorities, affinity programs, and diversity.

Mr. Schenk asked about campus data and if the Association still tries to collect this. Mr. Taylor responded that the Association is trying to utilize its corporate partner relationships to find the next iteration of this project.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:20 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, Dec. 15, 2015

Michael Coleman called the meeting to order at 11:34 a.m. Eastern Time. Additional members present were: Sarah Aikman, Jeremy Schenk, J. Scott Derrick, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, Jennifer Zamora, Kim Harrington-Pete and CEO John Taylor. Also present was Dave Teske.

**Minutes**

Ms. Schaefer MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Dec. 8, 2015 minutes are approved.*

**Strategic Plan**

Mr. Schenk presented the final draft of the 2016-18 strategic plan written by the Strategic Plan Development Core Team for approval.

Mr. Schenk MOVED, Mr. Gutowski SECONDED, and it was APPROVED that:

*The 2016-18 strategic plan is approved.*

**FY16 and FY17 Budget**

Mr. Coleman presented the final draft of the FY16 and FY17 budgets for approval. Mr. Derrick requested clarification on the income projections. Mr. Teske explained that the FY17 does reflect aggressive growth and the plans for that revenue are already underway. Mr. Derrick, Ms. Aikman, and the entire board commended the staff for their hard work on the budget.

Mr. Derrick MOVED, Ms. Bell SECONDED, and it was APPROVED that:

*The FY16 and FY17 budgets are approved.*

**Student Member of the Board**

Mr. Gutowski shared that eight excellent applicants were interviewed. After difficult deliberations, the interview group recommends Emily Reynolds from Indiana University

as the 2016-17 student member of the board. Mr. Scott recommended follow up with the other applicants to encourage participation in other areas of the Association

Mr. Gutowski MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Emily Reynolds is selected at the 2016-17 student member of the board of trustees.*

### **Board Evaluation**

Mr. Gutowski shared a draft of the tool with the executive committee which has been approved. The evaluation will be distributed to the members of the board in the coming weeks.

Ms. Harrington-Pete left the meeting.

### **Constitution and Bylaws Update**

Mr. Gutowski reminded the members of the board to submit any proposed changes or areas for review by Jan. 3.

### **Other Business**

Ms. Aikman reminded the board that the early-bird registration deadline for the annual conference is Wednesday, Dec. 16.

Ms. Aikman shared that the evaluation of the CEO will be happening in the coming week. She thanked the board members for their participation in the process.

Mr. Taylor provided an update that a new proposal for management services has been presented to CSHEMA. A decision is not expected until sometime during the first quarter.

Mr. Derrick reported on the Education and Research Fund program team meeting. New features at the annual conference being considered include mobile bidding and a rock, paper, scissors tournament. The first annual day of giving was a huge success. Over \$5,000 was raised on Dec. 4.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:03 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, Jan. 5, 2016

Joe Gutowski called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Jeremy Schenk, Michael Coleman, Jen Zamora, Kelly Schaefer, Sarah Aikman, Morgan Bell, Molly Ward, and John Taylor, CEO. Also present was Jason Cline.

**Minutes**

Ms. Schaefer MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Dec. 15, 2015 minutes are approved as amended.*

**Board Evaluation**

Mr. Gutowski stated that the board evaluation will be sent by the end of this week to be completed by the end of January. A portion of the meeting New Orleans will be spent discussing the results.

**Constitution and Bylaw Changes**

Mr. Gutowski shared the proposed changes that were submitted by board members and Central Office staff. Many of the changes are updates to current practices and cleaning up of words and descriptions. More discussion next week.

Policy review for Section 1.0 will begin soon as well.

**NOLA Conference Numbers**

Mr. Cline shared conference registration numbers.

**General Updates**

Ms. Aikman has invited new board members to start attending board calls to observe starting Feb. 2. Onboarding and training is still in development.

Mr. Taylor announced that Sarah Comstock presented information from the Campus Shooting volunteer group to hold an event at the annual conference. Ms. Comstock and the staff liaison, David Smith, will join a board call in February to discuss this.

The Central Office has joined the Indiana Competes Coalition whose mission is to provide a unified voice for the Hoosier business community on the clear economic and business case for the legal equality and fair treatment of lesbian, gay, bisexual, and transgender (LGBT) employees, families, customers, and visitors.

Mr. Taylor announced that we are inching closer to the web developer hire through the VISA application process. He also announced the departure of Joseph Whittington who will be pursuing another position at the end of the month.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:53 a.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic Direction**

Tuesday, Jan. 12, 2016

Joe Gutowski called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: Jeremy Schenk, Michael Coleman, J. Scott Derrick, Morgan Bell, Kelly Schaefer, Molly Ward, Sarah Aikman, Kim Harrington, and Jen Zamora. Also present was Jason Cline.

**Minutes**

Mr. Derrick MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The Jan. 5, 2016 minutes are approved.*

**Constitution and Bylaw Changes**

Mr. Gutowski reminded the board members of the documents distributed last week with suggested changes to the Association's constitution and bylaws.

Mr. Derrick asked for clarification with reference to corporate member involvement and the annual business meeting title in the constitution and the changing of elect to select in Article III, Section 1, inquiring about the officers of the Association, and asking about language to replace communities in the bylaws.

The next step in the process following the board's approval of listed changes, according to the Bylaws, Article VIII, Section 3, is *A ballot shall be submitted to the institutional members for a vote within sixty (60) days of the presentation of the proposed amendment, to be completed within thirty (30) days following the date of the mailing.*

Mr. Gutowski MOVED, Ms. Ward SECONDED, and it was APPROVED that:

*The suggested changes to the Association's constitution and bylaws (attached to these minutes) have been confirmed by the Board of Trustees as outlined and highlighted, with next steps of seeking approval from the membership according to said constitution and bylaws.*

The Central Office will arrange the distribution of the board approved changes followed by the vote of the institutional member primary contacts.

Special thanks were given to the Central Office team for their continued work on this project.

Mr. Coleman joined the meeting.

### **Meeting of the Delegates**

Ms. Aikman announced that Mr. Gutowski is working with the Central Office to get information to the membership about the meeting, and a discussion about the agenda of the meeting will take place in February.

### **NOLA Update**

Ms. Aikman announced the Board meeting in New Orleans will start at 2 p.m. on Thursday, March 17<sup>th</sup>, with the executive committee meeting with new board members at 1 p.m. prior to this. More onboarding and training will occur on Thursday, with agenda items on Friday and Saturday.

### **Strategic Plan Update**

Mr. Schenk updated the board that the new strategic plan was distributed to the membership in January.

He reminded the board members about the matrix tool that was used to monitor and track the progress of the previous plan and asked if this is the tool the board wants to use for the new plan. The board agreed that this tool will be used going forward.

Mr. Schenk will have a draft ready in February with the new matrix populated by the meeting in New Orleans.

### **Other Business**

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:50 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:54 a.m.

Mr. Gutowski reminded the board to complete the board evaluation by Jan. 31.

Ms. Aikman reiterated that new board members will be joining calls beginning in February. A short overview of the call's topic (i.e. governance, strategic, finance) will be done at the beginning of each call in February to provide onboarding and context to new board members. Ms. Bell will work one-on-one with the new student board member to provide similar context.

Mr. Derrick is joining CEO, John Taylor, later today in Florida to attend the CEO Symposium.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:58 a.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

# CONSTITUTION OF THE ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL, INC.

## Article I

### General

- Sec. 1. Name. The name of the corporation is Association of College Unions International, Inc.
- Sec. 2. Corporation. The Association is a not-for-profit corporation under the laws of the State of Indiana.
- Sec. 3. Bylaws. The corporate Bylaws of the Association shall consist of two parts: the Constitution and the Bylaws.
- Sec. 4. Union. The word "Union" is defined as a college or university organization whose objectives are to provide campus community centers and/or to provide educational, cultural, recreational, and social programs for members of the academic community.

## Article II

### Purposes and Goals

The purposes and goals of the Association are to achieve the broad-based educational and charitable purposes set forth in Article II of the Articles of Incorporation. These purposes and goals shall be realized through individuals, including college and university staff members and student leaders, other members of the campus community, and representatives of selected non-collegiate organizations.

## Article III

### Members

- Sec. 1. General. *There are two classes of members – institutional and individual* with such voting rights and subject to such qualifications as are set forth in the Articles of Incorporation and the Constitution. Applications for membership must be submitted to the Chief Executive Officer who approves memberships, subject to criteria established by the Board of Trustees. All members must support the purposes and goals of the Association. There shall also be a category for individuals at a non-member institution which would allow that individual to be involved with the Association. There shall also be Associate and Honorary status. The Board of Trustees may establish other categories to describe relationships with organizations or individuals that may not qualify for membership.

General. *There are two classes of members – institutional and individual* with such voting rights and subject to such qualifications as are set forth in the Articles of Incorporation and the Constitution. Applications for membership must be submitted to the Chief Executive Officer, or designee, who approves memberships, subject to criteria established by the Board of Trustees. All members must support the purposes and goals of the Association. There shall also be a category for individuals at a nonmember institution which would allow that individual to be involved with the Association. There shall also be Associate and Honorary status. The Board of Trustees may establish other categories to describe relationships with organizations or individuals that may not qualify for membership.

- Sec. 2. Institutional Members. Institutional membership shall be open to colleges and universities that have a union building or student activities program, or are planning a union building or student activities program. Where two or more unions or campus community centers exist under the jurisdiction of the same union governing board, they shall be entitled to a single institutional membership and one vote on each



Constitutional and Bylaw issue; if however, they are under the jurisdiction of separate union governing boards, each shall be entitled to a separate institutional membership. Only institutional members who are current in their dues and other obligations to the Association are entitled to vote on Constitutional and Bylaw matters.

Institutional Members. Institutional membership shall be open to colleges and universities that have a union building or student activities program, or are planning a union building or student activities program. Where two or more unions or campus community centers exist under the jurisdiction of the same union governing board, they shall be **allowed** a single institutional membership and one vote on each Constitutional and Bylaw issue; if however, they are under the jurisdiction of separate union governing boards, each shall be **allowed** a separate institutional membership. Only institutional members who are current in their dues and other obligations to the Association are entitled to vote on Constitutional and Bylaw matters.

Sec. 3 Individual member at an institutional member: Individual membership shall be open to any student who is involved in or staff member or faculty member who is employed in any union, student activities, related facility operation, related curriculum program or student affairs program whose college or university is an institutional member. Continuance of memberships after a professional member leaves employment in a member institution's union or student activities program must be submitted to the Chief Executive Officer for approval, subject to criteria established by the Executive Board. Only individual members at a member institution may vote in the election for Board of Trustee members.

Individual member at an institutional member: Individual membership shall be open to any student who is involved in or staff member or faculty member who is employed in any union, student activities, related facility operation, related curriculum program or student affairs program whose college or university is an institutional member. Continuance of memberships after a professional member leaves employment in a member institution's union or student activities program must be submitted to the Chief Executive Officer, **or designee,** for approval, subject to criteria established by the Executive Board. Only individual members at a member institution may vote in the election for Board of Trustee members.

Sec. 4. Individual not at a member institution: Individual student involved in or staff member or faculty member who is employed in any union, student activities, related facility operation, related curriculum program or student affairs program whose college or university is not an institutional member are not eligible to hold office or serve as a member of the Board of Trustees, not entitled to vote, but are eligible to serve as a volunteer in other capacities as defined in Policies and Procedures.

Sec. 5. Honorary Members. Honorary membership may be conferred by the Board of Trustees on those individuals who have manifested an exceptional interest in the affairs of the Association or rendered exceptional service to the Association over an extended period of time, as determined by the Board of Trustees. No dues shall be required for honorary members. Honorary members are not eligible to hold office or serve as a member of the Board of Trustees, not entitled to vote, but are eligible to serve as a volunteer in other capacities as defined in Policy and Procedures.

Sec. 6. Associate. Associate status shall be open to non-collegiate organizations. Employees or representatives of Associate Members are not eligible to hold office or serve as a member of the Board of Trustees, but are eligible to serve as a volunteer in other capacities.

Associate Members shall not be entitled to vote. Associate status shall be open to organizations operated for profit and thus are not eligible for institutional or individual membership. Employees or representatives are not eligible to hold office or serve as a member of the Board of Trustees, not entitled to vote, but are eligible to serve as a volunteer in other capacities as defined in Policies and Procedures.

Associate. Associate status shall be open to non-collegiate organizations. **Employees or representatives of Associate Members are not eligible to hold office or serve as a member of the**

~~Board of Trustees, but are eligible to serve as a volunteer in other capacities.~~ Associate Members shall not be entitled to vote. Associate status shall be open to organizations operated for profit and thus are not eligible for institutional or individual membership. Employees or representatives are not eligible to hold office or serve as a member of the Board of Trustees, not entitled to vote, but are eligible to serve as a volunteer in other capacities as defined in Policies and Procedures.

#### Article IV

##### Board of Trustees and Officers

- Sec. 1. Board of Directors. The Board of Directors of the Association shall be known as the Board of Trustees.
- Sec. 2. Officers. The Officers shall be the President and the President-elect and the Chief Executive Officer.
- Sec. 3. Qualifications of Officers and Board of Trustee Members. No person shall be eligible to serve as an Officer (except for the Chief Executive Officer) or member of the Board of Trustees unless employed by (or in the case of a Student Member, enrolled in) an Institutional Member. Any Officer or member of the Board of Trustees who ceases to be so employed (or enrolled) shall have 60 days to become employed by or enrolled in an Institutional Member before becoming disqualified and the vacancy so created shall be filled in accordance with the Bylaws.
- Sec. 4. Membership of the Board of Trustees. The Board of Trustees shall consist of the Officers (except for the Chief Executive Officer who shall be a non-voting member ex-officio), a number of Trustees ranging from six (6) to eight (8) members-at-large, from one (1) to two (2) Student Members, and the Immediate Past President. The Chief Executive Officer shall be entitled to notice of and attendance at all meetings of the Board of Trustees.
- Sec. 5. Annual Establishment of Number of Members-At-Large. As a part of the election process, the Board of Trustees shall initially determine the number of members-at-large, which shall not be less than six (6) nor more than eight (8). The determined number shall be announced to the membership prior to nominations being sought.
- Sec. 6. Election of President-elect. The President-elect shall be elected by the eligible individual voting members of the Association for a three year term to expire at the conclusion of the Annual Business Meeting at the Annual Conference of Members. The President-elect shall serve as President the second year and the Immediate Past President the third year. There shall be a limit of two consecutive terms but no limit on the total of number of terms that an eligible individual member may serve on the Board of Trustees.
- Election of President-elect. The President-elect shall be elected by the eligible individual voting members of the Association for a three year term. ~~to expire at the conclusion of the Annual Business Meeting at the Annual Conference of Members.~~ The President-elect shall be installed at the conclusion of the Annual Business Meeting at the Annual Conference immediately following their election and installed as President and Immediate Past President, respectively, in the next two subsequent years at the conclusion of each Annual Business Meeting at the Annual Conference. ~~serve as President the second year and the Immediate Past President the third year.~~ The term shall end with the installation of their immediate successors as Immediate Past President. There shall be a limit of two consecutive terms but no limit on the total of number of terms that an eligible individual member may serve on the Board of Trustees.
- Sec. 7. Election of Members-At-Large. The members-at-large shall be elected by eligible voting members of the Association for a two year term. Members at-large shall be installed at the conclusion of the Annual Business Meeting at the Annual Conference of Members immediately following their election. The term shall end with the installation of their immediate successors. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees.

Election of Members-At-Large. The members-at-large shall be elected by eligible voting members of the Association for a two year term. Members at-large shall be installed at the conclusion of the Annual Business Meeting at the Annual Conference of Members immediately following their election. The term shall end with the installation of their immediate successors. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees.

Sec. 8. Selection of Student Member. The Student Member(s) shall be selected for a one-year term in accordance with the procedure adopted by the Board of Trustees. There shall be a limit of two consecutive terms but no limit on the total number of terms that an eligible individual member may serve on the Board of Trustees. The number of Student Members, one (1) or two (2), shall be announced to the membership prior to applications being sought.

Sec. 9. Elections. An Elections Committee will identify, recruit, accept nominations, and verify credentials for candidates for the Board of Trustees. The Chair of the Elections Committee will be a past president.

Elections. An Elections Committee will identify, recruit, accept nominations, and verify credentials for candidates for the Board of Trustees. The Elections Committee will hear any and all appeals and will hold the final decision on such matters. The Chair of the Elections Committee will be the immediate past president. An alternate past president may be selected by the Board of Trustees if the immediate past president is unable to perform these duties.

Sec. 10. Votes Required. No person shall be elected to the Board of Trustees except by a plurality vote of the eligible individual voting members except in the case of the student Board of Trustees member. If there are no student members on the Board of Trustees for the coming term and no student receives the highest vote, then the student with the highest vote in the election for at large members will be considered elected to the Board.

Votes Required. No person shall be elected to the Board of Trustees except by a plurality vote of the eligible individual voting members except in the case of the student Board of Trustees member. If there are no student members on the Board of Trustees for the coming term and no student receives the highest vote, then the student with the highest vote in the election for at large members will be considered elected to the Board.

Sec. 11. Additional Officers. The Board of Trustees may elect officers in addition to those specified in this Article IV of the Constitution. The Chief Executive Officer and any such additional officers shall be elected by the Board of Trustees subject to the provisions of Article IV of the Bylaws.

Updated: 10/13

**BYLAWS OF THE ASSOCIATION OF  
COLLEGE UNIONS INTERNATIONAL, INC.**

**Article I**

General

- Sec. 1. The name of the corporation is the Association of College Unions International, Inc.
- Sec. 2. The fiscal year of the Association begins on the first day of January and ends on the last day of the following December.

**Article II**

Members

- Sec. 1. Membership in the Association shall be governed by the provisions of the Articles of Incorporation and Constitution.
- Sec. 2. The Annual Business Meeting shall be held during the Annual Conference of Members at such time and place in March or April of each year as may be specified by the Board of Trustees. A written notice stating the time and place of the Conference shall, at least, thirty (30) days before the date of the Conference, be sent to each member.

The Annual Business Meeting shall be held during the Annual Conference of Members at such time and place in March or April of each year as may be specified by the Board of Trustees. A written notice stating the time and place of the Conference shall, at least, thirty (30) days before the date of the Conference, be made sent to each member.

- Sec. 3. Special meetings of the Institutional Members of the Association may be called at any time by the President of the Association, by a majority of the Board of Trustees or by a written petition signed by a majority of the Institutional Members.
- Sec. 4. A written notice, stating the time and place of any special meeting of the Institutional Members and the purpose or purposes for which such meeting is called, shall, at least thirty (30) days before the date of the meeting, be sent to each Institutional Member. Notice of any meeting may be waived in writing, filed by the Chief Executive Officer, or by attendance in person.

A written notice, stating the time and place of any special meeting of the Institutional Members and the purpose or purposes for which such meeting is called, shall be made at least thirty (30) days before the date of the meeting, be sent to, each Institutional Member. Notice of any meeting may be waived in writing, filed by the Chief Executive Officer, or by attendance in person.

- Sec. 5. At all meetings of members, including the Annual Business Meeting, those voting members present shall constitute a quorum.
- Sec. 6. Only such members shall be entitled to notice of or (in the case of Institutional Members) to vote at any members' meeting as shall appear as members upon the books of the Association as of such record date as the Board of Trustees shall determine, which date may not be less than ten (10) nor earlier than thirty (30) days preceding the meeting. In the absence of such determination, the record date shall be the fifteenth (15th) day preceding the date of such meeting. Unless otherwise provided by the Board of Trustees, members shall be determined as of the close of business on the record date.

Sec. 7. Institutional Members may vote on any Constitutional and Bylaw matter to come before a members' meeting in person or by proxy, or by mail ballot, as determined by the Board of Trustees in the case of a particular meeting. Votes shall be cast only by the officially designated representative or alternate, as noted on the Annual conference registration form or in writing from the officially designated representative.

~~Institutional Members may vote on any Constitutional and Bylaw matter to come before a members' meeting in person or by proxy, or by mail ballot, as determined by the Board of Trustees in the case of a particular meeting. Votes shall be cast only by the officially designated representative or alternate, as noted on the Annual conference registration form or in writing from the officially designated representative.~~

Sec. 8. Individual Members from institutional members are eligible to vote on election of all members to the Board of Trustees.

Sec. 9. The annual dues for Institutional Members shall be assessed in accordance with the latest available statistics published by the U.S. Department of Education or the Association of Universities and Colleges of Canada. Institutional members not in the United States; shall pay lesser dues.

~~The annual dues for Institutional Members shall be assessed in accordance with the latest available statistics published by the U.S. Department of Education or the Association of Universities and Colleges of Canada. Institutional members not in the United States; shall pay lesser dues.~~

Sec. 10. The dues structure for all categories of membership shall be established by the Board of Trustees. Increases beyond 5% must go before the Institutional membership via mail ballot. In no case, however, may dues be increased more than once a year.

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Sec. 11. The resignation of a member shall not relieve the person, firm, partnership or corporation from the payment of current annual dues.

Sec. 12. Members of the Association must pay dues according to the approved dues schedule to be members in good standing. Failure to pay dues results in a member no longer being a member in good standing entitled to the benefits, rights and privileges of membership.

### **Article III**

#### Board of Trustees

Sec. 1. The affairs of the Association shall be managed by the Board of Trustees. The Board of Trustees shall serve the Association as follows: determine and communicate the strategic direction, set policies that guide the Association; ensure the fiscal health and political strength of the organization; enhance the public image; serve, when needed, as the final level of appeal; provide resources to staff to meet the needs of the membership; and evaluate organizational outcomes consistent with the Articles of Incorporation, the Constitution, and the Bylaws. It shall determine the time, place and agenda of the business meeting of the Annual Conference of Members and the Annual Board Meeting, determine the location of the principal office, elect the Chief Executive Officer, and advise on human resource policies/procedures.

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direction, set policies that guide the Association; ensure the fiscal health and political strength of the organization; enhance the public image; serve, when needed, as the final level of appeal; provide resources to staff to meet the needs of the membership; and evaluate organizational outcomes consistent with the Articles of Incorporation, the Constitution, and the Bylaws. It shall determine the time, place and agenda of the Annual Business Meeting at the Annual Conference of Members and the Annual Board Meeting, determine the location of the principal office, and select the Chief Executive Officer, and advise on human resource policies/procedures.

- Sec. 2. The Board of Trustees shall consist of the officers, six (6) to eight (8) members-at-large, one (1) Student Member, the Immediate Past President, and the Chief Executive Officer, ex-officio without vote. Despite the expiration of a member's term, the member shall continue to serve until his or her successor is elected and qualified, or until the earlier of his or her death, resignation, disqualification or removal, or until there is a decrease in the number of members. Any vacancy on the Board of Trustees, from whatever cause arising, except by reason of the expiration of a member's term shall be filled by selection of a successor by a majority vote of the remaining members of the Board of Trustees (even if less than a quorum); provided, however, that if such vacancy or vacancies leave the Board of Trustees with no members or if the remaining members are unable to agree upon a successor or determine not to select a successor, such vacancy may be filled by a vote of the eligible voting members, the vacancy shall be filled by the prescribed election procedures. The term of a person elected or selected to fill a vacancy shall expire at the end of the term for which such person's predecessor was elected.

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- Sec. 3. The individual members of the Board of Trustees shall have no authority to bind the Association except when acting as a Board or a committee established by the Board and granted authority to bind the Association.
- Sec. 4. A majority of the whole Board of Trustees shall be necessary to constitute a quorum for the transaction of business, except the filling of volunteer vacancies. If a quorum is present when a vote is taken, the affirmative vote of a majority of those present shall be the act of the Board of Trustees, unless the act of a greater number is required by law, the Articles of Incorporation, or the Constitution and Bylaws.

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- Sec. 5. The Board of Trustees shall meet one time annually without notice: (a) immediately preceding

the Annual Conference of Members for the purpose of transacting such business as may properly come before such meetings. The Annual Board of Trustees meetings and other meetings of the Board of Trustees shall be held on such dates, at such times, and at such places as shall be fixed by resolution adopted by the Board of Trustees or otherwise communicated to the Chief Executive Officer and the members of the Board of Trustees. The Board of Trustees may at any time alter the date for the next regular meeting of the Board of Trustees.

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- Sec. 6. Special meetings of the Board of Trustees may be called by the President or any member of the Board of Trustees upon not less than three (3) days' notice given to each member of the Board of Trustees, and the Chief Executive Officer, of the date, time, and place of the meeting, which notice need not specify the purpose or purposes of the special meeting. Such notice may be communicated in person (either in writing or orally), by telephone, telegraph, teletype, or other form of wire or wireless communication or by mail, and shall be effective at the earlier of the time it is received or, if mailed, five days after its mailing. Notice of any meeting of the Board of Trustees may be waived in writing at any time if the waiver is signed and filed with the minutes or corporate records. Attendance at or participation in a meeting waives any required notice to the person attending or participating, unless he or she at the beginning of the meeting (or promptly upon arrival) objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

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- Sec. 7. The Board of Trustees may permit any or all of its members to participate in a regular or special meeting by, or through the use of, any means of communication, such as conference telephone, by which all members participating may simultaneously hear each other during the meeting. A person participating in a meeting by such means shall be deemed to be present in person at the meeting.
- Sec. 8. Any action required or permitted to be taken at any meeting of the Board of Trustees may be taken without the meeting if the action is taken by all members of the Board of Trustees. The action must be proposed by the Chief Executive Officer and evidenced by one or more written consents describing the action taken, signed by each member of the Board of Trustees, and included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this section is effective when the last member of the Board of Trustees signs the consent, unless the consent specifies a different, prior, or subsequent effective date, in which case



the action is effective on or as of this specified date. A consent signed under this section has the effect of a meeting vote and may be described as such in any document.

## Article IV

### Officers

- Sec. 1. The Association shall have a President and a President-elect. The Association shall also have an Chief Executive Officer, a Secretary, and a Treasurer and such vice presidents and other officers and assistant officers as the Board of Trustees may elect. The Chief Executive Officer may also serve as Secretary and Treasurer.
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- Sec. 2. Any officer elected by the Board of Trustees may be removed by the Board of Trustees at any time, with or without cause. Any vacancy occurring in any office elected by the eligible voting members (and accordingly resulting in a vacancy in the Board of Trustees) shall be filled in accordance with the provisions of Article III of these Bylaws. Any vacancy occurring in any office elected by the Board of Trustees shall be filled by the Board of Trustees and the person elected to fill such vacancy shall serve until the next Annual Business Meeting or until the person's successor is elected and qualified.
- ~~Any officer elected by the Board of Trustees may be removed from their role for cause by a two-thirds vote of the full Board of Trustees at any time, with or without cause. Any vacancy occurring in any office elected by the eligible voting members (and accordingly resulting in a vacancy in the Board of Trustees) shall be filled in accordance with the provisions of Article III of these Bylaws. Any vacancy occurring in any office elected by the Board of Trustees shall be filled by the Board of Trustees and the person elected to fill such vacancy shall serve until the next Annual Business Meeting or until the person's successor is elected and qualified.~~
- Sec. 3. The President, subject to the control of the Board of Trustees, shall have general oversight authority over the affairs of the Association and Chief Executive Officer and other officers. The President shall be the official spokesperson of the Association and shall represent, or appoint others to represent the Association at appropriate conferences and ceremonies. The President shall preside at all meetings of the members of the Association and at all meetings of the Board of Trustees. The President, in the absence or incapacity of the Chief Executive Officer, shall have the authority to perform all the duties and functions and exercise the powers of the Chief Executive Officer.
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- Sec. 4. The President-elect shall assume the duties of the President in the President's absence or incapacity, and shall perform such other duties as the President or the Board of Trustees may determine.
- Sec. 5. The Chief Executive Officer shall be the chief executive officer of the Association and shall have

general charge of, and authority over, the business and affairs of the Association. The Chief Executive Officer shall have ultimate responsibility for carrying out the goals, policies, programs and objectives determined by the Board of Trustees. The Chief Executive Officer shall also, with the Board of Trustees, develop an annual budget.

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- Sec. 6. The Secretary of the Association shall be the custodian of the papers, books and records of the Association. The Secretary shall prepare and enter in the minute book the minutes of all meetings of the Board of Trustees and of the members. The Secretary shall perform such other duties as the Board of Trustees or President may prescribe.

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- Sec. 7. The Treasurer shall prepare and maintain correct and complete records of account, showing accurately the financial condition of the Association. All cash of the Association shall be deposited in bank accounts designated by the Board of Trustees. All notes, securities, and other assets coming into the possession of the Association shall be received, accounted for, and placed in safekeeping as the Treasurer may from time to time prescribe. The Treasurer shall furnish, whenever requested by the Board of Trustees or the President, a statement of the financial condition of the Association. The Treasurer shall perform such other duties as the Board of Trustees or President may prescribe.

## Article V

### Councils, Communities, Task Forces and Workgroups

- Sec. 1. There shall be competency based educational councils that are responsible, in partnership with the Central Office staff, for the development, delivery, and evaluation of a comprehensive and balanced program of professional development activities, services, and events.

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- Sec. 2. The President shall establish, with the advice and approval of the Board of Trustees, such other councils, task forces, and workgroups as are determined to be necessary to serve the goals of the Association and its members.

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- Sec. 3. The President shall appoint, with the advice and approval of the Board of Trustees, chairpersons or directors for other councils, task forces, and workgroups. All programs and activities shall be evaluated regularly and may be retained, revised or eliminated by actions of the Board of Trustees.

The President shall appoint, with the advice and approval of the Board of Trustees, chairpersons or directors for other ~~councils, task forces, and work~~ working groups. All programs and activities shall be evaluated regularly and may be retained, revised or eliminated by actions of the Board of Trustees.

- Sec. 4. The Board of Trustees shall determine and outline in writing the functions and duties of any councils, task forces, and workgroups prior to its establishment, the appointment of a chairperson, or the selection of its members. Subsequent changes in the functions and duties shall be studied collaboratively with the specific councils, communities, task forces, and workgroups, prior to any formal action by the Board of Trustees. All other councils, task forces, and workgroups, as well as their members, shall be evaluated regularly and may be retained, revised, or eliminated by action of the Board of Trustees.

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- Sec. 5. There shall be communities created for the purposes of networking as described within policies and procedures.

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## Article VI

### Regions and Regional Directors

- Sec. 1. The Association shall be divided into geographical regions. There shall be a Regional Director for each region who shall be responsible for organizing and coordinating regionally-based programs, assisting the officers and the Board of Trustees in the development of the Association and advising on matters of policy.
- Sec. 2. The geographical boundaries of the regions shall be determined by the Board of Trustees.
- Sec. 3. A Regional Director shall be selected by the regional membership from each region for a two year term. All regional programs and regional directors shall be evaluated regularly and may be retained, revised, or eliminated by actions of the Board of Trustees.

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## Article VII

### Contracts, Loans, Checks

- Sec. 1. The Board of Trustees may authorize any officers or agents of the Association to enter into any contract or execute any instrument on its behalf. Such authorization may be general or confined to specific instances. Except as provided by these Bylaws, no officer, agent, or employee, shall have any power to bind the Association or to render it liable for any purpose or amount unless so

authorized by the Board of Trustees.

- Sec. 2. Unless authorized by the Board of Trustees, no loan shall be made or contracted on behalf of the Association, and no evidence of indebtedness shall be issued in its name.
- Sec. 3. All checks, drafts, or other orders for payment of money by the Association shall be signed by the Chief Executive Officer, or by such person or persons as the Board of Trustees may from time to time designate by resolution.

## Article VIII

### Amendment

- Sec. 1. The power to make, alter, amend, or repeal the Articles of Incorporation, the Constitution, and the Bylaws is vested in the Board of Trustees and the Institutional Members of the Association, except that no act shall be taken that would prevent the Association from being an organization described in Section 501(c)(3) of the Internal Revenue Code or corresponding provisions of any subsequent federal tax laws.
- Sec. 2. All amendments shall be proposed to or by the Board of Trustees and presented to the institutional membership. Discussion will be initiated and encouraged through appropriate venues, including, but not limited to, listserves, regional meetings, annual conference, July Leadership meeting, etc.

All amendments shall be proposed to or by the Board of Trustees and presented to the institutional membership upon the approval of the Board of Trustees. Discussion will be initiated and encouraged through appropriate venues, including, but not limited to, listserves, regional meetings, annual conference, July Leadership meeting, etc.

- Sec. 3. A ballot shall be submitted to the institutional members for a vote within sixty (60) days of the presentation of the proposed amendment, to be completed within thirty (30) days following the date of the mailing.

A ballot shall be submitted distributed to the institutional members for a vote within sixty (60) no sooner than thirty (30) days following the presentation of the proposed amendment, to be completed within and the voting period shall be thirty (30) days following the date of the mailing distribution.

- Sec. 4. Any such amendment to the Articles of Incorporation shall be adopted upon receiving the affirmative vote of two-thirds (2/3) of the Institutional Members voting. Any such amendment to the Constitution and Bylaws shall be adopted upon receiving the affirmative vote of a majority of the Institutional Members voting.

Updated: 2/2011

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, January 19, 2016

Michael Coleman called the meeting to order at 11:31 a.m. Eastern Time. Additional members present were: Jeremy Schenk, J. Scott Derrick, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, Jennifer Zamora, and Kim Harrington. Also present were Jason Cline, Dave Teske, Michelle Smith, and Elizabeth Beltramini.

**Minutes**

Ms. Bell MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Jan. 12, 2016 minutes are approved as amended.*

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:33 a.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 11:40 a.m.

Ms. Beltramini and Ms. Smith left the meeting.

**Audit Status Update**

Mr. Teske reported that the 2014 audit is underway and is progressing.

**Accounting RFP Update**

Mr. Teske reported that an RFP will be sent to six firms, both for ACUI and CSHEMA for a three-year period of audit services beginning with the 2015 audit. ACUI's current firm will be included in the process as well.

**Central Office Financial Planning Next Steps**

Mr. Teske provided, on behalf of CEO John Taylor, an update on the next steps with planning for the financial future of the organization. The presentation outlined additional thinking, planning, and efforts being made in the Central Office in the areas of membership, association management, local business opportunities, other business opportunities, and workforce planning.

These areas will provide a plan and will be put into action to mainly impact the 2017 budget, though efforts will not be delayed if ready to implement.

Questions and discussion included how this plan relates to the work outlined in the strategic plan as well as how many associations ACUI would consider managing.

### **Silent Auction/Fundraising Update**

Mr. Cline provided an update on the Education and Research Fund events at the annual conference that include the utilization of a mobile bidding system and a Rochambeau tournament (rock/paper/scissors).

### **ASAE CEO Symposium Recap**

Mr. Derrick provided a recap of the symposium that he attended with CEO John Taylor, which provides methods for building a successful partnership between the chief elected office and chief staff officer.

### **Other Business**

Mr. Schenk announced that his institution has recently banned hover boards and others stated the same.

Next meeting is Jan. 26.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:15 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, January 26, 2016

President Sarah Aikman called the meeting to order at 11:31 a.m. Eastern Time. Additional members present were: Jeremy Schenk, J. Scott Derrick, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, Jennifer Zamora, Michael Coleman, Kim Harrington-Pete, and John Taylor. Also present were Dave Teske and Justin Rudisille.

**Minutes**

Mr. Derrick MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Jan. 19, 2016 minutes are approved.*

**Honorary Lifetime Membership**

Mr. Rudisille presented the nominations for Honorary Membership along with criteria and benefits. He also shared that, in collaboration with regional awards & scholarships Coordinators, starting in December 2015, ACUI has created a “Future Retiree Information Form” to help track information about who is retiring throughout the year.

Nominations for Honorary Lifetime Membership are:

Christine Chergi, University of Pittsburgh  
Ann Claussen, Moravian College  
Michael Henthorne, Oregon State University  
Robert Rouzer, University of Illinois–Chicago

Mr. Gutowski MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*Christine Chergi, Ann Claussen, Michael Henthorne, and Robert Rouzer are awarded Honorary Lifetime Membership.*

**Emeritus Award**

Mr. Rudisille presented the nominations for the Emeritus Award along with criteria and benefits.

Nominations for Emeritus Award recipients are:

Jim Herrman, Wichita State University  
Gail Olyha, Northeastern University



Mr. Coleman MOVED, Mr. Schenk SECONDED, Ms. Schaefer ABSTAINED and it was APPROVED that:

*Jim Herrman and Gail Olyha are confirmed as Emeritus Award recipients.*

Ms. Harrington-Pete joined the meeting.

### **Additional Honorary Lifetime Membership**

Mr. Rudisille presented an additional nomination for Honorary Lifetime Membership:  
Ed Slazinik, University of Illinois–Urbana–Champaign

Mr. Gustowski MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Ed Slazinik is awarded Honorary Membership.*

Mr. Rudisille presented additional individuals identified as eligible for Honorary Lifetime Membership as a result of the tracking efforts of the Association.

Additional eligible recipients for Honorary Lifetime Membership are:

Sarah-Ann Harnick, New Jersey City University  
Monika Rodie, Weber State University  
Thomas Rufer, University of North Texas

Ms. Bell MOVED, Ms. Ward SECONDED, Mr. Gutowski ABSTAINED and it was APPROVED that:

*Sarah-Ann Harnick, Monika Rodie, Thomas Rufer, are awarded Honorary Lifetime Membership.*

Mr. Rudisille left the meeting.

### **Other Business**

Mr. Taylor shared that the Future of the Brand Taskforce is close to making a decision on the outside consultant soon.

Next meeting is Feb. 2. The topic is strategic direction.

Mr. Taylor and Mr. Teske left the meeting.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:14 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:30 p.m.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Tuesday, Feb. 2, 2016

Jeremy Schenk called the meeting to order at 11:31 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Sarah Aikman, Jen Zamora, Kim Harrington, Morgan Bell, Molly Ward, and John Taylor, CEO. Also present were Jeff Pelletier, Emily Reynolds, Ian Crone, Brenda Evans, Trinity Gonzalez, and Jason Cline.

**Minutes**

Ms. Ward MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The Jan. 26, 2016 minutes are approved as amended.*

**Question of the Call/Ice Breaker**

Mr. Schenk led an icebreaker and welcome for new board members who are joining the call for the first time.

Mr. Derrick joined the call.

**Strategic Direction Committee Overview**

Mr. Schenk presented the strategic direction role of the Board of Trustees.

**Strategic Plan**

Mr. Schenk presented the process for and the final product of the strategic planning core development team which includes the 2016-18 ACUI Strategic Plan.

**NOLA Board Agenda Items**

Ms. Aikman asked for agenda items for the in-person meeting in New Orleans on Thursday, Friday, and Saturday. Those submitted include:

- Strategic plan matrix and Gantt chart
- Fundraising
- Board evaluation
- Meeting of the delegates
- Brand update
- Elections process and policy update

## **General Updates**

Ms. Aikman announced that the agendas for the board meeting and leadership team meeting in New Orleans are being worked on. The board will have dinner together on Thursday and Saturday night with the leadership team dinner on Friday.

Mr. Cline provided a registration numbers update.

Mr. Taylor provided an update on the sold out situation with the host hotel.

Mr. Taylor and Mr. Cline reported on the progress of selecting a branding agency for the Association's rebranding effort.

Mr. Taylor announced that ACUI received a commitment from Midway USA for support of the clay targets program. Also, the CSHEMA board is reviewing the renewal contract for ACUI to continue to provide management services. Lastly, Mr. Taylor reported that open positions in the information technology department have been rethought. This includes changing the job description of the systems administrator and hiring a new person for that role; and instead of hiring a second web developer, opting for contracting third party solutions.

Next meeting is Governance on Feb. 9.

Finance call on Feb. 16 will be full of financial information.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:13 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, Feb. 9, 2016

Joe Gutowski called the meeting to order at 11:33 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Jeremy Schenk, Michael Coleman, Jen Zamora, Kelly Schaefer, Sarah Aikman, Morgan Bell, Molly Ward, Kim Harrington-Pete, and John Taylor, CEO. Also present were Jeff Pelletier, Emily Reynolds, Brenda Evans, Trinity Gonzalez, Zack Wahlquist, and Dave Teske.

**Minutes**

Mr. Schenk MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The Feb. 2, 2016 minutes are approved.*

**Governance Committee Overview**

Mr. Gutowski presented and overview of the governance role of the Board of Trustees.

**Leadership Team Appointments**

Zack Wahlquist presented the nominations and screening committee recommendation for the 2018 Conference Program Team Leader. The recommendation is Jennifer Hernandez.

Mr. Coleman MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*Jennifer Hernandez is named 2018 Conference Program Team Chairperson.*

Zack Wahlquist presented the nominations and screening committee recommendation for the Education Council Members. The recommendations are Missy Burgess and Tami Kuhn.

Ms. Ward MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Missy Burgess and Tami Kuhn are named Education Council Members.*

**NOLA Board Agenda Items**

Ms. Aikman asked that any additional items be submitted to her.

**Central Office Update**

Mr. Taylor reported on planned outreach efforts at the NACA and NASPA annual conferences. ACUI will be in the exhibit hall at each conference and provide an opportunity to gather ACUI members.

Mr. Taylor shared that Jack Voorhees will be attending the AMCI conference in effort to grow the association management opportunities.

### **NOLA Conference Numbers**

Mr. Teske shared conference registration numbers.

### **General Updates**

The next meeting will be Finance Committee on Feb. 16.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:11 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Tuesday, February 16, 2016

Michael Coleman called the meeting to order at 11:31 a.m. Eastern Time. Additional members present were: Jeremy Schenk, Joe Gutowski, Morgan Bell, Sarah Aikman, J. Scott Derrick, Kelly Schaefer, Molly Ward, Jen Zamora, and John Taylor, CEO. Also present were Emily Reynolds, Jeff Pelletier, Trinity Gonzalez, Brenda Evans, Dave Teske, and Jason Cline.

**Minutes**

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The February 9, 2016 minutes are approved as amended.*

**Financial Updates**

Mr. Coleman reviewed the fourth quarter financial statement that had been previously distributed to the Board. Mr. Teske reviewed the specific details of the statement, also providing an overview to the narrative for new board members as this is the first time they have seen it. The net loss of \$64,927 for 2015 is \$24,169 better than Q3.

Mr. Teske also reviewed a spreadsheet that captures and illustrates the big picture of the Association's finances.

Mr. Teske updated the board on the status of the audit, including the RFP process for future services.

**Regional Budget Approval**

Mr. Teske presented the process for the creation of, and an aggregated, summary 2016 budget spreadsheet for all regions for the Board to review and approve.

Mr. Gutowski MOVED, Ms. Zamora SECONDED, and it was APPROVED that:

*The 2016 regional budgets are approved.*

**General Updates**

Ms. Aikman stated that next week's call (Feb. 23) will include an overview of the student role of the Board provided by Morgan Bell. This will also be an all board call and an

agenda will come out later this week. The last board call before the annual conference will be March 1.

Conference registration numbers were shared as well as information about the conference overflow hotel.

Mr. Taylor reported on Jack Voorhees's attendance at the AMCI conference related to the Association seeking additional management services opportunities.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:01 p.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Tuesday, February 23, 2016

President Sarah Aikman called the meeting to order at 11:32 a.m. Eastern Time. Additional members present were: Jeremy Schenk, J. Scott Derrick, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, Jennifer Zamora, Michael Coleman, Kim Harrington-Pete, and John Taylor. Also present were Brenda Evans, Ian Crone, Emily Reynolds, Sarah Comstock, David Smith, Justin Rudisille, and Jason Cline.

**Minutes**

Ms. Zamora MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The Feb. 16, 2016 minutes are approved.*

**Campus Shooting Dialogue Planning Team**

Sarah Comstock and David Smith from the Campus Shooting Dialogue Planning Team presented information on the discussions that have been happening during their meetings. The group is planning events at and outside of the annual conference, including a week of dialogue in April. The website is also being populated with resources.

Ms. Comstock and Mr. Smith left the meeting.

**Overview of Student Board Member Role**

Ms. Bell gave an overview of the role of the student member of the Board for the new Board members as well as the new student Board member.

**Emeritus and Honorary Award Additions**

Mr. Rudisille presented an additional nomination for Honorary Lifetime Membership: Robert Mindrum, Purdue University

Mr. Gutowski MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Robert Mindrum is awarded Honorary Membership.*

Mr. Rudisille presented an additional nomination for the Emeritus Award: Guy Conway, University of South Florida

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*Guy Conway is confirmed as an Emeritus Award recipient.*

Mr. Rudisille left the meeting

### **Board Member End of Year Reports**

Ms. Aikman asked board committee chairs to write a year-end summary of what has been accomplished for documentation purposes as well as for the incoming board chairs. This is due upon arrival in New Orleans.

### **Meeting of the Delegates**

Ms. Aikman is creating an agenda for the Meeting of the Delegates and asked for additional topics to discuss.

### **Membership Calls**

Mr. Cline requested the Board's help in making calls to institutions that have not yet renewed their membership.

### **General Updates**

Mr. Taylor announced an update on ACUI's participation at the NACA conference happening now.

Mr. Taylor informed the Board of some staffing related matters.

Mr. Taylor announced that a new 5-year contract for managing CSHEMA has been signed.

Next meeting is March 1, and this will be the last call before the annual conference.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:13 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiative Executive and Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Tuesday, March 1, 2016

Joe Gutowski called the meeting to order at 11:31 a.m. Eastern Time. Additional members present were: Sarah Aikman, Jen Zamora, J. Scott Derrick, Molly Ward, Kim Harrington, Morgan Bell, Michael Coleman, Kelly Schaefer, Jeremy Schenk, and John Taylor, CEO. Also present were Emily Reynolds, Ian Crone, Brenda Evans, Jeff Pelletier, Trinity Gonzalez, Zack Wahlquist, and Jason Cline.

**Minutes**

Mr. Schenk MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The Feb. 23, 2016 minutes are approved.*

**Membership Calls**

Mr. Cline updated the Board on the status of membership renewals. He and Mr. Taylor will email Board members new assignments for the week including history on each school.

**Governance Updates**

Mr. Gutowski reviewed the Section 1.0 policies and conferred with the Central Office for possible changes to bring to the Board in the future. In addition, there are a few new policies that will be presented for discussion and approval.

Mr. Derrick joined the meeting.

The Central Office will send these policies prior to the New Orleans conference so discussion can happen on-site.

**Meeting Structure and Expectations**

Mr. Derrick stated his expectations for his presidential year for the Board in terms of structure, timing, engagement, participation, Robert's Rules, voting, executive sessions, and minutes.

Ms. Harrington joined the meeting.

## **Review of Conference/Board Expectations**

Mr. Taylor shared the registration numbers for the conference. Mr. Wahlquist reported on trends related to registration this year.

Ms. Aikman shared the current schedule and agenda for Board members for the New Orleans conference.

Jeff Pelletier joined the meeting.

Mr. Wahlquist provided information on the opening event for the annual conference as well as the exhibit hall and the Honors program.

Mr. Taylor provided information on Board meals and per diem rates.

Molly Ward joined the call.

Mr. Wahlquist and Mr. Cline left the meeting.

## **Staff Structure**

Mr. Taylor presented an orientation regarding the Central Office staff and its structure.

## **General Updates**

Mr. Taylor provided updates from the Central Office including interviews for IT candidates and interviewing audit firms.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:35 p.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Thursday-Saturday, March 17-19, 2016

President Sarah Aikman called the meeting to order at 2:05 p.m. Central Time in the New Orleans Marriott Riverview room in New Orleans, Louisiana. Additional members present were: Michael Coleman, J. Scott Derrick, Jeremy Schenk, Joe Gutowski, Morgan Bell, Kelly Schaefer, Molly Ward, Jennifer Zamora, Kim Harrington, and John Taylor, CEO. Also present was Brenda Evans, Emily Reynolds, Ian Crone, Trinity Gonzalez, Dave Teske, and Jason Cline.

**Association Management – Legal**

Jim Whitlatch (virtually), ACUI legal counsel, provided association-related legal information to the Board for reference as they conduct the business of the Association including their roles and responsibilities, liability, and protections.

Mr. Teske left the meeting.

Zack Wahlquist joined the meeting.

**Education**

Mr. Wahlquist presented a general overview of ACUI educational program and services.

Jeff Pelletier joined the meeting.

Mr. Wahlquist left the meeting.

Michelle Smith joined the meeting.

**Corporate Partnerships**

Ms. Smith presented a general overview of the corporate partnership program.

Jack Voorhees joined the meeting.

Ms. Smith left the meeting.

**Association Management Business**

Mr. Voorhees presented a general overview of association management business of ACUI.

Mr. Voorhees left the meeting.

The Board RECESSED WITHOUT OBJECTION at 5 p.m. on Thursday, March 17.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9 a.m on Friday, March 18.

Elizabeth Beltramini joined the meeting.

### **Minutes**

Ms. Bell MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*The March 1, 2016 minutes are approved.*

### **Diversity and Inclusion**

Ms. Beltramini provided a history and general update of the progress of association diversity and inclusion efforts and led an activity with the Board.

Ms. Beltramini left the meeting.

### **Board Evaluation**

Mr. Gutowski reviewed the results of the annual Board self-evaluation.

Portions of the conversation revolved around the expectation of Board members to make a contribution to the Education and Research Fund. The President will make that expectation clear and follow up with Board members regarding this.

### **Meeting of the Delegates**

Ms. Aikman reviewed the agenda for the Meeting of the Delegates. The board prepared for questions that have been and/or will be asked during the meeting.

Mr. Taylor initiated a discussion about the idea of a policy regarding site selection related to sites that align with the values of the Association. The Board discussed and do not believe a policy is in order. Mr. Taylor will return tomorrow with language for use as a response during the Meeting of the Delegates that focuses on ACUI values guiding decisions such as these.

The Board RECESSED WITHOUT OBJECTION at 12:22 p.m. on Friday, March 18.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:53 p.m. on Friday, March 18.

### **Strategic Plan Project Management Tool**

Mr. Schenk presented a project management software tool that the Board will now use to track the progress of the strategic plan.

The Board of Trustees, leadership team, component groups, and staff will complete a questionnaire about how the strategic plan guides their work and the specific initiatives they will address to successfully reach the goals of the plan. These items will then be added to the project management system to track each group's initiatives.

Mr. Teske joined the meeting.

### **Audit Update and Investment Policy**

Mr. Taylor stated that he personally used the accounting firm that the Central Office is recommending to conduct the Association's audit to adhere to the Conflict of Interest policy.

Mr. Teske provided a recap of the audit firm search process, described the strengths of the firms, and the recommendation is Blue and Company.

Mr. Schenk MOVED, Mr. Coleman SECONDED, and it was APPROVED that:

*Blue and Company will be the new audit, tax, and CPA services partner of ACUI.*

Mr. Teske reported that he is working with our investment broker to revise the investment policy. The new language will be brought forward in the coming weeks for the Board's approval.

Mr. Teske left the meeting.

The Board RECESSED WITHOUT OBJECTION at 2:45 p.m. on Friday, March 18.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:05 a.m. on Saturday, March 19.

### **Volunteer Development**

Justin Rudisille and Laura Ballou joined the meeting.

Mr. Rudisille and Ms. Ballou provided information to the Board regarding the work of the Volunteer Development Team and other efforts in volunteer management.

Mr. Rudisille and Ms. Ballou left the meeting.

### **Site Selection Policy Discussion**

Mr. Taylor shared his response regarding the NASPA site selection policy question discussion from yesterday. This response will be shared during the Meeting of the Delegates.

Mr. Cline suggested that the Board communicate with the membership more frequently through various media channels to share the discussions that have been held and encourage engagement.

### **Membership**

Mr. Cline presented information on the status of ACUI membership and the efforts being made in this area for future growth.

### **Needs Assessment Results**

Elizabeth Stringer joined the meeting.

Ms. Stringer presented the findings of the most recent needs assessment survey.

Ms. Stringer left the meeting.

### **Updates**

Mr. Taylor provided updates on a potential CAS collaboration, NACA conference participation and subsequent conversations with the NACA executive director, NASPA conference participation, and a meeting with the founding institutions about commissioning an art piece that didn't come to fruition during the 100<sup>th</sup> anniversary celebration.

The Board RECESSED WITHOUT OBJECTION at 12 p.m. on Saturday, March 19.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 1:30 p.m. on Saturday, March 19.

### **Research**

Scarlett Winters joined the meeting.

Ms. Winters shared information regarding the efforts of the Research Program Team and around the research agenda.

Ms. Winters left the meeting.

### **Fundraising**



Mr. Taylor presented information on the status and future of the Education and Research Fund and other fundraising efforts.

The Board discussed ways that fundraising efforts can be structured in the future, including their own role.

### **Elections Process**

Ms. Harrington shared information from her time working on the 2015 elections process. There are certain processes and policies that can be updated to better reflect current and best practices, including structure of the committee. There are currently no guidelines in place for handling sanctions against those that violate rules. She recommended that these be reviewed. Discussion also occurred regarding vote turnout.

### **Policy Update**

6.02 Paid Time Off Policy is recommended to be updated to add military leave parameters.

Mr. Schenk MOVED, Ms. Harrington SECONDED, and it was APPROVED that:

*Policy 6.02 Paid Time Off is affirmed as amended.*

*Add: Military Leave*

*For all regular full-time staff members serving in a state or federal military reserve unit and required to attend an annual encampment, ACUI will reimburse the difference between your normal rate of pay for the period of time lost and the military pay earned while at your annual encampment for a maximum of 15 calendar days.*

*The employee must submit a written request for military leave attaching a copy of the official military order.*

*Regular employees who have exhausted their military leave with pay difference as outlined above for fifteen (15) calendar days in any one calendar year, may elect to use their accrued vacation time or take military leave without pay.*

*All regular full-time staff members who receive orders to report for training (other than the two week annual encampment addressed above) in the armed services of the State of Indiana or of the United States or active duty in the armed services of the United States will be granted leave of absence without pay (for military reasons).*

*ACUI complies with USERRA and all applicable federal and state laws which provide other protections to reservists and veterans.*

1.15 Conflict of Interest Policy is recommended to be updated to include staff in the policy. The CEO will monitor most staff and volunteers, but the Board would monitor itself. Disclosure statements will then be required to be signed.

Ms. Ward MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*Policy 1.15 Conflict of Interest is affirmed as amended.*

*The Association of College Unions International and its leaders are dedicated to serving the interests in the most honorable and ethical manner possible. Among the Association's duties is the responsibility to ensure that debates, decision making, and all governance at the Association is conducted in an objective and bias-free context.*

*This policy defines what constitutes a conflict of interest, assists in identifying and disclosing actual and potential conflicts, and helps ensure the avoidance of conflicts of interest where necessary. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest. In their capacity as staff and volunteers, individuals must maintain a position from which they can deal objectively and impartially when making business, programmatic, and policy decisions for ACUI. In short, they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of ACUI. Where such interests exist or even appear to exist, they are "conflicts of interest" that the Association is responsible to manage to ensure bias-free governance.*

*Therefore:*

- *No staff member, officer, director, or working group member shall seek to derive any personal financial advantage from confidential information relating to ACUI or ACUI's business relationships.*
- *No staff member, officer, director, or working group member with a significant financial interest in a business shall make or approve any purchase from that business, enter into any contractual agreements with that business, or exercise any discretionary authority whatsoever with respect to any transaction or course of dealing between that business and ACUI.*
- *In any instance where the working group is called upon to approve or disapprove any ACUI program, product, service, or activity, any staff or volunteer who has a financial, employment, or proprietary interest in a competing program, product, service, or activity shall disclose such interest and should abstain from discussions on the issue.*
- *A voting member of any working group whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from ACUI is precluded from voting on matters pertaining to that compensation.*

- *Staff and volunteers of the Association are required to safeguard the Association's confidential information and not use any information of the Association for personal gain or for the benefit of others with whom the staff or volunteer is associated. Under no circumstances shall any such information be divulged to any unauthorized person outside ACUI. Divulging such information could result in a forced resignation from the staff or volunteer role.*

### ***Disclosure***

*Staff and volunteers are required to disclose to the Association any facts or circumstances that may constitute actual or perceived conflicts between the personal or financial interests of the individual and those of the Association. In favor of avoidance of actions that could be construed as conflicts of interest, any such actions should be prefaced by full disclosure. Disclosure must be made in writing and with sufficient information so as to permit an evaluation of what effect the interest might have on the individual's participation in ACUI decisions.*

*Disclosure is expected of these interests:*

- *Ownership, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that competes with the Association.*
- *Ownership, employment, or volunteer or agency interest or involvement in a commercial entity or nonprofit organization that is, or seeks to be, a vendor of products or services to the Association.*
- *Position as spokesperson, consultant, employee, or agent for another commercial or nonprofit organization that may in any way relate to the Association.*

*Note: The "Association" includes the Association's subsidiaries and affiliates.*

*Note also: The volunteer should disclose these interests personally and for close business associates and family members.*

### ***Corrective Measures***

*With the exception of Board of Trustee members, the Chief Executive Officer will determine if any measures are necessary in relation to the individual's other interests. The Board of Trustees will determine conflict of interest corrective measures involving Board of Trustee members. It is the Association's prerogative, not the disclosing individual's, to make determinations regarding corrective measures with respect to other interests. The following are among the corrective measures available to be enacted:*

- *Public disclosure: In most cases, it is expected that the possibility of subjectivity or bias will be sufficiently offset by disclosing the other interest to the entire body of which the disclosing individual is a member. That body will be expected to take the individual's interest into consideration when discussions, debates, or decisions occur.*

- *Recusal: In some instances it may be determined that the avoidance of conflicts of interest, or even the mere appearance of conflicts of interest, will dictate that the disclosing individual should avoid discussions, debates, and decision making on subjects related to the interest. The individual will remain a member of the body affected but will withdraw from portions of meetings or activities appropriately.*
- *Resignation. In rare situations, the individual's interest may be so extensive or pervasive that their involvement in discussions, debates, or decision making on any ACUI business will be adversely affected. In that case the individual will be asked to resign from their committee role. If resignation is not forthcoming, the governing board will decide on alternatives consistent with the Association's bylaws and governing state law.*

1.01 Affirmative Action Policy, 1.04 Inclusive Language Communications Policy, and the Commitment to Multiculturalism are recommended to be stricken and replaced with the Commit to Multiculturalism and Action vision statement and a procedure regarding inclusive language.

Discussion occurred regarding what it will mean to the membership if the Association removes Affirmative Action or removes two important policies and replaces it with one.

Ms. Beltramini joined the meeting.

Ms. Beltramini explained that the current Affirmative Action policy only applied to volunteers, it was out of date in terms of those protected, and it was not being applied to current practices. The spirit of Affirmative Action was more important to the group working to rework the policy. The Inclusive Language Communications policy was also outdated as it mentioned outdated technologies.

Further discussion occurred regarding this additional information. More discussion is needed before modifying or removing policies 1.01 and 1.04.

Mr. Derrick MOVED, Mr. Schenk SECONDED, and it was APPROVED that:

*The Commit to Multiculturalism and Action statement is approved.*

*The Association of College Unions International remains committed to a vision: to provide programs and services to our membership and the higher education community that actively affirm, embrace, and infuse multiple systems, values, and cultures. Driven by principles of mutual respect, common purpose, and equity for all persons, the Association is committed to creating and maintaining a sense of community and inclusion for all its constituents and raising awareness regarding issues of oppression.*

*To make real the vision, our goal is to enhance the state of inclusiveness within the Association by engaging in ongoing processes:*

- Systemic acts of inclusion and social justice at all levels of the Association.*
- Purposeful and authentic communication, informed by our core competencies.*
- Continuous reexamination of structures, programs, and services for inclusiveness.*
- Education and experiences that enhance participants' intercultural proficiency.*

*ACUI values diversity, including that of race, color, religion, ability, sex, sexual orientation, gender identity, marital status, family status, veteran status, age, national origin, culture, appearance, generation, caste/class, ancestry, political beliefs, education, job function, and institution type, and does not engage in or tolerate discrimination in any of its activities or operations. Accordingly, all who are involved in the Association as volunteers, employees or guests of the organization, shall use practices and modes of communication reflective of this commitment.*

*This commitment serves as a living document that affirms that every member of ACUI has a role in these processes and expectations.*

Mr. Taylor introduced a revision of 1.03 Discrimination, Sexual Harrassment, and Unlawful Harassment to focus more on nondiscrimination and include retaliation and a statement about knowingly making false claims.

Discussion occurred about adding job applicants to the policy statement, but it was decided that this was a legal matter and not an association matter.

Ms. Beltramini left the meeting.

Ms. Ward MOVED, Ms. Bell SECONDED, and it was APPROVED that:

*1.03 Policy Against Acts of Discrimination, Harassment, and Retaliation is affirmed as amended.*

*ACUI strictly prohibits acts of discrimination, harassment, or retaliation by or against any volunteer, employee, or other member of the Association community. The person who commits such acts will be subject to disciplinary action under these guidelines and, possibly, other Association policies and procedures.*

*It also is considered a violation of this policy if a claimant knowingly or recklessly makes a false complaint of misconduct, discrimination, harassment, or related reprisal or provides false information during the course of an investigation.*

Mr. Taylor asked the Board for direction in the definitions section to include or not definitions beyond what the law provides. Mr. Taylor will bring forth three options that are legal, middle of the road, and all the way in terms of definitions.

### **Other Updates**

Ms. Aikman provided updates for the conference schedule of events.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 4:25 p.m. on March 19.

Respectfully submitted,  
Jason Cline  
Recording Secretary  
Strategic Initiatives Executive

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, April 18, 2016

Jen Zamora called the meeting to order at 11:02 a.m. Eastern Time. Additional members present were: Sarah Aikman, J. Scott Derrick, Kelly Schaefer, Emily Reynolds, Jeff Pelletier, Trinity Gonzalez, Brenda Evans, Ian Crone, and John Taylor, CEO. Also present were Jake Dawes and Jason Cline.

**Minutes**

Ms. Gonzalez MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The March 17-19, 2016 minutes are approved.*

**Financial Roles and Responsibilities**

Ms. Zamora presented information on the Board's role and responsibility as it pertains to ACUI finances.

The May finance call will be about the first quarter statement. There will also be two audit reports to review this year in July.

**Conference Recap**

The board members shared their feedback from their perspectives at the annual conference. This was the third highest registration in recent history, behind New York (2000) and Orlando (2014).

**CUPSI Recap**

Ms. Zamora provided a recap from the College Union Poetry Slam Invitational from her perspective as the host.

**Regional Directors Report**

Mr. Derrick announced the official meeting time for reoccurring board meetings will be Mondays at 11 a.m. EST.

Mr. Derrick instructed the Board to review the regional directors' report over the next week.

## **ERF Staff Matching Fund Request**

Mr. Taylor presented an idea for an award that he wishes for the Board to consider that will engage the staff in participating in the Education and Research Fund. Discussion centered around how this fits into the overall plan and philosophy of the fundraising culture of the Association.

Mr. Pelletier MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:

*ACUI will permit Education and Research Fund contributions that are designated for a future award that's intended purpose will be to support a Central Office student intern/employee. All such designated funds will be recorded and accumulated until a minimum of \$10,000 is donated, and an award can be established.*

## **CEO Update**

Mr. Taylor presented updates from the Central Office:

- International Study Tour – Mr. Taylor provided an historical perspective on this partner program, providing registrations and revenue from this program. More U.S. institutions are providing this opportunity for its own students. In a discussion with the partner associations, it has been decided to sunset this program and look toward the future for new opportunities that might exist.
- CAS/CUSA Partnership – Mr. Taylor reminded the Board about the potential for this partnership. The CAS Board is reviewing the partnership more closely before moving forward.
- Clay Targets – Mr. Taylor reiterated the success of the program and nationals.
- IPDS is open for registration.
- The new associate member video was played for the Board. This video was created to explain the benefits of associate membership to corporate members.
- Jake Dawes will be assuming the role of taking minutes for the Board once Jason Cline has finished at ACUI.

## **Other Announcements**

Next call will be an all Board call on Monday, April 25 at 11 a.m. EST.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:43 a.m.

Respectfully submitted,  
Jason Cline, Recording Secretary  
Director of Strategic Infrastructure



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Full Board**

Monday, April 25, 2016

President J. Scott Derrick called the meeting to order at 11:02 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Molly Ward, Jennifer Zamora, Brenda Evans, Emily Reynolds, Trinity Gonzalez, Jeff Pelletier, and John Taylor. Also present was Jake Dawes, Justin Rudisille, and Jason Cline.

**Minutes**

Ms. Evans MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*The April 18, 2016 minutes are approved.*

**Discussion of Regional Directors Report**

Mr. Derrick led a discussion on the previously distributed report compiled by the regional directors on the status of, happenings within, and recommendations for the regions. The board discussed the questions raised, accomplishments achieved, strategic plan tie-ins, and provided consensus on the document. This will be on the agenda at the July leadership team meeting for the board to discuss with the regional directors.

Mr. Rudisille reported that about 150 applications were received for open volunteer positions.

Mr. Rudisille left the meeting.

**Checking Account Signatories**

Mr. Taylor proposed a list of authorized signers for the ACUI bank account as well as ACUI checking account.

Ms. Ward MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:

*The Board of Trustees designates John Taylor and David Teske as authorized signers for all MainSource Bank ACUI accounts; and, The Board of Trustees designates Elizabeth Gunterman, John Voorhees, and Michelle Smith as authorized signers for the MainSource Bank main ACUI checking account.*

**CEO Update**

Mr. Taylor reminded the board that this week is the week of dialogue on campuses.

Mr. Taylor announced that interviews to replace David Smith happened last week and an offer is expected to be made this week. Also, Jason Cline's last day is tomorrow, April 26.

### **July Meeting Reminder**

Mr. Derrick reminded the board about the dates of the July meeting, July 5-8, 2016 and asked that board members begin thinking about discussion topics for this meeting.

### **Good of the Order/Announcements**

No new business.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:29 a.m.

Respectfully submitted,  
Jason Cline  
Strategic Initiative Executive and Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, May 2, 2016

Kelly Schaefer called the meeting to order at 11:04 a.m. Eastern Time. Additional members present were: Sarah Aikman, J. Scott Derrick, Kelly Schaefer, Emily Reynolds, Jeff Pelletier, Molly Ward, Trinity Gonzalez, Brenda Evans, Ian Crone, and John Taylor, CEO. Also present were Dave Teske and Jake Dawes.

**Minutes**

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:

*The April 25, 2016 minutes are approved.*

**Governance Committee Overview**

Ms. Schaefer shared roles and responsibilities of the Governance Committee, Central Office staff, and Board with regards to association governance, and explained where other governance information can be found.

**Strategic Plan Direction for Governance**

Ms. Schaefer discussed the Governance Committee's work within the association's Strategic Plan.

**Policy Overview and Review**

Ms. Schaefer shared historic context for Governance Policy. Ms. Reynolds shared context on policy discussion and revision. Prompted by a question from Mr. Crone, Mr. Taylor described the succession plan in place for CEO leadership should an emergency occur.

**Discrimination Statement/Definition**

Ms. Schaefer shared the discrimination, harassment and retaliation policy to provide context for the statement on and definition of discrimination. Ms. Schaefer reviewed the association's policy statement and procedures, should a complaint occur. Mr. Taylor commented on the language used in each possible definition and where it came from. Mr. Scott discussed the value of casting a wide net in terms of language used in the policy in order to represent the values of the association, and commented on the on-going nature of updating language in a policy that will change for a variety of reasons. Ms. Aikman MOVED to adopt Definition B for definition of discrimination, Ms. Gonzalez SECONDED, and it PASSED that:

*Discrimination is unjust or inequitable treatment based on an individual's race, religion, color, sex, sexual orientation, gender identity, pregnancy, parental status, national*

*origin, age, disability, veteran status, family medical condition or genetic information, political affiliation, or any other illegal discrimination.*

*Harassment is verbal or physical conduct that denigrates or shows hostility toward an individual. Unlawful harassment is defined as verbal or physical conduct that is unwelcome, unreasonable, and interferes with an individual's work performance due to the creation of an intimidating, hostile, or offensive environment.*

*Sexual harassment means conduct of a gender-related or sexual nature that is known or might reasonably be known to be unwelcome/unwanted, offensive, intimidating, hostile, or inappropriate. Depending on its severity, one action may constitute sexual harassment.*

*Retaliation is reprisal or intimidation because an individual complains of or participates in an investigation of discrimination, harassment, or sexual harassment.*

Ms Zamora joined the meeting at 11:38am

#### **CEO Update**

Mr. Taylor provided an update that Anna Donatella has accepted the open position of Sales Manager, and that her former coordinator position will open. Mr. Taylor updated the board that Jake Dawes will be supporting the Education & Research Fund team. Mr. Taylor provided an update on CAS, who are pausing much of their operations to review their current tools, practices, and governance, including cancelling their 2016 meeting.

#### **July Meeting Reminder**

Mr. Scott reminded the Board that the July meeting is two months away, and reminded individuals to contact him if they have agenda items.

#### **Other Announcements**

No new business.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:47am.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Monday, May 9, 2016

Molly Ward called the meeting to order at 11:03 a.m. Eastern Time. Additional members present were: Sarah Aikman, J. Scott Derrick, Kelly Schaefer, Molly Ward, Trinity Gonzalez, Brenda Evans, Ian Crone, Jennifer Zamora and John Taylor, CEO. Also present was Jake Dawes.

**Minutes**

Ms. Aikman MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:

*The May 2, 2016 minutes are approved.*

**Strategic Discussion**

Ms. Ward shared the roles and responsibilities regarding the strategic plan for the association, including the role of the Strategic Direction Committee, Board of Trustees, membership, and Central Office Staff.

**Strategic Committee Overview**

Ms. Ward shared a 2016-2017 timeline that the Strategic Committee will work from. This timeline included data collection, action steps, and assessment of the strategic plan and its components. Mr. Taylor provided context for the timeline necessary in creating a strategic plan. Mr. Derrick commented on a previous process of board members working with central office staff members to ensure that initiatives in strategic plan were completed. Mr. Derrick suggested this topic be discussed in the Executive Committee.

**CEO Update**

Mr. Taylor provided an update on the Association for Practical and Professional Ethics (APPE), whom were affiliated with IU and have lost their office space. Mr. Taylor offered office space to their executive director, who is exploring options. A one-year proposal will be sent to APPE that covers payroll services and office space. Mr. Taylor updated the board on a proposal to provide services for Information Technology Service Management Forum USA (ITSMF). ACUI will learn if we are in the running for their business in June. Mr. Taylor commented that the Future of the Brand Taskforce will provide an update on the next all-board meeting.

**July Meeting Reminder**

Mr. Derrick reminded the board to continue to send him topics for discussion at the July meeting.

**Other Announcements**

May 30 meeting cancelled due to Memorial Day.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:32am.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Monday, May 16, 2016

Jennifer Zamora called the meeting to order at 11:03 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Kelly Schaefer, Molly Ward, Trinity Gonzalez, Brenda Evans, Ian Crone, Emily Reynolds, Jeff Pelletier, and John Taylor, CEO. Also present were Jake Dawes and Dave Teske.

**Minutes**

Ms. Gonzalez MOVED, Ms. Ward SECONDED, and it was APPROVED that:  
*The May 9, 2016 minutes are approved.*

**Finance Discussion**

**Quarter 1 Report**

Mr. Teske presented the financial year 1<sup>st</sup> Quarterly Summary, including a report that the association is better than initially budgeted. Revenue highlights of the budget were the 2016 Annual Conference budget where attendance was high, operational costs were low, and programmatic costs were low. Budget shortcomings included lower associate member participation at the Annual Conference Expo. Mr. Teske reported on staff personnel changes and reductions that have impacted the budget, including positions that have been replaced with outside partners who can provide services such as website performance/maintenance and other IT needs. Mr. Taylor provided an update on a new initiative to explore digital badging or a credentialing program as an added member benefit.

Mr. Pelletier MOVED, Mr. Crone SECONDED, and it was APPROVED that:  
*The Q1 budget is approved as presented.*

**Membership Dues**

Mr. Teske provided some historical context on the 2017 membership dues. Mr. Teske then presented an option for not increasing membership dues for 2017; reasoning included possible revenue opportunities and difficulties that the association may face in 2017.

Ms. Gonzalez MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*There will be no membership dues for institutional, individual, and associate membership increase for 2016-17/2017 renewal cycles.*

## **CEO Update**

Mr. Taylor provided an update to the board.

Ms. Schaefer left the meeting at 11:58am.

## **July Meeting Reminder**

Mr. Derrick reminded the board to continue to send him topics for discussion at the July meeting.

## **Other Announcements**

May 30 meeting cancelled due to Memorial Day.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:02pm.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All Board**

Monday, May 23, 2016

J. Scott Derrick called the meeting to order at 11:04 a.m. Eastern Time. Additional members present were: Jennifer Zamora, Kelly Schaefer, Molly Ward, Trinity Gonzalez, Brenda Evans, Sarah Aikman, Emily Reynolds, Jeff Pelletier, and John Taylor, CEO. Also present were Jake Dawes and Liz Stringer.

**Minutes**

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The May 16, 2016 minutes are approved.*

**Future of the Brand Task Force Report**

Ms. Stringer shared the Future of the Brand recommendations from the Task Force. The Board discussed the recommendations.

**Board Action**

Ms. Zamora MOVED, Ms. Evans SECONDED, and it was APPROVED that:  
*The Future of the Brand Task Force recommendations were endorsed as presented.*

Ms. Stringer left the meeting at 11:27 a.m.

**CEO Update**

Mr. Taylor provided an update to the board, including an overview of Central Office staffing assignments, and upcoming webinar partnerships with CUPA-HR, NASPA, regarding FLSA changes.

**July Meeting Reminder**

Mr. Derrick reminded the board to continue to send him topics for discussion at the July meeting.

**Other Announcements**

May 30 meeting cancelled due to Memorial Day.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:49pm.

Respectfully submitted,  
Jake Dawes, Recording Secretary

Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Monday, June 6, 2016

Kelly Schaefer called the meeting to order at 11:04 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Ian Crone, Molly Ward, Trinity Gonzalez, Brenda Evans, Sarah Aikman, Emily Reynolds, Jeff Pelletier, and John Taylor, CEO. Also present were Jake Dawes and Dave Teske.

**Minutes**

Ms. Gonzalez MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The May 23, 2016 minutes are approved.*

**Governance**

Ms. Schaefer reminded the board of the governance discussions that took place at the previous governance meeting. Ms. Schaefer presented ACUI Policy 5.01, "Concurrent Leadership Positions" to the board for discussion. The board discussed Policy 5.01. Ms. Schaefer presented ACUI Policy 5.02, "Honorary Membership" to the board for discussion. The board discussed Policy 5.02. Next steps include Ms. Schaefer gathering a group to further discuss the policies above.

**CEO Update**

Mr. Taylor provided an update to the board.

- Mr. Taylor and Mr. Derrick attended the CHEMA spring meeting where credentialing, diversity & inclusion, communications, and leadership in higher education associations was discussed.
- Maria Reyes, the first Marsha Herman-Betzen intern, began working this week.
- Facilities Management Institute and FLSA panel discussion taking place this week

**July Meeting Reminder**

Mr. Derrick reminded the board to continue to send him topics for discussion at the July meeting.

**Other Announcements**

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:48am.

Respectfully submitted,  
Jake Dawes, Recording Secretary

Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Strategic**

Monday, June 20, 2016

Molly Ward called the meeting to order at 11:03 a.m. Eastern Time. Additional members present were: J. Scott Derrick, Ian Crone, Trinity Gonzalez, Brenda Evans, Sarah Aikman, Emily Reynolds, and Jeff Pelletier. Also present was Jake Dawes.

**Minutes**

Ms. Gonzalez MOVED, Ms. Aikman SECONDED, and it was APPROVED that:  
*The June 6, 2016 minutes are approved.*

Mr. Taylor joined the meeting at 11:06 a.m.

**Strategic Direction Review and Action**

Ms. Ward discussed Strategic Direction 1 Membership will be accessible to, and representative of, everyone associated with college unions and student activities. A. Expand and retain memberships among those whose work relates to ACUI's mission. The board discussed the value and relevance of Strategic Direction 1A and how it might be operationalized.

Ms. Ward discussed Strategic Direction 1 D. Explore the accessibility of the current membership structure, paying specific attention to membership for non-U.S. schools, small schools, two-year schools, and minority-serving institutions. The board discussed how the Regional Leadership Teams and Central Office could work as a team to recruit non-member institutions.

Ms. Ward discussed Strategic Direction 2: Broaden revenue streams and continually implement best practices for the management of ACUI and other associations. A. Facilitate an external review of the Association's operations, programs, and services, and implement recommendations to maximize organizational efficiency. The board discussed the viability of an overarching external review of the Association.

**July Meeting Schedule**

Mr. Derrick shared the tentative schedule for the July Leadership Team Meeting.

**CEO Update**

Mr. Taylor provided an update on recent staff changes.

- Bret Hawkins was hired as Corporate Partnerships Coordinator, focusing on Procure and sales

- Jennifer Sims was hired as Membership Manager, focusing on membership recruitment and retention

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 11:47am.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, July 6, 2016

J. Scott Derrick called the meeting to order at 1:40 p.m. Eastern Time. Additional members present were: Molly Ward, Jennifer Zamora, Trinity Gonzalez, Brenda Evans, Sarah Aikman, Kelly Schaefer, Emily Reynolds, John Taylor, and Jeff Pelletier. Also present was Jake Dawes and Jack Voorhees.

**Housekeeping**

The board discussed changing the date and time of the weekly meeting.

Dave Teske joined the meeting at 1:57 p.m.

A new meeting time was tentatively scheduled for noon Eastern Time on Wednesdays, beginning August 3<sup>rd</sup>.

**Finance**

Mr. Teske informed the board that the 2014 audit is now complete and came back clean, with the exact same results as 2013. Mr. Teske explained why there was a seventeen-month delay in the audit information being presented to the audit company. New software was used for the first time and required learning and adapting processes & procedures, all of which delayed the audit process. Mr. Teske reported that the final audit report will be presented to the board within weeks.

Ms. Aikman MOVED, Ms Evans SECONDED, and it was APPROVED that:  
*The Board of Trustees accepts the 2014 audit by Stampfli and Associates.*

**Blue & Co. Audit**

Mr. Mike Gricius and Ms. Shannon Borden of Blue & Co. LLC joined the meeting at 2:16 p.m.

Mr. Gricius provided the board with an overview of Blue & Co. LLC. Ms. Borden provided the board with an overview of their auditing process, work completed so far, and what to expect in the future regarding the 2015 audit. Ms. Borden reported that a draft of the audit would be sent to the Central Office in 2-3 weeks. Ms. Borden explained the schedule for the 2016 audit, and suggested that the audit would be completed and presented to the board at or before the Leadership Team Meeting in July 2017.

Mr. Gricius and Ms. Borden left the meeting at 2:38 p.m.

### **Investment Policy**

Mr. Teske presented a draft of the association's new investment policy and discussed the context of where it originated. The board and Mr. Teske discussed the impacts of global financial markets, and how ACUI and its investment advisor can react to best protect the association's investments. Ms. Evans commented on campuses divesting from fossil fuels or other investments that may be seen as socially irresponsible. Mr. Teske responded that a list of investments can be provided should a member request it and that investments can be changed if needed.

Ms. Gonzalez MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The Board of Trustees approves the investment policy with minor edits to grammar.*

### **Regional Allocation**

Mr. Teske presented an increase in the fee that each region pays to the Central Office for staff support of the regions. Mr. Teske explained the hours allocated to regional support and the shortfall associated with the current fee being charged. The board discussed the positives and negatives of raising the fee. Mr. Teske will present this increase to the Regional Directors for their consideration.

### **Committees and Board Assignments**

Mr. Derrick discussed the process by which an at-large board member becomes a committee chair, and asked for discussion on potential mechanisms to help prepare others as they come into the role of committee chair. Ms. Ward commented on the importance of the role of the Central Office staff member who works with a committee chair as a means of continuity.

### **Association Management Business**

Mr. Voorhees provided an update on efforts made towards additional association management business for the association. Proposals have been submitted but thus far, nothing has come to fruition. Mr. Voorhees reiterated the need to find association business that matches ACUI's business practices and values. Mr. Voorhees explained his process for seeking out association business to manage. Mr. Derrick asked what support the board can provide, and Mr. Voorhees commented that leads and ideas are always welcome.

Ms. Michelle Smith joined the meeting at 3:58 p.m.

### **Clay Target Program & Proposal**

Ms. Smith provided an overview of the clay target program. Ms. Smith asked that the board authorize the CEO to initiate the creation of a new not-for-profit corporation, ACUI Clay Targets, for purposes related to supporting ACUI's Clay Target student athletes and the overall program. The board discussed the value that the program brings to students and the association. Mr. Teske provided financial information on forming a not-for-profit.



Ms. Zamora MOVED, Ms. Gonzalez SECONDED, Ms. Evans ABSTAINED, and it was APPROVED that:

*The board authorizes the CEO to initiate the creation of a new not-for-profit corporation, ACUI Clay Targets, for purposes related to supporting ACUI's Clay Target student athletes and the overall program.*

The Board RECESSED WITHOUT OBJECTION at 4:33 p.m. on Wednesday, July 6.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 9:05 a.m. on Thursday, July 7.

From 9:05-10:20 a.m. the board met with the Regional Directors, Education Council, and volunteer liaison to the Council for the Advancement of Standards.

Jake Dawes and Tena Bennett joined the meeting at 10:20 a.m.

### **ERF & Award Proposals**

Mr. Taylor discussed the Gretchen Laatsch award and presented an expansion of the award to become a grant or scholarship with a wider focus.

Ms. Aikman MOVED, Ms. Pelletier SECONDED, and it was APPROVED that:  
*Changing the Gretchen Laatsch Scholarship to the Gretchen Laatsch Grant & Scholarship, with the inclusion that the applicant be from an ACUI member institution.*

Mr. Taylor introduced a new award named for Joe Benedict, the benefactor of the award, awarded to a member institution that has worked to better racial injustice on their campus.

Ms. Gonzalez MOVED, Ms. Ward SECONDED, and it was APPROVED that:  
*The board approves the creation of the Joseph H. Benedict Jr. Social Change Award for Racial Injustice.*

Elizabeth Beltramini, Heather Nunes, Adrena May, Susan Payment, Jen Hernandez, Zack Wahlquist, Michelle Smith, and Laura Ballou joined the meeting at 10:52 a.m.

### **Special Appointments**

#### **Research**

Ms. Beltramini provided a report on the Research Program Team's efforts to recruit members and their conversations on the role of the team, specifically if it is their duty to produce research or support the efforts of those in the membership who are doing research in the field.

#### **Student Programs**

Ms. Nunes provided a report on the registration numbers of the student programs this past year. Ms. Nunes discussed issues regarding student eligibility, volunteer transition, and FLSA that they are working through. Ms. Smith commented on the progress I-LEAD Connect and the future of the program.

### 2017 Annual Conference

Ms. Payment provided a report on the progress of the 2017 Annual Conference and asked the board to be active in promoting the conference, especially in speaking with corporate partners to work with Ms. Smith on sponsorships.

### 2018 Annual Conference

Ms. Hernandez provided a report on the progress of the 2018 Annual Conference.

### Corporate Partnerships Team

Ms. Smith provided a report on the successes of the Corporate Partnerships Team, including collaboration between the team and the Regional Conference Planning Teams, the establishment of a Corporate Partners Advisory Group, engagement of associate members year round, and working with other higher education associations on Promos and Procure partnerships.

### Volunteer Development Team

Ms. Ballou reported on the team's efforts towards strengthening, growing and diversifying the volunteer force; part of strategic direction 2E. Ms. Ballou reported on a once-per-month training on volunteerism that is being developed to continue the training and education of volunteers beyond the ACUI 101 program. Ms. Ballou commented on the possible need to change language in volunteer selection & application materials to include individual members who are not at member institutions. Ms. Gonzalez and Ms. Ballou commented on the need to increase visual diversity on the leadership team and provided concrete suggestions to do so.

The Board RECESSED WITHOUT OBJECTION at 11:33 a.m. on Thursday, July 7.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION at 2:26 p.m. on Thursday, July 7.

Maria Reyes joined the meeting at 2:27 p.m.

### **Planning Projects Schedule**

Mr. Taylor presented a schedule of projects being undertaken by the Central Office staff. These projects include improving association infrastructure, creation of a business strategy, and projects related to the Strategic Plan.

Elizabeth Beltramini joined the meeting at 2:45 p.m.

### **Central Office Operations Plan**

Ms. Beltramini presented a plan for staff initiatives to operationalize the current Strategic Plan. The board provided feedback on the initiatives presented. Mr. Taylor commented that this presentation would be given to the board on a quarterly basis to ensure accountability to complete the Strategic Plan.

### **Statements/Communication to Membership**

Mr. Taylor presented a new statements procedure and messaging protocol to the board which outlined when and how the association would communicate with the membership during trying times in the association, on specific campuses, or in the country and world at-large.

Dave Teske joined the meeting at 3:45 p.m.

The board provided feedback on the statements procedure and messaging protocol.

### **Conference Site Selection Statement**

Mr. Taylor presented ACUI's Statement on Conference Site Selection. The board provided feedback on the presented statement.

Ms. Reynolds MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The board endorses the ACUI Statement on Conference Site Selection, with proposed changes.*

### **External Review Planning**

Mr. Taylor facilitated a discussion on performing an external review for the association, including historic context of ACUI's reviews & assessments, what might be asked in a review, and the financial impact of executing a review.

Ms. Beltramini left the meeting at 4:26 p.m.

### **Elections**

Ms. Aikman presented changes to the ACUI Election General Policies and Procedures; including changes to appeals process, appeals sanctions, campaigning, eligible voters, and election committee.

Ms. Reynolds left the meeting at 4:38 p.m.

Ms. Aikman reviewed the schedule for the elections process. The board discussed the proposed changes. Ms. Aikman will make the changes discussed by the board and bring those changes to the board at a later date for voting.

### **Regional Conferences**

The board discussed board member attendance at the regional conferences. Board member attendance at regional conferences is tentatively as follows:

Region I- J. Scott Derrick

Region II- Jennifer Zamora

Region III- J. Scott Derrick

Region IV- John Taylor

Region V- Kelly Schaefer and Ian Crone

Region VI- Jeff Pelletier, Emily Reynolds, and Sarah Aikman

Region VII- Molly Ward

Region VIII- Jeff Pelletier, Brenda Evans, and John Taylor

### **Reports**

The board decided which topics covered in the past two days would be reported out to the Leadership Team the following day.

Ms. Reyes left the meeting at 5:14 p.m.

### **Minutes**

Ms. Aikman MOVED, Ms. Ward SECONDED, and it was APPROVED that:  
*The June 20, 2016 minutes are approved.*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 5:23 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, August 3, 2016

Kelly Schaefer called the meeting to order at 12:09 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Ian Crone, Molly Ward, Brenda Evans, Trinity Gonzalez, Jennifer Zamora, Sarah Aikman, and John Taylor, CEO. Also present were Jake Dawes, Justin Rudisille, and Dave Teske.

**Minutes**

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The July 6-7, 2016 minutes are approved as amended*

**Election Discussion**

Ms. Aikman presented edits to election policies discussed during the July 6-7 meetings. The board discussed the changes presented. Ms. Aikman will finalize the edits discussed and bring the policy to the board for approval at the next meeting. Mr. Rudisille presented the addition of a section regarding regional director elections to the election policy.

**Governance**

Ms. Schaefer presented policy 5.01 regarding concurrent leadership. Ms. Schaefer discussed the likelihood of a volunteer on the Leadership Team holding a role on a volunteer team being led by another member of the Leadership Team and how that impacts the volunteer personally and professionally, as well as the impact on the association. Mr. Rudisille discussed the plans of the Volunteer Development Team to audit the current volunteer position descriptions.

Mr. Rudisille left the meeting at 12:32 p.m.

**July Meeting Wrap Up**

Mr. Derrick invited feedback from the board regarding the schedule of the July 6-7 meetings. The board provided feedback on the condensed schedule and the meeting in general.

**CEO Update**

Mr. Taylor provided an update to the board.

- CSHEMA Annual Conference took place last week and was a success
- Ms. Zamora and Mr. Taylor met with Sam Perry while in Austin, TX
- I-LEAD took place last week and was positively received
- Content strategy consultant was in the Central Office two weeks ago to discuss ACUI's web strategy and organization

- ACUI staff member Rachel Shankle is leaving the Central Office to pursue her career goals at the University of Pennsylvania. To be most fiscally responsible, we will hold on filling the permanent position, and instead will cover Rachel's responsibilities with existing staff and a temporary employee.
- Central Office staff are exploring staffing structure and options to respond to staffing changes

#### **Other Announcements**

Ms. Schaefer reported on the unveiling of plans for the first floor of the new Norris Union at Northwestern University.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:46 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, August 10, 2016

Molly Ward called the meeting to order at 12:04 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Kelly Schaefer, Brenda Evans, Trinity Gonzalez, Jennifer Zamora, Emily Reynolds, Jeff Pelletier, Sarah Aikman, and John Taylor, CEO. Also present were Jake Dawes and Liz Beltramini.

**Minutes**

Ms. Evans MOVED, Ms. Aikman SECONDED, and it was APPROVED that:  
*The August 3, 2016 minutes are approved.*

**Election Discussion**

Ms. Aikman presented the final policy statement for ACUI Election General Policies and Procedures. The board discussed the proposed changes.

Ms. Schaefer MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The changes made to 2.0 Policy Statement on ACUI Election General Policies and Procedures are approved.*

**Strategic Direction 1**

Mr. Teske and Ms. Sims joined the meeting at 12:11 p.m.

Ms. Ward discussed Strategic Direction 1 and the role of the Regional Directors in association membership. The board discussed their role in helping the Regional Directors define and understand their role in association membership recruitment and retention.

Ms. Sims, Ms. Evans, and Mr. Teske left the meeting at 12:32 p.m.

**CEO Update**

Mr. Taylor provided an update to the board:

- Joe Benedict would like to change the name of his award to the Joseph H Benedict Social Change Award for Racial Justice

Mr. Pelletier MOVED, Ms. Reynolds, SECONDED, and it was APPROVED that:  
*The name change of the Joseph H Benedict Social Change Award for Racial Justice is approved.*

Ms. Aikman left the meeting at 12:35 p.m.

- Central Office staff member Rachel Shankle's last day is Friday August 12. ACUI will hire current student employee Reid Ralston to temporarily fill in duties in the office.

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:28 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, August 17, 2016

Jennifer Zamora called the meeting to order at 12:07 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Kelly Schaefer, Brenda Evans, Trinity Gonzalez, Molly Ward, Emily Reynolds, Jeff Pelletier, Ian Crone, and John Taylor, CEO. Also present were Jake Dawes, Dave Teske, and Shannon Borden from Blue + Associates.

**Minutes**

Ms. Gonzalez MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*The August 10, 2016 minutes are approved as amended.*

**2015 Audit Report**

Ms. Zamora introduced Mr. Teske and Ms. Borden to discuss the 2015 Audit Report from Blue + Associates. Ms. Borden presented the consolidated financial statement to the board. Ms. Borden presented Blue + Associates' letter of comments regarding the audit, which included recommendations for the association. Ms. Borden concluded by reporting a clean audit for 2015.

Ms. Schaefer left the call at 12:32 p.m.

Ms. Borden left the call at 12:39

**Q2 Financial Statement**

Mr. Teske presented the financial year 2<sup>nd</sup> quarter summary to the board, which included a projection of \$15,058 better than budgeted for 2016 and better than Q1 by \$5,151.

Ms. Gonzalez MOVED, Ms. Ward SECONDED, and it was APPROVED that:  
*The 2015 audit report was approved as presented.*

Mr. Pelletier MOVED, Ms. Evans SECONDED, and it was APPROVED that:  
*The Q2 Financial Statement is approved as presented.*

**CEO Update**

Mr. Taylor provided an update to the board:

- ACUI is exploring a short-term contract to manage another association's exhibits
- Mr. Taylor received a signed agreement from Joe Benedict and anticipates receiving a check to endow his award

**Other Announcements**

Mr. Derrick reminded the board of their responsibility in encouraging a diverse group of individuals to run in the upcoming board election. Mr. Taylor reported on communications to and from institutions in Louisiana following flooding throughout the state.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:00 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, September 7, 2016

Kelly Schaefer called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Ian Crone, Jeff Pelletier, Emily Reynolds, Brenda Evans, Trinity Gonzalez, Jennifer Zamora, Sarah Aikman, and John Taylor, CEO. Also present were Jake Dawes and Dave Teske.

**Minutes**

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The August 17, 2016 minutes are approved.*

**Whistle Blower Policy Intro**

Molly Ward joined the meeting at 12:07 p.m.

Mr. Taylor presented context for a whistle blower policy that encourages open communication in bringing issues forward. Mr. Teske is reviewing the policy and will have it prepared for the next governance meeting.

**IT Acceptable Use Policy Timeline**

Ms. Schaefer presented the context for a policy regarding the use of IT software and hardware. The policy will be ready for Board review before the 2017 Annual Conference.

**Emeritus and Honorary/Concurrent Leadership Update**

Ms. Schaefer provided an update on policy 5.01 regarding concurrent leadership. An update to the policy is forthcoming. Ms. Schaefer discussed the possibility of updating policy 5.02 regarding emeritus and honorary membership. The board discussed possible updates to the policy.

**Hilliard Lyons Investment Firm Discussion**

Mr. Taylor discussed a recent staffing change at the association's investment firm Hilliard Lyons. The association's contact at Hilliard Lyons took a leave of absence and was suspended from the investment firm. While the association's accounts and investments are protected, Mr. Taylor and Mr. Teske will research investment firms over the course of the next year, with the intent of issuing an RFP for an investment management firm. It is anticipated that Hilliard Lyons will be included as one of the firms to consider.

**Regional Conference Numbers/Update**

Mr. Dawes presented regional conference registration stats to the board. Mr. Derrick also discussed the board's involvement at the regional conferences.

Region I

Professionals- 6  
Undergraduate Students- 13  
Graduate Students- 0  
Total- 19

Region II

Professionals- 1  
Undergraduate Students-0  
Graduate Students-0  
Total-1

Region III

Professionals- 49  
Undergraduate Students- 14  
Graduate Students- 6  
Total-69

Region IV

Professionals- 51  
Undergraduate Students- 17  
Graduate Students- 5  
Total- 73

Region V

Professionals- 53  
Undergraduate Students- 13  
Graduate Students- 10  
Total- 76

Region VI

Professionals- 10  
Undergraduate Students- 0  
Graduate Students- 1  
Total- 11

Region VII

Professionals- 0  
Undergraduate Students- 0  
Graduate Students- 0  
Total- 0

Region VIII

Professionals- 10  
Undergraduate Students- 0  
Graduate Students- 1  
Total- 11

**First Official “Annual Conference-Philadelphia” Mention of the Year**

Mr. Derrick discussed the board’s involvement at the Annual Conference Newcomer’s event, as well as other aspects of the conference.

**CEO Update**

Mr. Taylor provided an update to the board.

- An announcement for the Joseph H. Benedict Jr. Social Change Award for Racial Justice was sent out and marketing will continue.
- ACUI was selected for a graduate study on member engagement and Liz Stringer is presenting to an undergraduate capstone course regarding the use and perception of “college union”.
- Atria has submitted a proposal to provide association management services for a young, volunteer driven association in need of professional association management support. The board discussed the similar educational missions of ACUI and the organization.
- Membership renewal calls are being made by Regional Membership Coordinators, Central Office staff, and then board members who have connections with any remaining institutions.
- Liz Stringer will be leading virtual roundtables with various leadership groups to receive feedback on the rebranding efforts. The November 2<sup>nd</sup> board meeting will be the board’s opportunity to provide feedback.
- ACUI will be in attendance at the NACAS expo hall and is hosting a meet-up for ACUI members who are in attendance.

**September 21/28 Board Meetings**

Mr. Taylor asked to push the finance discussion scheduled for September 21<sup>st</sup> to September 28<sup>th</sup> so the Central Office staff can participate in a staff retreat. The September 21<sup>st</sup> board meeting will be cancelled.

#### **Other Announcements**

Mr. Derrick has a position open that closes in two weeks and encouraged the board to send qualified individuals his way.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:43 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, September 14, 2016

Molly Ward called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Kelly Schaefer, Brenda Evans, Trinity Gonzalez, Jennifer Zamora, Emily Reynolds, Jeff Pelletier, Sarah Aikman, and John Taylor, CEO. Also present were Jake Dawes, Justin Rudisille and Liz Beltramini.

**Minutes**

Ms. Schaefer MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The September 7, 2016 minutes are approved.*

**Strategic Updates**

Ms. Ward discussed feedback from the Regional Directors regarding their role in membership expansion and retention pertaining to Strategic Direction 1. Each region will contribute by working towards the goals of the strategic direction. Ms. Beltramini discussed the potential involvement of additional component groups in membership recruitment and retention.

**D&I/Research Update**

Ms. Beltramini provided an update to the Board on Diversity & Inclusion efforts, including:

- The association is now asking for gender pronouns on registration and providing education around gender pronouns
- The Volunteer Development Team is working towards a 12 month training for volunteers which will include diversity & inclusion education
- The association now has opt-out language in contracts to protect the association should a city or state pass legislation counter to the association's mission and core competencies
- Diversity & inclusion is now a required competency for association staff members and will be included in their review
- Continued work and research is being done on the association's supplier diversity review

Mr. Derrick commented on the precedence set by the NCAA pulling championship events out of North Carolina.

Ms. Beltramini provided an update on the Research Program Team growth and plans towards a college union research day on November 30<sup>th</sup> which will include virtual poster presentations and "ask an expert" sessions with faculty members. Mr. Taylor commented on an expanded partnership with the Center for Postsecondary Research at Indiana University to expand research and publication on the college union, with a long term goal of creating an assessment instrument for college unions.

### **Honorary and Emeritus Policy**

Ms. Schaefer presented a review and update of Honorary and Emeritus Awards criteria and nomination processes. Ms. Aikman commented on the service criteria of both awards and asked for clarification of language to be more objective, particularly in the difference in criteria between emeritus and honorary awards. The Board discussed Ms. Aikman's comments. Ms. Schaefer will update the policy language and present it to the Board for approval on September 28.

### **Regional Conference Numbers**

Mr. Dawes presented the Regional Conference registration numbers for the week.

#### Region I

Professionals- 26  
Undergraduate Students- 23  
Graduate Students- 1  
Total- 50  
Up-31

#### Region V

Professionals- 55  
Undergraduate Students- 13  
Graduate Students- 10  
Total- 78  
Up- 2

#### Region II

Professionals- 4  
Undergraduate Students-0  
Graduate Students-0  
Total-4  
Up- 3

#### Region VI

Professionals- 44  
Undergraduate Students- 16  
Graduate Students- 11  
Total- 71  
Up- 60

#### Region III

Professionals- 50  
Undergraduate Students- 18  
Graduate Students- 6  
Total-74  
Up- 5

#### Region VII

Professionals- 3  
Undergraduate Students- 0  
Graduate Students- 0  
Total- 3  
Up- 3

#### Region IV

Professionals- 53  
Undergraduate Students- 33  
Graduate Students- 6  
Total- 92  
Up- 19

#### Region VIII

Professionals- 13  
Undergraduate Students- 0  
Graduate Students- 1  
Total- 14  
Up- 3

### **CEO Update**

Mr. Taylor provided an update to the Board:

- The Board of Trustees membership calls are around the corner. Mr. Taylor or Ms. Simms will provide a template for calls to be made
- Next week staff and department heads will have retreats. The staff will visit the JW Marriott Indianapolis and the IUPUI Student Center for tours and training
- The Building Manager Institute begins September 15<sup>th</sup> with 30 participants

### **Other Announcements**

The Board will not be meeting September 21.

Ms. Aikman reminded the Board to nominate individuals for the Board. An info session will be hosted Sept. 29.

Mr. Taylor asked for the meeting to be in executive session.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:54 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:56 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:57 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, September 28, 2016

Jennifer Zamora called the meeting to order at 12:04 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Kelly Schaefer, Brenda Evans, Trinity Gonzalez, Molly Ward, Emily Reynolds, Jeff Pelletier, Sarah Aikman, and John Taylor, CEO. Also present were Jake Dawes, Justin Rudisille, and Dave Teske

**Minutes**

Ms. Schaefer MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The September 14, 2016 minutes are approved.*

**Honorary and Emeritus Policy**

Ms. Schaefer presented changes to the Honorary Lifetime Membership Policy, including the addition of a one-page nomination letter.

Mr. Crone joined the meeting at 12:08 p.m.

Ms. Evans MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The Honorary Membership Policy is approved as presented.*

Mr. Rudisille left the meeting at 12:10 p.m.

Mr. Teske joined the meeting at 12:10 p.m.

**Budget Preparation**

Mr. Teske presented 2017-2018 Initial Budget Projections & Assumptions. Noteworthy items included:

- Reduction of three FTE
- Move to third party providers
  - New web site and community platform
- FLSA overtime threshold- estimated but continuing to analyze
- Membership- same as FY16
- No success to date on new association management work
- No dues increase

The board discussed the financial implications of an in-person Board meeting in January and February, and tentatively concluded that the money can be better spent in tangible ways for the membership.

**Intacct Financial Accounting Software Demo**

Mr. Teske demonstrated a financial accounting software package to the board. The cloud based platform can provide access to staff and volunteers, and has customizable dashboards that displays snapshots of information to the user. While the new software

may have startup costs, the efficiency of the software will maximize staff time and the departure of a part-time staff member will cover the increased costs. Mr. Teske hopes for a go-live date of mid-December.

### **Regional Conference Numbers**

Mr. Dawes presented the Regional Conference registration numbers for the week.

#### Region I

Professionals- 53  
Undergraduate Students- 57  
Graduate Students- 4  
Total- 114  
Up-64

#### Region V

Professionals- 65  
Undergraduate Students- 21  
Graduate Students- 10  
Total- 96  
Up- 18

#### Region II

Professionals- 71  
Undergraduate Students-35  
Graduate Students-16  
Total- 122  
Up-118

#### Region VI

Professionals- 66  
Undergraduate Students- 37  
Graduate Students- 16  
Total- 119  
Up- 48

#### Region III

Professionals- 66  
Undergraduate Students- 52  
Graduate Students- 10  
Total-128  
Up- 57

#### Region VII

Professionals- 19  
Undergraduate Students- 2  
Graduate Students- 1  
Total- 19  
Up- 22

#### Region IV

Professionals- 81  
Undergraduate Students- 69  
Graduate Students- 9  
Total- 159  
Up- 67

#### Region VIII

Professionals- 21  
Undergraduate Students- 6  
Graduate Students- 2  
Total- 29  
Up- 15

### **CEO Update**

Mr. Taylor provided an update to the Board:

- A script for Board Members attending Regional Conferences was shared
- Reminder to the Board to complete membership calls
- The most recent proposal for AMC was not selected
- Branding Task Force focus group with the Board will take place on November 2<sup>nd</sup>
- The Central Office staff retreat last week included emergency tabletop exercise with department heads, Strengths Quest, a day spent in Indianapolis at the JW Marriott, the site of the 2019 Annual Conference and at the IUPUI Student Center
- Women's Leadership Institute is sold out, three weeks before the early deadline, and waitlists and expanded capacities are being explored
- BOT nominations are open and Board members are encouraged to nominate and talk about their experiences
- ACUI is hosting a meet-up at NACAS for ACUI members

**Other Announcements**

Ms. Reynolds and Mr. Pelletier discussed the successes of the Building Managers Institute.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, October 5, 2016

Kelly Schaefer called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Jeff Pelletier, Ian Crone, Molly Ward, Brenda Evans, Jennifer Zamora, Sarah Aikman, Emily Reynolds, and John Taylor, CEO. Also present were Sarah Comstock, Zack Wahlquist, and Dave Teske.

**Minutes**

Ms. Aikman MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The September 28, 2016 minutes are approved.*

**Campus Shooting Dialogue Planning Team Update**

Ms. Comstock provided an overview of the progress of the team. She reviewed the activities that have occurred including the annual conference activities, publications, week of dialogue, and month of dialogue. Interest at the annual conference and regional conferences is strong, but the dialogue events have not been as successful. The team is down to five members. Should the team continue, there is a need to recruit additional members. Members of the board expressed continued support.

Ms. Aikman MOVED, Ms. Ward SECONDED, and it was APPROVED that:

*The Campus Shooting Dialogue Planning Team is extended through Dec. 31, 2017 with a charge statement of "Examine action-based efforts to facilitate and encourage a constructive approach for college union professionals and their campuses to discuss potential solutions for the challenge of campus shootings and creating safety in college unions and on campuses." Sarah Comstock will continue to serve as the chair through Dec. 31, 2017.*

Ms. Comstock and Mr. Wahlquist left the meeting at 12:23 p.m.

**Whistleblower Policy**

Ms. Schaefer provided an overview of the policy. This policy is not being created in reaction to any problem or issue, but rather as a proactive step. Mr. Taylor emphasized that the policy being proposed to ensure ACUI has an environment where disclosure is welcomed and encouraged.

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*The Whistleblower Policy be established as: It is the responsibility of all board members, officers, employees, and volunteers to report concerns about violations of ACUI's code of ethics or suspected violations of law or regulations that govern ACUI's operations. ACUI*

*encourages and enables employees and others to disclose improper activities and to address complaints alleging acts of reprisal or intimidation resulting from the disclosure of improper activities.*

#### **Election Update**

Ms. Aikman provided update on the election. At this point there are zero applications and 73 nominations. There were five individuals on the recent information call. The deadline to apply is Monday, Oct. 10.

#### **CEO Update**

Mr. Taylor provided an update to the board.

- The initial topic area for the digital badge topic is student employment.
- He is currently at the Big Ten and will be at the Region IV conference and NACAS in the next week.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 p.m.

Respectfully submitted,  
Dave Teske, Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, October 19, 2016

Jennifer Zamora called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Sarah Aikman, Trinity Gonzalez, Emily Reynolds, Jeff Pelletier, Ian Crone, and John Taylor, CEO. Also present was Jake Dawes.

**Minutes**

Ms. Aikman MOVED, Mr. Reynolds SECONDED, and it was APPROVED that:  
*The October 5, 2016 minutes are approved.*

**Finance Discussion**

Ms. Zamora does not have any updates this month but anticipates next month's finance discussion to include a quarterly budget report and 2017 annual budget report.

Ms. Schaefer and Mr. Teske joined the meeting at 12:05 p.m.

**Elections Update**

Ms. Aikman provided a report on the current state of the Board of Trustees election. Ms. Aikman reported that the Election Committee received 75 nominations, of which 52 were unique individuals, submitted by 22 nominators.

Ms. Ward joined the meeting at 12:07 p.m.

Mr. Derrick reminded everyone to vote and encouraged the Board to email the individuals on their roster to remind them to vote. The Board discussed the number of nominations compared to the number of nominees who decided to continue on in the process, and how to increase that number in future elections.

Ms. Evans joined the meeting at 12:11 p.m.

**International Education Council Update**

Mr. Taylor provided an update on the first meeting of the Council on International Engagement. The council discussed their charge, as well a desired end goal of understanding whether ACUI is an American association with international members, or an international organization and what that looks like in practice. To begin their work, the council decided to establish some benchmarking surveys in four areas including:  
What do US institutions need from ACUI in the area of international engagement?  
What do professionals at non-US institutions need from ACUI?  
What does the current level of international engagement look like?

What are other organizations doing to engage international institutions and what are their best practices?

### **Regional Conference Updates**

Mr. Dawes provided an update on Regional Conference registration numbers. Ms. Gonzalez provided a recap of the Region III conference. The Board discussed lower registration numbers across all regions and will compare them against previous years at the next meeting. Mr. Taylor provided a recap of the Region IV conference, including the security events on campus leading up to the conference. Mr. Taylor told a story about a professional at a smaller institution who told Mr. Taylor about the regional conference being their only connection to the association because they could never afford the cost of the annual conference. Mr. Crone and Ms. Schaefer provided a recap of their experience of the Region V conference. Mr. Taylor suggested that a team to be formed after the conferences have passed to assess registration data.

### **CEO Update**

Mr. Taylor provided an update to the board:

- The Central Office has shifted some staffing responsibilities for the Region VI conference
- ACUI involvement at NACAS conference expo hall had good interactions and leads. ACUI's member meet up had good participation from those members at the conference.
- Registration and hotel reservations are open for the 2017 Annual Conference. The Board will tentatively meet on Friday March 17<sup>th</sup>.
- Mr. Taylor and Mr. Wahlquist attended a short seminar on conference hotel site selection and contracting.
- Mr. Taylor leaves for South Africa on October 19 and will return on October 31. In the event that there is a situation where Mr. Taylor cannot be reached while traveling internationally, Jack Voorhees in the Central Office will act in his absence.
- Ms. Beltramini, Mr. Taylor and ACUI member Crystal King have written a chapter on career skills gained through co-curricular involvement - working and volunteering in the college union. It is being put out by NASPA and scheduled for release at their conference.

### **Other Announcements**

The October 26<sup>th</sup> All-Board meeting will be cancelled. The Board will participate in the Branding Task Force Focus Group on November 2<sup>nd</sup>.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:00 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator





**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, November 2, 2016

J. Scott Derrick called the meeting to order at 12:04 p.m. Eastern Time. Additional members present were: Jennifer Zamora, Kelly Schaefer, Sarah Aikman, Trinity Gonzalez, Emily Reynolds, Brenda Evans, Ian Crone, and John Taylor, CEO. Also present were Jake Dawes and Liz Stringer.

**Minutes**

Ms. Aikman MOVED, Mr. Crone SECONDED, and it was APPROVED that:  
*The October 19, 2016 minutes are approved as amended.*

**Future of the Brand Discussion**

Ms. Stringer provided an update on the branding feedback process that has taken place at regional conferences.

Ms. Ward joined the meeting at 12:07 p.m.

Ms. Stringer presented logo and tagline concepts to the Board and the Board provided feedback.

Ms. Stringer and Ms. Schaefer left the meeting at 12:41p.m.

Mr. Pelletier joined the meeting at 12:41 p.m.

**Regional Conference Updates**

Mr. Dawes provided an update on Regional Conference registration numbers. The Board discussed registration numbers. Mr. Taylor passed along that the Regional Directors have also had conversations about registration numbers. Ms. Aikman discussed her experience at Region VI using Bidding for Good and others' reactions to the system. The Board discussed silent auctions at regional conferences and how to improve them.

**Other Announcements**

Ms. Aikman provided an update that 244 ballots have been cast for Board elections and that reminders to vote are being sent out.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:49 p.m.

Respectfully submitted,

Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, November 9, 2016

Molly Ward called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Kelly Schaefer, Brenda Evans, Trinity Gonzalez, Emily Reynolds, Jeff Pelletier, Ian Crone, and John Taylor, CEO. Also present were Jake Dawes, Dave Teske and Liz Beltramini.

**Minutes**

Ms. Schaefer MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The November 2, 2016 minutes are approved.*

**Governance Discussion: Student Board Member Selection**

Ms. Schaefer provided an update on the Student Board Member selection process. Applications for the position are due December 2<sup>nd</sup> and nominations will open soon. The board discussed the interview schedule and process.

**Strategic Direction Discussion**

Ms. Beltramini provided an update on the Central Office Operational Plan and the progress made since it was last presented to the Board in July 2016. Updates included:

- Progress made on recognizing long-term institutional members
- The Council for International Engagement's planned benchmarking surveys
- New sources of nondues revenue, including new corporate members
- The introduction of a new community engagement platform, association website, and financial accounting software
- 2017 calendar of events established by December 2016
- Established relationship with Indiana University to conduct qualitative research on the college union
- Expanded involvement with other higher education associations

Ms. Ward discussed the timeline for the next Strategic Plan.

Ms. Zamora joined the meeting at 12:18 p.m.

Mr. Taylor shared plans to investigate alternative methods of establishing strategic plans and efforts.

**Regional Conference Numbers**

Mr. Dawes presented the Regional Conference registration numbers for the week.

Undergraduate Students- 96  
Graduate Students- 4  
Total- 168  
FINAL

Region II

Professionals- 97  
Undergraduate Students-68  
Graduate Students-29  
Total- 194  
FINAL

Region III

Professionals- 69  
Undergraduate Students- 56  
Graduate Students- 11  
Total-136  
FINAL

Region IV

Professionals- 82  
Undergraduate Students- 70  
Graduate Students- 9  
Total- 161  
FINAL

Undergraduate Students- 42  
Graduate Students- 12  
Total- 127  
FINAL

Region VI

Professionals- 68  
Undergraduate Students- 57  
Graduate Students- 17  
Total- 142  
FINAL

Region VII

Professionals- 83  
Undergraduate Students- 85  
Graduate Students- 18  
Total- 186  
Up- 54

Region VIII

Professionals- 83  
Undergraduate Students- 84  
Graduate Students- 15  
Total- 182  
Up- 50

Ms. Zamora provided a recap of her experience at the Region II Conference. Mr. Derrick provided a recap of his experience at the Region I Conference.

### **CEO Update**

Mr. Taylor provided an update to the Board:

- ACUI will produce the Indiana Memorial Union John Whittenberger Society Alumni newsletter
- ACUI and the Indiana University Higher Education and Student Affairs program are moving forward on a comprehensive research project on physical space and the college union
- Our lawyer has been tasked with investigating the possibility of finding a lawyer in New York to help with the open worker's compensation insurance case in New York
- ACUI has decided to contract with Gavilin & associates as the marketing consultant, with an end result of establishing a robust marketing strategy and a more structured organizational approach to marketing in the Central Office

### **Other Announcements**

Mr. Derrick asked to move into Executive Session at 12:33 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:33 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:40 p.m.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:41 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, November 16, 2016

Jennifer Zamora called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Molly Ward, Sarah Aikman, Kelly Schaefer, Trinity Gonzalez, Emily Reynolds, Ian Crone, Jeff Pelletier and John Taylor, CEO. Also present were Jake Dawes and Dave Teske.

**Minutes**

Ms. Reynolds MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*The November 9, 2016 minutes are approved.*

**Q3 Finance Discussion**

Mr. Teske presented the 2016 Q3 Statement to the Board. The association is \$592 better than Q2. Noteworthy adjustments comparing Q3 to Q2 include:

- Institutional dues are up \$20,000
- Annual conference is down \$12,000 due to final expenses and reduction of uncollectable registration fees
- Seminars and institutes are up \$4,300 due to the Building Managers Institute and Women's Leadership Institute
- Corporate partnerships are down \$14,000 due to decrease in associate membership revenue due to timing of dues earned revenue.

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was approved that:  
*The 2016 Q3 Statement is approved as presented.*

**2017 Budget Introduction**

Mr. Teske presented an introduction to the 2017 budget. Noteworthy items carried over include:

- Reduction of 3 FTE
- Move to third party providers
- New website & community platform
- FLSA overtime threshold
- Membership numbers the same as FY16
- No success (yet) on new association management work
- No dues increase

Mr. Teske presented highlights of the 2017 budget, including a goal of ending the year in the black and not including the cost of a membership consultant unless income levels can support it. Mr. Taylor commented that the membership consultant is a goal for the future if it cannot be supported in the 2017 budget. The board discussed the financial impact of a new brand that is included in the 2017 budget. Mr. Teske and Mr. Taylor discussed

future plans to emphasize and promote College Union and Student Activities Evaluation Program (CUSA) visits. The board discussed the future of FLSA and how ACUI should plan for any changes.

### **Clay Targets Nonprofit Organization**

Mr. Taylor reminded the board of the context of ACUI creating a separate nonprofit organization to support the clay targets program. Mr. Teske presented the by-laws and articles of incorporation to the board.

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was approved that:  
*Create ACUI Clay Targets, Inc. as a not-for-profit corporation in the state of Indiana. Upon individual affirmation, each current member of the ACUI Board of Trustees will be listed as the initial Board of Directors for the new organization.*

### **Election Update**

Ms. Aikman shared an update that the election committee will be meeting today to certify the election and Ms. Aikman will reach out to all candidates to inform them of the election results. Ms. Aikman also reported on some election statistics, including 413 votes cast, of which 402 were professionals and 11 were students.

### **Regional Conference Numbers**

Mr. Dawes presented the Regional Conference registration numbers for the week.

#### Region I

Professionals- 68  
Undergraduate Students- 96  
Graduate Students- 4  
Total- 168  
FINAL

#### Region II

Professionals- 97  
Undergraduate Students- 67  
Graduate Students- 29  
Total- 193  
FINAL

#### Region III

Professionals- 69  
Undergraduate Students- 56  
Graduate Students- 11  
Total- 136  
FINAL

#### Region IV

Professionals- 82  
Undergraduate Students- 70  
Graduate Students- 9  
Total- 161  
FINAL

#### Region V

Professionals- 73  
Undergraduate Students- 42  
Graduate Students- 12  
Total- 127  
FINAL

#### Region VI

Professionals- 68  
Undergraduate Students- 57  
Graduate Students- 17  
Total- 142  
FINAL

#### Region VII

Professionals- 82  
Undergraduate Students- 85  
Graduate Students- 18  
Total- 185  
FINAL

#### Region VIII

Professionals- 83  
Undergraduate Students- 84  
Graduate Students- 15  
Total- 182  
Up- 50

Ms. Reynolds left the meeting at 12:58 p.m.

### **Proposed Schedule for Remaining Meetings of 2016**

The board discussed the remaining meetings of 2016.

- November 23: **Cancel (Day prior to Thanksgiving)**
- November 30: Governance
- December 7: Strategic
- December 14: Finance (2017 Budget Approval)\*
- December 21: **Cancel (\*Ask Board Regarding Availability)**
- December 28: **Cancel**
- January 4: **Cancel**
- January 11: Combined Governance/Strategic
- January 18: Finance (Return to Normal Schedule)

### **CEO Update**

Mr. Taylor provided an update to the Board:

- Mr. Taylor attended the Big 12 union directors meeting at West Virginia University
- Inquires will be sent to potential host sites and researchers to participate in a study on college union space and student engagement
- The office will be closed on Thanksgiving and the day after

### **Other Announcements**

Ms. Ward asked to move into Executive Session at 1:06 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 1:06 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:10 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:12 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance & Strategic**

Wednesday, December 7, 2016

Kelly Schaefer called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Molly Ward, Sarah Aikman, Trinity Gonzalez, Emily Reynolds, Brenda Evans, Ian Crone, Jennifer Zamora, and Jeff Pelletier. Also present were Jake Dawes and Dave Teske.

**Minutes**

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The November 16, 2016 minutes are approved as amended.*

**Governance Update**

Ms. Schaefer presented information to the Board on the Student Board Member Selection process. The Board and the selection committee discussed their interview experience with the candidates. The Board thanks Mr. Rudisille for his support in the interview process.

Mr. Crone MOVED, Ms. Evans SECONDED, and it was APPROVED that:  
*The Board approves the nomination of Ayana Clayton for the position of ACUI Student Board of Trustees Member.*

**Strategic Update**

Ms. Ward has received an update from the Regional Directors, including some updates to their suggested involvement in membership recruitment. Ms. Ward will share a report at the December 21 meeting.

**Final Election Update**

Ms. Aikman shared a final elections update. New Board members are president-elect Mike Coleman and at-large members Laura Ballou, Jennifer Keegin, and Jeremy Schenk.

**CEO Update**

Mr. Teske provided an update to the Board on Mr. Taylor's behalf:

- Mr. Taylor is attending the SAHEC and CHEMA meetings currently
- Staff member Juan Lauracuate resigned before Thanksgiving and ACUI will utilize a third party provider to support staff and member technology needs
- Virtual Research Institute was a strong program
- A donor agreement has been received and a proposal will be given to the Board in March
- ACUI Clay Targets Inc. paperwork has been filed with the state of Indiana and 501(c)3 application is being finalized
- The Day of Giving was a success with 84 donors who have a total of \$7,164.41

### **December 21 Meeting**

The schedule of December meetings has been updated to include the cancellation of the December 14 meeting and confirmation that the Board will meet on December 21 to discuss:

- Branding
- Budget
- Research Initiative

### **Other Announcements**

Annual conference early registration is Dec. 15.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:26 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, December 21, 2016

Jennifer Zamora called the meeting to order at 12:04 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Molly Ward, Kelly Schaefer, Trinity Gonzalez, Emily Reynolds, Ian Crone, Jeff Pelletier, Sarah Aikman, Brenda Evans, and John Taylor, CEO. Also present were Jake Dawes, Liz Stringer, and Dave Teske.

**Minutes**

Ms. Reynolds MOVED, Ms. Ward SECONDED, and it was APPROVED that:  
*The December 7, 2016 minutes are approved.*

**Future of the Brand Task Force Presentation**

Ms. Stringer presented the recommendations of the Future of the Brand Task Force. These recommendations included previously reported initial recommendations of adopting a vision statement, defining primary and secondary audiences, not changing the official name of the organization, developing a logo that reflects brand attributes, developing a tagline that conveys brand promise, and improving logo consistency. Ms. Stringer reported that the task force received feedback at 19 focus groups and feedback was shared with the advising consultant, who validated the task force's decision. Ms. Stringer presented a logo, tagline, and program specific logos to maintain logo consistency across most association programs. Ms. Stringer presented next steps if the presented information is approved including an unveiling of the new brand at the annual conference in Philadelphia

The board thanked Ms. Stringer and the task force for their diligent work.

Ms. Stringer left the meeting at 12:20 p.m.

The board discussed the presented logo and tagline.

Mr. Pelletier MOVED, Ms. Schaefer SECONDED, and it was approved that:  
*The Board endorses the logo and tagline presented by the Future of the Brand Task Force.*

**2017 Budget Discussion**

Mr. Teske presented the 2017 and 2018 proposed budgets for the association. Highlights included a net positive balanced budget, no dues increase, reallocation of staff to third party providers, staff salary adjustments, diversity and inclusion programming, moderate growth in seminars, Midway USA support for the clay targets program, and modest growth in Procure and Promos.

The board discussed the proposed budgets.

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was approved that:  
*The Board approves the 2017 budget as presented.*

### **Research Initiative Discussion**

Mr. Taylor presented a research initiative that is being planned, which includes a partnership with Indiana University's Center for Postsecondary Research (CPR). Mr. Taylor provided a review of the recent research efforts by ACUI, along with a vision for ACIU to be a clearinghouse for College Union research and to provide resources to help practitioners and higher education leaders communicate the value and impact of the college union in contributing to student learning and success.

The initial project will consist of a qualitative study to examine student engagement in the college union facility, and how the role of the college union contributes to student learning and success. Six hosts sights have agreed to host researchers in the spring and fall of 2017. Host sites will provide food, lodging, and local transportation. The project will seek the support of corporate partners, focusing on architectural and design firms. Funding for this project will come from the Education & Research Fund general fund. It may be worth considering the creation of an endowment to fund similar research in the future.

The board discussed the proposed research initiative.

Ms. Aikman left the meeting at 1:02pm.

Ms. Evans MOVED, Ms. Reynolds SECONDED, and it was approved that:  
*The Board endorses the College Union research initiative that is being planned and approves the budget of \$27,000 as presented.*

### **CEO Update**

Mr. Taylor provided an update to the Board:

- Efforts continue to be extended to renew and recruit institutional members. Mr. Taylor highlighted a recent campus visit to a potential new member, and conversation with a new director (with no Unions background) at a current member institution.

Mr. Crone left the meeting at 1:11pm

- The Women's Leadership Institute (WLI) continues to be a very strong program. In conversations with the managing partners (NACUBO, NASPA, and ACUI) for the Women's Leadership Institute, the executive director of NACUBO informed Mr. Taylor and the executive director of NASPA that they plan to create a stand-alone women's leadership program for higher education business officers, so will not be continuing as a managing partner. ACUI and NASPA will continue to offer and manage WLI.

Ms. Zamora asked to move into Executive Session at 1:17 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 1:17 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:19 p.m.

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:20 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance and Strategic**

Wednesday, January 11, 2017

Molly Ward called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Brenda Evans, Trinity Gonzalez, Emily Reynolds, Jennifer Zamora, Jeff Pelletier, Sarah Aikman, and John Taylor, CEO. Also present were Jake Dawes, Dave Teske and Liz Beltramini.

**Minutes**

Ms. Gonzalez MOVED, Ms. Zamora SECONDED, and it was APPROVED that:  
*The December 21, 2016 minutes are approved.*

**Strategic Updates**

Ms. Ward reported that Ms. Reynolds will be working with Ms. Ward and the strategic team until she rolls off the board at the annual conference.

**Proposed Award**

Mr. Taylor presented a proposal to create the Association of College Unions International Manny Cunard Scholarship to support a scholarship to award an annual conference registration to a student. The Board discussed the proposed award.

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*The board approves the creation of the Manny Cunard annual Conference Student Scholarship.*

**CEO Update**

Mr. Taylor provided an update to the Board:

- Mr. Taylor sent Mr. Scott and Mr. Pelletier his annual designation of Jack Voorhees as the association's leader in the event of an unplanned absence of the CEO.
- Mr. Pelletier reported on the CEO Symposium where he and Mr. Taylor were able to meet with other association executives and elected association leaders, including two higher education sister associations.
- Mr. Taylor is working with a donor towards a \$10,000 bequest to the Joseph Benedict Social Change Award for Racial Justice.
- Mr. Taylor and IU Faculty member Danielle DeSawal met with the Research Program Team to discuss the College Union research initiative, and should learn next week whether the group is supportive of the project.
- Mr. Taylor will be signing a contract with the Association for University Interior Designers for a three year agreement to support their association, primarily their annual conference.

Mr. Crone joined the meeting at 12:23 p.m.

**Other Announcements**

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:24 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance and All Board**

Wednesday, January 18, 2017

Jennifer Zamora called the meeting to order at 12:08 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Brenda Evans, Trinity Gonzalez, Jeff Pelletier, Sarah Aikman, Ian Crone, Kelly Schaefer, Molly Ward, and John Taylor, CEO. Also present were Kim Pho, Justin Rudisille, Michelle Smith, Dave Teske, and Zack Wahlquist.

**Minutes**

Ms. Ward MOVED, Ms. Aikman SECONDED, and it was APPROVED that:  
*The January 11, 2017 minutes are approved.*

**Finance Updates**

Mr. Teske reported that work on the FY16 audit has already begun. Initial fieldwork has been completed. The FY16 fourth quarter preliminary statement will be presented next month.

Mr. Pelletier and Mr. Wahlquist joined the call at 12:09 p.m.

**Honorary Lifetime Membership**

Mr. Rudisille presented the nominations for Honorary Lifetime Membership. He highlighted the criteria and benefits including the updates from last year.

Ms. Smith joined the call at 12:13 p.m.

Mr. Scott asked to move into Executive Session at 12:14 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:14 p.m.

Ms. Pho, Ms. Smith, and Mr. Wahlquist left the call at 12:15 p.m.

Ms. Schaefer joined the meeting at 12:20 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:03 p.m.

Ms. Pho, Ms. Smith, and Mr. Wahlquist joined the call at 1:05 p.m.

Ms. Aikman MOVED, Ms. Evans SECONDED, and it was APPROVED that:



*Peter Neville, Sonoma State University; Susan Payment, College of Charleston; Tim Reed, Omicron Delta Kappa Society (formerly Virginia Commonwealth University); and Jane Stachowiak, Berklee College of Music are awarded Honorary Lifetime Membership.*

### **Emeritus Award**

Mr. Rudisille presented the nominations for the Emeritus Award. He highlighted the criteria and benefits including the updates from last year.

Ms. Schaefer MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:

*Melinda Cacha, San Diego State University, is confirmed as an Emeritus Award recipient.*

Ms. Schaefer MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:

*Leslie Davis, California State University–Sacramento, is confirmed as an Emeritus Award recipient.*

Ms. Schaefer MOVED, Mr. Crone SECONDED, and it was APPROVED that:

*Deborah Felder, North Carolina State University, is confirmed as an Emeritus Award recipient.*

Ms. Schaefer MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Carol Garcia, Northern Wyoming Community College District, is confirmed as an Emeritus Award recipient.*

Ms. Schaefer MOVED, Mr. Crone SECONDED, and it was APPROVED that:

*George (Ed) Knoll, Tarleton State University is confirmed as an Emeritus Award recipient.*

Ms. Schaefer MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Bruce Morgan, Ball State University, is confirmed as an Emeritus Award recipient.*

### **Special Appointments**

Corporate Partnerships Development Team Leader

Ms. Smith provided an overview of the recommendation.

Ms. Ward MOVED, Mr. Crone SECONDED, Ms. Schaefer ABSTAINED, and it was APPROVED that:

*Charles Farrell, University of Wisconsin-Eau Claire, is appointed as Corporate Partnerships Development Team Leader.*

#### 2019 Conference Program Team Chair

Mr. Wahlquist provided an overview of the recommendation.

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:

*Heather Beasley, Purdue University, is appointed as 2019 Conference Program Team Chair.*

#### Student Programs Team Leader

Ms. Pho provided an overview of the recommendation.

Ms. Ward MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Joshua Peters-McBride, Portland Community College, is appointed as Student Programs Team Leader.*

#### Volunteer Development Coordinator

Mr. Rudisille provided an overview of the recommendation.

Ms. Ward MOVED, Ms. Aikman SECONDED, and it was APPROVED that:

*Erin Morrell, Albertus Magnus College, is appointed as Volunteer Development Coordinator.*

Ms. Pho and Ms. Smith left the meeting.

#### **New Member Onboarding**

Mr. Taylor informed the board of upcoming plans for the new member onboarding. Mr. Scott shared that the new board members will be joining the call the first week in February.

#### **New Brand Apparel**

Mr. Scott and Mr. Taylor informed the board that the individuals on executive committee will be purchasing an apparel item with the new logo for each member of the board. Mr. Taylor will be sending further information.

Ms. Zamora left the meeting. Mr. Scott began presiding over the meeting at 1:20 p.m.

### **Education Council Members**

Mr. Wahlquist provided an overview of the recommendation.

Mr. Pelletier MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:

*Kris Day, University of Michigan–Dearborn; Eric Margiotta, Virginia Tech; Rob Tedesco, Tufts University; Jennifer Zamora, University of Texas–Austin are appointed as Education Council members.*

### **Announcements**

Mr. Scott informed the board that the next meeting will be on Feb. 1.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:27 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance and All Board**

Wednesday, February 1, 2017

Kelly Schaefer called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Brenda Evans, Trinity Gonzalez, Sarah Aikman, Ian Crone, Jennifer Zamora, Molly Ward, and John Taylor, CEO. Also present were Laura Ballou, Mike Coleman, Jeremy Schenk, Jennifer Keegin, Ayana Clayton, Dave Teske, and Jake Dawes.

**Minutes**

Ms. Ward MOVED, Ms. Zamora SECONDED, and it was APPROVED that:  
*The January 18, 2017 minutes are approved as amended.*

**Governance Orientation**

Ms. Schaefer provided an orientation to the incoming board members regarding the governance committee. This orientation included committee member policy & document review, Board Member assessment, coordination of Student Board Member selection, and parliamentary responsibilities.

**Governance Discussion: IT Policy**

Ms. Schaefer presented the Information Technology Acceptable Use Policy to the Board. Mr. Teske provided an explanation of the policy, including context and structure for the new policy. The Board was asked to review the policy to be prepared to vote on it in March.

Jeff Pelletier joined the meeting at 12:16 p.m.

**Governance Discussion: Emeritus Award**

Ms. Schaefer discussed the previous meeting's progress towards clarifying the Emeritus and Honorary Membership awards. Ms. Aikman asked for clarification of qualifications regarding an award winners commitment and service to the Association. The Board discussed what types or length of involvement in the Association might qualify an individual for the award. Ms. Schaefer requested that the Central Office staff review an award winner's role or participation on stage at the annual conference. Mr. Taylor noted that there have not been any issues with the timing of awards program due to award recipients speaking during the honors program.

**Governance Discussion: Research Oversight Policy**

Ms. Schaefer presented Policy 1.11 Research Oversight Policy for initial discussion. Mr. Taylor provided context for the policy needing to be revised. Mr. Taylor and Ms. Schaefer asked the Board to provide feedback and will return to the topic in a later meeting.

### **General Board Business**

Mr. Taylor presented "Where Respect Happens", a coordinated effort between student affairs associations to initiate a campaign that gets the message out that college campuses are where respect happens. Mr. Taylor asked the Board to share their thoughts with him on the association's participation in the program. The Board endorses ACUI's participation in the project.

Mr. Taylor discussed the Role of the College Union Statement and the need to establish a committee to look at the statement's use on campuses and its relevance.

Ms. Ward MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*A Role of the College Union Statement Working Group be established with the charge to examine the Role of the College Union statement, it's purpose and relevance to today's college union, how it can effectively be used by members, and as applicable, to make recommendations for any updates. The Working Group is to report back to the Board by December 2017.*

Mr. Teske provided new board members with an overview of the Association's dealings with workers compensation and disability with the state of New York. Mr. Teske explained the process for penalties and how it will move forward. The Board recognized the challenges and associated financial risks, and indicated concurrence with the direction planned for resolving the situation.

Liz Beltramini joined the meeting at 12:45 p.m.

### **Research Coordinator Appointment Recommendation**

Ms. Beltramini provided an overview of the recommendation.

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*Dan Maxwell, University of Houston is appointed as Research Coordinator.*

Ms. Reynolds left the meeting at 12:50 p.m.

### **CEO Updates**

Mr. Taylor provided the following updates:

- A bequest agreement has been signed by Paul Breitman to support the Joe Benedict Jr. Award for Social Change for Racial Justice. The Central Office is confirming with auditors how to reflect future receivable on the books.
- Strong early bird numbers for conference may make the conference budget harder to achieve. Hotel numbers are also important as we have a minimum number to hit or we receive a penalty.
- February is Member Renewal Call month
  - Feb 1-10: Central Office Outreach
  - Feb 13-17: Regional Membership Coordinator Outreach
  - Feb 20-28 : Board of Trustees Outreach

Mr. Schenk and Mr. Teske left the meeting at 12:53 p.m.

- Mr. Taylor received an email asking for the Association to respond to the recent Immigration Executive Order.
  - ACUI tries to be thoughtful on messaging, but deciding when to send a message is never a simple process
  - The action items that are being discussed in the Central Office include a message on Executive Orders and Senate Confirmation to encourage individuals to contact their elected officials
  - Since this is a political issue, the Board needs to provide direction
  - In addition, direction is needed if we need to alter our approach with responding to political situations or our messaging protocol

The Board discussed the timeliness and process of communication with the membership for national and international political and controversial issues.

Ms. Aikman and Ms. Zamora left the meeting at 1:07 p.m.

Ms. Ward left the meeting at 1:09 p.m.

Mr. Taylor asked for feedback and direction regarding how the Association should address such situations. The Board shared different perspectives on how to respond to this and other political situations.

Ms. Ballou left the meeting at 1:18 p.m.

Ms. Clayton left the meeting at 1:20 p.m.

It was decided that an email would be sent to the membership from Mr. Taylor and Mr. Derrick expressing care for our members, encouragement of personal action on the local level, and the role of the college union to support the campus community.

#### **Announcements**

Ms. Evans left the meeting at 1:26

Ms. Schaefer and Mr. Teske will distribute a Board Member assessment.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:29 p.m.

Respectfully submitted,

Jake Dawes

Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, February 8, 2017

Molly Ward called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Brenda Evans, Trinity Gonzalez, Sarah Aikman, Jennifer Zamora, Kelly Schaefer, and John Taylor, CEO. Also present were Laura Ballou, Mike Coleman, Jeremy Schenk, Ayana Clayton, Liz Beltramini, and Jake Dawes.

**Minutes**

Ms. Evans MOVED, Ms. Aikman SECONDED, and it was APPROVED that:  
*The February 1, 2017 minutes are approved.*

**Strategic Orientation**

Ms. Ward provided an overview of the strategic role of the Board. In this overview, Ms. Ward discussed the role of the Strategic Direction Committee, the charge of the strategic plan development core team, and the purpose of the ACUI Strategic Plan.

**Strategic Discussion**

Ms. Ward discussed the structure of the strategic plan moving forward. The Strategic Direction Committee is reviewing other associations' strategic plans in order to better understand how they are built, implemented, and measured. They will present their findings at the next strategic meeting.

**Board Silent Auction Participation**

Ms. Aikman opened discussion on a gift basket donated by the Board at the silent auction in Philadelphia.

**CEO Update**

Mr. Taylor provided an update to the Board:

- Tomorrow Thursday Feb. 9 is the regular registration deadline for the annual conference
- Next week kicks off student supervision digital badging pilot program. Twenty individuals will participate in the program. Mr. Taylor will provide a demo for the Board at a future meeting.

Mr. Taylor asked for feedback on the recent email sent by Mr. Taylor and Mr. Derrick. The Board discussed their responses to the email. Mr. Taylor reminded the Board about the open session taking place at the annual conference facilitated by a Board member and member of the Conference Planning Team.

**Other Announcements**

Ms. Schaefer announced that Board assessment will go out today. The Board discussed annual conference registration numbers and their agenda while in Philadelphia.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:29 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, February 15, 2017

Jennifer Zamora called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Ian Crone, Molly Ward, Kelly Schaefer, Trinity Gonzalez, Jeff Pelletier, Sarah Aikman, Emily Reynolds, Brenda Evans and John Taylor, CEO. Also present were Jennifer Keegin, Mike Coleman, Ayana Clayton, Jake Dawes and Dave Teske.

**Minutes**

Ms. Evans MOVED, Ms. Aikman SECONDED, and it was APPROVED that:  
*The February 8, 2017 minutes are approved.*

**2017 Budget Orientation**

Ms. Zamora and Mr. Teske presented the fiduciary responsibilities of the Finance Committee and the Board. Ms. Zamora presented finance highlights from 2016, which included no increase in membership dues, a new auditing firm, a new investment policy, and approval of a balanced budget for 2017.

Mr. Schenk joined the meeting at 12:15 p.m.

**Finance Discussion**

Mr. Teske presented the 2017 regional budgets and the regional budgeting process. The Board discussed the proposed budget.

Ms. Aikman MOVED, Ms. Ward SECONDED, and it was APPROVED that:  
*The 2017 ACUI Regional Budgets are approved.*

Mr. Teske presented recommended adjustments to the Association's investments.

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*The Board of Trustees authorizes opening a second investment account with J.J.B. Hilliard, W.L. Lyons, LLC and authorizes the following designates John Taylor and David Teske as authorized signers for such accounts.*

Ms. Evans MOVED, Ms. Reynolds SECONDED, and it was APPROVED that:  
*The investment policy long term portfolio asset allocation table is adjusted to allow zero to 25% alternative investments.*

## **Education and Research Fund Program Team Chair Appointment Recommendation**

Mr. Dawes provided an overview of the recommendation.

Ms. Aikman MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*Tena Bennett, Southern Illinois University-Carbondale is appointed as Education and Research Fund Program Team Chair*

Ms. Reynolds left the meeting at 12:43 p.m.

## **Annual Conference Schedule**

Mr. Taylor presented a draft agenda for the Board while onsite at the Annual Conference in Philadelphia.

## **CEO Update**

Mr. Taylor provided an update to the Board:

- Digital badge pilot kicked off this week. Sixteen of twenty pilot participants joined the first day's virtual classroom.
- An online open forum was hosted this week to create a space for open discussion on campuses navigating current political challenges.
- We are on track to meet registration and hotel numbers for the conference budget.
- The new brand will be revealed on March 14 to the entire membership rather than in Philadelphia at the Annual Conference.
- Next week the Board is scheduled to make membership renewal calls.

Mr. Schenk expressed gratitude and appreciation for new initiatives and communications regarding membership renewals.

## **Other Announcements**

Ms. Aikman reminded the Board to contact her regarding the silent auction basket being donated by members of the Board.

Ms. Ward left the meeting at 1:02 p.m.

Ms. Schaefer discussed Board evaluations.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Wednesday, March 1, 2017

J. Scott Derrick called the meeting to order at 12:05 p.m. Additional members present were: Jeff Pelleteir, Emily Reynolds, Sarah Aikman, Trinity Gonzalez, Ian Crone, Kelly Schaefer, Brenda Evans, Jennifer Zamora, and Molly Ward. Also present were Laura Ballou, Jennifer Keegin, Dave Teske, Jennifer Sims, and Jake Dawes.

**Minutes**

Ms. Aikman MOVED, Ms. Zamora SECONDED, and it was APPROVED that:  
*The February 15, 2017 minutes are approved.*

**Q4 Budget Presentation**

Mr. Teske presented highlights from Q4. Highlights included an overall projected net of approximately \$10,000 better than Q3, the joint marketing seminar came in better than budget with a projected net of \$20,000 before allocations, revenue from clay target sponsorships is about \$10,000 better than Q3 and projected overall to be \$72,000 better than budget, ACUIRES is projected to be \$3,000 better than budget, and Procure and Promos is projected to be behind budget by \$24,000.

**Membership Update**

Ms. Sims provided an update on the renewal calls. 398 institutions have renewed during this cycle. Thirteen more institutions have pledged to pay for membership, putting the association at a 92% retention rate, 4% higher than industry standards. Board of Trustee calls led to seven renewals in the first 24 hours of Board Members making calls. Renewal efforts will continue through the week. The Board thanks Ms. Sims for her energy and work on association membership.

Ms. Sims left the meeting at 12:27 p.m.

**Board Annual Conference Schedule**

Mr. Taylor presented the Board's schedule and agenda for meetings while onsite at the Annual Conference in Philadelphia.

Mr. Coleman joined the meeting at 12:39 p.m.

**Student Member of the Board Overview**

Ms. Reynolds presented an overview of the role of the Student Board Member, including responsibilities, committee rotation, and annual conference duties.

Ms. Reynolds left the meeting at 12:42 p.m.

### **Board Meeting Structure and Robert's Rules**

Mr. Pelletier presented meeting mechanics and expectations. Additionally, Mr. Pelletier discussed the use of Robert's Rules of order during Board meetings.

### **ACUI Staff Structure**

Mr. Taylor presented the staffing structure of the Association and how the Board interacts with staff members.

### **Emeritus Award Recommendation**

Justin Rudisille joined the meeting at 12:57 p.m.

Ms. Ballou left the meeting at 12:57 p.m.

Mr. Rudisille presented additional nominations for the Emeritus Award. He reminded the Board of the criteria and benefits of the award and presented two individuals for the Board's consideration.

Ms. Aikman MOVED, Mr. Pelletier SECONDED, and it was APPROVED that:  
*William Brown, Davidson College, is confirmed as an Emeritus Award recipient.*

Ms. Evans MOVED, Mr. Crone SECONDED, and it was APPROVED that:  
*Anita Douglas, Indiana University-Bloomington, is confirmed as an Emeritus Award recipient.*

### **CEO Update**

Mr. Taylor provided an update to the Board:

- Brett Hawkins, Corporate Partnerships Coordinator will be leaving the Association in March or April. A search has begun to fill the vacancy.
- Conference shipping day is Thursday, March 9
- The Association's new brand, new website, and new system for community engagement will be unveiled to the membership on March 14

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:06 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Friday, March 17, 2017

J. Scott Derrick called the meeting to order at 9:35 a.m. Additional members present were: Jeff Pelleteir, Emily Reynolds, Sarah Aikman, Trinity Gonzalez, Ian Crone, Kelly Schaefer, Brenda Evans, Jennifer Zamora, and Molly Ward. Also present were Laura Ballou, Mike Coleman, Jennifer Keegin, Jeremy Schenk, Dave Teske, and Jake Dawes.

**Legal Overview**

Mr. Teske presented a recorded video overview of the Board's legal responsibilities conducted by the Association's attorney, James Whitlatch. Included in this overview was a review of the association's conflict of interest policy statement, governing documents, duties of the Board and Board Members, and protections for Board Members. New and returning Board members were asked to sign a Conflict of Interest Disclosure Statement, which will be held on file by the CEO.

Michelle Smith joined the meeting at 10:30 a.m.

Mr. Teske left the meeting at 10:30 a.m.

**Corporate Partnership Program**

Ms. Smith provided an overview of the corporate partnerships program, including finance, governance, and strategy. Included in the finance report were membership dues, advertising, sponsorship, exhibits, facility design awards, and Procure and Promos. Some recent activity includes volunteer engagement with an advisory group, work with the Regional Directors to look at sponsorship at regional conferences, revisiting the memorandum of understanding for ACUI Procure, expanding ACUI Promos and opening up streams of business with collegiate licensing and Greek organization apparel, and driving revenue outside of booth sales for the annual conference. Ms. Aikman commented on the need for in-room technology installation companies who could work with architects. Ms. Smith discussed a future project to address this need.

Ms. Smith provided the Board with a list of ways they can be helpful in developing relationships with corporate partners.

**Clay Targets**

Ms. Smith provided an overview of the ACUI Clay Targets program. The program includes the national championships and thirteen smaller events in the Shotgun Bowl Series. Ms. Smith discussed the value that ACUI brings to students who are involved in the program. Ms. Smith presented the growth of the program, which includes an increase of 61 additional teams since 2013 totaling 170 teams. New initiatives include utilizing the

smaller conference championships where high school juniors and seniors compete as recruitment opportunities for colleges and universities. Ms. Smith explained the connection made with ACUI Promos, where teams are purchasing promotional items and selling them. Ms. Smith discussed future priorities and projects for the program. Ms. Zamora provided a testimonial of her experiences at the clay target national championships

John Taylor, CEO, joined the meeting at 11:10 a.m.

Justin Rudisille joined the meeting at 11:15 a.m.

Ms. Smith left the meeting at 11:19 a.m.

### **Volunteer Development**

Mr. Rudisille presented on volunteer and member engagement with the association. Mr. Rudisille discussed the 2016 SPEA Member Engagement Study. The purpose of the study was to research the motivations and engagement levels of ACUI members and develop evaluation and tracking. Findings included that individuals with membership who engaged with ACUI breakdown to nearly half professionals in higher education and half undergraduate students. Nearly half of the engagement was registration for an event. The study found that 96% participated in at least two ways. Additionally, it was found that over 11,000 individuals have had a touch point with ACUI in one way or another. The study developed a framework of tiered engagement where activity level and number of touch points were used to calculate the engagement tier. Tiers include low engager (34% of population), mid engager (52%), high engager (14%), and premier engager (<1%). The study found that networking, education, information, and leadership were the top reasons for engagement with the association. Key conclusions from the study included:

- The rating criteria appear to be approximating engagement levels and is a useful prototype
- Measuring member engagement is an area where ACUI would be an industry leader
- There appears to be a relationship between tenure with ACUI and type of membership, and engagement level – confirms literature review
- There appears to be a substantive group of people who desire to engage more with ACUI

Recommendations included:

- Use categorical approach to tracking member engagement annually, using both number and types of touch points
- Discuss and define what the organization's preferred pattern of engagement is by member type for more refined tracking
- Consider the pipeline of membership from student to early professional to mature professional; use targeted strategies to capture each audience
- Define "success" during strategy development to ensure it can be measured

The Board discussed the findings and recommendations presented.

Mr. Rudisille presented an update on volunteerism. Recent accomplishments include expanded volunteer training opportunities, volunteer profile updates, launching a nomination process, continued exploration of collaborations with the Council for Diversity & Inclusion, a review of awards, and repackaging of volunteers opportunities. Mr. Rudisille presented data on volunteerism. Highlights included, 502 positions were filled by a volunteer throughout 2016 and that individuals are more inclined to join association program teams, task forces, and regional program teams. Future priorities include:

- Tracking and recognition for short-term volunteer opportunities
- Opportunities for seasoned professionals
- Exploring the future of volunteer training
- Supporting diversity and inclusion efforts
- Understanding our non-volunteers

Jack Voorhees joined the meeting at 1:02 p.m.

#### **Association Management & CSHEMA**

Mr. Voorhees provided an update on association management business. CSHEMA association management is one year into a five year contract signed in February 2016. The Association of University Interior Designers has signed a three-year contract with ACUI to provide conference management services that would provide ACUI with annual gross revenue of \$10,000. Mr. Voorhees provided an explanation of ACUI Management Services, LLC, also called Atria Association Management. Mr. Voorhees provided an update on the current status and projects Atria is involved in. This included attendance at the AMC Institute, potential for accreditation, seeking one or more associations to provide services, and evaluating potential clients. The Board discussed the information presented.

Mr. Voorhees left the meeting at 1:26 p.m.

Zack Wahlquist joined the meeting at 1:27 p.m.

#### **Council on International Engagement**

Mr. Wahlquist provided an update on international education and engagement. Surveys have been created and sent out to gauge interest on U.S. campuses traveling internationally for educational programming. Future projects include a report of recommendations on international education and engagement.

#### **Campus Shooting Dialogue Team**

New team members have joined the team and are planning Day of Dialogue activities and opportunities at regional conferences. The team's charge lasts through December 2017 and will discuss the future of the team

#### **Digital Badge Project**

Mr. Taylor provided an update on the digital badge project. Definitions and common language were provided. Mr. Taylor discussed the findings of a needs' assessment

conducted regarding digital badging. Mr. Taylor provided an update on the digital badge pilot program that has taken place over the past five weeks.

### **Educational Programs**

Mr. Wahlquist discussed upcoming educational programming. These programs include:

- IPDS: New Professionals Orientation- an annual program with a broad and general curriculum for new union professionals
- I-LEAD- ACUI's living, learning leadership experience. This year there are two I-LEAD programs in the summer with 150-175 students targeted
  - I-LEAD Connect- 4 days, 3 night, 60 student program on a host campus
- Women's Leadership Institute- partnered program for women in higher education desiring career or personal advancement and enrichment.

Additional educational programs that continue to provide strong member benefits include online learning programs and regional conferences. Mr. Wahlquist also discussed the Education Council and their involvement in the association's educational programs and content.

The Board discussed the association's educational programs.

### **Future Conference Location Planning**

Mr. Wahlquist discussed results from the recently distributed survey sent to gather information on future conference options. The Board discussed the variables in considering future conference locations, conference size, and pricing. Mr. Wahlquist reported that a request for proposals will be sent out to Marriott and targeted cities for conferences in 2022 and beyond.

### **Minutes**

Ms. Aikman MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:  
*The March 1, 2017 minutes are approved.*

The Board RECESSED WITHOUT OBJECTION at 2:33 p.m. on Friday, March 17.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION AT 9:06 a.m. on Saturday, March 18.

Members present at the meeting were J. Scott Derrick, Jeff Pelletier, Molly Ward, Kelly Schaefer, Emily Reynolds, Trinity Gonzalez, Brenda Evans, Ian Crone, Sarah Aikman, and John Taylor, CEO. Also present were Laura Ballou, Jennifer Keegin, Ayana Clayton, Jeremy Schenk, Mike Coleman and Jennifer Sims.

Mr. Pelletier handed out post cards for the Board to engage new volunteers.

### **Membership**



Ms. Sims presented an overview of institutional membership. Topics covered were member retention efforts, results from the renewal calling campaign, and next steps for new member recruitment. Current institutional membership is at 500. The retention rate for the January 2017 cycle is 94.4%. Mr. Coleman followed up with an inquiry about plans to involve cultural centers in new recruitment of HBCUs and Hispanic-serving prospective member institutions. Mr. Coleman also asked about trial memberships and conversion to renewal members from 2015. The Board discussed identifying “at-risk” members before the renewal cycle begins and how to encourage member engagement from these institutions.

Jennifer Zamora entered the meeting at 9:50 a.m.

Liz Beltramini entered the meeting at 9:57 a.m.

### **Communication**

Ms. Beltramini presented on communications best practices as Board members and the role for communications in the Leadership Team. The Board should be welcoming and should interact with members in a professional manner. The Board was reminded to interact with new members and first time conference attendees.

Ms. Beltramini stressed the importance of maintaining professional communications on social media. Mr. Scott asked the Board to distinguish personal from professional viewpoints on social media. Additionally, Ms. Beltramini called for the Board to be advocates at conference for potential volunteers.

### **Messaging Protocols**

Mr. Taylor updated the Board on how the Association developed its messaging protocols. Mr. Taylor cited recent campus violent actions, political controversies, and national tragedies as helping to shape messaging from the Association. Initially, Ms. Beltramini and Mr. Taylor meet to discuss whether or not a major issues should be addressed by the Association, and if so, what forms of messaging are most appropriate. Mr. Taylor asked the Board to discuss the protocols, and if any changes were needed. The Board discussed the need for distinction between what is important on a personal level versus what impacts the Association as a whole. It was also mentioned that the Association needs to make sure that content is relevant, educational, and impactful, more so than just focusing on shortest response time. The Board indicated that the current messaging protocols are appropriate, and no changes are needed.

### **Meeting of the Delegates**

Since elections, changes to the constitution/bylaws, and other business of the Association have moved online, the purpose and structure of the Meeting of Delegates is different than years ago. The financial report will be presented, but no other formal reports. A video of the year’s accomplishments will be played. Outgoing leadership team members

will be recognized. Long term member recognition for 75+ members and Founders. The final action will be questions and answers for the Board of Trustees. Ms. Schaefer will respond to the one question that was received electronically in advance, which was focused on the role and commitments of being a Board member. All Board members should be prepared for questions that may come up during the meeting.

### **Diversity & Inclusion**

Ms. Beltramini updated the Board on initiatives related to Diversity & Inclusion. Ms. Beltramini presented a training workshop to develop the Board's knowledge of Diversity & Inclusion. Ms. Evans suggested including D&I in the next Leadership Team meeting in June. Faculty experts at Indiana University can possibly come in and train the team. Regular discussions around current higher education trends could possibly be implemented.

Ms. Beltramini left the meeting 12:12 p.m.

The Board RECESSED WITHOUT OBJECTION at 12:12 p.m. on Saturday, March 18.

The Board MOVED OUT OF RECESS WITHOUT OBJECTION AT 1:33 p.m. on Saturday, March 18.

Dave Teske joined the meeting at 1:33 p.m.

### **Financial**

Mr. Teske provided a financial update. Member dues approval will be in May 2017. The Q1 statement will also be ready in May. The Association's auditor will be in the office in May. Mr. Scott inquired about new member responsibilities for the June Leadership Team meeting. Mr. Teske informed the Board that the June meeting update will reflect audit findings and a summary of the financial position at the Association.

Mr. Taylor referenced previous discussions and materials, and recommended the Dissertation of the Year Award be named in honor of Dan Maxwell.

Mr. Scott MOVED, Ms. Schaefer SECONDED, and it was APPROVED that:  
*The Board approves the name change of the Dissertation of the Year Award to the Daniel M. Maxwell Dissertation of the Year Award.*

Mr. Taylor recommended Greg Tatham for the Emeritus Award.

Ms. Aikman MOVED, Ms. Zamora SECONDED and it was APPROVED that:  
*Greg Tatham, University of Idaho, is confirmed as an Emeritus Award recipient.*

### **Governance**

Ms. Schaefer updated the Board on the Information Technology Acceptable Use Policy. The Board discussed the policy.

Mr. Teske updated the Board on Office365 usage and security protocols.

Ms. Zamora MOVED, Ms. Reynolds SECONDED, and it was approved that:  
*The Board approves the Information Technology Acceptable Use Policy.*

Ms. Zamora left meeting at 1:50 p.m.

Ms. Schaefer updated the Board on Research Oversight. Mr. Taylor presented a summary on the updated research policy. The Research Program Team would approve research requests to members and external entities. The Board discussed language in the policy and whether research should be limited to college unions or anything that is applicable to advancing campus community. Mr. Taylor suggests to add “advancing campus community” to policy language. Language will be added, the Research Program Team will be asked to provide feedback, and a final policy recommendation will be brought to the Board in April.

Ms. Aikman suggested the addition of “Dissertation Topic” to profile demographics and/or in individual account information.

Ms. Schaefer raised the recommendation that the Board should not vote on Emeritus Award nominees. After discussion, it was decided that the Board will continue to vote on Emeritus Award nominees, based on a slate prepared and presented by the Central Office.

Ms. Schaefer presented, and the Board discussed, results from a Board self-assessment survey. Recommendations were also made for future Board assessments.

Mr. Teske left the meeting at 3:02 p.m.

Liz Beltramini joined the meeting at 3:04 p.m.

### **Strategic**

Ms. Ward updated the Board on the progress of the Strategic Plan. Ms. Ward noted that Central Office initiatives have been implemented successfully, but communication needs to take place between the Board and Central Office to make a connection between strategic vision and practical application.

Ms. Ward, Mr. Crone, Ms. Reynolds, and Ms. Beltramini researched the formats for strategic plans at sister associations. Ms. Ward presented the strategic plans from ACPA, NIRSA, AHDA, NAFSA and NODA, and led an exercise for the Board to think about what they liked/disliked in other strategic plans in comparison to ACUI's. Good

discussion followed on looking at a different approach for strategic planning for the future.

Ms. Beltramini presented the 2016-18 Central Office Operational Plan.

Ms. Zamora joined the meeting at 4:08 p.m.

Ms. Beltramini left meeting at 4:19 p.m.

#### **CEO Update**

Mr. Taylor provided an update to the Board:

- Review of My Workspace/My Groups on the Association's new website; BOT members need to update their profiles
- Review of timeline for planning projects
- Review of Board schedule for 2017 Annual Conference

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 4:42 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Wednesday, April 26, 2017

Jeff Pelletier called the meeting to order at 12:00 p.m. Eastern Time. Additional members present were: Mike Coleman, Ian Crone, Trinity Gonzalez, Ayana Clayton, Jeremy Schenk, Jennifer Keegin, Laura Ballou, and John Taylor, CEO. Also present were Jake Dawes, Kim Pho, and Justin Rudisille.

**Minutes**

Ms. Gonzalez MOVED, Ms. Keegin SECONDED, and it was APPROVED that:  
*The March 17-18, 2017 minutes are approved as amended.*

**CUPSI Debrief**

Mr. Taylor provided a recap of the College Union Poetry Slam Invitational. This year, Marc Smith, a guest poet who is often credited with starting the competitive poetry movement in Chicago, chose poetry that was offensive to many of the attendees, with students subsequently protesting, the CUPSI community regrouping to revise the format for the finals, and interest expressed for changes to be made in the program moving forward. Mr. Schenk commended the CUPSI management team for their response and asked that the Board be more aware and involved in student programs like CUPSI and clay targets. Ms. Pho praised the hosts at the University of Illinois-Chicago and CUPSI program team lead Brian Magee for their support and role at the event. The Board discussed the positive development that takes place at CUPSI and reiterated its support of the program and those who manage it.

Ms. Pho and Mr. Rudisille left the meeting at 12:20 p.m.

**June Leadership Team Meeting Overview**

Mr. Taylor reminded the Board that the Leadership Team Meeting will take place June 26-29<sup>th</sup>. The tentative schedule includes:

Monday

Travel Day

Tuesday

Full Leadership Team Meeting

Educational Sessions

Component Group Meeting

Evening Activities

Wednesday

Component Group Meetings

ACUI Central Office Projects

Evening Activities

Thursday

Leadership Team Report Out

Travel

### **Member Honorariums**

Mr. Taylor asked for an exception to the policy that members cannot receive honorarium for association activities other than CUSA evaluation visits. Mr. Taylor asked the Board to consider honorarium for researchers taking part in the College Union Engagement study. The Board discussed Mr. Taylor's proposed exception.

Mr. Schenk MOVED, Mr. Crone, SECONDED, and it was APPROVED that:  
*Members who participate as researchers as part of the College Union Student Engagement study will be permitted to receive an honorarium as approved by the CEO.*

Mr. Coleman left the meeting at 12:30 p.m.

### **CEO Update**

Mr. Taylor provided an update to the Board:

- The Clay Target Championships were held the week after the annual conference. A new record of 84 campuses sent 820 students to compete.
- Atria is nurturing a relationship with a sister association in higher education to assist in providing association management services.
- Last week was the SAHEC meeting. Some discussion points included graduate program education, potential partnerships, and the reasons new professionals are entering the field. On May 24, SAHEC will promote the program Where Respect Happens

### **Other Announcements**

Mr. Pelletier announced that ACUI received a request from The Chronicle to speak about controversial campus speakers and campus unrest.

Mr. Pelletier discussed the Board's involvement at Regional Conferences and asked the Board to consider their participation at the conferences.

Ms. Gonzalez shared that her campus lost and found is hosting a yard sale where money is raised to support union student staff scholarships.

Mr. Schenk discussed the changing dynamic and need for high-end A/V support at their events. His campus has hired part-time, non-student, professional technicians to meet the demand. Ms. Keegin shared that this was a conversation at the Technology Community of Practice meeting at the annual conference. Mr. Taylor shared that an A/V seminar is in discussion to provide training and support to help meet similar needs.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:46 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, May 3, 2017

President Jeff Pelletier called the meeting to order at 12:02 p.m. Eastern Time. Additional members present were: J. Scott Derrick, Brenda Evans, Jennifer Keegin, Jeremy Schenk, Trinity Gonzalez, Ian Crone, Mike Coleman, Laura Ballou, and John Taylor, CEO. Also present were Jennifer Sims and Dave Teske.

**Minutes**

Ms. Gonzalez MOVED, Mr. Crone SECONDED, and it was APPROVED that:

*The April 26, 2017 minutes are approved.*

**Self-Assessment Process**

Ms. Gonzalez asked the Board for feedback and ideas regarding how to improve the self-assessment process. Ideas were share around more frequent assessments, snap polls, and goal-based assessment. Ms. Gonzalez will work to come up with recommended changes to the process.

**Upcoming Policy Review**

Ms. Gonzalez provided an overview of the upcoming policies the Board will be reviewing. These include Paid Time Office, Salary Administration, Creation of Association Awards, and Research Oversight.

**2018 Institutional Membership Dues**

Mr. Taylor explained the timing and nature of the membership dues discussion. Ms. Sims provided an overview of current membership, renewal trends, and efforts focused on membership value. She also explained the planned clarification of differences between individual and institutional membership benefits. Mr. Teske shared the financial impact of a potential dues increase for both the Association and the campuses. A five percent increase to institutional dues was recommended for the upcoming 2017-2018 and 2018 renewal cycles. Action will be requested from the board at the May 10 meeting.

Ms. Sims and Mr. Derrick left the meeting at 12:54 p.m.

**CEO Update**

Mr. Taylor provided an update to the Board:

- We will be moving to a new video conference platform in the next month.



- The audit on-site fieldwork is taking place this week.
- Workshop Architects has agreed to partner and be a sponsor for the upcoming CU student engagement research project.
- The New York worker's compensation penalty has been reduced to \$600 and is now closed.

Mr. Taylor asked to move into Executive Session at 12:58 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:58 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:02 p.m.

#### **Announcements**

Ms. Gonzalez explained that the governance committee will also be looking at the policy review process in the coming months.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:04 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, May 10, 2017

Ian Crone called the meeting to order at 12:02 p.m. Eastern Time. Additional members present were: Jeff Pelletier, J. Scott Derrick, Laura Ballou, Jeremy Schenk, Ayana Clayton, Brenda Evans, Trinity Gonzalez, and John Taylor, CEO. Also present were Liz Beltramini, Jenn Sims, and Jake Dawes.

**Minutes**

Ms. Evans MOVED, Mr. Schenk SECONDED, and it was APPROVED that:  
*The May 3, 2017 minutes are approved.*

**Strategic Topics**

Mike Coleman joined the meeting at 12:09 p.m.

Mr. Crone opened discussion on strategic plans posing the following questions and asked for discussion on each item.

- What do we want the strategic plan to do for us?
  - To create and communicate priorities, and create an overarching guide for projects
  - To guide decision-making processes
- What is an appropriate time frame for a plan?
  - Planning more than two to three years out can create irrelevant goals due to the pace with which the environment of the association, campuses, and wider world changes
  - A living document that is reviewed each year could be beneficial
  - Providing time for feedback, and providing regular updates is important in the timeline
- What is the focus of a good plan (how narrow, how broad)?
  - Values and guiding intent for the association
  - Measurements of success can come from environmental scans
- Timeline/ next steps
  - The current plan was created in 12 months, which Mr. Schenk reported was difficult to maintain active participation
  - Mr. Crone anticipates coming to the Board with a charge statement and plan to move forward with the process for creating the next strategic plan

**Membership Dues**

Mr. Taylor asked for any further discussion on the membership dues recommendation that was presented the previous week. Not hearing any questions or comments, Mr. Taylor asked the Board to vote on the matter.

Ms. Evans MOVED, Ms. Gonzalez SECONDED, and it was APPROVED that:  
*Institutional membership dues will increase 5% for the 2017-2018 and 2018 renewal cycles.*

### **CEO Update**

Mr. Taylor provided an update to the Board:

- The 2018 Annual Conference dates have been changed to Wednesday, March 21-Sunday March, 25. The change provides ACUI with a significant credit from the hotel as well as additional compensated rooms.
- IPDS has 39 people registered, and takes place June 12-16 at the University of Wisconsin- Madison
- The Essentials of Facilities Management Training Seminar has 57 registered and takes place May 22-25 at Colorado State University
- I-LEAD at the University of Massachusetts-Lowell has 17 people registered and takes place June 4-9
- I-LEAD at Kansas State University has 25 people registered and takes place July 23-28
- Rutgers University is close to committing to a late august I-LEAD Connect
- The Student Organizations Institute has 60 people registered and takes place June 19-22 at the University of Akron
- Next meeting the Board will switch to Zoom, a new video meeting platform

### **Other Announcements**

Mr. Derrick reported that he has accepted a position with Spelman Johnson as an executive search associate, and this meeting is his last on the Board. Mr. Pelletier announced that another Past President will be asked to step in to manage the Board elections process, but it is not planned to replace the Board vacancy left by Mr. Derrick's departure.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, May 24, 2017

Brenda Evans called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: Ian Crone, Trinity Gonzalez, Jeff Pelletier, Jeremy Schenk, Ayana Clayton, Laura Ballou, and John Taylor, CEO. Also present were Jake Dawes and Dave Teske.

**Minutes**

Gonzalez MOVED, Crone SECONDED, and it was APPROVED that:  
*The May 10, 2017 minutes are approved.*

**Q1 Review**

Teske presented the 2017 Q1 Statement, including a 2017 budget review which details a budgeted net of nearly \$11,000. Highlights of the projections included, being ahead of budget overall; and ahead of budget for the annual conference, sponsorships, clay targets, poetry slam, and Atria business services. Corporate partnerships, advertising, Facility Design award, expo, and recreation were under budget. The business services net plus to the budget comes from the Association's recent signing with the International Association of Campus Law Enforcement Administrators (IACLEA) to provide member services and association management services. The Board discussed the net loss in expo profits and how that might be rectified.

Taylor discussed potential upcoming projects and financial decisions including next steps for digital badging, support for new association management work, consultant support, government affairs consortium involvement, implementation of a data benchmarking tool as an added member value, and contributions to the association's financial reserve. The Board discussed some of these topics, including interest in the value of a formal data benchmarking tool.

Schenk MOVED, Gonzalez, SECONDED, and it was APPROVED that:  
*The 2017 Q1 statement is approved as presented.*

Evans reported that field work for the financial audit is underway and a full report will be shared before the June Leadership Meeting.

**CHEMA Recap**

Pelletier reported on the recent Consortium of Higher Education Management Associations meeting. Takeaways from the meeting were marketing focuses and strategic planning and environmental scanning. Taylor mentioned the extra day that the chief staff officers spent onsite and noted the hotel-driven market that currently exists and how that might impact future hotel contacts.

### **CEO Update**

Taylor provided an update to the Board:

- The Annual Conference request for proposals is ready to go out. Taylor, Zack Wahlquist, and Jack Voorhees will be attending Marriott Masters next week to meet with cities and hotel properties for future potential conference locations.
- Regional Director elections took place last week. 365 ballots were cast, representing 25% voter turnout. Election announcements will be made next week.
- Signed two-year agreement with IACLEA as mentioned previously
- Eight ACUI members will be attending the NUS conference in the United Kingdom.
- The Facilities Management Institute is taking place currently at Colorado State University
- The Procure manager position is still in the search process. Allie Webb announced that she will be leaving the Central Office for another opportunity. Adrena May started military leave for three months and will return in August.

### **Other Announcements**

Gonzalez has a position open at Florida State University working in student development and training in guest services. She also attended the University of Tennessee Student Union Showcase and reported good turnout and education.

Schenk reported that his campus is hosting Ben Shapiro, a conservative speaker, at the same time his building is hosting their end of the year staff appreciation party.

Clayton left the meeting at 12:47 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:49 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Coordinator

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Wednesday, June 7, 2017

Jeff Pelletier called the meeting to order at 12:00 p.m. Eastern Time. Additional members present were: Mike Coleman, Ian Crone, Trinity Gonzalez, Jeremy Schenk, Jennifer Keegin, Laura Ballou, and John Taylor, CEO. Also present were Dave Teske and Jake Dawes.

**Minutes**

Gonzalez MOVED, Evans SECONDED, and it was APPROVED that:  
*The May 24, 2017 minutes are approved as amended.*

**Governance Topic: Research Policy**

Gonzalez reported that the research policy is close to being able to be shared with the Board and plans to present it at the Leadership Team Meeting.

**Governance Topic: Board Assessment**

Gonzalez reported that Board assessment will be discussed while in person at the Leadership Team Meeting.

**Governance Topic: Policy Review Schedule**

Gonzalez plans on spending time with Teske in order to review the schedule and look at including a stakeholders column in the review to bring others in the association into the review process. The inclusive language policy is also under review.

**CEO Update**

Taylor provided an update to the Board:

- Last week Zack Wahlquist, Jack Voorhees, and Taylor attended Marriott Masters, an event that connects hotels with buyers like ACUI and other associations. Hotels currently have the upper hand in terms of room pricing and contract concessions. Marriott has acquired 30 total brands which opens new potential conference cities.
- A request for proposals for the Annual Conference has been shared with ten cities and a report should be ready by the Leadership Team Meeting later in June.
- The Central Office is preparing for four staff members to be away on maternity or paternity leave throughout the next six months. Planning is underway to cover their responsibilities while they are out.
- David Groves, a graduate student from Southern Illinois University Edwardsville, started this week as this year's MHB Intern.
- The CSHEMA Corporate Partnerships Manager position is close to being filled. The position will also support the ACUI expo.
- I-LEAD at UMass Lowell is currently taking place

- IPDS: New Professional Orientation is taking place next week at the University of Wisconsin Madison, with 46 participants registered.
- The Where Respect Happens campaign has rolled out. ACUI has content on its website, with additional avenues of participation planned.

### **Other Announcements**

Schenk asked if the student union in Education City in Doha, Qatar is still a member and is interested in what is happening there with recent political occurrences.

Coleman will be leading the Executive Team call this week and the meeting next week while Pelletier is out of town.

Pelletier reminded everyone that the June 21 call is cancelled and all business will be covered in person the following week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:21 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, June 14, 2017

Jeff Pelletier called the meeting to order at 12:02 p.m. Eastern Time. Additional members present were: Ian Crone, Laura Ballou, Jeremy Schenk, Trinity Gonzalez, Jennifer Keegin, and John Taylor, CEO. Also present were Liz Beltramini and Jake Dawes.

**Minutes**

Coleman MOVED, Ballou SECONDED, and it was APPROVED that:  
*The June 7, 2017 minutes are approved as amended.*

**Strategic Topics**

Crone discussed the process for development of overall guideposts/strategic directions, as well as annual priorities of work. This included:

- An environmental scan at the June 2017 Leadership Team Meeting
- Identification of megatrends and industry trends by volunteers and Central Office staff
- Focus groups or town hall meetings facilitated by board members at Regional Conferences concerning strategic planning and the environmental scan
- The Board identifying three to four strategic directions to last the next three years
- Development of annual measurable objectives to advance the strategic directions
- Implementation of strategic directions and annual plan

The Board discussed these points and provided feedback. More details will be provided to the Board.

**CEO Update**

Taylor provided an update to the Board:

- The tentative schedule for the Board at the Leadership Team Meeting was shared and discussed.
- Recent staff hiring of Aaron Rogers as Corporate Partnerships & Exhibit Sales Manager and Mark LaPointe as Procure Manager.
- Kevin Kruger from NASPA approached fellow associations to join them to host a panel at a higher education conference in Latin America. A handful of members have been contacted to represent the Association at the event in October. Pelletier asked the Board for additional recommendations.
- Dawes shared 2018 Regional Conference locations and dates. An announcement to the membership will be sent out shortly.

**Other Announcements**



Pelletier announced that Sarah Aikman has agreed to lead the Board election process and reminded the Board that there will be no meeting on June 21.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:56 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Tuesday, June 27, 2017**

Jeff Pelletier called the meeting to order at 1:19 p.m. Additional members present were: Trinity Gonzalez, Ian Crone, Jeremy Schenk, Brenda Evans, Jennifer Keegin, Laura Ballou, Mike Coleman, and John Taylor, CEO. Also present was Jennifer Sims.

**Minutes**

Ballou MOVED, Crone SECONDED, Evans and Coleman ABSTAINED, and it was APPROVED that:

*The June 14, 2017 minutes are approved.*

**Fundraising Plan**

Jake Dawes and Tena Bennett entered the meeting at 1:24 p.m. Taylor presented the Fundraising plan for 2017-19:

Fundraising

- Goal of 5% increase in ERF donations. Establish teams to address unrealized awards. Goal of 100% giving from BOT and Leadership Team.

Major Gifts

- Identify top 25 potential donors, and top needs for ACUI to match w/ donors. Examine potential 'Legacy Leader' program, and corporate support.

Capital Campaign

- Develop framework for future capital campaign, identify campaign leadership team, probe potential major donors.

Planned Giving

- Identify active ACUI retirees, research best practices for planned giving.

Structure

- Improve processes in Central Office, establish fundraising principles, conduct fundraising audit, and determine roles of ERF, CO Liaison, CEO, and the Board.

The board discussed and endorsed the presented 18-month aspirational plan.

Dawes and Bennett left the meeting at 2:11 p.m. Dave Teske entered the meeting at 2:14 p.m. Ayana Clayton entered the meeting at 2:23 p.m.

**Finance**

**Blue & Co. Audit**

Teske provided an update on the 2016 audit and presented the comment letter. There were no material concerns, ACUI has clean audit. Two recommendations for the

upcoming year: Establish a fixed asset capitalization policy, establish a cancellation/voucher procedure.

### **Investment Update**

Dan Matthews and Alice Zollman, from Hilliard Lyon, entered the meeting at 2:40 p.m. to present the investment update.

Zollman and Matthews provided an overview of ACUI's investment holdings. They reported that earnings for FY16 were 7.9% and FY17 YTD are 2.7%. Investments are now segregated between standard and long term portfolios.

The board discussed the possibility of moving toward more socially responsible investments in the future. This may be possible as more options make it to the market.

Zollman and Matthews left meeting at 3:15 p.m.

### **General**

Teske updated the board on the structure of the financial statement, with plans to establish a line for a strategic projects fund. This would essentially serve as a second reserve for planned projects.

Taylor updated the board on plans for Q1 projected revenues. He recommended adjustments to the FY17 budget to include: corporate partnerships consultant; participation in the potential new government affairs consortium; contracting for a data benchmarking tool. The board discussed the value of the benchmarking tool for the association, and provided general consensus for the proposed adjustments.

### **ACUI Clay Targets, Inc.**

Taylor requested appointment of new board members for ACUI Clay Targets, Inc.

Evans MOVED, Gonzalez SECONDED, and it was APPROVED that:

*Laura Ballou, Jeremy Schenk, Michael Coleman and Jennifer Keegin are appointed to the ACUI Clay Targets, Inc. board of directors through March 30, 2019.*

Existing ACUI Clay Targets, Inc. members include Jeff Pelletier, Ian Crone, Brenda Evans, and Trinity Gonzalez. Their terms expire March 30, 2018.

Meeting RECESSED at 4:06 p.m.

### **Wednesday, June 28, 2017**

Jeff Pelletier called the meeting to order at 2:33 p.m. Additional members present were: Trinity Gonzalez, Ian Crone, Jeremy Schenk, Brenda Evans, Jennifer Keegin, Laura Ballou, Mike Coleman, and John Taylor, CEO. Also present were Jennifer Sims and Dave Teske.

The board gave feedback on the component group sessions from earlier in the day.

### **Governance**

Gonzalez updated the Board on self-assessment. She is waiting on feedback on policy reviews, and will be adding the capitalization policy suggested by the auditors.

Ayana Clayton joined the meeting at 2:44 p.m.

Liz Beltramini joined the meeting at 3:05 p.m.

### **Strategic**

Crone reviewed the strategic planning timing and gave an update on the last strategic planning call. He proposed a session for regional conferences to conduct environmental scans. It was also discussed to have a possible short term volunteer experience for a working group to conduct an environmental scan looking at publications/resources, and to connect with different component groups. The Board would use the environmental scanning document prepared by the working group as a basis for establishing a strategic blueprint and priorities.

Clayton will rotate onto Strategic Planning.

### **Central Office Operations Plan**

Beltramini updated the Board on the 2016-18 Operational Plan: membership, revenue streams, research, education and advocacy. The board had a robust conversation about volunteerism within the Association.

Scarlett Winters joined the meeting at 3:33 p.m. Beltramini and Clayton left the meeting at 3:35 p.m. Zack Walquist joined the meeting at 3:36 p.m.

### **Digital Badge Program**

Taylor presented an update on the digital badging program.

- Positive feedback from Pilot program
  - Investment of time was worth it
  - Badges would help in career
  - Anticipated course fee would be supported/covered by home institution
- Next steps: Winters to take over responsibilities for Digital Badge Program.
- Potential to add 3-4 new courses/badges in the next year. Board discussed potential partnerships in the future.

Winters left the meeting at 3:53 p.m.

### **Council for International Engagement**

Walquist updated the Board on the International Engagement draft report. The overarching recommendation is for ACUI to establish an international consortium of associations in student activities and student unions. The purpose of such a consortium would be to formalize ways to collaborate internationally, particularly through either reciprocal membership or mutual marketing of one another's programs and services.

Board discussed potential partnership with non-US sister associations, and regional conference marketing in locations that are easily accessible to international institutions.

### **Conference Site Selection Status**

Walquist updated the Board on conference sites selection for the 2022 annual conference. RFPs have been sent out. Rates, dates and, minimum requirements will factor in selection process.

Walquist left the meeting at 4:32 p.m. Board broke at 4:32 p.m. and reconvened at 4:44 p.m. Gonzales joined the meeting at 4:51 p.m.

### **Planning Projects Chart**

Taylor reviewed a schedule of principal projects that are being planned. All 2016 projects have been completed. An overview was provided for upcoming/ potential projects moving through 2017 and into 2018.

### **Financial Software Update**

Teske provided an overview of how the new financial software, Intaact, is being used. A dashboard was shared that is being used with the Regional Business Officers and Regional Directors.

Meeting RECESSED at 5:07 p.m.

### **Thursday June 29, 2017**

Meeting RECONVENED at 8:51 a.m. Present were Jennifer Keegin, Laura Ballou, Brenda Evans, Jeff Pelletier, Mike Coleman, Trinity Gonzalez, Jeremy Schenk, and John Taylor, CEO. Also present were Jennifer Sims and Dave Teske.

### **Role of the College Union Statement Working Group**

Sims presented an update on the Role of the College Union Statement Working Group. The Board expressed concern over the lack of diversity within the group, and the importance of the group to seek input from various stakeholders.

### **CEO Update**

Taylor provided an update to the Board on staffing changes.

### **Regional Conferences**

Pelletier led a discussion to identify Board members attending designated regional conferences.

### **Adjournment**

Pelletier CALLED to ADJOURN meeting, MOVED by Coleman, SECOND by Ballou. The meeting was ADJOURNED WITHOUT OBJECTION at 10:12 a.m.

Respectfully submitted,  
Jennifer Sims, Recording Secretary  
Membership Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, July 19, 2017

Jeff Pelletier called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: Laura Ballou, Jeremy Schenk, Trinity Gonzalez, Jennifer Keegin, and John Taylor, CEO. Also present were Dave Teske and Jake Dawes. Shannon Borden and Mike Gricius from Blue & Co. LLC also joined the call.

**Finance Topics**

Taylor introduced the financial audit for review. Taylor introduced Borden and Gricius from Blue & Co. LLC. Borden presented the consolidated financial statement for the Association. The Board discussed the statement. Borden then presented the comment letter which included policy and procedure recommendations they suggest enacting. The Board commented on the suggested recommendations.

Teske thanked Borden and Gricius for the efficient and transparent work completed by Blue & Co.

Borden and Gricius left the meeting at 12:42 p.m.

Schenk MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The Board accepts the audit prepared by Blue & Co LLC.*

The Board thanked Teske and the Central Office staff for their work

**Minutes**

Gonzalez MOVED, Keegin SECONDED, and it was APPROVED that:  
*The June 27-29, 2017 minutes are approved as amended.*

**CEO Update**

Taylor provided an update to the Board:

- Visit to the United Kingdom and NUS conference. NUS is more geared toward supporting students in current national political events. Taylor and ACUI members presented at the conference. NUS had a keynote speaker that had also been a keynote at the Philadelphia annual conference. Interestingly, the speaker was received very differently at NUS.
- NASPA's Latin America and Caribbean conference will have ACUI member Charlie Salas in attendance as a representative of ACUI, and to serve on a panel.
- ACUI was saddened to learn of the death of former staff member Kevin Mauer.
- The Procure Manager position is open again and recruitment efforts are underway.

- Alyssa Whitworth has accepted the open Member Services Representative position and will be starting in the office on July 31.
- The date has been set for the 2018 Leadership Team Meeting, which will be the week of June 25.
- The CSHEMA Annual Conference took place July 12-17. Dawes provided a recap of the successful conference.

#### **Regional Conference Travel Check-in**

Pelletier discussed Board Member attendance at the regional conferences.

#### **Other Announcements**

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Manager



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, August 9, 2017

President Jeff Pelletier called the meeting to order at 12:04 p.m. Eastern Time. Additional members present were: Brenda Evans, Jennifer Keegin, Jeremy Schenk, Trinity Gonzalez, Mike Coleman, Laura Ballou, and John Taylor, CEO. Also present was Dave Teske.

**Minutes**

Gonzalez MOVED, Keegin SECONDED, and it was APPROVED that:

*The July 19, 2017 minutes are approved.*

**Strategic Updates**

Pelletier indicated that the strategic updates are being tabled until a future meeting.

**Board Self-Assessment**

Gonzales provided an overview of the proposed changes to the timing of the Board of Trustees self-assessment. Taylor gave the specific rationale for the topics that would be covered each quarter. The board is supportive of the revised plan. Gonzales will coordinate implementation.

**CEO Update**

Taylor provided an update to the Board:

- The Central Office is working with Region II on a communication plan in response to the NAACP travel advisory in Missouri and related discussions.
- Two successful I-LEAD sessions were completed. There were 157 students who graduated between the two programs. There are two upcoming I-LEAD Connect sessions.
- The Building Managers Seminar has very favorable registration.
- The contract is being finalized with Dynamic Benchmarking.
- The Central Office will be hosting an open house as an opportunity to promote ACUI locally and provide an opportunity for potential job applicant to get to interact with the staff.
- There will be a staff retreat Aug. 29-30.

**Announcements**

Pelletier provided an overview of the board member role at the regional conferences and reviewed the current schedule.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance & Strategic**

Wednesday, August 16, 2017

Brenda Evans called the meeting to order at 12:07 p.m. Eastern Time. Additional members present were: Ian Crone, Jeremy Schenk, Ayana Clayton, Laura Ballou, and John Taylor, CEO. Also present were Dave Teske and Elizabeth Beltramini.

**Minutes**

Ballou MOVED, Schenk SECONDED, and it was APPROVED that:

*The August 9, 2017 minutes are approved.*

**FY17 Q2 Financial Statement**

Teske provided an overview of the financial statement. The projected net is \$44,498 which is \$33,590 better than budget.

Schenk MOVED, Crone SECONDED, and it was APPROVED that:

*The FY17 Q2 financial statement is approved.*

**Strategic Plan**

Crone provided an overview of the draft timeline for development of the strategic directions. The plan includes data gathering in phase I. This data will inform the development of the strategic directions which are approved by the board in Phase II of the timeline. Phase III is creation of measurable objectives to advance the strategic directions. The board, in Phase IV, provides annual priorities in order to accomplish the objectives.

The board provided general endorsement of the plan and support for the team be present to present to the Leadership Team in Anaheim.

Schenk MOVED, Crone SECONDED, and it was APPROVED that:

*The Environmental Scan/Literature Review Volunteer Working Group is created with the following charge:*

*The Environmental Scan/Literature Review Volunteer Working Group will conduct a literature review of higher education and association management journals to identify megatrends and situational/industry trends which will inform the development of ACUI's next strategic plan/direction. The group will make recommendations on these trends to*

*the Board of Trustees for any updates. The working group will work November 2017-March 2018.*

Crone reviewed the plan for the role of the board member at 2017 regional conferences regarding presenting the planning process and the facilitation of feedback.

### **CEO Update**

Taylor provided an update to the Board:

- Taylor reviewed the upcoming meeting schedule.
- The customer service work for IACLEA is officially underway and is going very well. We have received very positive feedback.
- The Building Manager Institute is capped at 56 attendees.
- The Central Office hosted an open house to welcome potential applicants for the open staff positions.
- Adrena May returns from leave on Monday.
- The research project is ready to kick off.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:01 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All Board**

Wednesday, August 23, 2017

Jeff Pelletier called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: Michael Coleman, Ian Crone, Jeremy Schenk, Ayana Clayton, Trinity Gonzales, Laura Ballou, Ayana Clayton, Brenda Evans, and John Taylor, CEO. Also present were Dave Teske, Sarah Comstock, and Zack Wahlquist.

**Minutes**

Schenk MOVED, Evans SECONDED, and it was APPROVED that:

*The August 16, 2017 minutes are approved.*

**Campus Shooting Dialog Team Update**

Comstock provided an update on the work of the team. Current projects include a recent webinar, upcoming presentations at the regional conferences, and a pre-conference program at the 2018 annual conference. Comstock presented the team's idea for future work, including an expanded scope to include emergency preparedness. The team is leaning toward moving toward a community of practice but desires to remain in line with the interests of the board. Appreciation was expressed for the work of the team. The board will consider the recommendations in the future.

Comstock left the meeting at 12:14 p.m.

**International Engagement Final Report**

Wahlquist provided the final report.

Schenk MOVED, Coleman SECONDED, and it was APPROVED that:

*The International Engagement Final Report is accepted.*

Wahlquist left the meeting at 12:19 p.m.

**Named awards**

Taylor provided an overview of a study group review currently underway at the University of Wisconsin to research the history of two student organizations in the 1920's that may have been affiliated with the national Ku Klux Klan. One individual thought to be a member of one of the student organizations is Porter Butts, when he was an undergraduate at Wisconsin. Recognizing Porter's history in the college union field and involvement in the association, this warrants the

attention of the board. This raises questions about the vetting and review process for the individuals associated with our named awards. The executive committee proposed the creation of a working group to review this situation as well as look at our process. The board had significant discussion about deliberate selection of co-chairs for such a working group.

Ballou left the meeting at 12:42 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:42 p.m.

Clayton left the meeting at 1:05 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION at 1:07 pm

Evans MOVED, Crone SECONDED, and it was APPROVED that:

*A Named Awards and Honors Working Group will be created to examine the naming of ACUI awards and honors. The group will make recommendations to the Board by March 2018 on the following:*

- *Vetting process for potential individuals who would be honored by named awards or honors.*
- *Recommended processes to examine issues or concerns raised about individuals named for established awards or honors.*
- *Recommended actions following the study being conducted at the University of Wisconsin that involves Porter Butts.*

### **CEO Update**

Taylor provided an update to the Board:

- The Central Office staff will be having retreats next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:14 p.m.

Respectfully submitted,  
Dave Teske  
Director of Finance and Administration

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All Board**

Wednesday, September 13, 2017

Jeff Pelletier called the meeting to order at 12:01 p.m. Eastern Time. Additional members present were: Michael Coleman, Ian Crone, Jeremy Schenk, Ayana Clayton, Trinity Gonzales, Laura Ballou, Ayana Clayton, Brenda Evans, and John Taylor, CEO. Also present were Dave Teske, Allison Lara, Liz Beltramini, and Jake Dawes.

**Minutes**

Gonzalez MOVED, Evans SECONDED, and it was APPROVED that:

*The August 23, 2017 minutes are approved.*

**Governance Updates: Board of Trustees Self-Assessment Results**

Gonzalez provided a recap of the Board of Trustees Self-Assessment. Highlights of the assessment results included feedback on committees and transition of chairpersons, and guidance related to board member attendance. The Board discussed the assessment data and responded to the areas detailed by Gonzalez. Taylor shared that he and Coleman plan on attending a workshop on exceptional board performance.

**Governance Updates: Student Board Member Selection Process**

Gonzalez provided an update on the selection process for the Student Board Member. The application deadline is December 8 and a recommendation to the Board will be made on December 13. The Board provided feedback on the selection schedule.

**Strategic Updates: Volunteer Position Posted**

Crone reminded the Board of the open volunteer positions, including the environmental scan working group, and asked that they nominate members for the open positions.

**Strategic Updates: Regional Conference Presentation Review**

Crone discussed the Board's presentations taking place at the Regional Conferences and asked for feedback. The Board discussed their representation at the Regional Conferences.

**Board of Trustees Elections Update**

Pelletier reminded the Board to nominate members to apply for the open At-large and President board positions. An information session is being hosted on September 28 at 2 p.m. Eastern.

**DACA Discussion**

Taylor thanked the Board for their timely responses in support of ACUI signing on to the American Council on Education's letter to United States legislators. Taylor asked for discussion on a proposed email to the membership regarding ACUI's response to the proposed changes to the Deferred Action for Childhood Arrivals. The Board asked for minor language changes.

Gonzalez MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approves the messaging proposed as amended.*

### **CEO Update**

Taylor provided an update to the Board:

- Two staff hires and one more interview process are wrapping up. An assistant editor and an educational program manager have been hired. The Procure Manager position interview process will wrap up by the end of the week.
- Last week Taylor attended the SAHEC meeting, with one of the topics discussed whether as a consortium to jointly subscribe to a public policy news resource to share information with association members, or to jointly fund a lobbyist. Cost and value are being discussed among SAHEC members.
- ACUI will offer an aspiring union directors seminar in conjunction with this year's IPDS: New Professionals Orientation, to be held at Indiana University.
- Leaders of the award naming working group met to discuss the selection process for committee members and resources that could be used by the group in accomplishing their charge.
- The Board will be asked to assist with membership calls the week of September 25<sup>th</sup>.

### **Announcements/Updates**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:47 p.m.

Respectfully submitted,  
Jake Dawes  
Events and Operations Manager



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Wednesday, September 27, 2017

Jeff Pelletier called the meeting to order at 12:00 p.m. Eastern Time. Additional members present were: Jeremy Schenk, Jennifer Keegin, Brenda Evans, Ayana Clayton, and John Taylor, CEO. Also present were Sarah Aikman, Justin Rudisille, Allison Lara, Dave Teske, and Jake Dawes.

**Minutes**

Evans MOVED, Schenk SECONDED, and it was APPROVED that:  
*The September 13, 2017 minutes are approved as amended.*

**Board of Trustees Election Update**

Aikman provided a report on the Board of Trustees election. So far there are 21 nominators, 72 nominations, and 58 unique nominations. The elections committee is hosting a town hall on Thursday, September 28. The Board discussed promoting the election at the upcoming regional conferences.

Laura Ballou joined the meeting at 12:09 p.m.  
Aikman left the meeting at 12:10 p.m.

**Distinguished Faculty Award Recommendation**

Rudisille introduced the Distinguished Faculty Award recommendation. The focus of this individual award is to support and recognize faculty members who contribute to sharing information about the college union through coursework, support college union research, and participate in the college union idea on campus. If approved, the award nomination process would be opened and a winner announced at the 2018 Annual Conference.

Evans MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board approves the creation of the Distinguished Faculty Award.*

Rudisille left the meeting at 12:17 p.m.

**Finance Update**

Teske presented the 2018-2019 Budget Assumptions. Teske provided a Q2 revenue vs expense overview by association area. Overall, revenue matches or exceeds expenses in most areas. The Board discussed the presented assumptions.

**International Engagement Council**

Pelletier asked the Board to share ideas for the future of the council. Taylor shared the primary takeaways from the council.

The Board discussed the takeaways, including reciprocal membership and program registration rates with international organizations. The Board asked Taylor to reach out to the international organizations to create a consortium, engage with the Regional Directors, and create a summary of the financial implications of accomplishing these goals.

### **Campus Shooting Dialogue Team Update**

Pelletier asked for discussion on the future of the Campus Shooting Dialogue Team. The Board discussed the idea to expand the scope of the team to the creation of a Community of Practice focusing on emergency management and active threats.

Clayton left the meeting at 12:50 p.m.

The Board will ask the team for a final report to provide a summary of their work and findings to the membership.

### **Meeting Scheduling/Calendar**

Pelletier discussed future meeting topics and meeting scheduling.

### **CEO Update**

Taylor provided an update to the Board:

- Members of the Board will receive an email from Jenn Sims in the Central Office detailing the assistance they can provide
- The Central Office posted on the association's social media regarding the changes to Title IX
- Dates for the Board of Trustees and Leadership Team meetings in Anaheim
  - Sun, March 18: Board travel & BOT dinner
  - Mon, March 19: BOT Meeting, LT travel & LT dinner
  - Tues, March 20: LT Meetings & individual component group dinners
  - Wed, March 21: Conference start
- Conference registration is now open and the hotel is now taking reservations

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:07 p.m.

Respectfully submitted,  
Jake Dawes, Recording Secretary  
Events and Operations Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, October 4, 2017

Trinity Gonzalez called the meeting to order at 12:05 p.m. Eastern Time. Additional members present were: Jeff Pelletier, Laura Ballou, Michael Coleman, Brenda Evans, Jennifer Keegin, and John Taylor, CEO. Also present were Allison Lara and Dave Teske.

**Minutes**

Evans MOVED, Ballou SECONDED, and it was APPROVED that:  
*The September 27, 2017 minutes are approved.*

**Student Board Member Interview**

Gonzalez informed the Board that the Student Board Member interviews will be conducted on December 11. The application deadline is December 8.

**Q4 Board Self-Assessment**

Gonzalez reported that the Q4 self-assessment link will be going out on October 4. It will assess programs and services, as well as CEO support and evaluation. Results will be shared at the next governance meeting on November 1.

**Policy Review and Creation**

Gonzalez reminded the Board that work continues on the policy updates, including a recommendation by the auditors to create a policy on capitalization.

**CEO Update**

Taylor provided an update to the Board:

- Opportunity to sign on to a letter from the American Association of Community Colleges about DACA, which the Board endorsed.
- College Union Student Engagement Study – the first on site visit was a success.
- ACUI has an agreement with Benchmarking Dynamics. Deana Nichols is working on question development. A focus group will be conducted. Benchmarking is planned to launch to members in December.
- The Building Managers Institute was a success.
- Taylor reminded the Board to make member renewal calls.

**Announcements/Updates**

- Pelletier reminded the Board of the Conference Travel plans, as follows:
  - Sunday 3/18 – travel, Board dinner
  - Monday 3/19 – Board meeting, Leadership Team gathering/dinner
  - Tuesday 3/20 – component group meetings
  - Wednesday 3/21 – (Board meeting if necessary) conference open
- Pelletier reminded the Board that nominations and applications are due October 6.

- Registration and hotel reservations for the 2018 Annual Conference are open.

Ian Crone joins call at 12:19 p.m.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:23 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, October 18, 2017

Jeff Pelletier called the meeting to order at 12:03 p.m. Eastern Time. Additional members present were: Ian Crone, Mike Coleman, Jeremy Schenk, Jennifer Keegin, Trinity Gonzalez, Ayana Clayton, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Allison Lara.

**Minutes**

Gonzalez MOVED, Keegin SECONDED, and it was APPROVED that:  
*The October 4, 2017 minutes are approved as amended.*

**Strategic Updates**

Crone provided the Board with notes and documents regarding presentations on the Environmental Scan Working Group. Crone and Beltramini hope to have candidates selected by the end of next week.

**Board Remarks at Regional Conference**

Pelletier advised the Board on their attendance at the regional conferences with the following information:

- a. Welcome and introduce yourself
- b. Share the student BOT timeline with attendees. Gonzalez updated the Board that applications will go live on October 18 and are due December 8.
- c. Encourage attendance at Environmental Scan session
- d. Encourage voting for At-Large and President-Elect BOT members
- e. Be accessible to members, Regional Leadership Team, etc. and encourage new members to get involved

The Board was reminded that those with individual memberships at member institutions are eligible to vote in the Board election. This includes individuals who are on the roster or have professional, faculty, or student memberships affiliated with member institutions. Each person will receive an email with a unique link.

**CEO Update**

Taylor provided an update to the Board:

- Region III Conference is this weekend, October 20-22. Kim Pho will be the Central Office liaison present at the conference.
- The second site visit for the College Union Student Engagement Study has concluded.
- Taylor will travel with Zack Wahlquist to conduct site visits for 2022 Annual Conference.
- Taylor is pleased with number of candidates for the Board election.

**Other Announcements**

- Pelletier reminded the Board that the Region V Conference will be at the end of the month, October 27-29.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:22 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All Call**

Wednesday, October 25, 2017

Jeff Pelletier called the meeting to order at 12:01 p.m. Eastern Time. Additional members present were: Ian Crone, Mike Coleman, Laura Ballou, Brenda Evans, Jeremy Schenk, Jennifer Keegin, Trinity Gonzalez, Ayana Clayton, and John Taylor, CEO. Also present were Justin Rudisille, Justin Camputaro, Jennifer Sims, Dave Teske, and Allison Lara.

**Minutes**

Coleman MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The October 18, 2017 minutes are approved.*

**Volunteer Update**

Rudisille presented a volunteer update to the Board. The total number of volunteers is steady compared to 2016. Overall, there is a 2.6% increase in the number of volunteer applications from 2016. Rudisille shared feedback from the volunteer experience survey. The Volunteer Development Team's upcoming projects were announced.

Sims joined the meeting at 12:15 p.m.

**CAS Liaison Position Review**

Rudisille reviewed the role of the CAS Liaison. Rudisille recommended to the Board that CAS Liaison is removed as a Special Appointment to the ACUI Leadership Team and categorized as a serving volunteer position.

Evans MOVED, Keegin SECONDED, and it was APPROVED that:  
*The CAS Liaison will be removed as a Special Appointment to the ACUI Leadership Team.*

Rudisille left the meeting at 12:30 p.m.  
Camputaro joined the meeting at 12:30 p.m.

**Role of the College Union Statement Working Group Update**

Camputaro notified the Board of the progress on the Role of the College Union Statement Working Group. A draft of the new statement was presented to the Board. Four of the six focus groups are complete. Sims shared feedback from the focus groups with the Board.

Clayton and Crone left meeting 12:45 p.m.  
Sims and Camputaro left the meeting at 12:59 p.m.

**CEO Update**

Taylor provided an update to the Board:

- Charlie Salas is representing ACUI at the NASPA Latin American Conference, which is taking place this week in Bogota, Columbia.
- Taylor informed the Board that the 2022 Annual Conference site visits will continue through mid-November.
- Corporate Partner Consultants will visit the Central Office on December 7.
  - Cindi Love of ACPA
  - Andy Brantley of CUPA-HR

- Fall Clay Targets competitions have had strong participation.
- Beta testing for Data Benchmarking is set to begin on November 6 and will occur for two weeks. The Central Office intends to roll-out Benchmarking to membership in December.
- Atria update:
  - Providing A/V at NODA's annual conference and one regional conference
  - AUID annual conference in St. Louis was a success
  - Working on short-term newsletter design work for the Printing and Imaging Association of Georgia

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:04 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, November 1, 2017

Trinity Gonzalez called the meeting to order at 12:01 p.m. Eastern Time. Additional members present were: Mike Coleman, Brenda Evans, Jennifer Keegin, Jeff Pelletier, Ian Crone, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Evans MOVED, Crone SECONDED, and it was APPROVED that:  
*The October 25, 2017 minutes are approved.*

**Governance Assessment Review**

Gonzalez reviewed the Board of Trustees Assessment results. The assessment revealed common themes related to the evaluation of programs and services and succession planning of the CEO. The Board discussed using the bi-annual Needs Assessment as a tool for reviewing programs and services. A policy exists for CEO succession planning.

Schenk joined the meeting at 12:12 p.m.

**Role of the College Union Discussion**

Pelletier prompted a discussion with the Board about the Role of the College Union draft statement and action plan shared by the working group. The Board provided thoughts on the content of the statement and deliberated on the process moving forward. The Central Office will create a communication plan and timeline for the reveal of the new Role of The College Union statement. Pelletier will provide feedback from the Board to the Role of the College Union working group.

**CEO Update**

**Other Announcements**

- Crone provided feedback on the Region V Conference.
- The Environmental Scan Working Group was announced:
  - Abby Feenstra, Legislative Advisor, University of Utah
  - Meredith Mimlitz, Operations Manager, Northwestern University
  - Kelli Pnacek-Carter, Assistant Director, Event Services, Grand Valley State University
  - Dean Smith, Director of the Student Centers, East Carolina University
  - Cynthia Thompson, Director of Student Life, University of Illinois – Springfield
  - Brad Vest, Associate Director of Student Engagement and Leadership for Plemmons Student Union, Appalachian State University

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, November 15, 2017

Jeff Pelletier called the meeting to order at 12:00 p.m. Eastern Time. Additional members present were: Mike Coleman, Trinity Gonzalez, Jennifer Keegin, Brenda Evans, Ian Crone, Jeremy Schenk, Ayana Clayton, Laura Ballou, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Evans MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The November 1, 2017 minutes are approved.*

**Finance Updates – Q3**

Teske presented the FY Q3 Statement to the Board. Overall, there is a projected net of \$85,661 which is \$75k ahead of budget.

Schenk MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The Board approved the Q3 Statement as presented.*

**FY 18 Budget**

Teske informed the Board that the FY 18 Budget will be presented at the November 29 meeting.

**Strategic Updates**

Crone reviewed the Environmental Scan Working Group members with the Board:

- Abby Feenstra, Legislative Advisor, University of Utah
- Meredith Mimplitz, Operations Manager, Northwestern University
- Kelli Pnacek-Carter, Assistant Director, Event Services, Grand Valley State University
- Dean Smith, Director of the Student Centers, East Carolina University
- Cynthia Thompson, Director of Student Life, University of Illinois – Springfield
- Brad Vest, Associate Director of Student Engagement and Leadership for Plemmons Student Union, Appalachian State University

Justin Rudisille will support the group while Elizabeth Beltramini is on leave. The group plans to meet at start of next week.

**CEO Update**

Taylor provided an update to the Board:

- Taylor and Zach Wahlquist are finishing travel to potential locations for the 2022 Annual Conference.
- The Region I and Region VIII are this weekend. This concludes the 2017 regional conferences.
- The Board elections closed yesterday. The newly elected members will be revealed to the membership after Thanksgiving.

**Other Announcements**

- Teske attended Big 12 Conference.
- Pelletier received the revised draft of The Role of the College Union. The working group would like to share the statement with membership by December 5.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:24 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All Call**

Wednesday, November 29, 2017

Jeff Pelletier called the meeting to order at 12:01 p.m. Eastern Time. Additional members present were: Mike Coleman, Trinity Gonzalez, Jennifer Keegin, Brenda Evans, Jeremy Schenk, Ayana Clayton, Laura Ballou, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Evans MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The November 15, 2017 minutes are approved.*

**FY 18 Presentation First Look**

Teske presented the FY18 Preliminary Budget to the Board. Overall, there is a projected net of \$5,548.

Schenk entered the meeting at 12:11 p.m.

The Board discussed and prioritized items in the budget. The revised budget will be presented at the December 13 meeting.

**Role of the College Union Draft**

Pelletier reviewed the Role of the College Union Draft. The Board shared ideas for revisions. Pelletier will provide the Board's feedback to Justin Computaro and Jenn Sims. The Role statement will be presented to the membership next week.

**Governance Updates**

Gonzalez provided governance updates to the Board. December 8 is the deadline for Student Member of the Board applications. Interviews will take place on Monday, December 11. A recommendation will be made at the December 13 meeting.

**Strategic Updates**

The Environmental Scan Working Group held an introductory meeting before Thanksgiving.

**CEO Update**

Taylor provided an update to the Board:

- The 2019 CPT had its first on-site visit this week in Indianapolis.
- The Women's Leadership Institute is next week.
- The Corporate Partner Consultants will be in the Central Office on December 7.
- Pelletier and Coleman will visit the Central Office on December 6.
- Taylor will attend the CHEMA meeting in Washington D.C. the week of December 11.
- Taylor and Zack Wahlquist will recommend a location for the 2022 Annual Conference at the December 13 Board meeting.

**Other Announcements**

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:52 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All Call**

Wednesday, December 13, 2017

Jeff Pelletier called the meeting to order at 12:01 p.m. Eastern Time. Additional members present were: Mike Coleman, Trinity Gonzalez, Jennifer Keegin, Brenda Evans, Jeremy Schenk, Ayana Clayton, Laura Ballou, Ian Crone, and John Taylor, CEO. Also present were Dave Teske, Zack Wahlquist, Justin Rudisille, and Allison Lara.

**Minutes**

Evans MOVED, Ballou SECONDED, and it was APPROVED that:  
*The November 29, 2017 minutes are approved.*

**Conference Site Selection**

Taylor and Wahlquist presented future Annual Conference site recommendations.

Crone joined the meeting at 12:05 p.m.  
Clayton joined the meeting at 12:07 p.m.

Sheraton Hotels & Resorts extended a multi-year opportunity with locked-in, competitive hotel rates. Due to this, Taylor and Wahlquist recommended that the 2022 Annual Conference take place in Chicago and the 2024 Annual Conference take place in Denver. They anticipate that this will be a negotiation advantage for a location and reasonable rates for 2023. The Board discussed the geographic locations, pricing, and multi-year offer.

Coleman MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board approves the recommendation that the 2022 Annual Conference will be in Chicago and the 2024 Annual Conference will be in Denver.*

Wahlquist left the meeting at 12:24 p.m.

**Honorary Lifetime Membership**

Rudisille presented Honorary Lifetime Membership nominee, Dan Adams, to the Board. He highlighted the criteria of the award in comparison to the Emeritus Award.

Pelletier asked to move into Executive Session at 12:27 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:27 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:31 p.m.

Gonzalez MOVED, Crone SECONDED, and it was APPROVED that:  
*Dan Adams, of North Carolina State University, is awarded Honorary Lifetime Membership.*

Rudisille left the meeting at 12:33 p.m.

### **FY 18 Budget Approval**

Teske presented the proposed FY 18 budget to the Board. There is a projected net of \$5,148.00. Highlights included the restoration of the intercultural development inventory, funding for staff professional development, access to the National Journal, and a membership consultant. The Board discussed the proposed budget.

Clayton left the meeting at 12:35 p.m.

Crone left the meeting at 12:37 p.m.

Schenk MOVED, Keegin SECONDED, and it was APPROVED that:

*The FY 2018 Budget is approved as presented.*

### **Student Member of the Board of Trustees**

Gonzalez presented the student member of the Board of Trustees appointment. Seven candidates applied for one open position for a one-year commitment to the ACUI Leadership Team. The screening committee recommended Spencer Vincent, a second-year undergraduate student at Virginia Commonwealth University.

Evans MOVED, Ballou SECONDED, and it was APPROVED that:

*The Board approved Spencer Vincent as the student member of the Board of Trustees.*

### **CEO Update**

Taylor provided an update to the Board:

- Pelletier and Coleman visited the Central Office on December 6. They attended the staff meeting, gave a presentation on "Day in the Life of a Union Director," and provided feedback to Taylor.
- Taylor is currently at the CHEMA meeting with Jack Voorhees.
- Interviews with financial advisors are planned to take place soon.
- Corporate partners consultants visited the Central Office on December 7. Taylor expects to get feedback in the coming weeks.

Evans asked about the CEO contract renewal. Taylor's current contract ends in December 2018. The executive committee's goal is to have the new contract by the 2018 Annual Conference in March.

### **Other Announcements**

Pelletier asked others to welcome incoming members of the Board. New Board members will join meetings in February as part of orientation leading up to the Annual Conference. The executive committee will draft an on-boarding timeline to share with current and incoming Board members.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:01 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, January 10, 2018

Trinity Gonzalez called the meeting to order at 12:02 p.m. Eastern Time. Additional members present were: Mike Coleman, Jeff Pelletier, Jennifer Keegin, Brenda Evans, Jeremy Schenk, Ian Crone, Laura Ballou, and John Taylor, CEO. Also present were Michelle Smith, Dave Teske, and Allison Lara.

**Minutes**

Schenk MOVED, Evans SECONDED, and it was APPROVED that:  
*The December 13, 2017 minutes are approved.*

**Associate Member Dues Update**

Smith presented an update on associate member dues. The dues will rise to \$999.00, which is an increase of \$4.00. The new price will begin with the April 1, 2018 renewals and new memberships.

Evans MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board approved that associate member dues will increase to \$999.00 taking effect starting with the April 1, 2018 renewals or new memberships.*

Smith left the meeting at 12:08 p.m.

**Governance Update**

Gonzalez provided a governance update to the Board. The Q1 Board assessment will go out by tomorrow. It will focus on board composition and strategic planning and is due next Friday.

Gonzalez continues to work on the Board norms document. Once the document is finished, it will be reviewed in executive meeting.

Gonzalez has the governance Power Point available for new Board member training.

**International Engagement Council Recommendations**

Taylor reviewed and provided an update on the International Engagement Council recommendations. The Board discussed Taylor's feedback, the monetary impact, and the next steps regarding the working group's recommendations.

**CEO Update**

Taylor provided an update to the Board:

- ACUI's subscription for the National Journal went live in 2018. Information will be posted on the website regarding government policies on Higher Education. Taylor will be

sending an email to membership with the first slides, which contain a review of 2017, what to expect for 2018, and a review of the Department of Education.

- Taylor received the corporate partner consultants' report. The Central Office management team will get together today to discuss an action plan. The report will be shared with the Board soon.
- There are a couple staffing updates in the Central Office. Adrena May resigned at end of December. Anna Donatelle will transition to part-time.
- Taylor, Dave Teske, Jack Voorhees, and Karen Keith interviewed three financial advisors. The team was very pleased and learned a lot from the process. More information will be provided soon.

Crone left the meeting at 12:40 p.m.

#### **Other Announcements**

Pelletier received the final recommendation from the Role of the College Union Work Group. It will be reviewed at next week's Board meeting.

New Board members will begin to join meetings on January 31. On-boarding will take place during February.

Keegin left the meeting at 12:48 p.m.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, January 17, 2018

Jeff Pelletier called the meeting to order at 12:04 p.m. Eastern time. Additional members present were: Trinity Gonzalez, Mike Coleman, Brenda Evans, Jeremy Schenk, Ayana Clayton, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Coleman MOVED, Evans SECONDED, and it was APPROVED that:  
*The January 10, 2018 minutes are approved.*

**Strategic Update**

Crone joined the meeting at 12:07 p.m.

Crone provided a strategic update to the Board. The Environmental Scan Working Group met last week to brainstorm trending topics in the field. The group will meet next week to assign tasks. The group will conduct the review during February and will present its findings to the Board at the 2018 ACUI Annual Conference.

**Final Recommendation of Role of the College Union Working Group**

Pelletier presented the Role of the College Union Working Group's final recommendation. The Board discussed the presented statement and will vote on the statement at next week's meeting.

Ballou joined the meeting at 12:21 p.m.

**Draft On-Boarding Schedule**

Taylor shared the 2018 Board of Trustees on-boarding outline draft. The Board discussed the topics, highlights, dates, and presenters.

**CEO Update**

Taylor provided an update to the Board:

- The Corporate Partner Consultants provided 16 recommendations, which are being reviewed by the Central Office.
- The 2018 Annual Conference is currently 180 registrations behind budget. Taylor encouraged the Board to promote the conference to colleagues.
- The hotel block for the 2018 Annual Conference is sold out on Saturday night. Zack Wahlquist is working with the hotel to free up more rooms.
- Taylor sent the links from the National Journal slides to the membership on January 12.
- The Awards Naming Committee sent out a survey and had a focus group last Friday. Coleman will share an update at the next meeting.

**Other Announcements**

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:41 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, January 24, 2018

Jeff Pelletier called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Laura Ballou, Trinity Gonzalez, Mike Coleman, Brenda Evans, Jennifer Keegin, and John Taylor, CEO. Also present were Missy Burgess, Tami Kuhn, Dave Teske, and Allison Lara.

**Minutes**

Evans MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The January 17, 2018 minutes are approved.*

**Education Council Core Competency Discussion**

Jeremy Schenk joined the meeting at 12:04 p.m.

Burgess discussed the Education Council's core competency review. The Education Council plans to have a draft of the education plan for the Leadership Team to look at during Annual Conference. The education plan would go through 2020. The Education Council will solicit feedback from the regional directors, Education Council, and the Board of Trustees. The Board discussed the relevance of the current core competencies.

Kuhn and Burgess left the meeting at 12:23 p.m.

**Finance Updates**

Teske provided the Board with recommendations on Association investment partnerships. The Central Office sent out a RFP to six different organizations and received three proposals back. It is recommended to move Association investments to Raffa Wealth Management, LLC. The firm operates out of the Washington D.C. area and manages over 65 not-for-profit associations. The primary role of the firm is to oversee the management of the Association's investments as well as provide education to the Board and management

Keegin MOVED, Coleman SECONDED, and it was APPROVED that:  
*ACUI will establish investment accounts with Raffa Wealth Mangement, LLC and designate John Taylor and David Teske as authorized signers on the accounts.*

Teske recommended that employee retirement advising move to Edward Jones with Principal as the retirement platform. It is anticipated that Edward Jones will provide better education and resources to our employees.

Evans MOVED, Ballou SECONDED, and it was APPROVED that:  
*The CEO is authorized to establish employee retirement advising with Edward Jones utilizing Principal as the retirement platform.*

**Final Recommendation of Role of the College Union Working Group**

Pelletier asked for final thoughts on the Role of the College Union draft. The Board discussed the presented statement.

Schenk MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*The Board approved the Role of the College Union as presented.*

**Other Announcements**

Incoming Board members will join next week's meeting.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:10 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Call**

Wednesday, January 31, 2018

Jeff Pelletier called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Laura Ballou, Jeremy Schenk, Trinity Gonzalez, Brenda Evans, Jennifer Keegin, Ayana Clayton, and John Taylor, CEO. Also present were Krista Harrell, Heidi Lang, Deepti Chadee, Jennifer Zamora, Spencer Vincent, Zack Wahlquist, Justin Rudisille, Dave Teske, and Allison Lara.

**Welcome New Board Members**

Pelletier welcomed new Board members to the meeting. All meeting participants introduced themselves.

Mike Coleman joined the meeting at 12:06 p.m.

**Minutes**

Evans MOVED, Keegin SECONDED, and it was APPROVED that:  
*The January 24, 2018 minutes are approved.*

**Education Council & 2020 CPT Appointments**

Wahlquist provided an overview on the Education Council appointments.

Schenk MOVED, Gonzalez SECONDED, and it was APPROVED that:  
*Ian Crone, Northern Illinois University; Jeni Eltink, University of Minnesota–Duluth; and Victoria Culver Rice, Missouri State University, are appointed to the Education Council.*

Wahlquist provided an overview on the 2020 Conference Program Team chair recommendation.

Evans MOVED, Clayton SECONDED, and it was APPROVED that:  
*Geoff Combs, University of Massachusetts–Boston, will serve as the 2020 Conference Program Team chair.*

Wahlquist left the meeting at 12:15 p.m.

**Honorary & Emeritus Award Nominations**

Rudisille presented procedures and criteria for Honorary Lifetime Membership and the Emeritus Award.

Pelletier asked to move into Executive Session at 12:16 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:16 p.m.

Ian Crone joined the meeting at 12:25 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:32 p.m.

Pelletier MOVED, Ballou SECONDED, and it was APPROVED that:

*J. Scott Derrick, Spelman Johnson (formerly University of North Carolina–Charlotte), is awarded Honorary Lifetime Membership.*

Ballou MOVED, Crone SECONDED, and it was APPROVED that:

*Joe Gutowski, Mohawk Valley Health System (formerly Utica College), is awarded Honorary Lifetime Membership.*

Gonzalez MOVED, Ballou SECONDED, and it was APPROVED that:

*Ted Hoef, Webster University, is awarded Honorary Lifetime Membership.*

Evans MOVED, Crone SECONDED, and it was APPROVED that:

*Loren Rullman, Workshop Architects (formerly University of Michigan–Ann Arbor), is awarded Honorary Lifetime Membership.*

Schenk MOVED, Crone SECONDED, and it was APPROVED that:

*Randall Hedge, University of Wisconsin–Oshkosh; Ellen Kusano, University of Hawaii–Hilo; Thomas Molski, County College of Morris; and Jane Rhyner, Johns Hopkins University, are confirmed as Emeritus Award recipients.*

Rudisille left the meeting at 12:35 p.m.

### **Board Orientation**

Pelletier and Taylor provided an orientation schedule and members' role on the Board. Taylor reviewed legalities, governing documents, stages in association life, what makes association board unique, legal responsibilities as a Board Member (duty of care, duty of loyalty, and duty of obedience), unity of decision, and CYA (insurance).

Pelletier reviewed the role of the Board. The Board has strategic, fiduciary, and generative roles.

### **CEO Updates**

Taylor provided an update to the Board:

- Liz Beltramini returns from maternity leave tomorrow.
- Taylor and Teske shared the retirement advising firm update with staff members.
- Taylor encouraged the Board to participate in ACUI benchmarking.
- Conference numbers are lower than usual. We are looking into marketing ideas to generate registrations.

### **Other Announcements**

Pelletier urged the Board to review the travel plans and schedule for the Annual Conference.

### **Adjournment**



The meeting was ADJOURNED WITHOUT OBJECTION at 1:01 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

# ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING

## Topic Focus: Governance

Wednesday, February 7, 2018

Trinity Gonzalez called the meeting to order at 12:05 p.m. Eastern time. Additional members present were: Jeff Pelletier, Mike Coleman, Laura Ballou, Ian Crone, and Ayana Clayton. Also present were Krista Harrell, Heidi Lang, Deepti Chadee, Jennifer Zamora, Dave Teske, and Allison Lara.

### Minutes

Ballou MOVED, Clayton SECONDED, and it was APPROVED that:  
*The January 31, 2018 minutes are approved.*

### Board Orientation

Gonzalez presented the roles of the governance committee. It is focused on board roles/responsibilities, board composition, board knowledge, and board effectiveness. The governance chair responsibilities are governing documents/policy review, coordination of the student board member, and assessment of the board.

### Governance Updates

Gonzalez and Teske reviewed:

- Policy review/introduction:
  - The Capitalization Policy: ACUI will capitalize certain expenditures related to furniture, equipment, and software over the usable life of the asset.
  - Paid Time Off Policy: Covers topics related to military leave, sick time, vacation, paid holidays, and weather closings.
- Policy review schedule: A guiding document on the review cycle for Association policies.
- Q3 Self-Assessment Results: The feedback was positive. The assessment reviewed strategy and Board composition.

### Exceptional Board Takeaways

Coleman presented takeaways from the Exceptional Board meeting. The conference provided Taylor and Coleman the opportunity to cultivate a relationship between the CEO and incoming president. The key takeaways from the meeting were to have an efficient Board, evaluate how the association engages members, and develop learning opportunities for Association leaders to best serve in their roles. Coleman asked the Board to think of how we are utilizing our time, a brief message to convey our member benefits, how we can ensure that the Board represents diversity, and how we can create learning experiences for those in leadership roles.

### Other Announcements

Teske shared that conference numbers are still an area of concern. Marketing and communications efforts are underway.

Pelletier reviewed the upcoming Board orientation schedule.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:56 p.m.

Respectfully submitted,

Allison Lara

Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, February 21, 2018

Mike Coleman called the meeting to order at 12:03 p.m. Eastern time. Additional members present were: Trinity Gonzalez, Laura Ballou, Brenda Evans, Jeremy Schenk, Jennifer Keegin, and John Taylor, CEO. Also present were Krista Harrell, Heidi Lang, Deepti Chadee, Spencer Vincent, Dave Teske, and Allison Lara.

**Minutes**

Gonzalez MOVED, Ballou SECONDED, and it was APPROVED that:  
*The February 7, 2018 minutes are approved.*

**Board Orientation**

Evans presented information about the Finance Committee, which oversees the financial operations of the association. The Finance Committee's goal is to make an analysis at the cost center level. The committee ensures that the annual budget reflects the goals, priorities, and strategic direction of the Association. Evans reviewed key times for Board action on finance topics.

Jeff Pelletier entered the meeting at 12:08 p.m.

Teske reviewed financial fund structure of the association, budget process, and quarterly report format.

**Q4 Financial Review**

Teske informed the Board that the Q4 statement will be presented to the Board soon.

Taylor asked that the Board move into Executive Session at 12:40 p.m.

The Board moved into EXECUTIVE SESSION WITHOUT OBJECTION at 12:40 p.m.

Vincent left the meeting at 12:54 p.m.

The Board moved out of EXECUTIVE SESSION WITHOUT OBJECTION at 12:59 p.m.

Harrell left the meeting at 1:00 p.m.

**CEO Update**

Taylor provided an update to the Board:

- NASPA asked ACUI to sign on to HELP committee in Congress regarding reauthorization of the Higher Education Act. Taylor shared the email with the Board.

Schenk MOVED, Keegin SECONDED, and it was approved that:

*The Board approves the Association to sign on to the NASPA letter to the HELP committee in Congress regarding reauthorization of the Higher Education Act (HEA), and for the CEO to add ACUI to similar letters being sent to Congress regarding the HEA.*

- Registration numbers for the Annual Conference have increased and are close to the budget.
- Taylor reminded the Board to reach out to institutions that have not renewed their ACUI membership for the 2018 dues cycle.

Evans left meeting at 1:08 p.m.

#### **Other Announcements**

Taylor reviewed the Board's tentative schedule for the Annual Conference.

Gonzalez left meeting at 1:11 p.m.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:14 p.m.

Respectfully submitted,

Allison Lara

Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, February 28, 2018

Jeff Pelletier called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Laura Ballou, Brenda Evans, Jennifer Keegin, Jeremy Schenk, Trinity Gonzalez, and John Taylor, CEO. Also present were Krista Harrell, Deepti Chadee, Jennifer Zamora, Dave Teske, Liz Beltramini, and Allison Lara.

**Minutes**

Gonzalez MOVED, Ballou SECONDED, and it was APPROVED that:  
*The February 21, 2018 minutes are approved.*

**Board Orientation**

Beltramini presented the role of the strategic committee. The Board is responsible for the strategic direction of the Association, which includes three principles: strategic intent, strategic conversation, and aligned action. Beltramini shared the current strategic plan (2016-2018) with the Board.

**Environmental Scan Update**

Beltramini informed the Board that the work group's research abstracts are due today. The Environmental Scan Work Group will share its findings with the Board on Wednesday at conference.

**Research Agenda Update**

Beltramini shared the revised ACUI Research Agenda with the Board. The original Research Agenda was developed and approved in 2013. The proposed research agenda revision includes a shift in language from Student Learning to Student Success to speak more broadly to learning, retention, and completion as factors of student success. College Union Impact was removed as a topic since the entire agenda should be viewed with the college union's impact on campus and the community. Student Engagement incorporates the Student Employment and Student Programming topics. Changing Student Populations is now proposed as Inclusive Communities. The Board discussed the proposed agenda.

Schenk MOVED, Evans SECONDED, and it was APPROVED that:  
*The Board approves the proposed revisions of the Research Agenda.*

**CEO Updates**

Taylor provided an update to the Board:

- The Board should continue to reach out to nonrenewed institutions. Memberships will be deactivated March 5.
- Conference registrations have increased, and we anticipate meeting the budgeted goal. The Expo numbers are behind budget.

- An ACUI member suggested that the Association discontinue its Clay Targets program relationship with the NRA. The NRA provides safety education and provides about \$14,000 in scholarships to students. Taylor presented the pros and cons of ending the NRA sponsorship of Clay Targets, as well as the option of creating a working group to examine the situation. The Board discussed the situation and potential next steps, and tasked Taylor with drafting a charge for a working group. The Board will vote on the charge at the next meeting, after which communication will be sent out to the membership.

### **Other Announcements**

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:10 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Wednesday, March 7, 2018

Jeff Pelletier called the meeting to order at 12:03 p.m. Eastern time. Additional members present were: Mike Coleman, Ian Crone, Laura Ballou, Brenda Evans, Jennifer Keegin, Jeremy Schenk, Trinity Gonzalez, Ayana Clayton, and John Taylor, CEO. Also present were Krista Harrell, Deepti Chadee, Jennifer Zamora, Dave Teske, Justin Rudisille, and Allison Lara.

**Minutes**

Evans MOVED, Ballou SECONDED, and it was APPROVED that:  
*The February 28, 2018 minutes are approved.*

**Finance: Q4 Review**

Teske presented the Q4 statement. There was a net of about \$165,000, which was about \$154,000 ahead of budget. Teske reviewed highlights and breakdown of the budget.

Heidi Lang joined the meeting at 12:09 p.m.

**Honorary & Emeritus Nominations**

Rudisille presented additional nominations for Honorary and Emeritus Awards.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:17 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:42 p.m.

Coleman MOVED, Crone SECONDED, and it was APPROVED that:  
*Kim Harrington, Georgia Institute of Technology, is awarded Honorary Lifetime Membership.*

Evans MOVED, Schenk SECONDED, and it was APPROVED that:  
*James Hoppa, University of North Carolina–Charlotte, and Patrick Brown, University of Vermont are awarded Emeritus.*

Rudisille left the meeting at 12:44 p.m.

**Role of the Student Board Member**

Pelletier shared the role of the student board member. The student board member spends time with the governance, finance, and strategic committees to see how the Association and Board operate. The student board member serves to share their perspective as the voice of ACUI student members. The student board member also serves on the selection committee for the next year's student board member.

**Clay Targets Working Group**



Taylor proposed that a Clay Targets Work Group be established as discussed at last week's Board meeting. Taylor suggested that Jeff Pelletier serve as the chair of the work group. The Board discussed the work group and selection process. Taylor indicated the selection process will ensure that the group will have constituents from all sides and perspectives. Individuals can apply to be a part of the work group through current ACUI volunteer opportunities. Applications for the Clay Targets Work Group are due April 13.

Gonzalez MOVED, Crone SECONDED, and it was APPROVED that:

*The Clay Targets Work Group will be created to examine how to best facilitate continued success of the Clay Targets student program in light of the national conversation in the United States about guns. The group will make recommendations to the Board of Trustees by December 1, 2018 on the following:*

- *Assessment of how the program advances campus community, and recommended changes as applicable*
- *Processes and criteria to consider in accepting sponsorships and support from corporations and in developing program partnerships.*
- *Efforts needed to provide intentional student development initiatives and leadership experiences for students participating in the program.*
- *Information that would be most useful for ACUI members to have about the clay targets program.*
- *Changes, if any, that should be put into place to ensure future continued success.*

The Central Office will send out communication tomorrow to the membership about the creation of the Clay Targets Work Group.

### **Anaheim Conference Board Schedule**

Taylor reviewed the schedule and attire for the Annual Conference.

Clayton left meeting at 1:00 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:16 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**Association of College Unions International  
Board of Trustees Meeting**

Monday, March 19, 2018

Jeff Pelletier called the meeting to order at 9:06 a.m. Pacific time. Additional members present were: Mike Coleman, Laura Ballou, Brenda Evans, Ayana Clayton, Jeremy Schenk, Jennifer Keegin, Trinity Gonzalez, and John Taylor, CEO. Also present were Heidi Lang, Krista Harrell, Spencer Vincent, Deepti Chadee, Jennifer Zamora, and Allison Lara.

**Welcome and Introductions**

Board Members went around the table to introduce themselves and share advice and hopes for the 2018 Board.

The Board reviewed the agenda for Monday, Tuesday, and Wednesday.

Taylor left the meeting at 9:30 a.m.

Teske joined the meeting at 9:53 a.m.

**Legal Overview**

Jim Whitlatch joined the meeting via video conference call at 10:00 a.m.

Teske introduced Whitlatch, the Association's attorney. Whitlatch provided an overview of the Board's legal responsibilities. He reviewed governing documents, tax exemption, duties of Board Members, and protections for Board Members. The Board asked questions and discussed the presentation.

Whitlatch and Teske left the meeting at 10:30 a.m.

**Atria & CSHEMA**

Jack Voorhees entered the meeting at 10:33 a.m.

Voorhees provided an overview of association management business. In 2008, ACUI started a relationship with CSHEMA. A three-year contract with the Association of University Interior Designers began in January 2017 to help manage the logistical operations of its annual conference. In June 2017, ACUI contracted a two-year relationship with IACLEA to manage their membership database and provide customer service. Voorhees provided an explanation of ACUI Management Services, LLC (dba. Atria Association Management). Through Atria, ACUI's nonprofit status is protected and its potential tax liability is reduced. ACUI uses the proceeds to generate other things for the Association, such as benchmarking.

Taylor joined the meeting at 10:56 a.m.

Voorhees informed the Board that Atria will continue to look for additional warm leads related to higher education associations. The Board discussed the presented information.

Voorhees left the meeting at 11:15 a.m.

### **Corporate Partners Program**

Keegin MOVED, Evans SECONDED, and it was APPROVED that the Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 11:23 a.m.

Coleman MOVED, Gonzalez SECONDED, and it was APPROVED that the Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at Noon.

The Board RECESSED at Noon.

The Board MOVED OUT OF RECESS at 1:30 p.m.

### **Educational Programs**

Kim Pho and Zack Wahlquist joined the meeting at 1:38 p.m.

Wahlquist and Pho provided an overview of the Educational Programs of the Association. These programs include:

- Building Managers Seminar: This program was developed in 2016 for professionals and students who work within the facilities management to develop skills and learn from one another.
- Student Organization Institute – This is a partner program with NACA. It provides targeted education for those who work with student groups.
- Conference & Events Seminar – A new program to launch in January 2019. This program is geared towards providing networking, idea sharing, and better ways to support conference and services as an auxiliary source for a department.
- I-LEAD – ACUI's premier student program, which is designed to emphasize the key concept areas of leadership, community development, and change and offers a comprehensive curriculum experienced by all participants through a living-learning experience.
- I-LEAD Connect – This program is a condensed three-day version of the I-LEAD program that goes to a specific campus.
- CUPSI – A student event, which offers campuses with new or existing Poetry Slam programs to compete for top honors and to share their artistry and voices.
- IPDS: New Professionals Seminar – This program lays the foundation for a successful career in the college unions and student activities field.
- Aspiring Directors Institute – A new program to provide knowledge and tools for mid-level professionals to advance into a senior level role while helping them to be a better employee where they are.
- Women's Leadership Institute – This program is co-produced by many higher education associations. It is designed for women looking to be leaders in higher education across many functional areas.

Wahlquist addressed other programs like the Collegiate Marketing Institute, Essentials in Facilities Management Institute, regional conferences, regional educational programs, and online learning. The Board discussed the Educational Programs.

The Board ADJOURNED for the day at 2:31 p.m.

## **Tuesday, March 20, 2018**

Pelletier called the meeting to order at 9:03 a.m. Additional members present at the meeting were Mike Coleman, Laura Ballou, Brenda Evans, Ayana Clayton, Jeremy Schenk, Jennifer Keegin, Trinity Gonzalez, and John Taylor, CEO. Also present were Heidi Lang, Krista Harrell, Spencer Vincent, Deepti Chadee, Jennifer Zamora, and Allison Lara.

### **Volunteer Development**

Justin Rudisille and Erin Morrell entered the meeting at 9:03 a.m.

Rudisille and Morrell provided an update on volunteerism in the Association. They reviewed the adjustments made in 2017, such as the time commitments and requirements for positions, the volunteer tools and workspace for volunteers, and the volunteer nomination form. Overall, the total number of filled volunteer positions was steady from 2016 to 2017. Volunteer applications increased by 2.6% from 2016 to 2017. Rudisille and Morrell reviewed results from the volunteer experience survey from August 2017. Volunteers across all levels of the organization rated highest the items related to their overall volunteer experience (4.39 on 5 scale), but the training they received was rated lowest (3.82 on 5 scale). The average ratings for association-level positions were consistently higher than those in regional positions. Rudisille and Morrell reported results from the November 2017 Member Needs Assessment. Overall, 25-30% of people responded that they had too many other professional or personal commitments, which have prevented them from volunteering. Working groups, events, and selections committees were mentioned the most as types of short-term volunteer opportunities that members were interested in. The Volunteer Development team has already made some adjustments in 2018, which include the quarterly volunteer newsletter and the volunteer testimonial form. Current volunteerism projects were reviewed.

Rudisille and Morrell left the meeting at 9:54 a.m.

### **Communication**

Liz Beltramini joined the meeting at 9:58 a.m.

Beltramini presented the Association's messaging protocols to the Board. The message, audience, platform, and spokesperson were reviewed for topics related to ACUI, campus incidents, political controversies, and national tragedies.

Beltramini presented communications best practices to the Board. Beltramini asked the Board to consider the big picture, as they represent the Association.

Taylor prepared and reviewed the agenda for the Meeting of the Delegates. The Board discussed potential topics and questions that members might ask.

### **Diversity & Inclusion**

Beltramini provided an overview of the Association's Diversity & Inclusion initiatives. Beltramini explained that the Association needs to assess its progress and asked the Board to make decisions on the model, focus/depth, who should do the assessment, and when the assessment is done. After discussion, it was decided that a work group should complete the assessment. The Central Office will draft a charge for the creation of a work group that the Board will vote on tomorrow. The Board agreed that the workgroup's assessment should be completed and presented to the Board at the 2019 Annual Conference.

Taylor asked the incoming Board members to sign a conflict of interest statement related to the legal discussion from yesterday.

Beltramini left the meeting at 11:48 a.m.

The Board RECESSED at 11:48 a.m.

The Board MOVED OUT OF RECESS at 1:15 p.m.

### **Governance**

Teske joined the meeting at 1:15 p.m.

Gonzalez and Teske presented updates on Association policies to the Board.

Teske presented proposed updates for the Paid Time Off Policy. Updates were made to reflect hours, as opposed to days, and slight changes in language.

Evans MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approves the proposed updates to the Paid Time Off Policy.*

Teske proposed the Capitalization Policy: ACUI will capitalize certain expenditures related to furniture, equipment, and software over the usable life of the asset. A procedure that outlines the specific schedule will be maintained and regularly reviewed.

Ballou MOVED, Clayton SECONDED, and it was APPROVED that:  
*The Board approves to adopt the Capitalization Policy.*

Teske presented proposed updates to the Research Policy. The Research Program Team (RPT) shall be responsible for approving research requests by members or external entities seeking to contact or involve association members through ACUI. ACUI's approval to solicit Association members in a research project is in no way an official endorsement of the study or its merits. The Association is also not responsible for how study results are used by individual researchers. The RPT may be asked to serve in an advisory capacity for internal research studies.

Evans MOVED, Ballou SECONDED, and it was APPROVED that:  
*The Board approves the proposed updates to the Research Policy.*

The Board reviewed and discussed the Board Norms document.

Teske left the meeting at 1:54 p.m.

### **Fundraising**

Jake Dawes and Tena Bennett joined the meeting at 2:02 p.m.

Taylor, Dawes, and Bennett presented the fundraising plan for 2018 and 2019. The 2017 Day of Giving exceeded its \$7,500 goal by 16% and had 145 donors. Short and long-term tactics for the fundraising plan were shared with the Board. It was discussed that a more structured approach to evaluating donor capacity and identifying targeted major gifts is needed. Once the Major Gifts needs have been completed, a direction for a future Capital Campaign can be established. Taylor, Dawes, and Bennett reviewed ideas to generate Planned Giving from members who were involved in leadership roles in the Association. The team will determine appropriate staffing and volunteer roles for the fundraising structure. The Board discussed ideas on the fundraising plan.

Bennett and Dawes left the meeting at 2:39 p.m.

### **Awards Naming Update**

Debra Hammond, Thomas Lane, and Justin Rudisille joined the meeting at 2:57 p.m.

Hammond, Lane, and Rudisille presented the Summary Progress Report for the Naming ACUI Awards and Honors Working Group. The group developed a set of principles to guide the work of determining how the Association vets individuals who are recommended for awards and honors-naming opportunities and to examine issues raised about current named awards and honors. Feedback was collected from the member on these principles, and the final recommended principles are due diligence, purpose, inclusion, revision, historical and institutional context, and learning and development.

The group researched documents and policies to compile a recommendation that addresses a vetting process for potential new namesakes and a process for examining issues raised about existing named awards, which included slight recommended adjustments to two existing ACUI policies—Creation of Association Awards & Scholarships; and Naming of Awards, Scholarships, Programs, or Facilities for consistency. The procedure would give the Board the sole authority to name awards and scholarships to honor individuals through the following process: Any member, retiree, or component group of the Association can propose the naming or renaming of an award to the Executive Committee. If deemed worthy of further action, a new vetting process will occur. With input from the Board of Trustees, the Executive Committee will establish a review panel for each vetting process, which will be convened by a past president and include two additional individuals from the general membership. This review panel will assess the extent to which the proposed individual meets the standards, as indicated in the procedure, for being honored as a namesake. Using the guiding principles, they will prepare a recommendation to the Board in support of or opposition to honoring the individual, and the

Board will vote on the final decision. Should this process result in a recommendation to change or discontinue an established naming of an award, considerations will be made regarding time commitments or limitations, the impact on the Association's mission, and any related donor agreements. The Association will continue to recognize past recipients of the award for their accomplishments in an appropriate manner. While the steps outlined in this new procedure are clear and transparent, the content of any research conducted shall be considered confidential. The ACUI President and CEO will communicate decisions with those involved in the proposal process. The ACUI membership will only receive communication on the matter if the result is the creation of a new award or the renaming of an existing award.

The working group does not have enough information gathered at this time to make a recommendation on the Butts-Whiting Award. Further discussion will happen pending a report from the University of Wisconsin, which will be released to the public in April. At that time, the group will put its new principles and procedures to the test. The Board and the group agreed to have a recommendation on this topic by the June Leadership Team Meeting.

The Naming ACUI Awards and Honors Working Group requested that the proposed procedure for naming or renaming of Association awards and scholarships be adopted.

Schenk MOVED, Gonzalez SECOND, and it was APPROVED that:  
*The Board accepted the proposed procedure for naming or renaming of Association awards and scholarships.*

Hammond, Lane, and Rudisille left the meeting at 3:48 p.m.

### **Clay Targets**

Taylor requested the appointment of new board members for ACUI Clay Targets, Inc.

Schenk MOVED, Keegin SECONDED, and it was APPROVED that:  
*Deepti Chadee, Heidi Lang, Krista Harrell, and Jennifer Zamora are appointed as members of the ACUI Clay Targets, Inc. Board of Trustees with a term of April 1, 2018 through March 30, 2020.*

### **Minutes**

Gonzalez MOVED, Clayton SECONDED, and it was APPROVED that:  
*The March 7, 2018 minutes are approved.*

The Board ADJOURNED for the day at 4:00 p.m.

### **Wednesday, March 21, 2018**

Pelletier called the meeting to order at 9:00 a.m. Additional members present were Mike Coleman, Laura Ballou, Brenda Evans, Ian Crone, Jeremy Schenk, Jennifer Keegin, Trinity Gonzalez, and John Taylor, CEO. Also present were Heidi Lang, Krista Harrell, Spencer Vincent, Deepti Chadee, Jennifer Zamora, and Allison Lara.

## **Strategic**

Liz Beltramini, Abby Feenstra, Meredith Mimplitz, Dean Smith, and Cynthia Thompson joined the meeting at 9:00 a.m.

Brad Vest joined the meeting by video at 9:00 a.m.

Crone reviewed the Strategic Role of the Board and the impact of the Association's 2016-18 Strategic Plan. The Strategic Direction Committee decided to transition the strategic plan to strategic guideposts that will be used on an annual basis.

The Environmental Scan Working Group presented the findings from its November 2017 – March 2018 research to the Board. The group identified 18 resources and focused on research and trends related to college union and higher education. Over 155 abstracts were submitted for review by the group. The team narrowed down to seven guideposts: Generation Z, finance, data, educational content delivery, technology, volunteer and member engagement, and social justice, activism, and corporate social responsibility. The work group explained their findings and the importance of each of the guideposts and provided options that the Association should consider adopting. The group explained that the guideposts are interrelated. The work group discovered several educational mega trends that campuses should be paying attention to, such as undocumented students on campus, mental health, emergency preparedness, and funding facilities. The group advised that these trends be shared with the Education Council and other educational planning groups.

Schenk outlined the role of the Board moving forward. From March – July 2018, gathered information will be distilled into three or four strategic guideposts. From July – December 2018, volunteer and staff teams will develop measurable objectives to advance the strategic directions within the next year and focus groups will be conducted.

The Board discussed the presentation.

## **D&I Work Group**

Taylor and Beltramini proposed that The Diversity and Inclusion Self-Assessment Working Group be established as discussed at yesterday's meeting.

Schenk MOVED, Gonzalez SECONDED, and it was APPROVED that:

*The Diversity and Inclusion Self-Assessment Working Group is created with the following charge:*

*Using the Global Diversity and Inclusion Benchmarks for Organizations, this work group will:*

- *Perform an internal audit of Association materials and practices, determining ACUI's current level of action related to each of the benchmarks.*
- *Involve members to gauge awareness and collect qualitative data to address outstanding needs for the project.*
- *Liaise with the Council for Diversity and Inclusion and other component groups to collect information pertinent to the review.*
- *Prepare a report detailing comparisons to 2015 levels of action and provide recommendations to the Board of Trustees by February 2019.*



Beltramini left the meeting at 10:26 a.m.

**Other Announcements**

Coleman announced that the Board will continue to meet on Wednesdays at Noon.

The Board thanked Pelletier for his service to the Association.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 10:32 a.m.

Respectfully submitted,

Allison Lara

Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Board**

Wednesday, April 25, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Jeff Pelletier, Laura Ballou, Jennifer Keegin, Jeremy Schenk, Krista Harrell, Deepti Chadee, Heidi Lang, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The March 19-21, 2018 minutes were approved.*

**Year Outlook**

Taylor reviewed the project planning schedule for the upcoming year, including the strategic guideposts, data benchmarking, corporate partners implementation, awards naming working group, clay targets working group, internal review, and the Diversity & Inclusion self-assessment working group.

Zamora joined the meeting at 12:10 p.m.

**Board Committee Rotation**

Coleman presented an idea for new board members to gain experience with the committees. Coleman presented a rotation timeline for new board members to rotate between the strategic, finance, and governance committees from April through December. The rotation will allow new Board members to sit in on Exec calls and provide support to current committee chairs. The Board discussed the rotation.

**CEO Updates**

Taylor presented updates to the Board:

- Taylor provided an update on the College Union Student Engagement Study.
- Taylor asked that Board members arrive for the June Leadership Team Meeting on the evening of Sunday, June 24. This will provide time for the Board and Management Team to meet together on Monday, prior to component group arrivals.
- The Clay Targets Championships was a successful event. There were 807 students that competed, from 84 schools.
- The Clay Targets Championships and ACUI Annual Conference will coincide in 2019.
- New York University won first place at CUPSI.
- We received 121 volunteer applications for the April 13 deadline.
- Taylor was at the SAHEC meeting last week in Columbia, SC. He will be hosting the meeting next year in Indianapolis.
- The CSHEMA Board of Trustees met at the Central Office last week.
- Taylor will attend Past President Manny Cunard's memorial service on May 4.

**Other Announcements**

Ballou announced that the first quarter Board self-assessment will be emailed today.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:57 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, May 2, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Jennifer Zamora, Laura Ballou, Heidi Lang, Jennifer Keegin, Jeremy Schenk, Krista Harrell, Deepti Chadee, and John Taylor, CEO. Also present were Liz Beltramini and Allison Lara.

**Minutes**

Schenk MOVED, Ballou SECONDED, and it was APPROVED that:  
*The April 25, 2018 minutes were approved.*

**Environmental Scan Working Group**

Schenk reviewed the guideposts from the Environmental Scan Working Group.

Pelletier joined at 12:08

Keegin MOVED, Zamora SECONDED, and it was APPROVED that:  
*The Board of Trustees accepts the Environmental Scan team's report and will utilize the report in the board discussions planning as a final set of strategic guideposts are created.*

Schenk will communicate to the work group.

**Strategic Guidepost**

Schenk asked the Board to evaluate the Environmental Scan Working Group's proposed strategic guideposts. The Board discussed other potential topics, such as research, civilized discourse, and international engagement.

Schenk asked the Board to individually rank the top two guideposts they would recommend for the Association to utilize moving forward. The responses included data/research, volunteer and member engagement, international engagement, and social justice, activism, and corporate social responsibility combined with civilized discourse. It was understood that the guideposts will need to be narrowed down to 3-4 in total.

Schenk, Taylor, and Beltramini will review this feedback from the Board and narrow down the scope of guideposts. The team will make a recommendation to the Board soon. The adopted guideposts will be shared at the June Leadership Team Meeting.

Schenk discussed how the component groups engage with the guideposts to help determine the annual priorities.

**ACUI Awards Naming Working Group Update**

Coleman announced that the University of Wisconsin's report on Porter Butts was released to the public. The Awards Naming Working Group will use the information from the report to determine a recommendation to the Board on the Butts-Whiting Award.

#### **CEO Updates**

Taylor shared NIRSA and NASPA's Health and Well-Being initiative with the Board.

Schenk MOVED, Lang SECONDED, and it was APPROVED that:

*The Board endorses ACUI joining the Health and Well-Being initiative being proposed by NIRSA and NASPA.*

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:37 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, May 9, 2018

Mike Coleman called the meeting to order at 12:00 p.m. Eastern time. Additional members present were: Laura Ballou, Jennifer Keegin, Deepti Chadee, Jeremy Schenk, Krista Harrell, Jennifer Zamora, Jeff Pelletier, Heidi Lang, Spencer Vincent, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*The May 2, 2018 minutes were approved.*

**Review of Board Survey**

Ballou reviewed the purpose of the Board Self-Assessment survey. Board members will complete a survey each quarter.

Ballou presented highlights from the first survey. The Board's performance on mission and vision had high averages and were up slightly from last year's assessment. The results for the Board's performance in policies and structures were about the same as compared to last year. A positive highlight is that the Board has implemented a new way for incoming members to shadow committee rotations. Ballou reviewed the responses to the free write questions and compared them to last year's results.

**Overview of the Year in Governance**

Ballou announced that the Board will review approximately one-third of the policies this year. It was suggested that the best way to evaluate the policies is to divide the policies and break into small working groups. Teske and Ballou will work on the timeline and next steps for the policy review process.

**CEO Updates**

Taylor provided updates to the Board:

- ACUI is assisting CSHEMA with a brand review, new logo and tag line, and refreshed website.
- The early bird deadline for IPDS and Aspiring Directors Institute registrations is today.
- For ACUI Benchmarking, 56 schools have completed the salary survey and 58 schools have completed the operations survey. The deadline to enter data is on May 14.
- Regional Director elections are ongoing and will close tomorrow. So far, there is a 21% voter turnout.

**Other Updates and Announcements**

The Global Data Protection Regulation (GDPR) will go into effect May 25 in the European Union. Teske reviewed the steps that the Association is taking to meet the GDPR requirements.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:23 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**

Wednesday, May 16, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Laura Ballou, Heidi Lang, Jennifer Keegin, Deepti Chadee, Spencer Vincent, Krista Harrell, Jeff Pelletier, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Lang MOVED, Ballou SECONDED, and it was APPROVED that:  
*The May 9, 2018 minutes were approved.*

**Finance Overview**

Keegin reviewed the financial roles and responsibilities of the Finance Committee, Board of Trustees, and the Central Office. The Finance Committee is responsible for assisting the Board in ensuring that the organization is in good fiscal health. The Board is responsible for the overall management of the Association's resources.

Schenk joined the meeting at 12:07 p.m.

**New Budget Timeline**

Taylor shared the updated budget timeline with the Board. The new timeline will align the marketing plans and dues decision with the budget process. The budgeting process will now begin in May. Taylor and Teske will present the initial budget draft to the Board in September and the Board will approve the budget in October. Previously, the budget process began in August and would be approved in December. The approval of membership dues will no longer occur in May. The dues will be approved in September to coordinate with the budget. With the earlier timeframe, Taylor and Teske advised moving to a one-year budget, as opposed to the two-year budget used the past few years. The Board discussed the adjusted timeline.

**Q1 Statement**

Teske reviewed the Q1 statement with the Board. There is a projected net over more than \$3,100, which is slightly behind budget. Highlights of the Q1 projection include: membership dues, annual conference, clay targets, and promos all ahead of budget, while I-LEAD Connect, corporate partnerships, and business services are behind budget.

Pelletier MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approved the proposed Q1 budget statement.*

**ACH Status & Follow Up Steps**

Taylor shared a status update to ACH processes, and education in place related to electronic security and phishing.



### **CEO Updates**

Taylor shared that the Institute for Higher Education Policy has invited ACUI to sign on a letter to the College Scorecard.

Keegin MOVED, Schenk SECONDED, and it was APPROVED that:

*The Board approves the Association to sign on to the IHEP letter to Education Secretary DeVos regarding recommendations to the College Scorecard.*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:43 p.m.

Respectfully submitted,

Allison Lara

Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Call**

Wednesday, May 23, 2018

Mike Coleman called the meeting to order at 12:03 p.m. Eastern time. Additional members present were: Jennifer Zamora, Laura Ballou, Jeff Pelletier, Heidi Lang, Krista Harrell, Spencer Vincent, Jennifer Keegin, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske, Jennifer Sims, and Allison Lara.

**Minutes**

Ballou MOVED, Keegin SECONDED, and it was APPROVED that:  
*The May 16, 2018 minutes were approved.*

**Check-In with BOT**

Coleman asked members for feedback about the board meetings. The Board discussed ideas.

**Membership Update**

Sims and Taylor provided information on the state of the Association membership. Taylor shared key performance indicators. In 2017, we had 510 members, of which 93.6% were renewed and 6.4% were new members.

Sims shared the current state of the membership. There are 501 members. The January 2018 renewal cycle had a 94.6% retention rate, compared to the 88% industry benchmark. Fourteen new members have joined since the beginning of the year.

Sims presented the 2018-19 Membership Engagement Strategy. Current projects include community college recruitment and membership check-in calls. Sims shared lessons learned and best practices for engagement strategies. Sim discussed upcoming campaigns, which include small schools, HBCUs and HSIs, and international schools. Sims and Taylor will be focusing on schools that have held membership for less than 6 years.

**BOT Meeting Update**

Coleman provided an update on Board meetings for the next few weeks. The last video call before the June Leadership Team Meeting will be June 6. The Board will not meet on May 30.

**CEO Updates**

Taylor provided updates to the Board:

- Board members will receive an association investment survey from Raffa Wealth Management.
- The Republican Party of the House of Representatives is meeting about the PROSPER Act. Taylor encouraged members to call their local representatives.
- Taylor and Coleman will be at CHEMA next week. Taylor will visit Case Western Reserve.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Call**

Wednesday, June 6, 2018

Mike Coleman called the meeting to order at 12:03 p.m. Eastern time. Additional members present were: Jennifer Zamora, Laura Ballou, Jeff Pelletier, Krista Harrell, Jennifer Keegin, Jeremy Schenk, Deepti Chadee, and John Taylor, CEO. Also present was Allison Lara.

**Minutes**

Harrell MOVED, Ballou SECONDED, and it was APPROVED that:  
*The May 23, 2018 minutes were approved.*

**Strategic Guideposts**

Schenk presented the recommended strategic guideposts, which have been narrowed from a larger list of potential action items. Three recommended guideposts included a focus on research in the field, leveraging data to enhance education and delivery of services, and volunteer and member engagement.

Heidi Lang joined the meeting at 12:08 p.m.

The Board provided feedback on the recommendations, including suggestions for language to be revised.

Schenk shared that the subgroup (Taylor, Beltramini, Schenk) had a mixed opinion on whether reclaiming civil discourse on campus should be a guidepost. The Board provided feedback and agreed that while the title and the description should be edited, the association should move forward with this guidepost.

Harrell MOVED, Lang SECONDED, and it was APPROVED that:  
*The Board accepts the four recommended guideposts, acknowledging that the language will be revised.*

Taylor, Beltramini, and Schenk will wordsmith the guideposts. A plan to move forward with the guideposts will be presented at the June Leadership Team Meeting.

Taylor explained that while the guideposts are expected to last three to five years, there is not a definitive end date. Minor adjustments and evaluation will be made over time.

Zamora left the meeting at 12:26

Liz Beltramini joined the meeting at 12:27 p.m.

**Salary Administration**

Ballou shared the updated salary policy with the Board. Action on the policy will be taken at the Leadership Team Meeting. The policy was shared with the Central Office staff and there were no concerns.

### **BOT Agenda for June Meeting**

Taylor reviewed the Board agenda for the June Leadership Team Meeting. Taylor also shared the agenda for the Board and Management Team planning day on June 25.

### **CHEMA meeting**

Coleman provided a recap of the CHEMA meeting that he and Taylor attended. The CHEMA conference provides ways to partner and see what other organizations and campuses are doing. Topics that were covered included using data to shape the story of Higher Education, how to manage up to the administrative side of campus, and crisis management.

### **CEO Updates**

Taylor provided updates to the Board:

- Student Organizations Institute is currently happening at Furman University.
- IPDS and Aspiring Directors Institute will be at Indiana University – Bloomington from June 18 – 22.
- In the 2018 Regional Directors election, there was a 22% voter turnout. Cecilia Ortiz was elected Region I Director, Dwayne Isaacs was elected Region III Director, David Lemon was elected Region V Director, and Vinny Jackson was elected Region VII Director.
- The Naming ACUI Awards and Honors Working Group was contacted by the daughter of Porter Butts who wanted to share information that has been researched on the situation. Because of this, the group has decided to delay their timeline from the June Leadership Team Meeting to the end of July.

### **Other Announcements**

Pelletier reported that the Clay Targets Working Group will have its first meeting tomorrow afternoon. There are seven people on the committee.

Coleman reminded the group that the next Board meeting will be in person at the Leadership Team Meeting.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Tuesday, June 26, 2018**

Mike Coleman called the meeting to order at 1:11 p.m. Additional members present were: Jennifer Keegin, Deepti Chadee, Laura Ballou, Jeff Pelletier, Jennifer Zamora, Krista Harrell, Spencer Vincent, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**ACUI Investments**

Mark Murphy, CFA, from Raffa Wealth Management, LLC (RWM), joined the meeting at 1:11 p.m.

Murphy provided background information on RWM, the Association's new investment adviser. Murphy shared the latest results of the Study on Nonprofit Investing in comparison to ACUI's investments.

Heidi Lang joined the meeting at 1:21 p.m.

Murphy reviewed the investment recommendations. RWM assessed the finances of association, distributed a risk tolerance survey to Board members, and held interviews with key personnel to make recommendations on the investment portfolio. RWM recommended that the current total reserve be segmented with \$750,000 in the Standard Portfolio and \$1.7 million in the Long Term Portfolio. It was recommended that the Standard Portfolio remain with 100% allocation to bonds and cash and that the Long Term Portfolio be a mix of 50% stocks and 50% bonds. The allocation amounts can be adjusted based on operations and planning for the future.

Murphy presented recommendations for an updated Investment Policy Statement (IPS). RWM started with the Association's existing policy. The background and purpose remain the same. RWM proposed that the investment consultant has discretionary authority over the investment portfolio as long as it operates within policy. Updates were made to the asset allocations based on the investment recommendations. Benchmarking, diversification, and credit quality and maturity sections were added to the IPS. RWM recommended adding a monthly and quarterly performance review and evaluation of investments.

The Board inquired about socially responsible investments and may have further discussion in the future.

Murphy and Teske left the meeting at 2:35 p.m.

**Updates**

Jack Voorhees joined the meeting at 2:40 p.m.

Voorhees updated the Board on Atria. CSHEMA will launch a rebrand and new website tomorrow night, and a two-year financial plan has been developed. IACLEA is pleased with ACUI staff and services and we are in the process of negotiating a new contract. Atria is in its

second year of the three-year contract with AUID. There is an opportunity this year for AUID to work with ACUI Promos to standardize promotions at the AUID annual conference.

Justin Rudisille joined the meeting at 2:50 p.m.

Rudisille updated the Board on the Naming ACUI Awards and Honors Working Group that has been meeting weekly. The group received the Wisconsin report and is having active communication with Wisconsin Union staff, as well as the daughter of Porter Butts, Sherrill Randall. New information that has been discovered has delayed the group's decision-making on a recommendation. The group has done an environmental scan to see how other organizations are handling similar situations, such as awards, statues, and buildings. The group will meet on Friday to discuss all the presented information.

Rudisille reported that through the new awards renaming process, the group learned more about using a third-party agency for background checks. The agency can only provide a seven-year history, so it is irrelevant to events beyond that scope of time. The group discovered that the guiding principles provided a good framework, but there is some ambiguity.

Rudisille left the meeting at 3:00 p.m.

Voorhees continued the update on Atria. NODA has contracted ACUI for AV equipment. Atria will be providing consulting services to ACCED-I's members. Atria is still looking for additional business. Voorhees plans to work with ACUI staff to develop a marketing plan for Atria. ACUI intends to host a professional development event for staff of local Bloomington nonprofits to share our services and build relationships.

Voorhees updated the Board on ACUI Promos. Promotional items are now placed through Kurt Kinneman at Touchstone Media. This has increased profit margins and reduced overhead costs. ACUI Promos is on track to meet budget.

Voorhees left and Teske joined the meeting at 3:15 p.m.

### **Minutes**

Keegin MOVED, Harrell SECONDED, and it was APPROVED that:

*The June 6, 2018 minutes are approved.*

### **Governance**

Ballou presented the proposed salary policy.

Pelletier MOVED, Harrell SECONDED, and it was APPROVED that:

*The Board accepted the salary policy as presented.*

Ballou displayed the policy review schedule. The proposed plan indicated three review groups (October, November, and late November – December). Ballou asked members to email first and second group choices by the end of the week. Ballou will announce the groups at the next Board meeting.

The Board discussed the Investment Policy Statement.

Pelletier MOVED, Zamora SECONDED, and it was APPROVED that:  
*The Board accepted the Investment Policy Statement as presented.*

Ballou announced that the Board Norms document was revised. Ballou will send the document for members to review. The quarterly Board self-assessment review will go out at the end of July.

Teske left meeting at 3:50 p.m.

#### **Other Announcements**

Coleman asked the Board to consider adding the past president as a member of the Executive Committee. The Board discussed this option.

The Board ADJOURNED for the day at 4:00 p.m.

#### **Wednesday, June 27, 2018**

Coleman called the meeting to order at 2:30 p.m.

#### **Blue & Co. Audit**

Borden provided an overview of the FY17 audited financial statement. ACUI again received a clean audit. Borden also explained upcoming FASB accounting changes that will impact the future audited financial statements.

Borden left the meeting at 3:15 p.m.

Pelletier MOVED, Harrell SECONDED, and it was APPROVED that the Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 3:16 p.m.

Keegin MOVED, Chadee SECONDED, and it was APPROVED that the Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 3:23 p.m.

Teske left the meeting at 3:24 p.m.

The Board ADJOURNED for the day at 3:24 p.m.

#### **Thursday, June 28, 2018**

Coleman called the meeting to order at 8:34 a.m.

#### **Central Office Operations Plan**

Liz Beltramini joined the meeting at 8:34 a.m.



Beltramini reviewed the outcomes from the 2016-18 operational plan.

Beltramini left the meeting at 8:45 a.m.

### **Regional Conferences**

Coleman reviewed the regional conference schedule. Board members discussed which conferences they would be able to attend.

Coleman reviewed the committee rotations for new Board members.

### **Digital Badge Program**

Scarlett Winters joined the meeting at 9:00 a.m.

Winters presented a summary of the Digital Badge Program. The pilot was very successful. Three courses were offered in Spring 2018 – Student Employee Supervision, Large-Scale Event Management, and Student Organization Basics. Overall, participants had positive feedback and provided insight on how to better the badging program. Currently, Student Employee Supervision is being offered this Summer, which was full with a sizeable waitlist. Four courses are planned for Fall 2018 – Budget Development, Building Managers 101, Leadership Development Theory, and Student Development Theory. Each course has 25 participants and runs 6-8 weeks. Winters reviewed 34 learning management systems (LMS) and settled on the LearnUpon platform. Winters is very pleased with this LMS.

The Board discussed the Digital Badge Program.

Winters left the meeting at 9:30 a.m.

### **Wrap Up**

Pelletier announced that the Clay Targets Working Group has had two meetings. The group is currently in the research gathering phase. They plan to have monthly meetings.

Coleman reported that the constitution and bylaws do not contain information about the Executive Committee because committees rely on board action.

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board approved adding the past-president as a member of the Executive Committee.*

Taylor asked for a motion to accept the audit from Blue & Co.

Keegin MOVED, Chadee SECONDED, and it was APPROVED that:  
*The Board accepted the audit as presented.*

The Board reflected on the strategic guidepost work sessions the prior day. They were appreciative of the individual meetings with the following component groups: regional directors, Education Council, Research Program Team chair, Student Programs Team chair, Education & Research Fund Team chair, Volunteer Development Team chair, Corporate Partnerships Team

chair, and conference chairs. Schenk will send a template to component groups regarding the strategic guideposts. Component groups will submit their recommendations to Schenk. Then, Beltramini, Taylor, and Schenk will review the recommendations and guideposts.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 9:47 a.m.

Respectfully submitted,  
Allison Lara  
Recording Secretary

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Call**

Wednesday, July 25, 2018

Mike Coleman called the meeting to order at 12:00 p.m. Eastern time. Additional members present were: Jennifer Keegin, Jeremy Schenk, Krista Harrell, Jennifer Zamora, Laura Ballou, Jeff Pelletier, Deepti Chadee, Heidi Lang, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Keegin MOVED, Ballou SECONDED, and it was APPROVED that:  
*The June 26-28, 2018 minutes were approved.*

**Leadership Team Meeting 2019**

Coleman and Taylor updated the Board on the 2019 Leadership Team Meeting. The meeting will be July 8-12, 2019 at the Indiana Memorial Union.

**Clay Targets Working Group**

Pelletier provided an update on the Clay Targets Working Group. The group has met a couple times. They identified seven groups of stakeholders that they will reach out to. The groups include student athletes, college unions and student activities professionals, individuals who coordinate the events and competitions, people that have been affected by gun violence, parents of student athletes, and range operators who host these programs. The group has started generating a list of questions for the stakeholder groups via focus group or survey. The Clay Targets Working Group will do a report-out of findings on the August or September all-call meeting.

The group's goal is to have a recommendation for the Board prior to the December Winter Break. It is planned for the Board to make final decisions based on the recommendations so that they can be announced at the 2019 Annual Conference.

Spencer Vincent joined the meeting at 12:15 p.m.

**Financial Assumptions**

Taylor announced that the Central Office has come up with assumptions for FY19. Taylor and Teske met with each department to review the budget process and emphasize that everyone has a role in the budget.

Teske reviewed the FY19 budget timeline. The preliminary budget will be presented to the Board in September and the Board can take action on a dues increase recommendation if needed. The Board will approve the budget in October. Since this is a new timeline, November and December are available if the budget approval needs to be postponed.

The 2019 budget planning assumptions are incremental new association management, uncertain numbers for the 2019 Annual Conference, stable membership numbers, diminishing Midway USA Grant, health insurance increase, potential dues increase based on budget needs, continued investments in technology and systems, chunking external consultant/review as applicable/possible, and consideration of the new strategic guideposts/annual priorities.

Teske showed charts of the anticipated rough allocations of Association revenue and expenses.

### **CEO Updates**

Taylor requested the Board's endorsement for ACUI to sign on to a letter about leveraging data to The Department of Commerce by the Institute for Higher Education Policy.

Schenk MOVED, Lang SECONDED, and it was APPROVED that:

*The Board endorses ACUI signing onto the letter to The Department of Commerce by the Institute for Higher Education Policy.*

Taylor provided updates to the Board:

- There has been a staffing change in the Corporate Partnerships department. Aaron Rodgers is no longer with ACUI. Alyssa Whitworth will become the Corporate Partners Coordinator. She will provide administrative support and assist with Clay Targets. Michelle Smith will be focused on sales and relationships for ACUI & CSHEMA Corporate Partners. The Member Service Representative position is now open.
- The CSHEMA annual conference went very well. They had three fewer attendees than their largest conference ever.
- I-LEAD is currently taking place at West Chester University.
- Taylor presented on Higher Education Issues & Trends at the NACAS Senior Executives Summit last week in Atlanta.
- The 2019 Regional Conference locations have been determined and will be announced to members soon.
- I-LEAD Connect is scheduled for Virginia Commonwealth University and Sheridan College in the fall. There will be a hybrid teambuilding session at Kennesaw State.
- We will purchase the Intercultural Development Inventory for staff, as discussed as a part of the FY18 budget.

### **Other Updates and Announcements**

Coleman announced that the Board will meet on August 8, 15, and 22.

Coleman announced that Board members will team up and develop goals for the annual priorities. The group will come together to announce the information. Goals must be submitted to Schenk by the August 17<sup>th</sup> deadline.

Ballou announced that the self-evaluation questions will come out today. The deadline to respond will be August 3. Ballou will report out at the August 8 meeting.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:44 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, August 8, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jennifer Keegin, Laura Ballou, Deepti Chadee, Jeremy Schenk, Krista Harrell, Jennifer Zamora, Heidi Lang, Spencer Vincent, and John Taylor, CEO. Also present were Dave Teske and Allison Lara.

**Minutes**

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The July 25, 2018 minutes were approved.*

**Board Self-Assessment**

Ballou reviewed the Q2 Board Self-Assessment results. The lowest rated item was the Board's performance in ensuring that proper insurance is carried by the organization and reviewed periodically. This item was also rated low last year. Coleman asked that Teske and Taylor do a brief overview of the Association's insurance at the next meeting. The Board also rated its performance in establishing and enforcing policies related to board member attendance. The Board discussed this and decided the Board Norms document could provide guidance for attendance.

Jeff Pelletier joined at 12:12 p.m.

Members continue to provide positive feedback on the new Board members shadowing committees.

**Board Norms Document**

Ballou asked that members review the updates to the norms document and provide feedback before the next governance meeting. Ballou emphasized that the norms document is a working documents and updates can made as needed.

**Policy Review Groups and Schedule**

Ballou and Teske presented the policy review groups and timeline.

**Awards and Honors Naming Working Group Update**

Coleman provided an update to the Board, indicating that a report from the Awards and Honors Naming Working Group has been received. Coleman requested that members take their time to review the report and its recommendations. Debra Hammond and Thomas Lane will join next week's Board meeting for review and questions. The Board discussed initial thoughts.

**CEO Updates**

Taylor provided updates to the Board:

- We are continuing efforts to look at electronic financial vulnerability. Teske reviewed Positive Pay program being put into place with our bank.
- I-LEAD had 131 students registered and 29 facilitation team members graduate through this year's program at West Chester University. Overall, the program was successful, and we have heard positive feedback about the program thus far.
- Registration is live for the Collegiate Marketing Institute, which is a partner program with NIRSA.
- A Conference & Event Services Seminar is being planned for January. This is a new seminar. We are preparing to launch registration and travel information on our website.
- The Central Office staff is taking part in a staff initiative called #activeacui to encourage physical activity. We are currently in a fitness challenge competition with some of the SAHEC association staffs.
- *Associations Now* featured insights on membership from Jennifer Sims.

### **Other Updates and Announcements**

Chadee announced that the work on the Diversity and Inclusion working group has begun. The group has seven individuals and meets bi-weekly.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:34 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, August 15, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Jeff Pelletier, Jennifer Keegin, Laura Ballou, Deepti Chadee, Jeremy Schenk, Krista Harrell, Jennifer Zamora, Heidi Lang, and John Taylor, CEO. Also present were Allison Lara, Dave Teske, Liz Beltramini, Justin Rudisille, Thomas Lane, and Debra Hammond.

**Minutes**

Chadee MOVED, Harrell SECONDED, and it was APPROVED that:  
*The August 8, 2018 minutes were approved.*

**Naming ACUI Awards and Honors Working Group**

Lane and Hammond provided an overview of the working group's decision-making process and recommendations to the Board. The group adhered to the established guiding principles to decide on recommendations as a result of their research into Porter Butts. The working group had conversations with Mark Guthier, Director of the Wisconsin Union; Sherrill Randall, the daughter of Butts; and Ted Crabb, Director Emeritus of the Wisconsin Union who worked with Butts. The group relied on these conversations and written information to make a decision based on standards of evidence. Hammond expressed that it was a challenging process and the group did not always agree, but because of this, they had deep, courageous conversations.

Lane and Hammond provided more details in the report and the group's recommendations. The board discussed the report, asked questions, and thanked the group for their extensive work.

Lane and Hammond left the meeting at 1:03 p.m.

Coleman asked that the Board move into Executive Session at 1:05 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 1:05 p.m.

The Board MOVED OUT of EXECUTIVE SESSION WITHOUT OBJECTION at 1:39 p.m.

Due to the length of the meeting, the board deferred any action to a future meeting.

Ballou left the meeting at 1:40 p.m.

**Annual Priorities**

Coleman announced that the Board will get the goals to Schenk by Monday.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:41 p.m.



Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic: Finance**

Wednesday, August 22, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jeff Pelletier, Jennifer Keegin, Laura Ballou, Deepti Chadee, Jeremy Schenk, Krista Harrell, Jennifer Zamora, Heidi Lang, and John Taylor, CEO. Also present were Allison Lara, Elizabeth Beltramini, Justin Rudisille, and Dave Teske.

**Minutes**

Harrell MOVED, Ballou SECONDED, and it was APPROVED that:  
*The August 15, 2018 minutes were approved.*

**Q2 Statement**

Teske reviewed the FY18 Q2 Statement. The original budget had a net of about \$5,000. The FY18 Q2 statement has a projected net of about \$40,000. Highlights include additional staff savings and membership dues income being ahead of budget. Corporate Partnerships advertising, CUPSI, and Procure are behind budget.

Schenk MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board accepted the FY18 Q2 statement as presented.*

**Naming ACUI Awards and Honors**

Coleman entertained a motion for the working group's report on Porter Butts.

Pelletier MOVED, Chadee SECONDED, and it was APPROVED that:  
*The Board accepted the Naming ACUI Awards and Honors Working Group report as presented.*

Coleman asked to move into executive session at 12:16 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:16 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:07 p.m.

The Board plans to make a decision at the September 5 meeting.

Ballou and Rudisille left the meeting at 1:09 p.m.

**Strategic Guidepost Goals**

The Board has identified two annual goals related to the Association's 2019 Strategic Guideposts. By March 2019, the Board will identify three specific tactics for Board members to engage with member institution leaders. The Board will also create a working group to identify

successful campuses that strongly support active dialogue to capture notable characteristics and best practices.

#### **CEO Updates**

Taylor asked for the Board's endorsement for ACUI to sign-on to a letter from NASPA regarding student loan borrowers.

Schenk MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board endorses ACUI signing onto NASPA's letter.*

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:11 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, September 5, 2018

Mike Coleman called the meeting to order at 12:00 p.m. Eastern time. Additional members present were: Jennifer Keegin, Laura Ballou, Deepti Chadee, Jeremy Schenk, Krista Harrell, Jennifer Zamora, Heidi Lang, Spencer Vincent, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, Justin Rudisille, and Allison Lara.

**Minutes**

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*The August 22, 2018 minutes were approved.*

**Awards and Honors Naming Working Group Update**

Coleman asked to move into executive session at 12:02 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:03 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:50 p.m.

Pelletier MOVED, Lang SECONDED, and it was APPROVED that:

*The Board accepts the Naming ACUI Awards and Honors Working Group's recommendations that:*

- *The name of ACUI's Butts-Whiting Award be retained.*
- *ACUI should create a web presence for the materials gathered by the working group to serve as the beginning of a renewed effort to educate, engage, and inform the membership about the Association's diversity and inclusion efforts.*
- *The standard of preponderance of the evidence supported by direct and indirect (inferred) evidence be used in future award naming or renaming processes.*
- *In the "Procedure for Naming or Renaming of Association Awards and Scholarships" document, independent third-party agencies should only be required as feasible to the specific vetting process, and, when used, will require authorization from the honoree whose name is being considered for the award.*

The decision will be communicated to the membership this Friday.

**CEO Updates**

Taylor provided updates to the Board:

- Michelle Smith represented ACUI at Toni Kampf's funeral.
- We are in the process of negotiating IACLEA's contract renewal.

Vincent left meeting at 12:58 p.m.

**Other Updates and Announcements**

Pelletier announced that the Board of Trustees nomination form is live and encouraged members to nominate their peers.

There will be an online open forum regarding the Porter Butts decision on September 12 at Noon Eastern time. A second opportunity for discussion will be held on September 20 at 4 p.m. Eastern time.

Schenk left the meeting at 1:01 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:02 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic: Finance**

Wednesday, September 19, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Jeff Pelletier, Laura Ballou, Jeremy Schenk, Jennifer Zamora, Spencer Vincent, Heidi Lang, and John Taylor, CEO. Also present were Justin Rudisille, Allison Lara, and Dave Teske.

**Minutes**

Zamora MOVED, Ballou SECONDED, and it was APPROVED that:  
*The September 5, 2018 minutes were approved.*

Krista Harrell joined the meeting at 12:06 p.m.

**Insurance Overview**

Teske provided an overview of ACUI insurance. The Association has coverage for property, general liability, electronic data processing, crime, business auto liability, directors and officers, employment practices liability, data defender, network defender, social engineering, umbrella liability, and workers compensation.

Deepti Chadee and Jennifer Keegin joined at 12:10 p.m.

The Association does not have coverage for event cancellation insurance or business/group travel accident.

**2019 Budget**

Teske presented the FY19 preliminary budget. The proposed budget is planned to achieve a net of \$22, which includes using \$65,000 from the strategic projects reserve. It was recommended that there be no dues increase for membership. It was also recommended that \$130,000 from the 2017 budget be allocated to the strategic projects reserve.

Teske also noted that the overall net asset balance summary was added to the budget worksheet for more disclosure.

Schenk MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board approves the recommendation to not increase membership dues for 2019.*

Harrell MOVED, Pelletier SECONDED, and it was APPROVED that:  
*The Board approves allocating \$130,000 of the Association's net profit from 2017 to the strategic projects reserve.*

**Regional Conference Update**

Taylor shared that the 2018 Region VI Conference is cancelled. Rudisille explained that members are taking advantage of regional permeability because Region V and Region VII conferences are near Region VI institutions. The Region VI conference planning team and leadership team will inform the membership of the cancellation via email today.

Board members discussed the regional conferences they will attend.

### **CEO Updates**

Taylor provided updates to the Board:

- The Central Office had a great staff retreat on Monday and Tuesday.
- The staff has completed the Intercultural Development Inventory and will review their results over the next week.
- There have been discussions regarding AMC work with NCCI.
- The Board will be making membership calls next week to institutions that have not renewed their 2018-19 dues.

Harrell and Rudisille left the meeting at 1:01 p.m.

### **Other announcements**

Coleman asked to move into executive session at 1:02 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 1:02 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:03 p.m.

Coleman asked current Board members to nominate colleagues for the upcoming Board election.

The next open forum for the Porter Butts decision is tomorrow at 4 p.m. Eastern time.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic: Strategic**

Wednesday, September 26, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jeremy Schenk, Krista Harrell, Deepti Chadee, Jennifer Zamora, Jeff Pelletier, Laura Ballou, and John Taylor, CEO. Also present were Justin Rudisille, Liz Beltramini, and Allison Lara.

**Minutes**

Chadee MOVED, Harrell SECONDED, and it was APPROVED that:  
*The September 19, 2018 minutes were approved.*

**Overview of Goals and Timeline**

Schenk presented a document of the 62 goals that have been submitted by the Leadership Team for the 2019 Annual Priorities.

Jennifer Keegin joined the meeting at 12:08 p.m.

Schenk informed the Board that the group will meet with some of the component groups to condense the list and make it more manageable.

Heidi Lang joined the meeting at 12:10 p.m.

Schenk will share the final list at the next strategic meeting.

**Awards Proposal**

Rudisille informed the Board that the Volunteer Development Team has been in the review process for awards over the past few months. The Volunteer Development Team recommended that the C. Richard Scott Memorial Scholarship be focused only on undergraduate students as recipients. It was also recommended that the ACUI Values Award be expanded to allow a maximum of five recipients each year, to include up to one recipient from the following categories: undergraduate students, graduate students, new professionals, mid- to senior-level professionals, and associate members.

The Board discussed the recommendations.

Keegin MOVED, Ballou SECONDED, and it was APPROVED that:  
*The Board accepts the Volunteer Development Team's recommendations for the C. Richard Scott Memorial Scholarship and the ACUI Values Award.*

Rudisille left the meeting at 12:22 p.m.

**Report Out Strategies**



Coleman shared ideas that were generated by a small group of Board members related to diversity and inclusion initiatives, including offering a cultural competency digital badge, and cultural competency training for the Board and Leadership Team.

Coleman will talk with Executive Committee and come back to the Board with potential strategies.

### **Committee Rotations**

Coleman shared that this is the last rotation for 1<sup>st</sup> year Board members on standing committees.

### **CEO Updates**

Taylor provided updates to the Board:

- Taylor shared his quarterly strategic goals dashboard.
- There are 42 people registered for ACUI Badges courses this fall, the largest number yet. This is compared to the fact that we have issued 52 total badges since the first pilot course.
- Next week, there is a Diversity & Inclusion Town Hall on Activism on Campus. There are currently 41 people registered.
- Taylor reminded the Board that registrations are open for the Collegiate Marketing Institute and Women's Leadership Institute.
- The Conference & Events Seminar has extended the deadline for Ed session submissions to October 12.
- Registration and hotel reservations for the 2019 Annual Conference are now open. The deadline to submit Ed session proposals is September 28.
- A reminder that the Board will be making membership renewal calls this week.
- Taylor will be at the Big Ten Union Directors Meeting next week.

### **Other announcements**

Pelletier informed the Board that there have been 76 nominations for 61 unique individuals by 20 unique nominators for the upcoming Board election, which is close to the historical average of nominations. He asked members to encourage colleagues to apply for the Board. There will be an information session today at 3 p.m. Eastern to learn more about the process. Applications are due October 5.

There will not be a board meeting next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:44 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, October 10, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern Time. Additional members present were: Krista Harrell, Heidi Lang, Laura Ballou, Jeremy Schenk, Jennifer Zamora, and John Taylor, CEO. Also present were Liz Beltramini, Dave Teske, and Allison Lara.

**Minutes**

Ballou MOVED, Lang SECONDED, and it was APPROVED that:  
*The September 26, 2018 minutes are approved.*

**Review of Creation and Naming Awards Documents**

Ballou presented the proposed updates to the Creation of Association Awards and Scholarships and the Naming of Awards, Scholarships, Programs, or Facilities policies.

The Board discussed the amended language.

Lang MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approves the proposed updates to the Creation of Association Awards and Scholarship policy.*

Lang MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board approves amending the language of the Naming of Awards, Scholarships, Programs, or Facilities policy.*

**Board Self-Assessment**

Ballou announced that the next assessment will be launched tomorrow and will be due by October 17. The first policy review group will meet on October 16.

**Strategic Guidepost**

Coleman would like to see a guidepost specifically related to Diversity & Inclusion. Taylor will have a conversation with Management Team regarding this. The Board will then look at how to proceed with the guideposts.

**CEO Update**

Taylor provided updates to the Board:

- ACUI hosted a Bloomington association lunch for networking and roundtable discussions.
- The Association of University Interior Designers conference is going on right now at the University of Kansas. Kelsie Holt and Megan Algood from the Central Office are there.
- Taylor signed the contract agreement with NCCI today. Taylor discussed staffing updates related to this.

### **Other Announcements**

Taylor, Beltramini, and Teske encouraged the Board to promote upcoming ACUI events and services to colleagues.

Jeff Pelletier joined the meeting at 12:28 p.m.

The Board reviewed regional conference plans.

Pelletier announced information about the upcoming Board election. Overall, we received a higher number of nominations compared to previous years. There is one candidate for president and 13 candidates for at-large members. All regions are represented by the candidates. The election will go live on October 16 and close on November 13.

The next Board meeting will be October 17.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:35 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Strategic**

Wednesday, October 17, 2018

Mike Coleman called the meeting to order at 12:02 p.m. Eastern Time. Additional members present were: Heidi Lang, Jeremy Schenk, Jennifer Keegin, Deepti Chadee, Spencer Vincent, Krista Harrell, and John Taylor, CEO. Also present were Liz Beltramini, Dave Teske, and Allison Lara.

**Minutes**

Schenk MOVED, Lang SECONDED, and it was APPROVED that:  
*The October 10, 2018 minutes are approved.*

**Strategic Guide Post Discussion**

Taylor shared that management team reviewed potential options for Diversity & Inclusion initiatives as it relates to the strategic guideposts.

Taylor presented management team's three options for moving forward with Diversity & Inclusion initiatives and the strategic guideposts.

Jennifer Zamora joined the meeting at 12:04 p.m.

Option one would create a new guidepost specifically for Diversity & Inclusion.

Jeff Pelletier joined the meeting at 12:05 p.m.

Taylor reviewed the pros and cons and potential timeline if the Board was to move forward with this option.

Option two would create revisions to the current annual priorities, which would integrate Diversity & Inclusion throughout. Taylor reviewed the pros and cons regarding option two.

Option three would create separate Diversity & Inclusion initiatives, which could include research, programs, and digital badges. Taylor presented the pros and cons for option three.

Management team recommended the Board pursue option two. They also recommended pursuing one separate Diversity & Inclusion initiative from option three.

The Board discussed the presented options and next steps. The Board would like to consult with the Council on Diversity and Inclusion to discuss the presented options. Beltramini and Zamora will present this to the council at Friday's meeting.

The Board will reflect on this at the next meeting.

### **CEO Update**

Taylor provided updates to the Board:

- Regional conferences are coming up. Taylor shared talking points with the Board and current registration numbers.
- Zamora and Taylor will be attending the Big 12 Union Directors Conference next week.
- Taylor and Wahlquist will soon be travelling to potential 2023 conference locations.

### **Other Announcements**

The Board of Trustees elections were launched on Tuesday and are open until November 13.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic: All-Call**

Wednesday, October 31, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Additional members present were: Krista Harrell, Deepti Chadee, Jeremy Schenk, Jeff Pelletier, Laura Ballou, and John Taylor, CEO. Also present were Allison Lara, Liz Beltramini, and Dave Teske.

**Minutes**

Schenk MOVED, Chadee SECONDED, and it was APPROVED that:  
*The October 17, 2018 minutes are approved.*

**2018-19 Budget**

Teske presented the proposed 2019 budget. The projected net is \$254.00.

Jennifer Zamora joined the meeting at 12:04 p.m.

The proposed budget now includes the contract with NCCI and has allocated appropriate funds toward staffing efforts.

Jennifer Keegin joined the meeting at 12:07 p.m.

Pelletier MOVED, Harrell SECONDED, and it was APPROVED that:  
*The 2019 budget is approved as presented.*

**Strategic Guidepost Update**

Beltramini updated the Board regarding the meeting with the Council on Diversity & Inclusion. Beltramini and Zamora had presented Management Team's three options to get the council's thoughts. The council suggested that the Association needs an integrated approach by including Diversity & Inclusion throughout the priorities and to create one, if not two, high visibility initiatives. If the Board creates a new guidepost, the Council for Diversity and Inclusion proposed that the guidepost be focused more on social justice and equity, as opposed to diversity and inclusion.

The Board discussed this information.

Schenk asked Taylor to share the Management Team's three options again, which the Board further discussed.

Ballou MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board will revise the annual priorities to integrate diversity and inclusion throughout the guideposts and explore additional diversity and inclusion initiatives by November 14.*

Harrell left the meeting at 12:44 p.m.

Taylor, Beltramini, and Schenk will meet regarding adjustments to the annual priorities and additional initiatives, and present further information on the November 14 Board call.

### **CEO Updates**

Taylor provided updates to the Board:

- ACUI was named one of the Best Places to Work in Bloomington.
- Jennifer Sims has accepted a new position at Indiana University's Career Development Center as a senior assistant director. Her last day in the office will be November 6.
- Taylor shared an invitation from IHEP to sign onto a letter to Secretary DeVos regarding the College Scorecard. The Board endorsed ACUI signing onto the letter.
- Taylor shared that the Association is preparing messaging related to the potential DeVos/Trump policy affecting transgender students. The Board endorsed the Association sending messaging if this occurs, communicating that gender identity discrimination should not be tolerated.
- The Region IV Conference went well, with 40 more attendees than last year. Next year will be a joint conference with Region I.

### **Other Announcements**

Chadee announced that the Diversity and Inclusion work group will be sending out an Association-wide survey.

So far, we have received 365 ballots for Board election. Voting closes on November 13.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:57 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic: Governance**

Wednesday, November 7, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Additional members present were: Laura Ballou, Jennifer Keegin, Krista Harrell, Jeff Pelletier, Heidi Lang, Deepti Chadee, and John Taylor, CEO. Also present were Allison Lara, Dave Teske, Michelle Smith, and Sarah Comstock.

**Minutes**

Schenk joined the meeting at 12:02 p.m.

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*The October 31, 2018 minutes are approved.*

**Clay Targets Update**

Pelletier provided an update on the Clay Targets working group. The group has interviewed all stakeholder groups. Overall, students, partners, and the membership are in support of the program. The group is still working on a recommendation to the Board. Pelletier believes the group is on schedule to have a recommendation by the end of December.

Jennifer Zamora joined the meeting at 12:14 p.m.

Pelletier, Smith, and Comstock shared the stakeholders' feedback with the Board. Smith discussed the diversity efforts of the program. The Board discussed the information that was presented.

Smith and Comstock left the meeting at 12:29 p.m.

**Policy Recommendations**

Ballou reviewed proposed updates to the following policies:

Language updates and adding a definition of the Leadership Team were proposed additions for the Concurrent Leadership Position policy.

Harrell MOVED, Lang SECONDED, and it was APPROVED that:  
*The Board approves the recommended updates for Concurrent Leadership Position policy.*

It was recommended to remove the Honorary Membership policy. This membership class is specified in the constitution and therefore the policy is duplicative. All current procedures will remain intact.

Keegin MOVED, Land SECONDED, and it was APPROVED that:  
*The Board approves to remove the policy on Honorary Membership.*



No changes were proposed for the Lifecycle Protocols policy. The group added a definition of a lifecycle event. No board action was needed.

It was recommended that the Memorial Resolutions policy be removed.

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board approves the removal of the Memorial Resolutions policy.*

It was recommended that the policy statement be updated to the Social Media policy. The group also added definitions to the policy.

Keegin MOVED, Pelletier SECONDED, and it was APPROVED that:  
*The Board approves the proposed updates to the Social Media policy.*

The second group of policies will be reviewed at the next governance call, the policy updates will be presented.

### **Board Self-Assessment Update**

Ballou shared the October 2018 Self-Assessment results. There was 100% participation. Ballou highlighted that there was a lower score on the CEO succession policy. Teske shared the policy. The Board discussed a lack of awareness of the policy, which is why members rated it low. The Board discussed how it can create awareness for this policy for future training.

Ballou shared that there were also lower scores for the process to formally assess the CEO's performance. Ballou plans to add information on the CEO assessment process to Board norms document. Coleman sent out the CEO evaluation survey to the Board members and the Central Office Staff yesterday. The Executive Committee will review the results and visit the CEO at the Central Office in December.

### **CEO Updates**

Taylor provided updates to the Board:

- Taylor and Zack Wahlquist travelled to two potential 2023 Annual Conference sites this past week. They will negotiate with the hotels and will come back to the Board with a recommendation. Taylor hopes to finalize this in December.
- The official NCCI transition was on November 1.
- The registration numbers for the 2018 regional conferences are higher than the 2017 regional conferences.
- Next week is Collegiate Marketing Institute.
- Board of Trustees elections close on November 13.
- A Diversity & Inclusion survey was sent to the membership today. The working group will use the results to make a recommendation to the Board.

### **Other Announcements**

Coleman reminded Board members to fill out the CEO evaluation.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:00 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic: Strategic**

Wednesday, November 14, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Additional members present were: Jeremy Schenk, Krista Harrell, Jennifer Keegin, Spencer Vincent, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Allison Lara.

**Minutes**

Keegin MOVED, Harrell SECONDED, and it was APPROVED that:  
*The November 7, 2018 minutes are approved.*

**Strategic Guideposts & Annual Priorities**

Schenk presented the revised annual priorities.

Pelletier joined the meeting at 12:06 p.m.

The proposed annual priorities included revisions to existing priorities, as well as the creation of new priorities regarding Diversity & Inclusion.

Ballou joined the meeting at 12:07 p.m.

The Board discussed the proposed revisions.

Harrell MOVED, Pelletier SECONDED, and it was APPROVED that:  
*The Board approves the revised annual priorities.*

**Initiatives**

Beltramini shared that there is widespread commitment for a mentorship program initiative related to Diversity & Inclusion. The Council for Diversity and Inclusion and Beltramini would like to introduce this initiative to the membership and then showcase it at the Annual Conference. They plan to gather focus groups to ensure they are meeting the needs of members.

Beltramini asked the Board for more time to develop a second initiative. She would like to use the data from the benchmarking project and regional conference surveys to determine the best second initiative. The Board agreed with this recommendation.

Schenk discussed the potential timeline for the future planning of the annual priorities. They will have a timeline ready for the Board in December.

**CEO Updates**

Taylor provided updates to the Board:

- All indications show that the regional conferences this past weekend were successful. The last two regional conferences, I & VIII, are this weekend.
- This weekend is also the last clay targets competition of the fall season, which is being held in Tiller, Arkansas.
- The Collegiate Marketing Institute is also taking place this week in New Orleans.

#### **Other Announcements**

Coleman asked that the Board move into Executive Session at 12:32 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:33 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 12:58 p.m.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:59 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Call**

Wednesday, November 28, 2018

Mike Coleman called the meeting to order at 12:00 p.m. Eastern Time. Additional members present were: Jeremy Schenk, Jennifer Keegin, Krista Harrell, Heidi Lang, Deepti Chadee, Spencer Vincent, Jennifer Zamora, and John Taylor, CEO. Also present were Tena Bennett, Jake Dawes, Dave Teske, Justin Rudisille, and Allison Lara.

**Minutes**

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The November 14, 2018 minutes are approved.*

Laura Ballou joined the meeting at 12:02 p.m.

**Education and Research Fund – Day of Giving**

Bennett announced that the Day of Giving will be next week on December 4. The goal is to raise over \$9,100. Bennett shared marketing and promotional ideas for this year's Day of Giving.

Bennett and Dawes left the meeting at 12:08 p.m.

**FY 18 Q3 Financial Statement**

Teske presented the Q3 financial statement. There is a projected net of \$118,168, which is \$113,019 better than budget. Membership dues, association business, digital badging, corporate partnerships, business services, and clay targets are more favorable than budget. Procure is behind budget.

Pelletier joined the meeting at 12:13 p.m.

The Board discussed the statement.

Ballou MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approves the Q3 Financial Statement as presented.*

**Process for Emeritus and Honorary Awards**

Rudisille provided an overview of the Board's role in the Awards process. The president appoints the review committees for the campus awards, individual awards, and scholarships. The Board confers the distinguished honors awards.

Rudisille reviewed the criteria and eligibility for Honorary Lifetime Membership and the Emeritus Award.

The Awards submission deadline is December 7. Committee members will be selected in December. The Awards committees will review applications and make selections in January or February. The winners will be announced at the Annual Conference in March.

### **Elections Process**

Pelletier announced the results of the Board elections. Overall, there were 467 ballots cast out of 3,142 eligible voters. There was a 14.9% voter turnout, compared to a five-year average of 11.3% participation.

Rudisille left the meeting at 12:40 p.m.

### **Messaging Regarding Possible Title IX Changes**

Taylor is looking to have the Central Office draft a message to the membership regarding the potential changes to Title IX.

Harrell provided an overview and shared concerns of the potential changes.

Vincent left the meeting at 12:50 p.m.

Taylor asked for direction from the Board on how to proceed with messaging. The Board would like to highlight the changes with context for how these changes affect the campus, encourage members to educate themselves, and encourage members to send comments to the Department of Education during the rulemaking period. The Board recommended hosting an open forum after the communication goes out.

### **CEO Evaluation Update**

Coleman reviewed the CEO evaluation process. He is compiling the CEO evaluation survey results and will share the information with the president-elect. They will travel to the Central Office next week to meet with Taylor.

### **CEO Update**

Taylor provided an update to the Board:

- The Virtual Research Institute began yesterday and is concluding today.
- The Women's Leadership Institute is next week.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:02 p.m.

Respectfully submitted,  
Allison Lara  
Member Services Representative

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: All-Call**

Wednesday, December 12, 2018

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Laura Ballou, Krista Harrell, Jennifer Zamora, Heidi Lang, Deepti Chadee, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, Zack Wahlquist, and Allison Lara.

**Minutes**

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*The November 28, 2018 minutes are approved.*

**Student Board Member Nomination**

Ballou, Taylor, Zamora, and Spencer Vincent interviewed candidates for the Student Board Member. The group recommended that Jason Howell from Albertus Magnus College be appointed as Student Board Member. Ballou shared highlights of Howell's resume and interview.

Jeff Pelletier joined the call at 12:06 p.m.

Lang MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board approves the recommendation to appoint Jason Howell as the 2019 Student Board Member.*

Spencer Vincent joined the call at 12:07 p.m.  
Jeremy Schenk joined the call at 12:08 p.m.

**Policy Review**

Ballou reviewed proposed updates to the following policies:

Language updates and clarifications were proposed additions for the Alcohol policy.

Lang MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board approves the recommended changes to the Alcohol policy.*

It was recommended to remove the Affiliation with Other Professional Associations policy.

Pelletier MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approves to remove the Affiliation with Other Professional Associations policy.*

For the Accessibility: Reasonable Accommodations policy, language updates were proposed in the policy statement.

Harrell MOVED, Lang SECONDED, and it was APPROVED that:

*The Board approves the recommended changes to the Accessibility: Reasonable Accommodations policy.*

It was recommended to remove the Fire Safety Guidelines policy.

Pelletier MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board approves to remove the Fire Safety Guidelines policy.*

The Board and Central Office will delay the review of the policy on liability waivers until early next year.

The Board and Central Office also delayed reviewing the inclusive language policy. Currently, the policy is written in terms of events, and they are evaluating if it needs to be broadened.

The December policy review group met prior to this meeting. The group of policies being reviewed are not as clear cut as the October and November groups. The December group will have another meeting this month. Recommendations for the third group of policies may be delayed.

#### **Strategic Update**

Schenk provided an update to the Board on the Strategic Guideposts and Annual Priorities. He is finishing the goal statements and will come back to the Board in March with updated information.

#### **COMP Letter and Dialogue Update**

Coleman informed the Board that a response was sent to the Community of Multi-Ethnic Professionals and Allies (COMP). Taylor, Coleman, Beltramini, and Zamora will meet with COMP tomorrow for discussion.

#### **CEO Update**

Taylor provided updates to the Board:

- Taylor arrived in D.C. today for a CHEMA meeting.
- Taylor will attend the Higher Education Association Sustainability Consortium at 2 p.m.
- The 2020 Annual Conference Program Team will meet in Atlanta next week.

Taylor announced that he and Wahlquist have a recommendation for the 2023 Annual Conference Site.

Wahlquist shared a presentation of the 2023 selection process and options. Wahlquist and Taylor recommended that the 2023 Annual Conference take place in Orlando.

Harrell MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Board approves the recommendation to have the 2023 Annual Conference in Orlando.*

#### **Other Updates and Announcements**

The Board will not meet again until January 9, 2019.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:46 p.m.



Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International  
Board of Trustees Meeting**

**Topic Focus: Governance & Strategic**

Wednesday, January 9, 2019

Mike Coleman called the meeting to order at 12:00 p.m. Eastern time. Additional members present were: Jennifer Zamora, Laura Ballou, Krista Harrell, Jennifer Keegin, Deepti Chadee, Jeremy Schenk, Jeff Pelletier, Spencer Vincent, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, Michelle Smith, and Allison Lara.

**Minutes**

Chadee MOVED, Keegin SECONDED, and it was APPROVED that:  
*The December 12, 2018 minutes are approved.*

**Governance Update**

The December policy review group is still in the process of review. The policy recommendations will be presented at the January 30 meeting.

The board self-assessment will be sent out this month. Results will be reviewed in February.

**COMP Meeting Update**

Coleman informed the board that the conversation with COMP went well. Taylor, Beltramini, and Zamora were on the call. The group will have meetings between now and the Annual Conference. They will meet in person at the conference. Regional Directors, Volunteer Development Team, Conference Program Teams, Education Council, and the D&I Council have also started dialogue regarding COMP's letter.

Heidi Lang joined the call at 12:08 p.m.

**Strategic Timeline**

The board discussed the Annual Priorities. The language was updated to include "diversity, equity, and inclusion". The board also added a priority regarding the volunteer selection process. The updated priorities will be sent to the Leadership Team so that component groups can reevaluate their SMART goals. Updated goals will be due to Schenk by March 1. Final guidelines, priorities, and goals will be presented at the Annual Conference.

The Annual Priorities timeline will be 15 months beginning in March 2019. The Central Office and Board of Trustees will evaluate the progress at the 2020 Annual Conference.

Harrell MOVED, Pelletier SECONDED, and it was APPROVED that:  
*The board approves the edits that were made to the Annual Priorities.*

The board will evaluate its SMART goals at the February strategic meeting.

**Clay Targets Discussion**

Pelletier and Smith provided an update on the Clay Targets Working Group.

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The Board accepts the Clay Targets Working Group report as presented.*

Pelletier asked the board for action on this year's scholarship funds provided by the NRA due to the time-sensitive nature of their distribution to student athletes at already scheduled events.

Smith reviewed the scholarship funding timeline for this year. The Clay Targets Program awards \$500 per conference championship to high school students that will be entering their first year of college at events starting January 21. The program also grants ten \$500 scholarships and two \$1000 scholarships to college students at ACUI nationals in March. The funds are sent to the bursar's office on the students' behalf. Currently, the program has a proposal from the NRA for the sponsorship of the scholarships, but has been placed on hold, pending the outcome of the work group and board's recommendations.

The board discussed the 2019 scholarship funding and how it relates to student development. Further discussion will take place at the next meeting regarding future scholarship funding.

Schenk MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Board accepts the current proposal for scholarship funding from the NRA for only the 2019 year, while additional elements of the report are being discussed.*

### **CEO Update**

Taylor sent an on-boarding document to current Board members for review.

- Taylor shared his strategic dashboard for January 2019.
- Taylor visited Oakland University's renovated student union. He also visited the University of Michigan.
- Taylor and Zamora will travel to Miami next week for the CEO Symposium.

### **Other Updates and Announcements**

The Title IX Town Hall is this afternoon.

The next Board meeting will be January 23.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:04 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International  
Board of Trustees Meeting**

**Topic Focus: Finance**

Wednesday, January 23, 2019

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Jennifer Zamora, Laura Ballou, Heidi Lang, Krista Harrell, Jennifer Keegin, Deepti Chadee, Jeff Pelletier, and John Taylor, CEO. Also present were Dave Teske, Jake Dawes, Sarah Aikman, and Michelle Smith.

### **Minutes**

Harrell MOVED, Ballou SECONDED, and it was APPROVED that:  
*The January 9, 2019 minutes are approved.*

### **COMP Meeting Update**

Coleman indicated there is a follow up meeting with the COMP leadership on January 28.

Allison Lara joined the meeting at 12:06 p.m.

### **Legacy Project**

Aikman shared initial ideas for a potential Legacy Leader award. She shared research that's been conducted based on other associations' similar awards.

Jeremy Schenk and Spencer Vincent joined the meeting at 12:11 p.m.

Aikman addressed the need to distinguish this award from the Butts-Whiting Award. The legacy award would be bestowed through the Education and Research Fund and would help raise funds for ERF.

The Education and Research Fund wanted to see if the board was interested in pursuing this project before doing more research and creating a committee.

The board discussed the idea of a Legacy Leader award project. The board would like to see the Education and Research Fund move forward with a recommendation for a new award.

Aikman and Dawes left at 12:23 p.m.

### **Clay Targets Discussion**

The board discussed recommendations 1-3. Coleman asked that the Central Office present potential scenarios based on the recommendations in the report. Smith and Pelletier will also take the board's comments to the work group for potential revisions.

Smith left the meeting at 12:53 p.m.

Vincent left the meeting at 1:00 p.m.

The board will review recommendations 4 & 5 at the next meeting. Zamora and Teske left the meeting at 1:07 p.m.

### **CEO Updates**

Taylor shared a document for creating a Fundraising Plan Working Group.

Harrell MOVED, Keegin SECONDED, and it was APPROVED that:  
*The board approves establishing a Fundraising Plan Working Group.*

#### **Other Announcements**

Ballou reminded the board to fill out the self-assessment survey by next Wednesday.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:11 p.m.

Respectfully submitted, Dave  
Teske & Allison Lara

### **Association of College Unions International Board of Trustees Meeting**

#### **Topic Focus: All-Board**

Wednesday, January 30, 2019

Mike Coleman called the meeting to order at 12:08 p.m. Eastern time. Additional members present were: Jennifer Zamora, Laura Ballou, Heidi Lang, Krista Harrell, Jennifer Keegin, Deepti Chadee, Jeff Pelletier, Jeremy Schenk, Spencer Vincent, and John Taylor, CEO. Also present were Hayden Greene, Brenda Evans, Sarah Comstock, Eve Esch, Jason Howell, Michelle Smith, Dave Teske, Elizabeth Beltramini, and Allison Lara.

#### **Minutes**

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*The January 23, 2019 minutes are approved.*

#### **New Board of Trustees On-Boarding**

Taylor shared association information for new board members, such as the background, governing documents, legal responsibilities, and insurance.

Vincent left the meeting at 12:20 p.m.

Coleman reviewed the role of the board and partnership between the board and Central Office staff.

Kim Pho, Zack Wahlquist, Justin Rudisille, and Jake Dawes joined the meeting at 12:30 p.m.

Coleman explained the fiduciary, strategic, and governance roles of the board.

#### **Special Appointments**

Rudisille reviewed the component groups of the ACUI Leadership Team.

Wahlquist provided an overview on the Education Council appointments.

Schenk MOVED, Harrell SECONDED, and it was APPROVED that:

*Dana Bonifacio-Sample, University of Alabama; and Morgan Meehan, University of North Carolina-Charlotte, are appointed to the Education Council. The board approves the recommendation to extend the appointment of Missy Burgess, University of Wisconsin-Oshkosh, for one additional year.*

Wahlquist provided an overview on the 2021 Conference Program Team Chair.

Keegin MOVED, Chadee SECONDED, and it was APPROVED that:

*Carole Dowell, San Jose State University, will serve as the 2021 Conference Program Team chair.*

Chadee and Wahlquist left the meeting at 12:51 p.m.

Dawes provided an overview of the Education and Research Fund Chair.

Lang MOVED, Keegin SECONDED, and it was APPROVED that:

*Sarah Aikman, Northern Kentucky University, will serve as the Education and Research Fund chair.*

Smith provided an overview of the Corporate Partnerships Development Team Leader.

Harrell MOVED, Ballou SECONDED, and it was APPROVED that:

*Charles Farrell, University of Illinois-Chicago, is appointed for a second term as the Corporate Partnerships Development Team leader.*

Dawes left the meeting at 12:56 p.m.

Beltramini provided an overview of the Research Coordinator.

Pelletier MOVED, Lang SECONDED, and it was APPROVED that:

*Katie Beaulieu, Wayne State University, is appointed as research coordinator.*

Pho provided an overview of the Student Programs Team Leader.

Lang MOVED, Ballou SECONDED, and it was APPROVED that:

*Teresa Weimann, Georgia Institute of Technology, is appointed as the Student Programs Team leader.*

Evans left the meeting at 12:59 p.m.

Rudisille provided an overview of the Volunteer Development Coordinator.

Keegin MOVED, Harrell SECONDED, and it was APPROVED that:

*Erin Morrell, Albertus Magnus College, is appointed for a second term as the volunteer development coordinator.*

Pho, Rudisille, Smith, Beltramini, and Howell left the meeting at 1:02 p.m.

### **CEO Update**

Coleman asked that the board move into Executive Session at 1:03 p.m.

The board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 1:03 p.m.

Esch left the meeting at 1:04 p.m.

Greene left the meeting at 1:07 p.m.

Comstock left the meeting at 1:09 p.m.

The board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:13 p.m.

### **Other Announcements**

The board discussed travel to the 2019 Annual Conference and the Executive Committee meeting schedule.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:16 p.m.

Respectfully submitted, Allison  
Lara  
Educational Program Manager

## **Association of College Unions International Board of Trustees Meeting**

### **Topic Focus: Governance**

Wednesday, February 6, 2019

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Laura Ballou, Jeremy Schenk, Jennifer Keegin, Heidi Lang, Jennifer Zamora, Deepti Chadee, Spencer Vincent, Krista Harrell, and John Taylor, CEO. Also present were Allison Lara, Dave Teske, Michelle Smith, Liz Beltramini, Jason Howell, Eve Esch, and Hayden Greene.

### **Minutes**

Schenk MOVED, Ballou SECONDED, and it was APPROVED that:  
*The January 30, 2019 minutes are approved.*

### **Governance Update**

Ballou provided on-boarding related to governance committee. She reviewed the responsibilities and examples of work that was done this year.

Sarah Comstock joined the meeting at 12:10 p.m.

Ballou shared web links to ACUI policies and ACUI Governing & Strategic Documents.

Ballou reviewed the results from the 2018 Q4 self-assessment.

### **Clay Targets Discussion**

Smith shared a document comparing scenarios of potential outcomes as the board considers recommendations from the working group. Scenarios included continuing as is with the NRA relationship; foregoing sponsorship money, but using volunteers and awards; and parting completely from anything with the NRA.

Jeff Pelletier joined the meeting at 12:24 p.m.

Potential outcomes that were considered in the document included the topics of financials, safety protocols, relationships that are also tied to the NRA, Impact on the rest of the association, and the overall program.

Pelletier reviewed recommendations 4 and 5 from the working group.

The Board discussed the recommendations and how to proceed.

Comstock left the meeting at 12:59 p.m.

Vincent left the meeting at 1:03 p.m.



Howell and Esch left the meeting at 1:08 p.m.

Schenk MOVED, Harrell SECONDED, and it was APPROVED that:

*The board accepts the overarching recommendations from the Clay Targets Working Group, and charges the Central Office with clarifying which aspects can be operationalized and making recommendations for next steps.*

Ballou left the meeting at 1:11 p.m.

Coleman left the meeting at 1:12 p.m.

Smith left the meeting at 1:14 p.m.

#### **Other Announcements**

Chadee informed the board that the Diversity & Inclusion Working Group's report will be complete at the end of February.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:17 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International**  
**Board of Trustees Meeting**  
**Topic Focus: Strategic**

Wednesday, February 13, 2019

Mike Coleman called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Laura Ballou, Jeremy Schenk, Jennifer Keegin, Jeff Pelletier, Heidi Lang, Jennifer Zamora, Deepti Chadee, Krista Harrell, and John Taylor, CEO. Also present were Allison Lara, Steve Chaplin, Jason Howell, Eve Esch, Sarah Comstock, Brenda Evans, and Hayden Greene.

**Minutes**

Harrell MOVED, Ballou SECONDED, and it was APPROVED that:  
*The February 6, 2019 minutes are approved.*

**Strategic Update**

Liz Beltramini joined the meeting at 12:05 p.m.

Schenk provided on-boarding related to the strategic committee. He reviewed the strategic plan, strategic directions committee, strategic guidepost development timeline, and the current strategic guideposts.

The board reviewed its current 2019 goals related to the strategic guideposts and annual priorities.

Chaplin left the meeting at 12:16 p.m.

The board will reassess its goals in March after it receives the D&I working group report and evaluates the other component groups' goals.

**Emeritus & Honorary Awards**

Justin Rudisille joined the meeting at 12:21 p.m.

Rudisille presented nominations for the Honorary Lifetime Award & Emeritus Award. He reviewed the criteria and qualifications for each award.

Taylor asked to move into Executive Session at 12:27 p.m.

The board MOVED INTO EXECUTIVE SESSION at 12:27 p.m.

Zamora left the meeting at 12:30 p.m.

The board MOVED OUT OF EXECUTIVE SESSION at 12:39 p.m.

Schenk MOVED, Pelletier SECONDED, and it was APPROVED that:

*Don Rohel, Shepherd University, is awarded Honorary Lifetime Award.*

Schenk MOVED, Keegin SECONDED, and it was APPROVED that:

*Terry Clayton, Purdue University; Kris Corda, Cornell University; Ronald Dunkel, Southern Illinois University–Carbondale; John Herbst, University of Kentucky; Paul Knell, WTW Architects; Brenda Keagle, University of Arizona; MaryAnne Lustgraaf, University of New Hampshire; Frank Marsilli, Wesleyan University; Otis Mamed, Central Connecticut State University; Clarresa Morton, Shenandoah University; Marilyn Prime, University of Delaware; and Paul Zuchowski, University of Washington are confirmed as Emeritus Award recipients.*

Rudisille left the meeting at 12:42 p.m.

### **CEO Updates**

Taylor provided an update to the board:

- The Central Office lease expires in 17 months. A committee will be established to examine office space options for the Central Office.
- Board membership renewal calls will happen next week.
- The board will meet on July 8–11 for the Leadership Team Meeting in Bloomington.
- There is a Virtual Emergency Management Conference, April 23–25, 2019. This is a partner program with CSHEMA and URMIA.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:50 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International  
Board of Trustees Meeting  
Topic Focus: Finance**

Wednesday, February 20, 2019

Mike Coleman called the meeting to order at 12:00 p.m. Eastern time. Additional members present were: Jeff Pelletier, Jeremy Schenk, Jennifer Keegin, Heidi Lang, Jennifer Zamora, Deepti Chadee, Krista Harrell, and John Taylor, CEO. Also present were Allison Lara, Dave Teske, Steve Chaplin, Sarah Comstock, Brenda Evans, Jason Howell, Eve Esch, and Hayden Greene.

**Minutes**

Pelletier MOVED, Harrell SECONDED, and it was APPROVED that:  
*The February 13, 2019 minutes are approved.*

**Finance Update**

Keegin provided on-boarding related to finance committee. She reviewed responsibilities, timeline, annual budget process, and highlights from 2018. Teske reviewed the fund structure of the Association, which is composed of the operating fund, investment fund, regional fund, and Education and Research Fund.

Teske provided an overview of the FY18 Q4 statement. There is a projected net of \$150,084, which is \$144,936 better than budget. Highlights of the budget include membership dues, wages and benefits savings, annual conference, digital badging, Women's Leadership Institute, and programs and services. Business services, procure and promos, and corporate partnerships were overall less favorable than budget.

**COMP Conversation Update**

Coleman provided a summary on the COMP conversations for incoming board members. COMP, board liaisons, and Central Office liaisons have a meeting next Monday and plan to sit down at the Annual Conference to continue discussions. Overall, conversations have gone well, and the group has looked at ways to collaborate and how to move the Association forward.

**Board Schedule for Indy**

Taylor shared a draft schedule of the board's agenda for the Annual Conference.

Harrell left the meeting at 12:45 p.m.

Taylor reviewed the daily agenda items and where board members are expected.

Chaplin left the meeting at 12:52 p.m.

**CEO Updates**

Taylor shared the Central Office's suggestions for Clay Targets next steps.

Howell left the meeting at 1:00 p.m.

The board provided feedback on the presented suggestions.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:05 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International**  
**Board of Trustees Meeting**  
Wednesday, February 27, 2019

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jeremy Schenk, Jennifer Keegin, Heidi Lang, Jennifer Zamora, Deepti Chadee, Krista Harrell, and John Taylor, CEO. Also present were Allison Lara, Dave Teske, Steve Chaplin, Sarah Comstock, Brenda Evans, and Jason Howell.

**Minutes**

Lang MOVED, Harrell SECONDED, and it was APPROVED that:  
*The February 20, 2019 minutes are approved.*

Esch joined the meeting at 12:03 p.m.

**Meeting and Staff Structure**

Zamora provided on-boarding related to the board meeting mechanisms.

Ballou joined the meeting at 12:07 p.m.

Taylor reviewed ACUI staff by departments and their roles.

Pelletier joined the meeting at 12:10 p.m.

**Indiana Hate Crime Bill**

Taylor announced that a potential hate crimes bill is being proposed in Indiana. He shared a proposed statement from ACUI that would be sent to Indiana government officials, ACUI members in Indiana, and posted to the ACUI website. Depending on the situation, actions may be taken at the Annual Conference, such as meeting with Indiana lawmakers or walking to the state capital.

The board discussed the statement and suggested a few revisions.

Lang MOVED, Pelletier SECONDED, and it was APPROVED that:  
*The board endorses a statement from ACUI regarding the Indian Hate Crimes Bill.*

**COMP Conversation Update**

Coleman announced that productive meetings have continued with COMP leadership. There will be a joint educational session at the Annual Conference with COMP and BOT leaders to summarize their meetings and conversations, concerns raised, and steps taken to move forward. This will also be addressed at the Meeting of the Delegates.

**CEO Updates**

Teske asked the board to make membership calls to institutions that have not renewed.

Taylor provided an updated to the board:

- The D&I Benchmarking report is expected tomorrow.
- ACUI will send a proposal to AUID for increased services, such as member services and membership.

#### **Other Announcements**

The Leadership Team's SMART goals are due on Friday to Schenk.

Zamora left the meeting at 12:53 p.m.

#### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:54 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International**  
**Board of Trustees Meeting**  
Wednesday, March 6, 2019

Mike Coleman called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jeremy Schenk, Laura Ballou, Jennifer Keegin, Heidi Lang, Deepti Chadee, Krista Harrell, and John Taylor, CEO. Also present were Allison Lara, Dave Teske, Hayden Greene, Eve Esch, Sarah Comstock, Brenda Evans, and Liz Beltramini.

**Minutes**

Keegin MOVED, Harrell SECONDED, and it was APPROVED that:  
*The February 27, 2019 minutes are approved.*

Pelletier joined the meeting at 12:02 p.m.

**Student Board Member & Reflections**

Spencer Vincent had sent reflections on being a student board member to Coleman prior to the meeting. Coleman shared the feedback on Vincent's behalf.

Current board members shared their reflections with the incoming board members.

Teske left the meeting at 12:22 p.m.

**2019 D&I Self-Assessment Working Group Report**

Beltramini provided a background on D&I benchmarking. The working group had collected data from association documents, processes, and policies, as well as through interviews with the Central Office, Regional Conference sessions, LGBTQ+ and COMP focus groups, surveys to the staff and membership, and a SWOT analysis with the Council for D&I.

The Global Diversity & Inclusion Benchmarks include 14 categories, which are divided into four groups – foundational, internal, bridging, and external. Two categories saw a decrease from 2014 – Leadership and Accountability and D&I Structure and Implementation. All other areas saw an incremental increase.

Beltramini shared the environmental context and how it influenced the scores, as there have been more calls for action than in 2014.

Chadee reviewed the themes of the working group's recommendations – training, communication, D&I structure, Communities of Practice/networks, senior diversity professional, and the Council for Diversity, Equity, & Inclusion. She referenced that the document shares the successes, shortcomings, and recommendations related to each of the 14 categories.

The board discussed the report.



Harrell MOVED, Schenk SECONDED, and it was APPROVED that:  
*The board accepts the D&I Self-Assessment Working Group's report.*

Chadee shared potential ideas on how to best review the recommendations. The board discussed the options. The working group will prioritize the recommendations by quick-wins and items that will take time. The board will review the recommendations at the Annual Conference and decide how to proceed.

### **CEO Updates**

Taylor provided an update to the board:

- Information from the D&I Self-Assessment Working Group's report will be shared at the Meeting of the Delegates.
- Taylor thanked board for making membership calls. Taylor will call the institutions that have not yet renewed.
- The Central Office is in high gear preparing for the Annual Conference.
- Conference registration numbers are behind. The expo will not meet budget.
- NCCI presidents will be visiting the conference. The NAASS president will potentially be visiting the conference.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:07 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International  
Board of Trustees Meeting  
Topic Focus: Strategic**

Wednesday, March 13, 2019

Mike Coleman called the meeting to order at 12:00 p.m. Eastern time. Additional members present were: Jeff Pelletier, Jennifer Zamora, Jeremy Schenk, Laura Ballou, Jennifer Keegin, Heidi Lang, Deepti Chadee, Krista Harrell, and John Taylor, CEO. Also present were Jason Howell, Allison Lara, Steve Chaplin, and Liz Beltramini.

**Minutes**

Ballou MOVED, Schenk SECONDED, and it was APPROVED that:  
*The March 6, 2019 minutes are approved.*

Dave Teske, Brenda Evans, and Eve Esch joined the meeting at 12:02 p.m.

**2020 Strategic Guidepost Goals**

The board reviewed its drafted goals related to the annual priorities.

Hayden Greene joined the meeting at 12:12 p.m.

The board discussed its goals and made a few edits to the language.

Schenk shared a document that contains all of the component groups' goals based on the strategic guideposts and annual priorities.

Pelletier MOVED, Harrell SECONDED, and it was APPROVED that:  
*The board accepts the goals drafted by the ACUI Leadership Team.*

**D&I Report Plans Related to Goals**

The working group reviewed the report to assess immediate items that can be addressed and the recommendations that require more time and conversation. The board will use this as a guide to navigate through the recommendations at the Annual Conference.

Chadee shared that the board will divide into groups for discussions about communities of practice and network function, council function and structure, a senior diversity professional, and the financial implications. Groups should review recommendations and assess potential conversations that need to happen prior to taking action on items.

**CEO Updates**

Taylor will be providing documents next week to the board in preparation for the Annual Conference.

**Other Announcements**

The board discussed logistics and travel related to the Annual Conference.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:44 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

**Association of College Unions International  
Board of Trustees Meeting**

**Friday, March 22, 2019**

Mike Coleman called the meeting to order at 9:00 a.m. Eastern time. Additional members present were: Jeff Pelletier, Laura Ballou, Jeremy Schenk, Jennifer Keegin, Heidi Lang, Krista Harrell, Spencer Vincent, Deepti Chadee, Jennifer Zamora, and John Taylor, CEO. Also present were Brenda Evans, Sarah Comstock, Jason Howell, Eve Esch, and Allison Lara.

**Introduction and Minutes**

Board members introduced themselves and participated in an icebreaker.

The March 13, 2019 minutes were presented.

Zamora MOVED, Harrell SECONDED, and it was APPROVED that  
*The board approves the March 13, 2019 minutes.*

Taylor alerted the board to President Trump's Executive Order on Freedom of Speech. The board discussed the potential communication plan regarding this action.

Dave Teske joined the meeting at 9:25 a.m.

Taylor left the meeting at 9:28 a.m.

**Legal Overview**

Jim Whitlatch joined the meeting via video conference call at 9:29 a.m.

Teske introduced Whitlatch, the Association's attorney. Whitlatch provided an overview of the board's legal responsibilities. He reviewed governing documents, which include articles of incorporation, bylaws, and Indiana Statute. He recommended reinstating the articles of incorporation under the more recent law. This would allow the Association to change bylaws without having to update the articles so that there are no issues with consistency.

Whitlatch reviewed tax exemption, duties of board members, and protections for board members as it relates to the Association.

Whitlatch and Teske left the meeting at 10:05 a.m.

Taylor joined the meeting at 10:11 a.m.

**Atria**

Jack Voorhees joined the meeting at 10:20 a.m.

Voorhees presented an overview of ACUI's association management business, Atria. CSHEMA is the largest and oldest association of Atria, in which we provide full-service association

management services. We currently manage the annual conference for AUID, but are exploring an expanded scope to include advising on a strategic direction. IACLEA joined Atria in June 2017 for membership management, and we are in the midst of contract renewal discussions. In November 2018, NCCI began services with Atria. Other association management projects include publications for PIAG, AV rental for NODA, and assistance with Indiana University's John Whittenberger Society Newsletter.

Voorhees explained that through Atria, which we have setup as a Limited Liability Corporation (LLC), ACUI's nonprofit status is protected. Revenue generated from association management work has allowed ACUI to start its benchmarking program, increase the number of staff, and generate new opportunities for existing staff.

Voorhees left the meeting at 10:57 a.m.

### **D&I Self-Assessment Report and Recommendations**

Beltramini and Teske joined the meeting at 10:58 a.m.

Chadee presented thematic discussion points for the board's conversation, which included the communities and network structure, council function and structure, a senior diversity professional, and the financial implications of the report. She explained that the board needs to be intentional about the messaging shared with members.

The board discussed thoughts on disseminating the report.

The executive summary will be shared with the Leadership Team today. There will be online engagement opportunities in April. A conference session will take place on Wednesday to talk about the working group.

Teske left the meeting at 11:50 a.m.

The board RECESSED at 11:50 a.m.

The board MOVED OUT OF RECESS at 1:36 p.m.

During the lunch recess, board members divided into subgroups to discuss themes of the report. Each group shared highlights, challenges, questions, processes and next steps, and key stakeholders.

The board discussed the report outs.

The board reviewed ideas for the dissemination of the report and items that could be addressed immediately.

Beltramini and Chadee will look at how immediate items can be addressed and report back to the board.

### **Strategic**

Schenk reviewed last year's environmental scan, which led to the creation of the current strategic guideposts. He shared the goals generated by the component groups and that quarterly progress updates will occur to assess the completion of the goals. It is expected that the goals will be completed by June 2020.

Schenk asked the board to think of next steps to reaffirm or amend the guideposts, specifically whether an environmental scan is needed or not. He explained the timeline of reviewing the guideposts and priorities.

The board discussed potential ways to evaluate the guideposts. The board would like to reaffirm the guideposts annually and anticipate that a full environmental scan be completed every 3 years. This allows the Association to be reflective so that each year, the annual priorities can be reactive to what's been done the previous year.

At the July Leadership Team meeting, the Association will review its annual priorities and consider the progress of its goals.

The Board ADJOURNED for the day at 2:40 p.m.

### **Saturday, March 23, 2019**

Coleman called the meeting to order at 9:07 a.m. Eastern time. Additional members present were: Jeff Pelletier, Laura Ballou, Jeremy Schenk, Jennifer Keegin, Heidi Lang, Krista Harrell, Spencer Vincent, Deepti Chadee, Jennifer Zamora, and John Taylor, CEO. Also present were Brenda Evans, Sarah Comstock, Jason Howell, Eve Esch, Liz Beltramini, and Allison Lara.

### **D&I**

Chadee provided an update on the dissemination of the report. The group will share the report with community leaders prior to sending it to the membership. There will be a town hall after the executive summary is sent out.

### **Meeting of the Delegates**

Taylor reviewed the topics that will be addressed at the meeting of the delegates and questions that could arise.

### **Communication**

Beltramini reviewed the Association's messaging protocols. There are two classifications: statements and non-statement messaging, which cover messaging related to ACUI, campus incidents, political controversies, and national tragedies. Overall, the themes of the messages are care and concern or educational. She also reviewed ACUI's lifecycle protocols.

Beltramini shared best practices for board members, as they represent the Association.

### **Board Norms**

Ballou presented the board norms document. A statement on board attendance has been added to the document. This is a living document.

## **Membership & Volunteers**

Rudisille and Powers joined the meeting at 9:52 a.m.

In 2018, ACUI had 519 members and a 92% retention rate, which is 4% higher than the industry benchmark. Rudisille shared information on the past three years of institutional participation. The 2018 membership initiatives involved a community colleges recruitment campaign, which generated 2 new members, and a small schools campaign, which generated 20 new members. Rudisille reviewed the tenure of membership. There is a drop off between 1 year of membership and 5 years of membership, which is an area of focus. So far in 2019, the retention rate is 91.5%, nine new member institutions, and four institutions that will not renew.

The board discussed the current state of the membership and asked Rudisille questions about those who have not renewed.

The 2019 membership initiatives include learning from new members and recently lapsed members, filling 80% of member rosters positions to support deeper institutional commitment, developing justification tool kits, and determining segments for targeted recruitment. ACUI will also work to support CSHEMA and NCCI membership efforts.

Rudisille updated the board on ACUI's volunteerism. In 2018, ACUI began a quarterly volunteer newsletter, ACUI 101 moved to LearnUpon LMS, adjustments were made to the ACUI Values Award and C. Richard Scott Scholarship, regional directors assisted with a new volunteer check-in assessment tool, volunteer focus groups were conducted at regional conferences, and a ten-year volunteer demographic analysis was completed.

In 2018, there was a 16.7% increase in association-level volunteer positions, a 5.7% decrease in regional positions. Overall, there was a 6% increase in total volunteer positions compared to 2017. There were 191 institutions with at least one volunteer, which is a 2.5% decrease from 2017.

There were 167 association-level applications in 2018, which is a decline from 227 in 2017. ACUI received 168 regional-level applications in 2018, which is an increase from 131 in 2017. Overall, 335 applications were received in 2018, which is a decrease from 360 in 2017. Rudisille shared that applications seem to be cyclical and depend on open positions, such as working groups and I-LEAD®.

Rudisille reviewed demographic themes of volunteers and membership.

Scarlett Winters and Zack Wahlquist joined the meeting at 10:46 p.m.

The board discussed the demographic themes and membership recruitment and retention efforts.

Rudisille shared the volunteer highlights at conference.

Rudisille presented the 2019 volunteer topics, which include building upon volunteer training in LearnUpon, using the volunteer check-in assessment tool beyond regions, conducting a volunteer

experience survey, auditing volunteer procedures to identify opportunities to improve quality, adjusting marking strategies based on demographic analysis, attending to short-term volunteer opportunities, and implementing engagement scoring.

Powers and Rudisille left the meeting at 11:00 a.m.

### **Educational Programs**

Wahlquist provided an overview of ACUI's in-person educational programs.

Winters updated the board on ACUI's online learning programs. In 2018, there were six digital badge courses, which had a total of 94 students registered, and 14 webinars, which had a total of 531 registrations.

The board discussed the online learning programs.

Wahlquist and Winters left the meeting at 11:30 a.m.

The board RECESSED at 11:32 a.m.

The board MOVED OUT OF RECESS at 1:30 p.m.

Teske joined the meeting at 1:30 p.m.

### **Governance**

Ballou presented proposed policy updates based on the December policy review.

Ballou presented proposed updates to the Corrective Action Policy.

Keegin MOVED, Harrell SECONDED, and it was APPROVED that:  
*The board approves the proposed updates to the Corrective Action Policy.*

Ballou shared the proposed updated Conflict of Interest Policy, which include added information about timeline and updated procedures.

Schenk MOVED, Pelletier SECONDED, and it was APPROVED that:  
*The board accepts the recommended updates to the Conflict of Interest Policy and procedure.*

No action was needed for the Familial and Consensual Romantic and/or Sexual Relationships Policy.

The review group recommended no change to the Whistleblower Policy, but the procedure will need to be reviewed.

The review group would like to refer to staff for further study and information from sister associations as it relates to the Code of Ethics Policy.



The review group recommended deferring action on the Affirmative Action Policy; the Policy Against Acts of Discrimination, Harassment, and Retaliation; and the Inclusive Language and Communications Policy and including these as part of the larger inclusion policy discussion.

Jake Dawes, Tena Bennett, and Sarah Aikman joined the meeting at 2:01 p.m.

Teske left the meeting at 2:03 p.m.

### **Fundraising**

Bennett revealed that more than \$15,000 was raised on the 4<sup>th</sup> annual Day of Giving. The Education and Research Fund still needs to raise funds for the Meg Sutton I-LEAD® Scholarship. She reviewed the fundraising opportunities available at the conference. December 4, 2019, will be the 5<sup>th</sup> annual day of giving.

Aikman provided an update on the legacy leader program. Her goal is to have a proposal to the board at the July Leadership Team meeting for approval, announce the program in the fall, and give the first award at the 2020 Annual Conference. This award will incorporate fundraising, but other details are still in progress. Aikman would like to have six volunteers on a committee to establish this program. Applications for this volunteer opportunity are due April 12.

Taylor and Dawes reviewed the progress on the 2017-2019 fundraising plan.

Michelle Smith and Alyssa Drew joined the meeting at 2:43 p.m.

The board discussed the fundraising plan.

Dawes, Bennett, and Aikman left the meeting at 2:45 p.m.

### **Corporate Partnerships**

Smith shared a breakdown of the corporate partners revenue, which includes dues, exhibits, sponsorship, and advertising.

Smith shared strengths and weaknesses of the program. Strengths include a wide diversity of offerings, strong expo template, very flexible on corporate partners' engagement. Weaknesses are that companies see ACUI members as influencers instead of buyers, educating campus members on how to do business on expo, and ways to connect each other.

Teske joined the meeting at 3:12 p.m.

Smith reviewed recent activity in the Corporate Partnerships department as it relates to volunteer engagement, regional conference, procure and promos, and conference innovations.

### **ACUI Clay Targets Inc.**

Taylor requested the appointment of new board members for ACUI Clay Targets, Inc.

Harrell MOVED, Zamora SECONDED, and it was APPROVED that:

*Eve Esch, Sarah Comstock, Hayden Greene, and Brenda Evans are appointed as members of the ACUI Clay Targets, Inc. Board of Trustees with a term of April 1, 2019 through March 30, 2020.*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 3:29 p.m.

Respectfully submitted,  
Allison Lara  
Educational Program Manager

### **Association of College Unions International Board of Trustees Meeting Topic Focus: All-Call**

Wednesday, April 17, 2019

Jennifer Zamora called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Heidi Lang, Hayden Greene, Deepti Chadee, Krista Harrell, Michael Coleman, Jason Howell, Sarah Comstock, Eve Esch, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Steve Chaplin

### **Minutes**

Krista Harrell MOVED, Eve Esch SECONDED, and it was APPROVED that:  
*The March 22, 2019 minutes are approved.*

Jason Howell joined at 12:08 p.m.

### **Post-Conference Review and Updates**

Deepti Chadee, Michael Coleman, and John Taylor gave brief reflections on their conference presentations. Taylor gave updates on International Delegates lunch, HBCUs meeting, and Small Delegation dinner.

Taylor shared ERF fundraising totals from the conference.

|                  |         |
|------------------|---------|
| Silent Auction:  | \$8,319 |
| Pay to sleep in: | \$375   |
| FUNd Run:        | \$1,375 |
| Jazzercise:      | \$325   |

Donations:            \$4,533  
Total:                 **\$14,927**

Eve Esch noted an attendee shared with her a feeling of bias and microaggressions at the conference as a white, male, conservative and would be taking a year off from ACUI activities.

Sarah Comstock joined at 12:12 p.m.

### **Diversity and Inclusivity Forum Updates/Follow-Up**

Chadee reported the working group conducted an online session April 9 with at least 8 participants not being members of the COMP working group. Beltramini added the session is posted online. A discussion was conducted related to feedback and information sharing to and from membership with respect to work being done by the COMP working group and other identity-based communities.

### **CEO Updates**

Taylor will be hosting SAHEC next week at the JW Marriott in Indianapolis. This is a group of executive leaders in Student Affairs Higher Education associations, such as NASPA, ACPA and ACUHO-I.

Virtual emergency conference between URMIA, CSHEMA, and ACUI will be held April 23-35. Over 400 people are registered compared to 175 when it was held in 2013. (ACUI = 99, URMIA = 155, CSHEMA = 169)

Sarah Comstock MOVED and Krista Harrell SECONDED, and it was APPROVED that the board go into executive session.

Krista Harrell MOVED, Sarah Comstock SECONDED, and it was APPROVED to leave executive session.

### **Other Announcements**

Next board meeting will be held in two weeks, on May 1.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:46 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Governance**

Wednesday, May 1,  
2019

Krista Harrell called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Brenda Evans, Hayden Greene, Jennifer Zamora, Sarah Comstock, Michael Coleman, Jason Howell, Heidi Lang, Deepti Chadee, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin

**Minutes**

Hayden Greene MOVED, Jennifer Zamora SECONDED, and it was APPROVED that:  
*The April 17, 2019 minutes are approved.*

**Policy Review Recommendations**

Krista Harrell and Dave Teske discussed the process for policy review and recommendations. Two new policies to be developed are Data Governance, going beyond the existing data management policy; and a Corporate Funds, Gifts, and Sponsorships policy.

**Governance Calendar**

Reviewed Governance Committee timeline for May 2019 through February 2020.

**Structure Leadership Development  
Experience**

Taylor gave an overview of a plan to create a structured leadership development experience intended for higher education professionals from traditionally marginalized identities. A group of volunteers would develop structure of the program over the summer, working through September, with a second volunteer group then beginning implementation.

Michael Coleman MOVED, Hayden Greene SECONDED, and it was APPROVED that: A working group be created to develop a program for a structured leadership development experience aimed at higher education professionals from traditionally marginalized identities.

**CEO Updates**

- Hosted SAHEC meeting in Indianapolis.
- New three-year agreement signed with IACLEA.
- Auditors are visiting ACUI Central Office this week.
- Central Office promoted Alyssa Drew to Educational Program Manager.
- Member Services Representative Diana Fox will be leaving the Central Office to attend graduate school.
- Noted the April 30 tragic shooting incident on the campus of UNC Charlotte.

**Other Announcements**

Next board meeting will be held in one week, on May 8.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:30 p.m.

Respectfully submitted, Steve  
Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

### **Topic Focus: Strategic**

Wednesday, May 8, 2019

Deepti Chadee called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Heidi Lang, Sarah Comstock, Brenda Evans, Jason Howell, Jennifer Zamora, Krista Harrell, Michael Coleman, and John Taylor, CEO. Also present were Elizabeth Beltramini and Steve Chaplin.

### **Minutes**

Taylor noted, based on a note from Eve Esch, the need for correcting the minutes to state next meeting date as May 8, 2019, not May 15, 2019. Harrell MOVED, Evans SECONDED, and it was APPROVED that:

*The May 1, 2019 minutes are approved as amended.*

### **Diversity & Inclusion Report**

Chadee stated discussion of the 2019 D&I Self-Assessment Report would focus on the direction a Council for Diversity and Inclusion to take: programmatic or advisory. Beltramini shared the Council's current charge as an advisory body. Discussion included the possibility of folding the council into the Education Council, and it was noted that would be an additional, unexpected responsibility for Ed Council members. It was also stated that a council should be programmatic in nature and should have at large members with an application-based membership.

Eve Esch joined meeting at 12:07 p.m.

Hayden Greene joined the meeting 12:17 p.m.

Lang made motion to adopt a resolution calling for establishment of a program team on diversity, equity, and inclusion, and that the body should be programmatically focused, should have an application process for determining membership, and that the chair of the program team/council be added as a member of the Leadership Team.

Lang MOVED, Coleman SECONDED, and the Resolution was approved.

Chadee left the meeting at 12:43 p.m.

### **CEO Updates**

Taylor provided updates to the Board:

- Met with Community of Practice for Multi-Ethnic Professionals and Allies leadership last Friday – positive meeting, reviewed conference actions, status on points from letter
- 37 people are registered for IPDS, early deadline is May 15
- 65 registered for Student Organization Institute – we had 53 participants last year
- We have a number of digital badge courses being planned for this summer – please encourage colleagues to review offerings on our website
- 9-Ball national championships will be held at end of the month at the University of Illinois–Urbana-Champaign
- Matt Ducatt from Florida State, who serves as ACUI’s representative to CAS, has been selected to serve on the CAS Governing Board. Yesterday there was a Zoom call with CAS leadership where they shared updates, including that they have sent out an RFP to 32 organizations to provide association management services. We received the RFP, and are reviewing whether or not it is something to pursue.

Taylor asked that the Board go into executive session. Harrell MOVED, Coleman SECONDED, and the board went into executive session at 12:48 p.m.

The board came out of executive session at 12:52 p.m.

### **Other Announcements**

The next board meeting will be held May 15.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:57 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

### **Topic Focus: Finance**

Wednesday, May 15, 2019

Heidi Lang called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Krista Harrell, Sarah Comstock, Deepti Chadee, Jennifer Zamora, and John Taylor, CEO.

Also present were Dave Teske and Steve Chaplin.

### **Minutes**

Harrell MOVED, Zamora SECONDED, and it was APPROVED that:

*The May 8, 2019 minutes are approved as amended.*

Eve Esch joined the meeting at 12:05 p.m.

Jason Howell joined the meeting at 12:07 p.m.

### **Finance Calendar**

Lang gave an overview of the roles and responsibilities of the Board of Trustees, the Central Office, and the Finance Committee, with respect to the management of the Association's financial resources, including quarterly financial statements, Finance Committee timeline, and annual budget approval.

Hayden Greene joined the meeting at 12:10 p.m.

### **FY19 Q1 Financial Statement**

Teske gave an overview of budget planning assumptions made in preparation of the current 2019 budget, and then reviewed Q1 financial statement which reflects a projected loss of \$6,178 which is \$6,432 behind budget.

Esch MOVED, Comstock SECONDED, and it was APPROVED that:

*The FY19 Q1 Financial Statement is accepted as presented.*

### **CEO Updates**

Taylor briefly reviewed a plan for creation of a Diversity, Equity, and Inclusion Program Team, its charge, and structure, and it was agreed discussion would occur at a later meeting once trustees had an opportunity to review the document outlining changes and responsibilities.

Taylor noted that a Central Office Management Team retreat had taken place May 14 with a facilitator and that the retreat went well.

Zamora left the meeting at 12:44 p.m.

### **Other Announcements**

The next board meeting will be held May 22.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:48 p.m.

Respectfully submitted,

Steve Chaplin

ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Topic Focus: Finance**  
Wednesday, May 22, 2019

Jennifer Zamora called the meeting to order at 12:01 p.m. Eastern time. Additional members

present were: Eve Esch, Jason Howell, Michael Coleman, Hayden Greene, Brenda Evans, Krista Harrell, Deepti Chadee, Sarah Comstock, and John Taylor, CEO. Also present were Elizabeth Beltramini and Steve Chaplin.

**Minutes**

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*The May 15, 2019 minutes are approved as amended.*

**Diversity, Equity, and Inclusion Program Team**

Roles of team leader, budget availability, instituting assessment of initiatives, and conducting brand ambassadorship were topics discussed with respect to creation of the team.

Greene MOVED, Coleman SECONDED, and it was APPROVED that:

*The charge of the Diversity, Equity, and Inclusion Program Team is to coordinate educational programming that advances members' expertise in the core competency of [Intercultural Proficiency/Social Justice]; the role of the Diversity, Equity, and Inclusion Program Team leader is to direct a group of volunteers in creating networking and professional development experiences for campus communitybuilders.*

Harrell MOVED, Greene SECONDED, and it was APPROVED that:

*Following the new recruitment and selection process for the DE&I program team, the work of the Council for Diversity and Inclusivity will end and that Council will dissolve as DE&I program team members begin their terms.*

The board agreed to host a virtual town hall meeting to share this and other updates related to the Diversity and Inclusion Self-Assessment Working Group report.

**CEO Updates**

Taylor introduced an Operational Plan update created by Central Office Communications and Marketing and Beltramini reviewed the work of that team.

Taylor asked that the board go into executive session at 12:38 p.m.

The board left executive session at 12:46 p.m.

**Other Announcements**



The next board meeting will be held in two weeks on June 5.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:47 p.m.

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

### **Topic Focus: Governance**

Wednesday, June 5, 2019

Krista Harrell called the meeting to order at 12:01 p.m. Eastern time.

Additional members present were: Deepti Chadee, Mike Coleman, Sarah Comstock, Brenda Evans, Jennifer Zamora, Jason Howell, Heidi Lang, Hayden Greene, Eve Esch, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

### **Minutes**

Lang MOVED, Chadee SECONDED, and it was APPROVED that:  
*The May 22, 2019 minutes are approved as amended.*

Comstock left the meeting at 12:21 p.m.

### **Board Survey/Assessment Discussion**

Harrell led discussion of recent board survey and assessment that included history of board meeting frequency and schedule. Taylor shared meeting frequency of similar associations.

Coleman left the meeting at 12:25 p.m.

Comstock returned to the meeting at 12:25 p.m.

### **Policy Review Update**

Harrell provided a review of current, holdover, and possible future board policies.

### **Member Concern: Atlanta Conference**

Zamora opened discussion on a member concern about 2021 Annual Conference site in Atlanta with respect to the state of Georgia's recent fetal heartbeat legislation. Taylor shared the association's Force Majeure clause for conference site contracts. Discussion included sending out messaging recognizing the issue and the process used in selecting and contracting for annual conference sites.

### **CHEMA Meeting Recap**

Zamora and Taylor reported on attending Council of Higher Education Management Association's Spring meeting in Louisville.

## **CEO Updates**

- Ed Council Core Competencies:
  - Some of you may have been invited to participate in a focus group for the Ed Council as a subject matter expert
  - The Ed Council is also holding two webinars open to the whole membership (yesterday at Noon, and tomorrow at 5:00 p.m. Eastern)
  - Please make sure to provide Missy Burgess, Eric Margiotta or Victoria Culver Rice any feedback you may have related to the core competencies, given your work as union and activities professionals.
  - Their goal is to provide written recommendations to the Board prior to the Leadership Team meeting, and at the Leadership Team meeting for them to summarize their work and for the Board to consider action to approve their recommendations
- Reminder: Town Hall with the Board on the D&I benchmarking report is on June 11.
- The Facilities Management Seminar & Student Organization Institute is on June 17.
- Four Digital Badge programs go live June 17.
- IPDS runs from June 24-28, there are 42 currently registered.
- A successful 9-Ball championships event was held at University of Illinois with 39 competitors.

## **Other Announcements**

The next board meeting will be held in two weeks on June 26.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:03 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

### **Topic Focus: Governance**

Wednesday, June 26, 2019

Jennifer Zamora called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Krista Harrell, Mike Coleman, Hayden Greene, Sarah Comstock, Heidi Lang, Eve Esch, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

## **Minutes**

Harrell MOVED, Lang SECONDED, and it was APPROVED that:  
*The June 5, 2019 minutes are approved as amended.*

### **ACUI Procure Next Steps**

Taylor and Teske reported on the member procurement program's history, current status, and a new direction that would create a two-category vendor program with "partners" participating in the current structure and "preferred vendors" in a marketing-based only relationship.

### **Clay Targets Program**

Taylor reported on staffing changes with the program that include a July 1 start date for a new consultant.

### **2019 Leadership Team Meeting**

Taylor reviewed plans for the July 8-11 Leadership Team Meeting in Bloomington that included Board of Trustees-specific meetings and gatherings.

### **CEO Updates**

- Conference site selection email distributed June 24.
- Ed Council Core Competencies to be reviewed by Board before July meeting.
- IPDS taking place this week in Bloomington.

### **Other Announcements**

The next board meeting will be held in two weeks on July 9.

Sarah Comstock left the meeting at 12:59 p.m.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:04 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

**Tuesday, July 9, 2019**

Jennifer Zamora called the meeting to order at 2:10 p.m. Eastern time.

Additional members present were: Deepti Chadee, Jason Howell, Krista Harrell, Mike Coleman, Hayden Greene, Sarah Comstock, Heidi Lang, Eve Esch, Brenda Evans, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

### **Minutes**

Lang MOVED, Esch SECONDED, and it was APPROVED that:  
*The June 26, 2019 minutes are approved as amended.*

### **Association Audit**

Taylor and Teske reviewed the status of the Association audit and financial statement being prepared by the accounting firm of Blue & Co.

### **Association Office Space**

Taylor and Teske reported that a Central Office Space Committee had been formed to review the Association's current lease which is set to expire in 2020, along with any other options that might be worth studying.

Elizabeth Beltramini joined the meeting at 2:34 p.m.

Dave Teske left the meeting at 2:36 p.m.

### **Diversity, Equity, and Inclusion Discussion**

Beltramini and Chadee reported on work and activities underway with respect to diversity, equity, and inclusion efforts at the Association. Topics included strategies, structure, priorities, Board responsibilities, budgeting, staffing, communications, and measurable goals. The Board then discussed creating a series of action items that included strategy development, review of a benchmarking report, and taking responsibility for volunteer development within an active dialogue working group.

The Board ADJOURNED for the day at 5:30 p.m.

### **Wednesday, July 10, 2019**

Jennifer Zamora called the meeting to order at 8:45 a.m. Eastern time.

Additional members present were: Deepti Chadee, Jason Howell, Krista Harrell, Mike Coleman, Hayden Greene, Sarah Comstock, Heidi Lang, Eve Esch, Brenda Evans, and John Taylor, CEO. Also present was Steve Chaplin.

### **Component Group Meetings**

The Board heard a report from directors of ACUI's eight regions and participated in a discussion about ways to increase regional-level volunteer participation.

The Board heard a report from members of the Education Council that included a proposal for revising the Association's Core Competencies. The Education Council members explained the review process, the proposed changes, a timeline for implementing the changes, and requested the Board adopt the changes.

The Board also heard reports from research program team coordinator Katie Beaulieu, 2020 Annual Conference chair Geoff Combs, 2021 annual conference chair Carole Dowell, and from Chadee on the charge of the active dialogue working group.

The Board RECESSED at 11:15 a.m.

The Board MOVED OUT OF RECESS at 2:05 p.m.

### **Investment Update**

Raffa Wealth Management chief investment officer Mark Murphy discussed the current status of the Association's investment portfolio. He also presented proposed changes to the ACUI Investment Policy.

### **Component Group Meetings**

The Board heard a report from Student Programs Team chair Teresa Weimann and Central Office liaison Kim Pho.

The Board heard a report from Education and Research Fund chair Sarah Aikman and Central Office liaison Jake Dawes that included a review of a proposed new volunteer award described as the Legacy Leader Distinguished Award.

The Board heard a report from Volunteer Development Team chair Erin Morrell and Central Office liaison Justin Rudisille that included statistics reflecting an increase in association-wide volunteer membership and a decline in regional-level volunteer membership.

The Board heard a report from Corporate Partnerships Development Team chair Charles Farrell and Central Office staff Dave Teske and Megan Algood, including information about a realignment of Procure partnership policies, which Algood manages.

Meeting RECESSED at 4:25 p.m.

### **Thursday, July 11, 2019**

Jennifer Zamora called the meeting to order at 8:30 a.m. Eastern time.

Additional members present were: Deepti Chadee, Jason Howell, Krista Harrell, Mike Coleman, Hayden Greene, Sarah Comstock, Heidi Lang, Eve Esch, Brenda Evans, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

#### **Action Items**

The board reviewed the proposed changes to the investment policy.

Evans MOVED, Comstock SECONDED, and it was APPROVED that:  
*Changes be made to ACUI's investment policy.*

The board reviewed the proposed supplier diversity policy which was included with the Self-Assessment Working Group Final Report.

Evans MOVED, Comstock SECONDED, and it was APPROVED that:  
*The Association adopt the proposed Supplier Diversity Policy.*

Board members reviewed a proposed schedule for reviewing existing Association policies with deadlines in October, November, and December.

A discussion was conducted regarding the proposed revision of the Association's Core Competencies.

Harrell MOVED, Greene SECONDED, and it was APPROVED that:  
*The revised Core Competencies be adopted.*

The Board discussed the creation of a formal Diversity, Equity, and Inclusion Committee within the Board committee structure that would complement the three existing committees: Governance, Strategic, and Financial. It was discussed that the new committee would be chaired by the Association president-elect. The composition and scope of this new committee will be further developed. Board members also stated their support of CEO Taylor's ongoing efforts to increase staffing in the area of diversity, equity, and inclusion, including the continued role of Elizabeth Beltramini as the Association's Diversity, Equity, and Inclusion officer.

Chadee gave an overview of the work of the Active Dialogue Working Group and the Board discussed the formation of and membership on the group.

Evans MOVED, COMSTOCK seconded, and it was APPROVED that:  
*An Active Dialogue Working Group will be formed and applications will be sought from interested ACUI members. Once formed, the group will provide findings to the Board by June 2020.*

Comstock MOVED, Harrell SECONDED, and it was APPROVED that:  
*The Association create a Legacy Leader Award.*

#### **Other Announcements**

The next Board meetings were scheduled for noon on August 7 and August 21.

The meeting was ADJOURNED WITHOUT OBJECTION at 10:03 a.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

### **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

**Wednesday, August 7, 2019**

Jennifer Zamora called the meeting to order at 12:00 p.m. Eastern time.

Additional members present were: Deepti Chadee, Krista Harrell, Mike Coleman, Hayden Greene, Heidi Lang, Eve Esch, Brenda Evans, Jason Howell, and John Taylor, CEO. Also present were Elizabeth Beltramini, Dave Teske, and Steve Chaplin.

**Minutes** Esch MOVED,  
Harrell SECONDED, and it was APPROVED that: *The July 9, 2019 minutes are approved as amended.*

#### **Diversity, Equity, and Inclusion Program Team Leader**

Beltramini reported on the search for a team leader for the new Diversity, Equity, and Inclusion Program Team. The four-member screening team recommended that two candidates, Coretta King

and Keith Kowalka, be named co-chairs of the DEI Program Team. The position is a two-year appointment to the ACUI Leadership Team.

Lang MOVED, Evans SECONDED, and it was APPROVED that:  
*Coretta King and Keith Kowalka be named co-chairs of the Diversity, Equity, and Inclusion Program Team.*

### **Board DEI Committee Structure**

Harrell summarized discussions for the development of a Board DEI committee. Topics included the Association president-elect to chair the committee, development of a responsibilities statement, self-evaluation cycle for Governance, and a statement of purpose.

### **Strategic Goals**

Chadee reported on the progress of the strategic goals update.

### **CEO Updates**

Harrell MOVED, Esch SECONDED, that the board go into executive session at 12:21 p.m.  
Harrell MOVED, Chadee SECONDED, that the board go out of executive session at 12:26 p.m.

Taylor informed the Board that the Association will be rolling out a new Communities of Practice user platform contracted through Higher Logic.

Four staff members from the Central Office will be attending the annual meeting of the American Society of Association Executives August 10-13 in Columbus, Ohio.

ACUI Central Office will be closed August 15-16 for a staff retreat. Some of the content for the retreat includes agile design concepts, change management, prioritization, microaggressions and privilege.

### **Other**

**Announcements** The next Board meeting is scheduled for  
noon August 21.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:35 p.m.

Respectfull

y  
submitted, Steve  
Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

**Wednesday, August 21, 2019**

Heidi Lang called the meeting to order at 12:01 p.m. Eastern time.

Additional members present were: Sarah Comstock, Jennifer Zamora, Krista Harrell, Mike

Coleman, Hayden Greene, Heidi Lang, Eve Esch, Brenda Evans, Jason Howell, and John Taylor, CEO. Also present were Shannon Borden, Dave Teske, and Steve Chaplin.



### **Minutes**

Harrell MOVED, Greene SECONDED, and it was APPROVED that:

*The August 21, 2019 minutes are approved.*

### **Audit Presentation**

Teske introduced Shannon Borden of Blue & Co., who presented on the Association's annual financial statement and comment letter.

Esch MOVED, Comstock SECONDED, and it was APPROVED that: the audit report be accepted.

### **Q2 Statement**

Teske presented on the Fiscal Year 2019 Second Quarter projections.

Harrell MOVED, Esch SECONDED, and it was APPROVED that: the board accept the Q2 Projections for Fiscal Year 2019.

### **Budget Assumptions**

Teske and Taylor discussed noteworthy items related to the current budget and how specific items may influence future budget planning.

### **CEO Updates**

Taylor deferred the CEO report based on the time of day.

### **Other Announcements**

The next Board meetings are scheduled for noon September 11 and September 25.

The meeting was ADJOURNED WITHOUT OBJECTION at 1:03 p.m.

Respectfull

y

submitted, Steve

Chaplin

ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Governance

Wednesday, September 11, 2019

Krista Harrell called the meeting to order at 12:04 p.m. Eastern time.

Additional members present were: Sarah Comstock, Jennifer Zamora, Hayden Greene, Heidi Lang, Eve Esch, Brenda Evans, Deepti Chadee, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

ans MOVED, Esch SECONDED, and it was

APPROVED that:

*The August 21, 2019 minutes are approved.*

### **Policy Review Schedule**

Harrell shared a policy review schedule through the remainder of 2019.

### **ACUI Board of Trustees Self-Assessment**

Harrell reviewed results from the recent BOT self-assessment questionnaire that was completed by board members.

### **Student Member Process**

Harrell discussed the student board of trustee member selection process, with a December 6 deadline for materials submissions from student applicants. Harrell, Evans, Taylor and Jason Howell will serve as the interview committee.

### **Active Dialogue Working Group**

Taylor discussed a draft charge for the new ADWG that contained three actions:

- Define “active dialogue” in a campus setting with an emphasis on issues related to diversity, equity, and inclusion.
- Understand some of the characteristics of campuses that support active dialogue on these issues.
- Prepare a report for the Board of Trustees by the end of June 2020 detailing recommendations/good practices for a campus seeking to better support active dialogue.

The application deadline for the working group will be October 11.

Zamora MOVED, Lang SECONDED, and it was APPROVED that:  
*The initial charges for the Active Dialogue Working Group be approved.*

### **CEO Updates**

Taylor presented an overview of a business development plan, including for context financial progress made from 2015 through 2018, an examination of current strengths, challenges, and opportunities, and planned goals moving forward.

Taylor attended the SAHEC meeting last week in Columbus, Ohio. SAHEC is a consortium of student affairs association leaders. Taylor will be taking the lead on outlining a document designed to help members across student affairs associations articulate student success factors.

Taylor and director of education Zack Wahlquist attended a meeting for business events professionals, IMEX America, from Sept. 10-12 in Las Vegas, NV.

ACUI received 77 applications for the Diversity, Equity, and Inclusion program manager and four applicants have been invited for in-person interviews.

### **Other**

**Announcements** The next Board meeting is scheduled for

September 25.



The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

Respectful  
ly  
submitted, Steve  
Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Strategic and Finance

Wednesday, September 25, 2019

Deepti Chadee called the meeting to order at 12:05 p.m. Eastern time.

Additional members present were: Krista Harrell, Jennifer Zamora, Hayden Greene, Heidi Lang, Eve Esch, Brenda Evans, Sarah Comstock, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Steve Chaplin.

**Minutes** Evans

MOVED, Harrell SECONDED, and it was APPROVED

that:

*The September 11, 2019 minutes are approved.*

**Strategic Goal Progress Update**

Chadee gave an update that members of the review team will be sharing thoughts and recommendations with Chadee by Oct. 4, after which that information will be shared with the board sometime before regional conferences.

**Preliminary Budget Presentation**

Teske presented a summary of the preliminary budget for 2020, which included a discussion of and a request to adjust annual dues to reflect an increase of 5% for all institutions with fulltime enrollments exceeding 7,500 students, and no dues increase for those with enrollments of 7,500 and lower.

Evans MOVED, Greene SECONDED, and it was APPROVED that:

*The proposed dues increase of 5% for institutions with fulltime enrollments over 7,500, and no dues increase for those with fulltime enrollment of 7,500 and lower, be put into place for the 2020 budget year.*

**Regional Conferences**

Zamora discussed board member attendance at the upcoming regional conferences, with members indicating their planned attendance.

Region I/IV Comstock  
Region II Esch, Zamora, Chadee  
Region III Harrell, Taylor

Region V Lang  
Region VI  
Region VII Greene  
Region VIII Evans

Michael Coleman joined the meeting at 12:24 p.m.

### **Business Plan**

Taylor asked board members if they desired any further discussion or had questions related to the business plan that was presented at the September 11 meeting. The board expressed support for Taylor to move forward with the business plan.

### **CEO Updates**

Taylor reported to the board that CSHEMA has informed ACUI of its intention to initiate a request for proposal (RFP) process for association management services. They have initiated the contractual 12-month termination clause with ACUI so that there is adequate time to conduct the RFP, but have indicated interest for ACUI to submit a proposal.

Board members will be asked to make calls beginning September 30<sup>th</sup> to members that have yet to renew their August – July annual membership.

### **Other Announcements**

The next Board meeting is scheduled for October 9. Meetings for the remainder of the calendar year will be October 9 & 23, November 6 & 20, and December 11. December 18 will be available in case end of the year business is needed, but that not anticipated to be necessary.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:41 p.m.

Respectfully  
submitted, Steve  
Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Strategic and Governance

Wednesday, October 9, 2019

Krista Harrell called the meeting to order at 12:01 p.m. Eastern time.

Additional members present were: Deepti Chadee, Jennifer Zamora, Hayden Greene, Heidi Lang, Eve Esch, Brenda Evans, Michael Coleman, Sarah Comstock, Jason Howell, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Steve Chaplin.

## **Minutes**

Evans MOVED, Comstock SECONDED, and it was APPROVED that:  
*The September 25, 2019 minutes are approved.*

### **Strategic Goal Progress Update**

Chadee presented highlights of progress being made on updating strategic goals and guideposts by component groups of the review team. Topical areas of work included active dialogue, volunteer and member engagement, research, data. A strategic guidepost development timeline was also presented with board affirmation or amendment of 2020 guideposts occurring in January or February of 2020.

### **Policy Review Updates**

Harrell reported that the policy review group had met and that the policies will be forwarded to board of trustees for review.

### **Student Interview Process**

Harrell reported the application deadline for student board of trustee is December 6.

### **CEO Updates**

Taylor gave the following updates:

- ACUI has hired Mia Pino, from the University of Colorado, Colorado Springs for the DEI Program Manager position, scheduled to start on November 4.
- Reviewed staff org chart.
- Final budget presentation will be delayed until November.
- Process is being developed to allow for annual conference attendees to attend with children.
- As of October 8<sup>th</sup>, 91 nominations have been submitted for 66 unique individuals, by 18 unique nominators. Applications are due Friday, October 11.
- Submissions for the 2020 awards and scholarships are now available on the ACUI website, with a deadline of December 6. <https://www.acui.org/awards>

### **Other Announcements**

The next Board meeting is scheduled for October 23. Meetings for the remainder of the calendar year will be November 6 & 20, and December 11 & 18.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:55 p.m.

Respectfully  
submitted, Steve  
Chaplin  
ACUI



**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Finance  
Wednesday, October 23, 2019

Heidi Lang called the meeting to order at 12:00 p.m. Eastern time.

Additional members present were: Deepti Chadee, Jennifer Zamora, Hayden Greene, Eve Esch, Brenda Evans, Michael Coleman, Sarah Comstock, Krista Harrell, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

**Minutes** Harrell MOVED, Co

mstock SECONDED, and it was APPROVED that:  
*The October 10, 2019 minutes are approved.*

The board voted to go into executive session at 12:03 p.m.  
The board voted to come out of executive session at 12:26 p.m.

Justin Rudisille joined the meeting at 12:27 p.m.

**Volunteer Experience**

Rudisille reported on the volunteer experience survey, provided an analysis of the responses, and offered key highlights of the survey which had a 25% response rate.

Justin Rudisille left the meeting at 12:40 p.m.

**Student Affairs Certification**

Taylor reported on a proposed NASPA-led certification program for student affairs educators that would include involvement from and specialty certifications through other associations like ACUI.

**Election Update**

Coleman reported that the candidate slate for board of trustee elections would be made public today.

**CEO Updates**

Taylor reported that a script for board members to use while attending regional conferences was being developed. Board members will attend the respective meetings: RI-IV: Comstock; RII: Esch, Zamora, Chadee; RIII: Harrell, Taylor; RV: Lang; VI: No one scheduled; RVII: Greene; RVIII: Evans, Howell.

**Other Announcements**

The next Board meeting is scheduled for November 6. Meetings for the remainder of the calendar year will be November 20 and December 11 & 18.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:59 p.m.

Respectfully submitted,  
Steve  
Chaplin ACUI

**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES  
MEETING**

Topic Focus: Strategic and Governance

Wednesday, November 6, 2019

Krista Harrell called the meeting to order at 12:00 p.m. Eastern time.

Additional members present were: Deepti Chadee, Jennifer Zamora, Hayden Greene, Brenda Evans, Sarah Comstock, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Steve Chaplin.

**Minutes**

Evans MOVED, Lang SECONDED, and it was APPROVED that:  
*The October 23, 2019 minutes are approved.*

**Strategic Update**

Chadee presented highlights of progress being made on updating strategic goals and guideposts by component groups of the review team.

**Policy 1 Grouping Approval**

Harrell discussed recommended changes to the Credit Card Usage and Contract policies, recommended removal of the Contract Riders for Performance Contracts and International Currency policies, and review with no change of Expenditure of Associations Funds and Data Management policies.

Comstock MOVED, Greene SECONDED, to approve recommended changes to the Policy 1 Group of Association policies.

**Board Norms Review**

Harrell reviewed the current board norms document and any changes being recommended.

Eve Esch joined the meeting at 12:10 P.M.

**CEO Updates**

Taylor gave the following updates:

- NCCI board met at the ACUI Central Office last week, and their meetings went well.
- Clay Targets is showing 8% growth for its first six events
- Have been discussing advertising/content development service with third-party provider
- DEI Updates
  - Staff workshop on Gender Communication last Friday
  - Mia Pino started in this office this past Monday
  - DEI Program Team first meeting is set for Monday
- Fundraising updates/reminders
  - Legacy Leader Award nomination deadline is 11/20
  - Day of Giving is December 4<sup>th</sup>
  - Fundraising Plan Working Group
    - Good progress, but wanting to extend timetable for submitting recommendations to the Board to February 12<sup>th</sup> meeting

Evans MOVED, CHADEE SECONDED, to extend the Fundraising Plan Working Group timeline to submit their recommendations to the Board by February 12, 2020.

- ACUI member Rachel Wussow has retired as assistant director of the student union at the University of Wisconsin-Green Bay. Recommended she receive ACUI's Emeritus Award.

Esch MOVED, Zamora SECONDED, to honor Wussow with ACUI's Emeritus Award.

### **Other Announcements**

The next Board meeting is scheduled for November 20, with remaining meetings for the year set for December 11 & 18.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:40 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

### **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Finance  
Wednesday, November 20, 2019

Heidi Lang called the meeting to order at 12:00 p.m. Eastern time.

Additional members present were: Deepti Chadee, Jennifer Zamora, Hayden Greene, Brenda Evans, Sarah Comstock, Mike Coleman, Eve Esch, Krista Harrell, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

### **Minutes**

Harrell MOVED, Evans SECONDED, and it was APPROVED that: *The November 6, 2019 minutes are approved.*

### **Strategic Project Allocation FY18**

Teske asked the Board to approve a Strategic Project Allocation of \$50,000 for FY18.

Coleman MOVED, Comstock SECONDED, and it was APPROVED that:  
*The Strategic Fund Allocation for Fiscal Year 2018 be approved as recommended.*

### **FY19 Q3 Financial Statement**

Teske provided the Board with Q3 projection of a net of \$46,536. The FY20 Proposed Budget will be presented on the December 11 call with action to follow on December 18.

Coleman MOVED, Zamora SECONDED, and it was APPROVED that:  
*The FY19 Q3 Financial Statement be approved as presented.*

### **CEO Evaluation Process**

Zamora presented a plan for conducting a review of the CEO by members of the Board of Trustees, with the questionnaire being distributed to the Board today (11/20/19).

### **CEO Updates**

Taylor gave the following updates:

- Submitted a proposal last Friday to CSHEMA to continue as their association management service provider
- Staff workshop was conducted last week as a follow up to the Intercultural Development Inventory that most have taken; the facilitator led a session on strategies to overcome intercultural immunity to change
- Considering submitting a proposal to an RFP we received from the Midwest Association of Colleges and Employers.
- After Thanksgiving, three back-to-back trips
  - NYC CPT
  - CSHEMA meeting in Washington DC
  - Trip to Northwestern University
- Needs Assessment Survey sent out last week – please complete and encourage others
- Reminder: Deadline for 2020 awards & scholarships is December 6 – please consider submitting and encouraging others

### **Other Announcements**

The next Board meeting is scheduled for December 11, with the remaining meeting of the year set for December 18.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:34 p.m.

Respectfully  
submitted, Steve  
Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Finance and Governance  
Wednesday, December  
11, 2019

Krista Harrell called the meeting to order at 12:02 p.m. Eastern time.

Additional members present were: Deepti Chadee, Hayden Greene, Brenda Evans, Sarah Comstock, Eve Esch, Krista Harrell, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

**Minutes**

Greene MOVED, Esch SECOND

ED, and it was APPROVED that: *The November 20, 2019 minutes are approved.*

**Governance Update**

Harrell reported that the review of Association policies scheduled for completion by November had been completed.

Evans MOVED, Lang SECONDED, and it was APPROVED that:  
*The Association Policies presented be adopted as recommended.*

Heidi Lang and Jennifer Zamora joined the meeting at 12:08 p.m.

**Self Assessment**

Self-assessments by Board of Trustees are due to be completed prior to the upcoming December 18 Board meeting.

**Student Board Member**

Harrell reported that four applications had been received, and those will be reviewed by committee prior to a vote by the Board on December 18.

**Finance Update**

Lang and Teske reviewed the proposed 2020 budget. A final summary highlight and a Board vote for approval is expected at the Board's next meeting.

Howell joined the meeting at 12:17 p.m.

### **CEO Update**

Taylor gave the following update:

- Board president Zamora, president-elect Evans, and Taylor will visit with NASPA representatives on Dec. 13.
- On a successful trip to Northwestern University to view a new food services renovation project contracted with Chartwells and then meet with representatives of that company on the topic of corporate membership.

### **Other Announcements**

The next Board meetings are scheduled for December 18, January 15, January 29, February 12, February 26, and March 4.

The meeting was ADJOURNED WITHOUT OBJECTION at 12:34 p.m.

Respectfully  
submitted, Steve  
Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: All Call

Wednesday, December 18, 2019

Jennifer Zamora called the meeting to order at 12:02 p.m. Eastern time.

Additional members present were: Deepti Chadee, Hayden Greene, Sarah Comstock, Krista Harrell, Jason Howell, Mike Coleman, Heidi Lang, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

Brenda Evans joined at 12:05 p.m.

### **Minutes**

Harrell MOVED, Comstock SECONDED, and it was APPROVED that:  
*The December 11, 2019 minutes be accepted.*

### **Budget Approval**

Lang asked the Board to approve the 2020 budget.

Evans MOVED, Greene SECONDED, and it was APPROVED that:  
*The ACUI 2020 budget be adopted.*

## **NASPA Specialization Update**

Taylor reported on a meeting with NASPA on the specialization and certification program being proposed for multiple higher education associations. Commitment to NASPA is needed by February 1, 2020. NASPA leadership will attend our meeting on January 15, 2020 to present the intended program structure to the Board.

## **CEO Update**

Taylor gave the following update:

- Taylor said CSHEMA had requested a February 5 meeting related to the current association management proposal ACUI had submitted to them.
- ACUI has submitted a proposal for conference and meeting management to the Midwest Association of Colleges and Employers.

## **Other Announcements**

The next Board meetings are scheduled for January 15, January 29, February 12, February 26, and March 4.

Jason Harrell left the meeting at 12:15 p.m.

## **Student Board Member**

Harrell reported that four candidates had been interviewed and all were exceptional. The group recommended Chris Caldwell from the University of Houston.

Chadee MOVED, Comstock SECONDED, and it was APPROVED that:

*Chris Caldwell from the University of Houston be approved to serve as the new student representative on the ACUI Board of Trustees for a one-year term.*

The meeting was ADJOURNED WITHOUT OBJECTION at 12:26 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: All Call  
Wednesday, January 15, 2020

Jennifer Zamora called the meeting to order at 12:01 p.m. Eastern time.

Additional members present were: Brenda Evans, Deepti Chadee, Hayden Greene, Sarah Comstock, Krista Harrell, Eve Esch, Mike Coleman, Heidi Lang, and John Taylor, CEO. Also present were Elizabeth Beltramini, Scarlett Winters, Justin Rudisille, Dave Teske, and Steve Chaplin from ACUI, and Kevin Kruger, Joey DeSanto Jones, and Stephanie Gordon from NASPA.

**Minutes**

Harrell MOVED, Evans SECONDED, and it was APPROVED that: *The December 18, 2019 minutes be accepted.*

NASPA Specialization Update

Kruger, Jones, and Gordon, from NASPA presented on a new certification and specialization program for student affairs organizations. Commitment to NASPA is needed by February 1, 2020.

Kruger, Jones, and Gordon left the meeting at 12:52 p.m.

CEO Update

Taylor gave the following update:

Taylor said CSHEMA had requested a February 5 interview related to the current association management proposal ACUI had submitted to them.

ACUI has submitted a proposal for conference and meeting management to the Midwest Association of Colleges and Employers.

**Other Announcements**

The next Board meetings are scheduled January 29, February 12, February 26, and March 4.

The meeting was ADJOURNED WITHOUT OBJECTION at 1:08 p.m.

Respectfully submitted, Steve  
Chaplin ACUI



**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: All Call  
Wednesday, January 29, 2020

John Taylor called the meeting to order at 12:01 p.m. Eastern time.

Additional members present were: Deepti Chadee, Hayden Greene, Sarah Comstock, Krista Harrell, Eve Esch, Mike Coleman, Heidi Lang, and John Taylor, CEO. Also present were Mia Pino, Justin Rudisille, Elizabeth Beltramini, and Steve Chaplin from ACUI.

**Minutes**

Harrell MOVED, Esch SECONDED, and it was APPROVED that: *The January 15, 2020 minutes be accepted with changes.*

Jennifer Zamora joined the meeting at 12:05 p.m.

NASPA Specialization Update

Taylor presented a follow-up on the new NASPA certification and specialization program for student affairs organizations. The program involves an upfront financial commitment of \$50,000 to participate as a full program partner, with revenue sharing estimated to begin in 2023.

Coleman MOVED, Greene SECONDED, and it was APPROVED that:  
*ACUI participate in the NASPA certification and specialization program.*

Emeritus and Honorary Awards

Rudisille presented recommendations for honorary lifetime memberships and emeritus awards.

Recommended for emeritus status were Charlie Francis, Jimmie Baker, Steve Gnadt, Alan James, Tina Pinocci. Already awarded: Rachel Wussow.

Greene MOVED, Harrell SECONDED, and it was APPROVED that:  
*Charlie Francis, Jimmie Baker, Steve Gnadt, Alan James, and Tina Pinocci, be granted emeritus status.*

Esch MOVED, ComstockX SECONDED, and it was APPROVED that: The board move into executive session to discuss membership awards.

Honorary Lifetime Membership recommendations were Mary Connelly, Mandy Ellertson, Tami Kuhn, and Meg O'Sullivan.

Esch MOVED, Comstock SECONDED, and it was APPROVED that:  
*Mary Connelly be awarded honorary lifetime membership.*

Comstock MOVED, Chadee SECONDED, and it was APPROVED that:  
*Mandy Ellertson be awarded honorary lifetime membership in ACUI.*

Harrell MOVED, Esch SECONDED, and it was APPROVED that:  
*Tami Kuhn be awarded honorary lifetime membership in ACUI.*

Greene MOVED, Coleman SECONDED, and it was APPROVED that:  
*Meg O'Sullivan be awarded honorary lifetime membership in ACUI.*

Greene MOVED, Comstock SECONDED, and it was APPROVED that: The board move out of executive session.

Rudisille departed meeting at 12:35 p.m.

CEO Update

Taylor gave the following update:

Introduced Beltramini and Pino who then discussed the new Closing the Gap program for mid-career professionals from traditionally marginalized communities.

New Board of Trustee members are currently being onboarded, with one of three scheduled meetings having been conducted.

Asked board members to act on outstanding leadership team appointments that will be facilitated via email.

Taylor has been asked to serve as incoming chair for the CHEMA Steering Committee.

### **Other Announcements**

The board gave unanimous consent to approve outstanding leadership team appointments during a February 3 vote by email.

The next Board meetings are scheduled for February 12, February 26, and March 4.

The meeting was ADJOURNED UNTIL FEB. 3 WITHOUT OBJECTION at 12:56 p.m.

John Taylor called the meeting to order by email at 9:19 a.m. Eastern time, February 3.

Additional members present were: Krista Harrell, Michael Coleman, Heidi Lang, Jason Howell, Sarah Comstock, Eve Esch, Jennifer Zamora, Brenda Evans, Deepti Chadee, and Hayden Greene.

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:

*Corey Williamson, Lauren Kuski, and Giancarlo Brugnolo be appointed to the Education Council.*

Harrell MOVED, Chadee SECONDED, and it was APPROVED that:  
*Missy Burgess be appointed as conference program team chair for the 2022 Annual Conference in Chicago.*

The meeting was ADJOURNED at 12:53 p.m.

Respectfully submitted, Steve  
Chaplin ACUI

**ASSOCIATION OF COLLEGE UNIONS  
INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Governance and Strategic  
Wednesday, February  
February 12, 2020

Jennifer Zamora called the meeting to order at 12:00 p.m. Eastern time.

Additional members present were: Deepti Chadee, Hayden Greene, Sarah Comstock, Krista Harrell, Mike Coleman, Heidi Lang, Jason Howell, and John Taylor, CEO. Also present were Elizabeth Beltramini, Dave Teske, and Steve Chaplin from ACUI.

Eve Esch joined the meeting at 12:03 p.m.

**Minutes**

Harrell MOVED, Hayden SECONDED, and it was APPROVED that: *The January 29, 2020 minutes be accepted.*

Brenda Evans joined the meeting at 12:04 p.m.

**Self Assessment Review**

Harrell reported on progress related to feedback from the Board of Trustee's Self-Assessment.

**2019 Strategic Plan Review**

Chadee gave an update on the strategic guidepost development timeline, noting a final quarterly report due in March and a completed report scheduled for June.

**CEO Updates**

Taylor gave the following update:

Reported that two onboarding sessions remained for new board members, who will begin sitting in on meetings prior to the Annual Conference and then begin their terms at that time.

Said the NASPA-led certification specialization program ACUI has agreed to participate in has at least five other members, in addition to ACUI and NASPA.

Reported that Annual Conference registration was on pace to meet a goal of 900 with 792 current registrations.

Said membership renewal calls from Board of Trustee members would be made the week of March 2-6.

### **Other Announcements**

The next Board meetings are scheduled for February 26 and March 4.

The meeting was ADJOURNED at 12:33 p.m.

Respectfully  
submitted, Steve  
Chaplin  
ACUI

### **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Topic Focus: Strategic  
Wednesday, February  
26, 2020

Jennifer Zamora called the meeting to order at 12:00 p.m. Eastern time.

Additional members present were: Brenda Evans, Sarah Comstock, Krista Harrell, Mike Coleman, Heidi Lang, and John Taylor, CEO. Also present were guests Sarah Aikman, Jeremy Schenk, Neela Patel, Jonathan Duke, Elizabeth Beltramini, Jake Dawes, and Steve Chaplin from ACUI.

### **Minutes**

Comstock MOVED, Evans  
SECONDED, and it was APPROVED that: *The February  
12, 2020 minutes be accepted.*

Christopher Caldwell, guest, joined the meeting at 12:05 p.m.

Jason Howell joined the meeting at 12:07 p.m.

### **Fundraising Plan**

Aikman and Taylor discussed the 2020-25 Fundraising Plan, including recommendations related to support the Education and Research Fund, a capital campaign for two new initiatives, and emphasis on planned giving.

Harrell MOVED, Lang SECONDED, and it was APPROVED that:

*The 2020-2025 Fundraising Plan be approved.*

Sarah Aikman left the meeting at 12:25 p.m.

### **2020 Annual Priorities**

Beltramini requested changes or endorsements from the board for the 2020 strategic planning process that was discussed at the last board meeting. The board gave indication to move forward.

### **Annual Conference Schedule**

Taylor reviewed the Board of Trustees schedule for the ACUI Annual Conference in Atlanta, beginning Thursday, March 12, and ending Wednesday, March 18.

### **CEO Updates**

Taylor gave the following updates:

Renewal campaign is about to get underway with Board of Trustee members making calls to institutions yet to renew membership. Calls to be made the week of March 2-6.

Reported that the ACUI Clay Targets National Championships registrations are on track for a 9% attendance increase over the previous year.

Reported that Annual Conference registration was on pace to meet a goal of 900 with 818 current registrations.

### **Other Announcements**

The next Board meetings are scheduled for March 13-15 during the Annual Conference.

The meeting was ADJOURNED at 12:50 p.m.

Respectfully  
submitted, Steve  
Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Tuesday, March 10, 2020

Jennifer Zamora called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Eve Esch, Jason Howell, Michael Coleman, Hayden Greene, Brenda Evans, Krista Harrell, Deepti Chadee, Sarah Comstock, Heide Lang, and John Taylor, CEO. Also present were Dave Teske, Jonathan Duke, Jordy Dickey, Christopher Caldwell, Neela Patel, and Jeremy Schenk.

Ms. Zamora asked to move into Executive Session at 12:01 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 12:01 p.m.

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 1:15 p.m.

### **2020 Annual Conference**

Evans MOVED, Coleman SECONDED, and it was approved that:

*ACUI will move forward with the 2020 Annual Conference as planned with the addition of a remote attendance option.*

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:31 p.m.

Respectfully submitted,

Dave Teske

ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Wednesday, March 12, 2020

Jennifer Zamora called the meeting to order at 2:02 p.m. Eastern time. Additional members present were: Michael Coleman, Brenda Evans, Krista Harrell, Deepti Chadee, Sarah Comstock, Hayden Greene, Eve Esch, Jeremy Schenk, Jason Howell, and John Taylor, CEO. Also present was Dave Teske, Jonathan Duke, Jordy Dickey, Christopher Caldwell, Neela Patel, Megan Algood, Jack Voorhees, Kim Pho, Elizabeth Stringer, Elizabeth Beltrami, Justin Rudisille, and Jake Dawes.

Ms. Zamora asked to move into Executive Session at 2:02 p.m.

The Board MOVED INTO EXECUTIVE SESSION WITHOUT OBJECTION at 2:02 p.m.

*Eve Esch and Jason Howell joined the meeting at 2:07 p.m.*

*Hayden Green joined the meeting at 2:10 p.m.*

*Justin Rudisille left the meeting at 2:30 p.m.*

*Heidi Lang joined the meeting at 2:55 p.m.*

The Board MOVED OUT OF EXECUTIVE SESSION WITHOUT OBJECTION at 3:09 p.m.

### **2020 Annual Conference**

Harrell MOVED, Lang SECONDED, and it was approved that:

*The 2020 Annual Conference is postponed until a future date.*

*Justin Rudisille joined the meeting at 3:16 p.m.*

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 3:18 p.m.

Respectfully submitted,  
Dave Teske  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Friday, April 3, 2020

Brenda Evans called the meeting to order at 12:03 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Jordy Dickey, Christopher Caldwell, Neela Patel, Sarah Comstock, Eve Esch, Jeremy Schenk, Hayden Greene, and John Taylor, CEO. Also present was Dave Teske.

### **E-mail vote conducted March 30, 2020**

The following members voted via email: Brenda Evans, Jennifer Zamora, Jonathan Duke, Jordy Dickey, Christopher Caldwell, Neela Patel, Sarah Comstock, Eve Esch, Hayden Green, and Jeremy Schenk

Schenk moved, Duke seconded, and it was approved that:

*The Chief Executive Officer be authorized to seek a loan through the CARES Act Payroll Protection Program in the amount up to \$400,000 with a report back to the board about the final amount submitted.*

### **Minutes** Zamora MOVED, Co

mstock SECONDED, and it was APPROVED that: *The February 26, 2020 minutes be accepted.*

Zamora MOVED, Comstock SECONDED, and it was APPROVED that:  
*The March 10, 2020 minutes be accepted.*

Zamora MOVED, Comstock SECONDED, and it was APPROVED that:  
*The March 11, 2020 minutes be accepted.*

### **Dues**

Comstock MOVED, Patel SECONDED, and it was APPROVED that:  
*There be no dues increase for 2021.*

### **Upcoming Meetings**

Evans shared that the upcoming meeting schedule and topics will likely not be business as normal. She asked for the board's flexibility during the coming months.

### **CEO Updates**

Taking into consideration the Coronavirus situation, its impact on Higher Education and subsequently our association, Taylor provided an overview of the financial status and anticipated



status for FY20 and FY21. Moving forward the focus will be on cash flow analysis and projections rather than budgets. There will be a need for work force reduction in the coming months.

*Hayden Green joined the meeting at 12:19 p.m.*

The student affairs certification program is on hold. The Education and Research Fund fundraising plan is on hold. There will be no face-to-face programs through August, possibly excluding Clay Targets. There is concern as we look to membership renewals and the 2021 annual conference.

### **Review of Q-sort Study and Prioritization**

Taylor provided an overview and analysis of the Q-sort survey response from the board, management team, staff, and remaining leadership team volunteers. The instrument asked participants to rank the work/services/programs of ACUI from most important to least important. The results helped to establish a framework for the board to provide feedback to the CEO on priorities for the association moving forward. Evans led the board through a discussion that resulted in endorsement for the general direction being considered.

### **Announcement**

Evans share there will be an ACUI Leadership Team meeting on Friday, April 10, 1 p.m.

The next board meeting will be Wednesday, April 15, noon Eastern.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:13 p.m.

Respectfully submitted,  
Dave Teske  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Wednesday, April 15, 2020

Brenda Evans called the meeting to order at 12:02 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Jordy Dickey, Hayden Greene, Christopher Caldwell, Neela Patel, Sarah Comstock, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also present was Dave Teske.

**Minutes** Duke MOVED, Caldwell SECONDED, and it was APPROVED that: *The April 3, 2020 minutes be accepted.*

**Office space lease**

Taylor presented the office space analysis which was conducted in partnership with CBRE. Given the significant change in circumstances over the past month, the current recommendation is to reduce the amount of office space.

Zamora MOVED, Greene SECONDED, and it was APPROVED that:

*The CEO is authorized to negotiate a new lease with CFC Properties at the current office location of 120 W 7th Street, Bloomington, IN.*

### **Cash flow analysis**

Teske provided an overview of the efforts to conduct cash flow projections. The next month will be very informative as feedback is received about the registration and refund requests for the annual conference, EXPO, and Clay Targets Nationals. Going forward a quarterly update will be shared with the Board.

### **CEO Updates**

The announcement for the virtual conference will be going out this week. The conference will be held May 20 and 21. ACUI award winners will be announced weekly prior to the conference. There are plans underway for an ACUI Clay Targets Open event in late July or August. *The Bulletin* will be digital for the remainder of the year. There will be an ACUI Financial Assistance Fund to raise funds for individuals and institutions to engage with ACUI in the future. There are two proposals in process for association management work. John provided an overview of the framework he is considering for the alignment of programs, services, and staffing.

### **Announcement**

The next board meeting will be Wednesday, April 29, noon Eastern.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:42 p.m.

Respectfully submitted,  
Dave Teske  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Wednesday, April 29, 2020

Brenda Evans called the meeting to order at 12:05 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Jordy Dickey, Hayden Greene, Christopher Caldwell, Neela Patel, Sarah Comstock, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

**Minutes** Greene MOVED, Comstock SECONDED, and it was APPROVED that: *The April 14, 2020 minutes be accepted.*

### **Summer Leadership Team Meeting**

The board determined that the July leadership team meeting would be conducted virtually and brainstormed some ideas and things to consider as the program is developed.

### **CEO Updates**

Virtual conference will be held May 20 and 21, and IPDS and Aspiring Directors Institute are also now being planned as virtual seminars to run from June 15 to July 17. Reviewed several proposals for association management work. Asked the board to establish a Financial Assistance Fund that will be organized and operated by the Educational Research Fund team and the Central Office. The goal is to raise \$50,000, with funds being available to members through December 31, 2021.

Comstock MOVED, Greene SECONDED, and it was APPROVED that:

*A Financial Assistance Fund be created to run through December 31, 2021, to allow member institutions and individuals to continue to be engaged with the association, with the understanding that up to 20% of funds raised may be applied to administrative costs.*

### **Announcement**

The next board meetings will be May 13 and May 27, noon Eastern.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, May 13, 2020  
Strategic Call

Brenda Evans called the meeting to order at 12:06 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Jordy Dickey, Christopher Caldwell, Neela Patel, Sarah Comstock, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

**Minutes**

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*The April 28, 2020 minutes be accepted.*

Hayden Greene joined the meeting at 12:12 p.m. EST.

**Governance**

Esch and Teske reported on work of the November Policy Review Group and the December Policy Review Group and their recommendations.

Comstock MOVED, Schenk SECONDED, and it was APPROVED that:  
*The recommendations of the November Policy Review Group be accepted as presented.*

Zamora MOVED, Duke SECONDED, and it was APPROVED that:  
*A recommendation by the December Policy Review Group to update the Travel, Meals, and Lodging Expenditure Policy be accepted as presented.*

**Conflict of Interest Policy**

Taylor informed the Board that each member, as volunteers, would be asked to sign the Association's Conflict of Interest policy.

**Clay Targets Board Member Appointments**

Comstock MOVED, Greene SECONDED, and it was APPROVED that:  
*Dickey, Duke, Patel, and Schenk be appointed to two-year terms as ACUI Clay Targets Program board members.*

**CEO Updates**

- Tomorrow's Phased Reopening Roundtable – record registrations of 355
- Regional volunteer positions – June 26<sup>th</sup> application deadline
- The virtual conference has over 500 registered, and there will be 2 keynotes, Voices of

ACUI, 24 ed sessions, and over 20 exhibitors and sponsors.

- Plans for upcoming programs were shared, including IPDS/ADI/Closing the Gap and SOI being held in a virtual format. The Marketing Institute will be pushed to next year, and the Women's Leadership Institute is still be discussed.
- AMC finalist interview with NAFA is on May 27<sup>th</sup>

### **Executive Session**

Greene MOVED, Comstock SECONDED, and it was APPROVED that:  
*The board go into executive session at 12:43 p.m.*

Comstock MOVED, Zamora SECONDED, and it was APPROVED that:  
*The board move out of executive session at 1:02 p.m.*

### **Announcement**

The next board meetings will be June 3, noon Eastern.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:03 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, June 3, 2020  
Strategic Call

Brenda Evans called the meeting to order at 12:05 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Christopher Caldwell, Neela Patel, Sarah Comstock, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also present were Liz Beltramini and Steve Chaplin.

**Minutes**

Greene MOVED, Comstock SECONDED, and it was APPROVED that:  
*The May 13, 2020 minutes be accepted.*

**Equity & Inclusion**

Beltramini reported on the Association's activities related to the ongoing crisis tied to the public response to police violence. ACUI's regions are conducting virtual healing circles, a formal statement from ACUI was distributed recently on social media statement, and the Association's Diversity, Equity, and Inclusion team has been working on programmatic information on related topics that include protesting safely and mask bias, and educational initiatives including a webpage of social justice resources.

**Virtual Conference**

Taylor and Beltramini provided a review of the May 20-21 virtual annual conference, including a review of the virtual conferencing platform Hopin and feedback received from corporate expo participants.

**Bank Signatories**

Schenk MOVED, Greene SECONDED, and it was APPROVED that:

*The Board of Trustees designates John Taylor and David Teske as authorized signers for all First Financial Bank ACUI accounts; and, the Board of Trustees designates Elizabeth Gunterman and Elizabeth Stringer as authorized signers for the First Financial Bank main ACUI checking account.*

**CEO Updates**

- Plans are being made to consolidate the office prior to the end of our lease on June 30, 2020, and for a future safe reopening considering the pandemic.
- Discussions are underway with the The Wyman Company, the firm that solicits advertising on behalf of the association, to expand services.
- Waiting to hear back on association management opportunities with NAFA and AUID.

### **Executive Session**

Greene MOVED, Comstock SECONDED, and it was APPROVED that:  
*The board go into executive session at 12:45 p.m.*

Zamora MOVED, Caldwell SECONDED, and it was APPROVED that:  
*The board go out of executive session at 12:57 p.m.*

### **Announcement**

The next board meetings will be June 24, noon Eastern.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Wednesday, June 24,  
2020

Strategic Call

Brenda Evans called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Neela Patel, Sarah Comstock, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske, Justin Rudisille, and Steve Chaplin.

### **Minutes**

Patel MOVED, Comstock SECONDED, and it was APPROVED that:  
*The June 3, 2020 minutes be accepted.*

### **Financial Report**

Comstock provided different targets for the year based on varied scenarios and noted that the projected cash flow for fiscal year 2022 would be just shy of \$1 million. Teske added the Association's investment portfolio was down .2 percent to date, compared to being down 20 percent in April. More information is expected in July with the quarterly report to be made available.

### **Regional Directors**

Taylor reported regional directors from Regions IV and VI had resigned from their positions and Rudisille explained the volunteer resignation and change of status process that allowed for the Regional Leadership Teams to make a replacement recommendation to the Board for approval.

Greene MOVED, Comstock SECONDED, and it was APPROVED that:

*Jeff Rosenberry at Central Washington University in Region IV would complete Elise Alford's term through 2021.*

Dickey MOVED, Greene SECONDED, and it was APPROVED that:

*Chris Marshall at Xavier University in Region VI would complete Clayton Kolb's term through 2021.*

Rudisille left the meeting at 12:22 p.m.

### **Leadership Team Meeting**

The annual leadership team meeting will be conducted virtually from 2-5 p.m. EST, July 16, and from noon to 5 p.m. EST, July 17.

Teske left the meeting at 12:28 p.m.

### **CEO Updates**

- ACUI will be partnering with NIRSA to contract with the American College Health Association (ACHA) for a consultant to review whether and how to proceed with summer and fall Clays Targets competitions.
- The National Association of Fellowship Advisors (NAFA) informed the Association that it is interested to contract for association management services if the scope of work for that organization can be redeveloped to meet their needs.
- The Association of University Interior Designers (AUID) has yet to make a decision on ACUI's management proposal.
- The National Agricultural Aviation Association has asked ACUI to consider assisting with a small amount of support answering phone and email inquiries.
- The Financial Assistance Fund has given out a total of \$3,500 to date, three for membership dues and three for ACUI programs. \$17,000 has been raised so far from direct contributions, drag queen bingo, and the silent auction.
- ACUI's Benchmarking service will not be renewed, but existing data will be stored and made available.
- Program Updates
  - Virtual versions of the first Closing the Gap program, and the Aspiring Directors and IPDS programs were underway.
  - The Student Organization Institution has 89 registered.
  - On June 25<sup>th</sup> from 3-4:30 Brenda Evans, Jeremy Schenk, Jennifer Zamora and Mike Coleman will serve as panelists for a DEI Program Team discussion about privilege and racism in the union.
- Plans are being finalized for Central Office consolidation to be completed by the June 30, 2020, our lease end date.

### **Announcement**



The next board meeting will be at noon EST, July 8.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:51 p.m.

Respectfully  
submitted,  
Steve Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Wednesday, July 29, 2020  
Strategic Call

Brenda Evans called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Neela Patel, Sarah Comstock, Eve Esch, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

### **Minutes**

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*The June 24, 2020 minutes be accepted.*

Jeremy Schenk joined the meeting at 12:07 p.m.

### **Leadership Team Meeting Debrief**

Trustees reflected on participation and involvement by members of the leadership team during the virtual July 16-17 meeting.

### **Interim Strategic Guideposts**

Evans proposed board members, in groups assigned to each strategic guidepost, review and discuss each guidepost and then provide priorities related to the guideposts to Evans prior to the next meeting scheduled for Aug. 19.

### **CEO Updates**

- ACUI is in its mid-year renewal cycle with 16 renewed, compared to an average of 32 over previous years.
- Final negotiations should be completed by end of July for the National Association of Fellowship Advisors (NAFA).
- Reminded board members of the upcoming August FUNd with ACUI virtual fundraiser.

## **Announcements**

The next board meeting will be at noon EST, August 19.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

## **ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL BOARD OF TRUSTEES MEETING**

Wednesday, Aug. 19, 2020

Brenda Evans called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Neela Patel, Sarah Comstock, Jeremy Schenk, Eve Esch, and John Taylor, CEO. Also present were Elizabeth Beltramini, Dave Teske and Steve Chaplin.

## **Minutes**

Caldwell MOVED, Greene SECONDED, and it was APPROVED that:  
*The July 29, 2020 minutes be accepted.*

## **Financial Review**

Comstock, Teske, and Taylor reported on the quarterly financial report ended June 30, 2020, including on the status of the ACUI Clay Targets program and CSHEMA. Taylor noted a reimbursement from the National Center Civil and Human Rights, Atlanta, Georgia, resulting from the cancellation of the on-site annual conference.

Greene MOVED, Schenk SECONDED, and it was APPROVED that:  
The quarterly financial statement be approved.

## **Interim Strategic Guideposts**

In a general introduction to the guideposts, Greene explained the guidepost and related annual priorities are what the Association's component groups use to create goals. Comstock presented an overview of the financial guidepost and priorities, Esch provided an overview of membership guidepost and priorities, and Greene presented an overview of the guidepost and priorities related to anti-racism. The Central Office will combine and edit the guideposts into one document to be reviewed by the board at the next meeting.

## **CEO Updates**

- Taylor and Evans recently represented the Association at a student affairs webinar on racial justice.

- Taylor gave an update on contracts for outside consulting with several different associations.
- Taylor said Central Office had developed a business plan for offering virtual conference facilitation as a service.
- A commitment with the Marriott Marquis to conduct the Association's Annual Conference in New York City will be moved from 2021 to 2025.

### **Announcements**

The next board meeting will be at noon EST, Wednesday, August 26.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:32 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Aug. 26, 2020

Jeremy Schenk called the meeting to order at 12:08 p.m. Eastern. Additional members present were: Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Sarah Comstock, Eve Esch, and John Taylor, CEO. Also present were Elizabeth Beltramini, Dave Teske and Steve Chaplin.

Brenda Evans joined the meeting at 12:09 p.m.

**Minutes**

Caldwell MOVED, Duke SECONDED, and it was APPROVED that:  
*The August 19, 2020 minutes be accepted.*

**Interim Strategic Guideposts**

Greene led the trustees through a discussion of each of the three guideposts (social justice, membership, and financial stability), and the associated annual priorities for each. Greene asked the trustees to consider how long the guideposts should be kept in place or scheduled for review.

Esch MOVED, Duke SECONDED, and it was APPROVED that:  
*The Strategic Guideposts be accepted and put into place for use from now until the 2022 Annual Conference.*

**Announcements**

The next board meeting will be at noon EST, Wednesday, Sept. 9, 2020.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Sept. 9, 2020

Brenda Evans called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Neela Patel, Jonathan Duke, Hayden Greene, Jordy Dickey, Sarah Comstock, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also present were Elizabeth Beltramini, Elizabeth Stringer, Kelsie Holt, and Steve Chaplin.

**Minutes**

Caldwell MOVED, Comstock SECONDED, and it was APPROVED that:  
*The August 26, 2020 minutes be accepted.*

**Revised Business Plan**

Taylor presented a revised business plan that included snapshots of current and projected revenue, revised business strategies, and revised business development goals.

**Virtual Events Business Plan**

Stringer and Holt gave an overview of a virtual event management business plan that looked at market opportunities, product packages, a management plan involving Central Office staff, and marketing.

Stringer and Holt left the meeting at 12:31 p.m.

**Strategic Committee Update**

Greene reported strategic guideposts had been distributed to members of the Association's leadership team and that component groups were reviewing the guideposts for determining future goals. A town hall with all current volunteers is scheduled for Sept. 16 to discuss the guideposts.

**DE&I Committee**

Schenk reported the committee would be scheduling bi-weekly meetings.

**CEO Updates**

Taylor reported that:

- The Association had conducted a pulse survey of members which returned a 25.6% response rate from 447 institutions and included information about services, resources, staffing, and challenges related to COVID.

- Contract discussions were continuing with Marriott Marquis in New York City to move the 2021 ACUI Annual Conference to 2025 without penalty.
- Discussions to support virtual events of other associations are underway, including with the Association of Talent Development; upcoming events include the Printing and Imaging Association of Georgia, and the University Risk Management and Insurance Association.
- The start date for management services for the National Agricultural Aviation Association is September 14, 2020.
- A revised financial proposal was submitted to the Association of University Interior Designers, waiting for a response.

### **Announcements**

The next board meetings will be at noon Eastern, Wednesday, Sept. 23, and October 7, 2020.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:59 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Sept. 23, 2020

Brenda Evans called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Neela Patel, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Jeremy Schenk, and John Taylor, CEO. Also Dave Teske and Steve Chaplin.

**Minutes**

Caldwell MOVED, Esch SECONDED, and it was APPROVED that:  
*The September 9, 2020 minutes be accepted.*

**Governance Committee Report**

Esch presented on ACUI governance committee responsibilities, the annual timeline, self-assessment process, and the Association bylaws and constitution. Esch and Teske said board members would be assigned to conduct policy reviews.

**Financial Update**

Teske discussed noteworthy items and timeline for Fiscal Year 2021 budget, including a preliminary budget presented to the board in October, approval of budget anticipated in November. Taylor offered budget planning assumptions based on anticipated changes in revenue.

**CEO Updates**

Taylor reported that:

- Evans and Taylor will do video messages for the virtual regional conferences.
- AUID has signed a one-year contract, with two additional annual renewal options, with ACUI for association management.
- October 16 is the deadline for board nominations and for the Association's Legacy Leader Award.

**Executive Session**

Esch MOVED, Caldwell SECONDED, and it was APPROVED that:  
*The Board go into executive session at 12:31 p.m.*

Duke MOVED, Zamora SECONDED, and it was APPROVED that:  
*The Board move out of executive session at 12:35 p.m.*

### **Strategic Planning**

The board reviewed the timeline and process for strategic guidepost goal development.

### **Announcements**

The next board meeting will be at noon Eastern, Wednesday, October 7, 2020.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:47 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Oct. 7, 2020

Brenda Evans called the meeting to order at 12:01 p.m. Eastern time. Additional members present were: Neela Patel, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, Jeremy Schenk, and John Taylor, CEO. Also Liz Stringer, Liz Beltramini, and Steve Chaplin.

**Minutes**

Greene MOVED, Duke SECONDED, and it was APPROVED that:  
*The September 23, 2020 minutes be accepted.*

**Membership Renewal Campaign**

Taylor reviewed the status of August 2020 Membership Renewal Campaign and Stringer discussed the process for board members conducting outreach to members up for renewal.

Stringer left the meeting at 12:17 p.m.

**DE&I Committee Update**

Schenk reported on programming being hosted by the Diversity, Equity, and Inclusion Program Team and regional inclusivity coordinators. Schenk also noted the board's approval via email last week on the Association's public statement objecting to President Trump's executive order limiting diversity training for entities receiving federal funds.

**Strategic Guideposts**

Greene led discussion of the board's goals related to the three newly-adopted strategic guideposts and associated annual priorities. Continuation of the discussion is planned for the Oct. 14 board meeting.

**Announcements**

The next board meeting will be at noon Eastern, Wednesday, October 14, 2020.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1 p.m.

Respectfully submitted,  
Steve Chaplin  
ACUI

- The last day of service to CSHEMA is October 15.
- Dates for the ACUI Leadership Team meeting, which will be virtual, are July 7-8, 2021.

### **Announcements**

Esch announced that the board assessment survey has been delayed, but will be coming soon.

The next board meeting will be at Noon Eastern, Wednesday, October 28, 2020.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:02 p.m.

Respectfully submitted,

John Taylor  
Chief Executive Officer

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Oct. 28, 2020

President Brenda Evans called the meeting to order at 12:04 p.m. Eastern. Additional members present were: Jeremy Schenk, Neela Patel, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, and John Taylor, CEO. Also present was Dave Teske and Liz Beltramini.

**Minutes**

Caldwell MOVED, Patel SECONDED, and it was APPROVED that:  
*The October 14, 2020 minutes be accepted.*

Steve Chaplin joined the meeting at 12:06 p.m.

**Budget**

Teske reported a projected net loss of about \$250,000 for FY 2020 and that projections for FY 2021 reflected a financial position of similar condition, with anticipated net losses of less than \$275,000. Taylor added that a number of cost-cutting measures had been put into place, but that a projected drop in membership dues coupled with the 2021 annual conference being conducted virtually will result in significant lower revenue in comparison to previous years. A new virtual events business has been initiated to generate new revenue, and additional cost reductions may be necessary. The board is expected to consider the proposed FY 2021 budget at its Nov. 18 meeting.

**Governance**

Esch reported that board members would be asked to schedule time in the coming weeks to begin in their assigned policy working groups, and that information about the planned board self-assessments would be provided at the next meeting.

**Strategic Guideposts**

Greene, along with Esch and Comstock, presented the final sub-committee goals based on the strategic guideposts, along with goals submitted by each of the association's component groups (i.e., Volunteer Development, Research, Student Programs, Central Office, Regional Directors, etc.). Greene, Taylor and Beltramini will review component group goals and report back to the Board.

**CEO Update**

Taylor gave the following update:

- The Central Office learned that Force Majeure claims from the Atlanta conference had been successful and that the Association had recovered about \$48,000.

### **Announcements**

The next board meetings will be at Noon Eastern, Wednesday, Nov. 18, Dec. 9, and Dec. 16, 2020.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:02 p.m.

Respectfully submitted,

Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Nov. 18, 2020

President Brenda Evans called the meeting to order at 12:07 p.m. Eastern. Additional members present were: Jeremy Schenk, Neela Patel, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

**Minutes**

Duke MOVED, Schenk SECONDED, and it was APPROVED that:  
*The October 28, 2020 minutes be accepted.*

**Finance**

The impact of the COVID-19 pandemic on the association's financial situation were discussed.

Comstock and Teske provided information about the Q3 financial statement which projects a loss of approximately \$224,000.

Greene MOVED, Schenk SECONDED, and it was APPROVED that:  
*The Fiscal Year 2020 Q3 financial statement be approved.*

Teske presented the FY21 Proposed Budget that projects a net loss of \$269,960.

Zamora MOVED, Patel SECONDED, and it was APPROVED that:  
*The Fiscal Year 2021 Budget, as proposed, be accepted.*

**Governance**

Esch reported on the board member self-assessment results, providing information on weighted averages of responses that were primarily in the 4.0 and up range on a 5.0 scale (as excellent).

**Strategic Guideposts**

Greene presented the board with strategic guideposts and associated annual priorities, along with the goals recognized for action by each of the association's component groups (i.e., Volunteer Development, Research, Student Programs, Central Office, Regional Directors, etc.).

**CEO Update**

Taylor gave the following update:

- Indiated to the board that a request for proposals for will be sent to membership consulting firm.
- Informed that a change in the Promos department of the Association resulting from the loss of a consultant would serve as cause for us to review the program.

Zamora MOVED, Esch SECONDED, and it was APPROVED that:  
*The Board move into Executive Session at 12:55 p.m.*

Schenk MOVED, Caldwell SECONDED, and it was APPROVED that:  
The Board move out of Executive Session at 1:11 p.m.

The next board meeting will be at Noon Eastern, Wednesday, Dec. 16, 2020.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:12 p.m.

Respectfully submitted,

Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Dec. 16, 2020

President Brenda Evans called the meeting to order at 12:07 p.m. Eastern. Additional members present were: Jeremy Schenk, Neela Patel, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, and John Taylor, CEO. Also present were Dave Teske, Liz Beltramini, and Steve Chaplin.

**Minutes**

Caldwell MOVED, Duke SECONDED, and it was APPROVED that:  
*The November 18, 2020 minutes be accepted.*

**DEI Update**

Schenck and Beltramini provided an update on the Association's DEI efforts, including education programming, communication efforts, metrics on institutional membership diversity, and current challenges.

**Strategic Plan Update**

Greene reported that component group goals had been reviewed and that those groups would be asked to create task lists of actionable items to achieve those goals.

**CEO Update**

Taylor gave the following update:

- Active Dialogue Working Group has completed its report for the Board to consider for accepting in January.
- Association submitted PPE forgiveness loan application.
- Consideration is being given to conducting on-site clay targets events this spring.

Caldwell left the meeting at 12:42 p.m.

**Governance**

Esch reported two applicants for student member on the Board had been received and the review committee was recommending Christopher Caldwell, the current student board member, be asked to accept the position.

Green MOVED, Dickey SECONDED, and it was APPROVED that:  
Christopher Caldwell be invited to retain his role as student member of the Board of Trustees.

The next board meetings will be at Noon Eastern, Wednesday, Jan. 13 and Jan. 27.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:57 p.m.

Respectfully submitted,

Steve Chaplin



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Jan. 13, 2021

President Brenda Evans called the meeting to order at 12:04 p.m. Eastern. Additional members present were: Neela Patel, Jeremy Schenk, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, and John Taylor, CEO. Also present was Steve Chaplin.

**Minutes**

Patel MOVED, Greene SECONDED, and it was APPROVED that:  
*The December 16, 2020 minutes be accepted.*

**Board Goals**

Schenk reviewed the board's goals for the strategic guideposts and annual priorities. Board members will be assigned to each goal to ensure there is a champion monitoring progress. Schenk proposed that a working group be established for the goal focused on volunteer recruitment as it appears to be a common theme among component group goals.

Comstock MOVED, Greene SECONDED, and it was APPROVED that:

A working group be established to assess and make recommendations on improving the communication to, and recruitment of, volunteers of marginalized identities. The working group is to be led by Neela Patel.

**Active Dialogue Working Group**

Taylor and Chaplin introduced and reviewed a report completed by the Active Dialogue Working Group in December 2020.

Esch MOVED, Comstock SECONDED, and it was APPROVED that:  
*The report of the Active Dialogue Working Group be accepted.*

**Onboarding New Board Members**

Taylor reported he'd met with each new board member as an introduction to the board, and to provide an overview of the onboarding plan and schedule.

**CEO Update**

Taylor gave the following update:

- The Association is preparing to submit an application for a second Paycheck Protection Program loan from the federal government.

Caldwell MOVED, Comstock SECONDED, and it was APPROVED that:

*The Chief Executive Officer be authorized to seek a second Payroll Protection Program forgivable loan through the Small Business Administration, anticipated to be \$326,400, but authorized up to \$400,000.*

- ACUI submitted a proposal for association management work to TESOL, a teaching English as a second language organization.
- ACUI Clays Program is planning a live event Feb. 5-7 that would be limited to 200 competitors. This event will be a test run for March Nationals, which will take place based on the success of the February event.
- ACUI received four proposals and interviewed three companies for membership consultation. The successful firm will begin their work in the coming weeks, and we are on schedule to make recommendations to the board on any potential changes to the membership model by late summer..
- Partnering with NIRSA and ACUHO-I on a membership discount promotion for HBCU institutions.

The next board meeting will be at Noon Eastern, Wednesday, Jan. 27.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 12:58 p.m.

Respectfully submitted,

Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Jan. 27, 2021

President Brenda Evans called the meeting to order at 12:01 p.m. Eastern. Additional members present were: Neela Patel, Jeremy Schenk, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, and John Taylor, CEO. Also present were Dave Teske, Steve Chaplin, and Shannon Borden.

**Minutes**

Comstock MOVED, Dickey SECONDED, and it was APPROVED that:  
*The January 13, 2021 minutes be accepted.*

**Audit Review**

Teske introduced Shannon Borden, director, Blue & Co., who presented an audit review of the consolidated financial statements of 2018 and 2019.

Esch MOVED, Schenk SECONDED, and it was APPROVED that:  
*The audit be accepted.*

Shannon Borden left the meeting at 12:35 p.m.

**Cash Flow Analysis**

Teske presented cash flow scenarios for fiscal years 2021 and 2022 based on dues, programming, investments, and other revenue sources.

Katie Beaulieu and Mia Pino joined the meeting at 12:37 p.m.

**Research Program Team Role Expansion**

Beaulieu discussed changes in the program team's goals and direction.

Duke MOVED, Comstock SECONDED, and it was APPROVED that:  
*The role of the Research Program Team will be expanded to include assessment and evaluation, and any recommendations for a new name should be brought back to the board for approval.*

Justin Rudisille and Elizabeth Stringer joined the meeting at 12:47 p.m.

Beaulieu and Pino left the meeting at 12:48 p.m.

## **Education Council Membership**

Rudisille provided recommendations for filling the three Education Council positions coming open in March from the five applications received, each being a three-year appointment. The selection committee recommended Simon Franco, Lanita Legan, and Will Takewell.

Greene MOVED, Schenk SECONDED, and it was APPROVED that:  
*Simon Franco, Lanita Legan, and Will Takewell be named to the Education Council for three-year appointments.*

Rudisille left the meeting at 12:53 p.m.

## **Membership Renewal Calls**

Stringer reported that 80% of members on the January 2021 renewal cycle had renewed. The board will be assigned renewal calls to be conducted next week.

Stringer left the meeting at 12:55 p.m.

## **BOT Goals Update**

Schenk made assignments of BOT members to serve as “caretakers” of each of the Association’s strategic goals, with commitments of monthly meetings by each of the strategic goal committees.

## **CEO Update**

Taylor gave the following update:

- Reported 640 early registrations for the Annual Conference.
- Conference & Events Seminar Services attracted 72 registrants and four corporate sponsors.
- TESOL, a teaching English as second language organization, will enter into an association management contract for one-year.
- Paycheck Protection Program application is on hold due to first one not being forgiven yet.

Dickey MOVED, Zamora SECONDED, and it was APPROVED that:  
The board go into executive session at 1:07 p.m.

Comstock MOVED, Greene SECONDED, and it was APPROVED that:  
The board move out of executive session at 1:11 p.m.

The next board meetings will be at Noon Eastern, Wednesday, Feb. 24, 2021.

## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:13 p.m.

Respectfully submitted,

Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, Feb. 24, 2021

President Brenda Evans called the meeting to order at 12:01 p.m. Eastern. Additional members present were: Neela Patel, Jeremy Schenk, Christopher Caldwell, Jennifer Zamora, Jonathan Duke, Hayden Greene, Jordy Dickey, Eve Esch, Sarah Comstock, and John Taylor, CEO. Also present were Ann Comerford, Tari Hunter, Coretta King, Elizabeth Beltramini, Dave Teske, and Steve Chaplin.

**Minutes**

Caldwell MOVED, Duke SECONDED, and it was APPROVED that:  
*The January 27, 2021 minutes be accepted.*

**Finance Report**

Comstock reported the Q4 Financial Statement showed a projected \$225K loss. Teske reported the investments at Raffa Wealth netted \$178K for the year. Taylor gave an update on the 2020 Paycheck Protection Program that \$326,400 loan forgiveness application had been approved.

**Strategic Report**

Greene presented on strategic guideposts and goals and tasks of the component groups.

Beltramini left the meeting at 12:31 p.m.

**Governance Report**

Esch presented proposed changes to various sections of the Association's policies and procedures. The board was also asked to approve the document's policy statement. An exception was made for the President's Election Policy section, which was to be returned to the Governance Committee for review and return to the BOT.

Greene MOVED, Comstock SECONDED, and it was APPROVED that:  
*The Policy recommendations for the following policies be approved:*

- *Official Positions of the Association (edit)*
- *Emergency Leadership Transition (edit)*
- *Conference Hospitality Suites (removal)*
- *Solicitation of Corporate Funds (edit)*
- *Communities of Practice (rename and edit)*
- *Permeability (edit)*

- *Paid Time Off (edit)*

Teske left the meeting at 12:37 p.m.

Mia Pino, Jake Dawes, and Justin Rudisille joined the meeting at 12:37 p.m.

### **BOT Committees**

Schenk recommended that the board have four standing committees to include Finance, Governance, Strategic, and Diversity, Equity and Inclusion.

Esch MOVED, Patel SECONDED, and it was APPROVED that:

*The board will have four standing committees to include Finance, Governance, Strategic, and Diversity, Equity and Inclusion.*

### **Special Appointments**

Rudisille, Pino, Dawes, and Chaplin, as component committee staff liaisons, made recommendations for filling vacant positions on the respective component group teams (Education and Research Fund Chair, Corporate Partnerships Team Leader, Research Coordinator, Student Programs Team Leader, and Volunteer Development Coordinator).

Esch MOVED, Caldwell SECONDED, and it was APPROVED that:

*Sarah Aikman serve as Education & Research Fund Chair, Andy Smriga as Corporate Partnerships Team Leader, Katie Beaulieu as Research Coordinator, Teresa Weimann as Student Program Team Leader, and Clayton Kolb as Volunteer Development Coordinator.*

Rudisille, Pino, and Dawes left the meeting at 12:59 p.m.

### **Clay Targets Board Appointments**

Taylor recommended Jeremy Schenk, Jordy Dickey, Jonathan Duke, and Neela Patel be appointed as members of the ACUI Clay Targets, Inc. Board of Trustees with a term of April 1, 2021 through March 30, 2022

Caldwell MOVED, Comstock SECONDED, and it was APPROVED that:

*Schenk, Dickey, Duke, and Patel be appointed to the Clay Targets Board through March 30, 2022.*

Taylor recommended Ann Comerford, Tari Hunter, Coretta King, and Deepti Chadee are appointed as members of the ACUI Clay Targets, Inc. Board of Trustees with a term of April 1, 2021 through March 30, 2023.

Esch MOVED, Caldwell SECONDED, and it was APPROVED that:

*Comerford, Hunter, King, and Chadee be appointed to the Clay Targets Board through March 30, 2023.*

## **Assessment, Evaluation, and Research Program Team Name Change**

Taylor reported that the Research Program Team has recommended its name be changed to the Assessment, Evaluation, and Research program Team.

Greene MOVED, Chadee SECONDED, and it was APPROVED that:  
*The Research Program Team name be changed to the Assessment, Evaluation, and Research Program Team.*

## **COVID-19 Action Coalition (CoVac) Student Leadership Team**

Evans reported that ACUI has been invited by the American College Health Association (ACHA) to appoint an Association representative to the COVID-19 Action Coalition (COVAC) student leadership team, and that she had named Amy Liss from ACUI's DEI Program Team to the position.

## **CEO Update**

Taylor gave the following update:

- Certification specialization program with NASPA and other associations will be moving forward, which includes a \$50K commitment on the part of ACUI.
- ACUI has contracted with a third party provider, Naylor Company, to utilize their career center platform.
- Currently over 2,500 virtual conference registrations, an all-time high.
- Clay Targets event resulted in all negative tests; 13 teams attended. We will move forward with Nationals, which is sold out.

Hunter, Comerford, King left meeting at 1:13 p.m.

Duke MOVED, Caldwell SECONDED, and it was APPROVED that:  
*The board go into executive session at 1:14 p.m.*

Zamora MOVED, Greene SECONDED, and it was APPROVED that:  
*The board move out of executive session at 1:24 p.m.*

Comstock MOVED, Greene SECONDED, and it was APPROVED that:  
*The board award honorary lifetime membership to Mike Coleman and Chuck Price.*

Greene MOVED, Esch SECONDED, and it was APPROVED that:  
*The board bestow the Emeritus Award to: Carolyn E. Farley, Tom Hauber, Carol Reed, Floyd Taliaferro, and Valerie Wetzal.*

The next board meetings will be at Noon Eastern, Wednesday, April 7, April 14-15 (Leadership Team Meeting), and May 5, 2021.



## **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:26 p.m.

Respectfully submitted,

Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

Wednesday, April 7, 2021

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Neela Patel, Christopher Caldwell, Ann Comerford, Tari Hunter, Coretta King, Jonathan Duke, Brenda Evans, Jordy Dickey, Eve Esch, and John Taylor, CEO. Also present was Steve Chaplin.

**Minutes**

Caldwell MOVED, Dickey SECONDED, and it was APPROVED that:  
*The February 24, 2021 minutes be accepted.*

Brenda Evans joined the meeting at 12:09 p.m.

**Leadership Team Retreat Agenda**

Taylor and Schenk reviewed the proposed schedule for the April 14-15 virtual Leadership Team Retreat, which includes a Board of Trustees meeting and a Leadership Team meeting.

**CEO Update**

Taylor gave the following update:

- Certification specialization program with NASPA and other associations will be moving forward with ACUI's \$50,000 commitment already approved.
- A proposal for marketing and media for NODA is being reviewed by that association.
- Conference on Information and Knowledge Management is considering a proposal to manage their conference scheduled for Atlanta.
- Clay Targets national competition was a success.
- The annual Steal This Idea competition is now underway; the Racial Dialogue Training Institute is currently taking registrations.
- A new edition of the book College Union Dynamics, with WTW Architects, is planned for early 2023.

The next board meetings will be Wednesday and Thursday, April 14-15 (Leadership Team Meeting), and Noon Eastern, May 5, 2021.

**Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 1:21 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Wednesday, April 14, 2021**

President Jeremy Schenk called the meeting to order at 2:34 p.m. Eastern. Additional members present were: Neela Patel, Ann Comerford, Brenda Evans, Tari Hunter, Coretta King, Jonathan Duke, Brenda Evans, Jordy Dickey, Eve Esch, and John Taylor, CEO. Also present was Steve Chaplin.

**Minutes**

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*The April 7, 2021 minutes be accepted.*

Christopher Caldwell joined the meeting at 3:04 p.m.

Liz Stringer joined the meeting at 3:30 p.m.

Brenda Evans left the meeting at 4:03 p.m.

Taylor reported on required on the Association's Conflict of Interest policy and related disclosure forms to be signed.

Stringer reported on Association membership renewals, and work being conducted by Avenue M, the membership dues consultant. Taylor and Stringer reviewed the messaging protocols used to guide our responses to issues that surface, and discussed the role of Board members with communication. Stringer left the meeting at 4:15 p.m.

Dave Teske joined the meeting at 4:15 p.m. Teske and Chaplin reported on corporate partnerships. Teske also provided an overview of the Investment policy, and indicated further discussion would take place at the July meeting. Teske left the meeting at 4:35 p.m.

Justin Rudisille and Sarah Aikman joined the meeting at 4:36 p.m. and reported on Association fundraising efforts.

**Adjournment**

The meeting went into RECESS WITHOUT OBJECTION at 5 p.m., to be continued at noon, Thursday, April 15, 2021.

**Thursday, April 15, 2021**

Schenk reconvened the meeting at 12:00 Noon.

Present were Neela Patel, Ann Comerford, Brenda Evans, Tari Hunter, Coretta King, Jonathan Duke, Brenda Evans, Eve Esch, and John Taylor, CEO. Also present was Steve Chaplin.

Clayton Kolb and Jake Dawes joined the meeting at 12:15 p.m. and reported on the Volunteer Development Team.

Dickey joined the meeting at 12:36 p.m.

Kolb and Dawes left the meeting at 12: 40 p.m.

Keith Kowalka and Liz Beltramini joined the meeting at 12:45 p.m. and reported on the DEI Program Team.

Kowalka and Beltramini left the meeting at 1:15 p.m.

Taylor reported that it was time to negotiate the office space lease agreement with CFC Properties, at the current Association location, 120 W. 7<sup>th</sup> St., Bloomington, IN.

Caldwell MOVED, Patel SECONDED, and it was APPROVED that:

The Board of Trustees authorize the Chief Executive Officer to negotiate a new office space lease with CFC Properties, at the current Association location, 120 W. 7<sup>th</sup> St., Bloomington, IN.

Teske joined the meeting at 1:15 p.m.

Dickey and Teske reviewed the annual calendar of the Governance Committee.

Duke and Teske reviewed the annual calendar of the Finance Committee. Teske reviewed the quarterly statement format.

Teske left the meeting at 2:15 p.m.

Taylor presented an overview of Atria activity and a Business Development Plan.

### **Adjournment**

The meeting was ADJOURNED WITHOUT OBJECTION at 2:59 p.m.

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Wednesday, May 5, 2021**

President Jeremy Schenk called the meeting to order at 12:00 p.m. Eastern. Additional members present were: Neela Patel, Ann Comerford, Brenda Evans, Christopher Caldwell, Tari Hunter, Brenda Evans, Jordy Dickey, Coretta King, and John Taylor, CEO. Also present was Sarah Aikman, Steve Chaplin, and Justin Rudisille.

**Minutes**

Comerford MOVED, Patel SECONDED, and it was APPROVED that:  
*The April 14-15, 2021 minutes be accepted.*

Jonathan Duke joined the meeting at 12:05 p.m.

**Financial Assistance Fund**

Aikman and Rudisille reported on changes to the Financial Assistance Fund such as setting application deadlines, increasing maximum awards and the allowable number of requests, and permitting institutions to apply in a second consecutive year.

Rudisille and Aikman left the meeting at 12:31 p.m.

**Regional Director Appointment**

Taylor reported the Regional Leadership Team was recommending Dr. Tonee Sherrill be appointed to fill the vacant position of Region I regional director. Sherrill is the Executive Director of Associated Students at San Francisco State University.

Hunter MOVED, Duke SECONDED, and it was APPROVED that:  
*Dr. Tonee Sherrill be appointed as Region I regional director.*

**Strategic Plan Update**

Patel provided a Strategic Plan Goal Team update that included a reporting model for component group leaders charting progress on goals.

**CEO Update**

Taylor reported that:

- ACUI had reached a contract agreement with NODA to support their marketing and communications.
- Auditors were in the Central Office last week to conduct the Association's annual audit, board members received direct notice from them.

- The Association's new Career Center site, operated on the Naylor platform, will become active next week.
- A list of educational programs for the year was emailed to the board. A few specific to highlights include
  - Aspiring Directors Institute (virtual, July 12-30), co-sponsored with ACUHO-I and NIRSA
  - IPDS: New Professionals Virtual Seminar, set for July 20-22, to be co-sponsored with the Indiana University Memorial Union
  - Improving Racial Dialogue workshop – May 17
  - Racial Dialogue Training Institute – May 19-21

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:19 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Wednesday, June 2, 2021**

President Jeremy Schenk called the meeting to order at 12:00 p.m. Eastern. Additional members present were: Jonathon Duke, Neela Patel, Deepti Chadee, Christopher Caldwell, Ann Comerford, Brenda Evans, Jordy Dickey, Coretta King, and John Taylor, CEO. Also present were Dave Teske, Elizabeth Beltramini, and Steve Chaplin.

**Minutes**

Caldwell MOVED, Duke SECONDED, and it was APPROVED that:  
*The May 5, 2021 minutes be accepted.*

**Q1 Review and Approval**

The Finance Committee provided a financial update. Teske and Taylor presented the updated quarterly statement with a projected operating fund net of \$55,743,

*The Finance Committee recommended, and it passed to approve the Q1 Financial Statement.*

**Socially Responsible Investment Survey**

Duke said a survey had been created by the Association's investment advisors and will be shared with board members on the topic of socially responsible investments and that a follow-up meeting would be conducted with the Association's investment officer in July.

**Constitution and Bylaws Adjustment**

Dickey, King and Taylor discussed recommended changes from the Governance Committee. The Governance Committee recommended, and the board approved, constitution and bylaw amendments to be sent to institutional members for a vote, according to the following timeline.

- June 7 — Send proposed amendments & FAQ doc to institutional contacts
  - Discussion initiated and encouraged through appropriate venues – e.g. town halls
- July 7— Send ballot to institutional contacts
- July 21 — Reminder sent
- August 4 — Final reminder sent
- August 6 — Ballot closes

**BOT Committee Updates**

Updates were provided from each of the committees: Strategic, DEI, Finance, and Governance.

Tari Hunter arrived at 1:03 p.m.

## CEO Update

- Krista Harrell is representing ACUI on a group of student affairs associations that are providing input to the HRC related to upcoming Title IX public hearings. There will be a joint statement drafted, so please expect to receive an email for consideration of ACUI signing onto the letter.
- Email announcements will be going out about collaborative hybrid regional conferences, along with ed session proposals, on June 11.
- Results for even numbered regional elections will be announced on Friday.
- The July-August Bulletin will be a special print edition, our Renovation & Construction issue which will have a record 17 union projects profiled.
- Registration is open for our Aug. 4-5 Facilities & Design Showcase. ACUI and AUID members attend free; includes Facility & Design Awards announcement, corporate partner presentations, and a product & services showcase. Steve has been leading this effort.
- Remember to use the Events Calendar on our website to stay up to date - <https://www.acui.org/calendar>.
- We met with the Chicago Sheraton. Initial conversations have been positive, and they seem to be amenable to working with us, back + forth stage. Working through what concessions and space we might need to give back.
- Have partnered with new local company, Freethink Apparel, as Promos provider (white label operation).
- Partnering with NIRSA to market their Esports institute, ACUI members can attend at member rate.
- National Week of Conversation is June 12–20, produced by America Talks, ACUI is included as a hosting partner as a member of the #ListenFirst Coalition

The next board meetings are scheduled for the July 7-8 Leadership Team meeting, and at noon, August 4, and September 8, 2021.

## Adjournment

The meeting was adjourned WITHOUT OBJECTION at 1:12 p.m.

Respectfully submitted,  
Steve Chaplin



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING**

**Minutes  
Wednesday, July 7, 2021**

President Jeremy Schenk called the meeting to order at 3:00 p.m. Eastern. Additional members present were: Jonathon Duke, Neela Patel, Deepti Chadee, Christopher Caldwell, Ann Comerford, Jordy Dickey, Coretta King, and John Taylor, CEO. Also present was Steve Chaplin.

Duke MOVED, Patel SECONDED, and it was APPROVED that:

*The June 2, 2021 minutes be accepted.*

Brenda Evans joined at 3:05 p.m.

Dave Teske joined at 3:10 p.m.

**Constitution and Bylaws Amendments**

Dickey reported back from the Governance Committee's two town halls on the topic of the proposed amendments to the constitution and bylaws. Ballots to be sent to institutional contacts today (July 7), then to follow the remaining schedule:

- July 21 — Reminder sent
- August 4 — Final reminder sent
- August 6 — Ballot closes

Mark Murphy of Raffa Investment Advisers joined the meeting at 3:30 p.m.

**Quarterly Investment Report**

Murphy presented a report on ACUI investments through June 30, 2021.

**Socially Responsible Investing**

Murphy then reported on results of a socially responsible investment survey. Duke reported on the Finance Committee's review of the survey and their recommendation that the board follow Raffa's socially responsible investment recommendation.

Upon the recommendation of the Finance Committee, it was APPROVED that:

*The Investment Policy Statement include: ACUI desires to have its values reflected in its investments. To that end, investments held in ACUI's investment portfolio will seek to emphasize companies that operate with high environmental, social and governance standards and deemphasize those companies that do not.*

Murphy left the meeting at 4:21 p.m.

Shannon Borden with Blue & Co. joined the meeting at 4:14 p.m.

## **2020 Audit Review**

Borden reported on an audit of the consolidated financial statements of ACUI for the year ended December 31, 2020, noting that it was a “clean” audit.

Upon the recommendation of the Finance Committee, it was APPROVED that:

*The 2020 consolidated financial statements be accepted.*

The meeting was recessed WITHOUT OBJECTION at 5:02 p.m.

## **Thursday, July 8, 2021**

President Jeremy Schenk called the meeting to order at 12:00 p.m. Eastern. Additional members present were: Jonathon Duke, Neela Patel, Deepti Chadee, Christopher Caldwell, Ann Comerford, Coretta King, and John Taylor, CEO. Also present was Steve Chaplin.

Justin Rudisille joined the meeting at 12:24 p.m.  
Rudisille gave the Board an overview of ACUI educational programs.

Jordy Dickey joined the meeting at 12:59 p.m.  
Dave Teske joined the meeting at 1:04 p.m.

Rudisille left the meeting at 1:07 p.m.

Dickey, Teske, and King reported out from the Governance Committee related to ACUI election policies and providing information to membership about candidate qualifications. Policy proposals will be ready for action by the Board in August.

Teske left the meeting at 1:18 p.m.

Liz Beltramini joined the meeting at 1:24 p.m.

Caldwell MOVED, King SECONDED, and it was APPROVED the Board go into executive session at 1:30 p.m.

Evans MOVED, Duke SECONDED, and it was APPROVED the Board move out of executive section at 1:48 p.m.

Caldwell MOVED, Evans SECONDED, and it was APPROVED that:

The board accept the recommendation of the 2023 Annual Conference Program Team Chair selection committee that Susan Pile serve as the conference program team chair.

Chadee and Beltramini provided a status report on activities of the Diversity, Equity, and Inclusion Committee.

Beltramini left the meeting at 2:02 p.m.

Patel led an update from various board members regarding progress on the Board's goals for the association's strategic guidepost annual priorities.

### **CEO Update**

- Want to encourage board members to use the Nicole Harris-Jones situation @ UNC – Chapel Hill as an example for us to observe board behavior, and in this case board overreach. At most institutions, the faculty role would be to assess the credentials to award a lifetime tenure appointment, and the board role would be to determine the use of finances for tenure.
- Communities of Practice Leader Convener
- Working with Clay Targets sponsor for potential future gift
- Have been having discussions with the Sheraton Chicago hotel about lessening commitments for conference
- Development of certification is going well
  - College Union Specialization draft tasks & competencies completed
  - Next step is it to be validated by surveys of student affairs professionals, which are scheduled to go out later this month
  - Separate 501c6 has been established – more details to come, but ACUI will be on that oversight board
- Canceling IPDS, to be announced tomorrow
- CUSA – two site visits planned, good sign of campus reengagement w/ the program
- Promos – toured Free Think facility last week

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 3:00 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, August 4, 2021**

President Jeremy Schenk called the meeting to order at 12:05 p.m. Eastern. Additional members present were: Jonathon Duke, Neela Patel, Deepti Chadee, Christopher Caldwell, Ann Comerford, Jordy Dickey, Tari Hunter, and John Taylor, CEO. Also present were Dave Teske and Elizabeth Beltramini.

Caldwell MOVED, Patel SECONDED, and it was APPROVED that:  
*The July 7 and 8, 2021 minutes be accepted.*

Comerford joined the meeting at 12:10 p.m.

**Elections Policy Adjustment**

Dickey presented the recommended changes to the Elections Policy. The board discussed the changes with particular focus on whether to have a preference or requirement for president-elect candidates to have previously served on the board.

It was recommended by the Governance Committee and was APPROVED that:  
*The Election Policy is adopted as amended.*

**Strategic Committee Update**

Patel encouraged board members to connect with their assigned component groups prior to the September meeting.

**DEI Committee Update**

Chadee shared plans about future updates.

**Finance Committee Update**

No update.

**Governance Committee Update**

Dickey shared the schedule for policy review.

**September Meeting Schedule**

The board will meet informally on September 8 and the regular meeting is moved to September 15.

**CEO Update**

- Chicago Sheraton – Negotiations have stalled, and hotel is more resistant to making concessions on our contractual commitment without us agreeing to a future conference at their site. We've not given up, but it is an uphill battle at this point.
- Facilities & Design Showcase is today & tomorrow

- Regional Conference Updates
  - Region I was able to push their hotel commitment to 2022, so now the region I/IV combined conference for this fall will be virtual
  - University of Missouri had planned to be the host site for Region II/V planned hybrid conference. The university is no longer allowed to host external organizations on campus due to COVID, so the conference will be virtual with some satellite connections.
  - Region III/VI are also planning to be virtual, with satellite

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:02 p.m.

Respectfully submitted,  
Dave Teske

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, September 15, 2021**

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Jonathon Duke, Neela Patel, Deepti Chadee, Christopher Caldwell, Jordy Dickey, Tari Hunter, and John Taylor, CEO. Also present were Dave Teske, Liz Stringer, Liz Beltramini, and Steve Chaplin.

Duke MOVED, Caldwell SECONDED, and it was APPROVED that:  
*The August 4, 2021 minutes be accepted.*

**Q2 Financial Statement**

Teske reported projected net income of \$55,664 for 2021, compared to a budgeted net loss of \$269,960. Coupled with a projected investment net income of \$102,000, operating reserve balance is estimated to be \$780,389.

It was recommended by the Finance Committed and was APPROVED that:  
*The Q2 2021 Financial Statement be accepted.*

**Membership Dues Model**

Taylor and Stringer introduced a proposed new membership model for the Association that would move from a model based on full-time enrollment and number of roster members to a tiered model with varied benefits and pricing, based on full-time enrollment, for each tier.

Hunter MOVED, Patel SECONDED, and it was APPROVED that:

*Dues for institutional membership be increased by 5% for the 2022 budget year, with the association introducing a tiered approach that will provide benefit options at different cost points.*

**BoT Membership Calls**

Stringer asked each board member to make one call to encourage renewal of an expiring membership.

**Strategic Committee Update**

No update.

**DEI Committee Update**

No update.

**Finance Committee Update**

Duke said next Finance will next discuss implementing DEI strategies into its strategic guideposts.

## **Governance Committee Update**

Dickey said governance would be conducting policy reviews related to Social Media, Lifecycle Protocols, Affiliation with Other Professional Associations, Accessibility: Reasonable Accommodations, Fire Safety Guidelines.

## **CEO Update**

- Chicago Sheraton – Negotiations are complete for Chicago 2022.
- Annual Conference 2023 – Four proposals received and site visits to take place.
- Update on association management work.
- Central Office staff retreat was held in-person last week and went very well.

## **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:25 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, October 6, 2021**

President Jeremy Schenk called the meeting to order at 12:01 p.m. Eastern. Additional members present were: Deepti Chadee, Ann Comerford, Jonathon Duke, Brenda Evans, Jordy Dickey, and John Taylor, CEO. Also present were Liz Beltramini and Steve Chaplin.

Duke MOVED, Dickey SECONDED, and it was APPROVED that:  
*The September 15, 2021 minutes be accepted.*

Tari Hunter joined the meeting at 12:11 p.m.  
Christopher Caldwell joined the meeting at 12:15 p.m.

**2023 Annual Conference  
Recommendation**

Taylor and Beltramini provided an overview of the selection process for a 2023 annual conference site and recommended the event be held in Boston at the Marriott Copley Place.

Caldwell MOVED, Comerford SECONDED, and it was APPROVED that:

The CEO negotiate and contract with the Boston Marriott Copley as the new site of the 2023 ACUI annual conference.

**Update on Elections Process**

Evans said nominations for board of trustees member at large and president-elect positions were continuing to come in and 34 nominations had been received to date. The Association will conduct information sessions for all potential candidates and conduct an online Q&A session with president-elect candidates.

**Strategic Committee Update**

No update.

**DEI Committee Update**

No update.

**Finance Committee Update**

Meeting in three weeks.

**Governance Committee Update**

No updates.

**CEO Update**



- Online learning registrations are low in October.
- Messaging has gone out for the new membership model, and primary contacts have been asked to indicate which membership tier to they want to select .
- The volunteer team working on the certification specialization project is reviewing survey results to determine the specialty are competencies for college unions.
- Call for content deadline is Oct. 12 for the Chicago Annual Conference.
- Update on corporate expo and sponsorships sales for Annual Conference.
- Shared the plaque of past president Brenda Evans that will be mounted in the ACUI Central Office.

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 12:53 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, November 3, 2021**

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Deepti Chadee, Ann Comerford, Christopher Caldwell, Jonathon Duke, Brenda Evans, Tari Hunter, and John Taylor, CEO. Also present were Dave Teske, Liz Beltramini and Steve Chaplin.

Caldwell MOVED, Duke SECONDED, and it was APPROVED that:  
*The October 6, 2021 minutes be accepted.*

**Fiscal Year 2021 Q3 Approval**

Teske reviewed and summarized activity for the third quarter of the fiscal year.

The board ACCEPTED the Q3 report as approved by the Finance Committee.

**Preliminary Review of Budget**

Taylor and Teske presented noteworthy items related to the preliminary budget for fiscal year 2022. The board will vote to approve the proposed budget in December.

**Update on Elections**

Evans reported that three president-elect candidates participated in an open forum and that 198 ballots had been cast.

**CEO Appraisal Process**

Schenk said the CEO appraisal process for participation by board members would begin November 15.

**Strategic Plan – Board Goal Update**

Board members reported on efforts to finalize work on their goals related to the three strategic priorities and when recommendations would be ready for review by the entire board.

**BOT Committees Updates**

Patel (Strategic), Chadee (DEI), Duke (Finance), and Dickey (Governance), each provided status updates on their specific committees' work.

**CEO Update**

- CEO Update
  - Chicago 2022 Conference
    - Patrisse Cullors, co-founder of Black Lives Matter, will be keynote
  - Boston 2023 Conference

- Contract Finalized & Signed
- Location to be announced today as CPT members are recruited (Nov 10 deadline for apps)
- Marketing institute (virtual), partnership with NIRSA, almost 90 registered and good attendance on the first day of the program
- Regional Conferences are in full swing
  - II & V went well, 351 registered
  - III & VI is next week, currently 145 registered
- Clay Targets
  - Two events left for this fall
  - Good attendance, 84% compared to 2019
  - Had one team report positive COVID cases following competition; We enacted contact protocols – close contacts, range, local health department
- Liz and I are attending the CEO Action for Diversity & Inclusion Summit virtually on November 17<sup>th</sup>
- Assessment, Evaluation & Research Virtual Institute is Dec 7-8
- BOT Thank you notes to Premium Members (voluntary); up to 58 commitments, 60 is our goal
- IHEP Letter sign-on (which the board voted for the CEO to sign)

#### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:15 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, December 1, 2021**

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Deepti Chadee, Neela Patel, Christopher Caldwell, Jordy Dickey, Jonathon Duke, Brenda Evans, and John Taylor, CEO. Also present were Dave Teske, Liz Beltramini, and Steve Chaplin.

Evans MOVED, Patel SECONDED, and it was APPROVED that:  
*The November 3, 2021 minutes be accepted.*

Tari Hunter entered the meeting at 12:06 p.m.  
Ann Comerford entered the meeting at 12:08 p.m.

**BOT Self-Assessment Results – Governance Committee**

Dickey gave an update on the recently completed Board of Trustees self-assessment, which received 100 percent participation.

**Policy Review – Governance Committee**

Dickey and Teske gave updates on the review of several policies, including recommendations for changes to the Research and Endowment policies.

Hunter MOVED, Comerford SECONDED, and it was APPROVED that:  
*The proposed changes be made to the Research Policy.*

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*The proposed changes be made to the Investment Spending Policy.*

**CEO Update**

- Assessment, Evaluation and Research virtual institute postponed due to low registration
- ERF updates
  - Financial Assistance Fund providing support exactly as we envisioned
    - In November \$2,795 was awarded to support of 5 individuals' registrations for conference; \$17,303 was awarded to support 23 individuals' conference lodging
    - Today is the December deadline for similar requests - so far, three requests have been submitted in support of 4 individuals' registrations for conference (\$2,590 in potential awards)
  - December 3<sup>rd</sup> (Friday) is Day of Giving
    - The Big Ten Union Directors will match with double the donation for all contributions by new donors giving at least \$25, up to \$2,500 total.
    - The Education and Research Fund team volunteers will match the first 10 people who donate \$107 in honor of ACUI's 107th Birthday.
    - I will be giving a video shout out to the first 10 donations received.

- Finally, the Past Presidents have committed over \$5,000 to support six 2023 Annual Conference registrations, to be given away next year.
- We learned that our virtual events software company, Balloon, is being acquired by another company. They are going to do some reconfiguring which will cause them to shutdown January 31<sup>st</sup>, and be back up by the beginning of Q2. We are still figuring this out, and how we move forward if we are going to continue to host events.
- Annual Conference Early Bird Registration is the 10<sup>th</sup> – please make sure to register yourself and those on your campus, and then promote to others.
- Look forward to welcoming Deepti & Jeremy to Bloomington in 2 weeks

Evans MOVED, Duke SECONDED, and it was APPROVED that:  
*The board go into executive session at 12:49 p.m.*

Evans MOVED, Duke SECONDED, and it was APPROVED that:  
*The board go out of executive session at 1:21 p.m.*

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:22 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, December 15, 2021**

President Jeremy Schenk called the meeting to order at 12:06 p.m. Eastern. Additional members present were: Deepti Chadee, Neela Patel, Jordy Dickey, Jonathon Duke, Tari Hunter, Coretta King, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

Comerford MOVED, Patel SECONDED, and it was APPROVED that:  
*The December 1, 2021 minutes be accepted.*

Christopher Caldwell joined the meeting at 12:08 p.m.

**2022 Budget Approval – Finance Committee**

Teske gave an update on the 2022 budget that reflected a deficit of \$233,242.

The Board APPROVED the recommendation of the Finance Committee to:  
*Accept the 2022 budget.*

**Volunteer Recruitment Working Group Recommendations**

Patel gave an update on the volunteer recruitment working group's recommendations for recruiting, nominating and maintaining volunteers.

Duke left the meeting at 12:43 p.m.

Hunter MOVED, and King SECONDED, and the Board APPROVED that:

The working group's recommendations be accepted and that the working group and Central Office develop an action plan for implementation and report back to the Board in March.

**Student Board Member Approval**

Dickey reported on the interviews of student board member candidates, noting that every candidate was excellent and impressed the interview committee. Dickey said the committee recommended that Dana London, a lead student assistant (facilities) at the student center at Kennesaw State University, serve as the next student board member.

Dickey MOVED, and Caldwell SECONDED, and the Board APPROVED that:

Dana London be approved as the new student board member.

**CEO Update**

- The final 2021 session of the Esports in the College Union Series was yesterday; highlights from the series:
  - 98 unique individuals registered, with an average 83 registered per session within the series; average attendance was 45 (54%)
  - Topics covered: foundations/program structures; funding strategies;

- coaching/advising; and equity and inclusion
- 12 guest esports experts from outside of the college union were engaged through the program
- Awards deadline has been extended to December 21
- MHB internship applications are open and due 2/13
- Conference
  - Early Bird #'s – more than 300 registrations; 28 I-LEAD student registered
  - 7 applicants for grad staff, deadline extended to January 7 based on three additional requests
  - 31 expo booths sold, 50 is our budget goal
  - BOT arrival – Thursday, March 10; Dinner first gathering
- On-Boarding schedule for new BOT members is being developed, please send any feedback to Taylor.

Caldwell MOVED, Hunter SECONDED, and it was APPROVED that:  
*The board go into executive session at 1:07 p.m.*

Caldwell MOVED, Patel SECONDED, and it was APPROVED that:  
*The board go out of executive session at 1:14 p.m.*

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:16 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, January 12, 2022**

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Deepti Chadee, Brenda Evans, Ann Comerford, Neela Patel, Jordy Dickey, Tari Hunter, Coretta King, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

Patel MOVED, Comerford SECONDED, and it was APPROVED that:  
*The December 15, 2021 minutes be accepted.*

Jonathan Duke joined the meeting at 12:05 p.m.  
Christopher Caldwell joined the meeting at 12:06 p.m.

**Bylaws Amendment**

Dickey shared a proposed bylaw change to be voted on in February that strikes the words “Conference, be” from Article II, Section 2, which describes how the time and place of the Association’s annual business meeting is determined.

**Committee Reports**

Patel (Strategic), Chadee (DEI), Duke (Finance), Dickey (Governance) had no updates.

**Board of Trustees Onboarding**

Taylor reported upcoming meeting dates from January into March for onboarding new Board of Trustee members and what each meeting would cover (foundations, committees, structure). The series includes new members observing the March 2 Board of Trustees meeting.

**CEO Update**

- BOT approved the certification program in 2020, which was a \$50,000 commitment. Governing documents are being finalized and Taylor will be signing an agreement for ACUI to join a new 501c6 non-profit – the Higher Education Consortium for Student Affairs Certification. Things are still on track for a March 2022 start to the program, volunteers are in the process of creating exam questions.
- Annual Conference
  - Majority of hotel space that had been originally contracted, and was reduced when negotiated a lower room block, has been returned to us. This is very helpful financially (less union labor) and programmatically.
  - We are at 54% of our hotel room block, which we are contracted to be at 95% because of the lower room block, so please encourage all your colleagues and friends to make their room reservations so we can avoid penalties.
  - The next deadline for registering for the conference is February 16<sup>th</sup>, so again, please encourage colleagues to register.
  - Business meeting will be at conference, with video sent in advance highlighting the work of the association in 2022.
- Assisting NODA for next three months with their regional conferences.
- Share staff retention strategies.



## **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 12:50 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES MEETING**  
**Minutes**

**Wednesday, February 2, 2022**

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Deepti Chadee, Christopher Caldwell, Jonathan Duke, Brenda Evans, Ann Comerford, Neela Patel, Jordy Dickey, Tari Hunter, Coretta King, and John Taylor, CEO. Also present were Justin Rudisille, Dave Teske and Steve Chaplin.

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*The January 12, 2021 minutes be accepted.*

**Leadership Team Appointment**

Rudisille shared the recommendations by screening committees for Leadership Team appointments that Cait Burns, Jen Grossman Leopard, and Dean Smith, be appointed to the Education Council; and that Eric Margiotta be appointed as chair of the Education and Research Fund.

Dickey MOVED, Evans SECONDED, and it was APPROVED that:  
*Cait Burns be appointed to the Education Council.*

Caldwell MOVED, Patel SECONDED, and it was APPROVED that:  
*Jen Grossman Leopard be appointed to the Education Council.*

Duke MOVED, Caldwell SECONDED, and it was APPROVED that:  
*Dean Smith be appointed to the Education Council.*

Dickey MOVED, Caldwell SECONDED, and it was APPROVED that:  
*Eric Margiotta be appointed chair of the Education and Research Fund.*

*Rudisille departed meeting at 12:15 p.m. Eastern.*

**Approval of Bylaws Amendment**

Dickey reviewed the previously presented Bylaw change of striking the words “Conference be” from Article II, Section 2.

The Board APPROVED the recommendation of the Governance Committee to:  
*Approve the proposed changes to the bylaws.*

**Committee Reports**

Patel (Strategic) reported the committee planned for the board to review strategic priorities while attending the Annual Conference in March, with an update to the Leadership Team planned afterwards.

Chadee (DEI) no report.

Duke (Finance) reported a discussion by the committee regarding socially responsible practices related to the Association finance and investment policy, contracting, purchasing, and other activities.

Dickey (Governance) reported a DEI policy review had been started and that a second board assessment would be received soon by board members.

### **CEO Update**

- Taylor requested board action to approve authorization for a new credit card that can better manage online purchases

Duke MOVED, King SECONDED, and it was APPROVED that:

*The CEO is authorized to open a credit account with Emburse, Inc. issued by Celtic Bank, Salt Lake City, Utah to be used for physical and virtual credit cards in compliance with the Association's credit card policy*

- Andy Brantley, Ed.D., President and CEO of CUPA-HR will be our first contributor to the new Thought Leadership series on Wednesday, February 16 at 2 p.m. Eastern, providing an overview of challenges shaping higher education workforce and strategies for recruiting and retaining talent.
- Conference registration numbers sit at about 400, please promote to your networks, the regular registration deadline is February 16.
- A high-level schedule of the BOT meeting at conference was emailed. It will be further developed, and please plan to bring your computer for viewing presentations.
- 1,000 students are registered for the Clay Targets National Championships
- An updated was shared on the Director of Strategic Initiatives & Senior Diversity Officer search

The next meeting is scheduled for 12 noon Eastern, Wednesday, March 2, 2022.

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 12:45 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, March 2, 2022**

President Jeremy Schenk called the meeting to order at 12:02 p.m. Eastern. Additional members present were: Deepti Chadee, Christopher Caldwell, Jonathan Duke, Brenda Evans, Neela Patel, Coretta King, Jordy Dickey, Tari Hunter, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin, and incoming board members Keith Kowalka, Dwayne Isaacs, and Ian Crone.

Incoming board member Dana London joined the meeting at 12:14 p.m. EST.

Caldwell MOVED, Duke SECONDED, and it was APPROVED that:  
*The February 2, 2022 minutes be accepted.*

**Board Assessment**

Jordy reviewed completion of the second Board of Trustees self-assessment that resulted in 10 responses. Areas of focus were board policies and structures, defining responsibilities and setting expectations, programs and services, financial oversight, and CEO support and evaluation.

**Leadership Team Appointments**

The recommendation of the DEI Screening Committee is for Edna Zambrano-Martinez, University of Texas–Rio Grande Valley, and Becki Salzman, University of Illinois–Champaign, to be appointed as DEI Program Team co-chairs for ACUI.

Evans MOVED, Caldwell SECONDED, and it was APPROVED that:  
*Edna Zambrano-Martinez, University of Texas–Rio Grande Valley, and Becki Salzman be appointed as DEI Program Team co-chairs.*

**Honorary and Emeritus Awards**

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*The Board go into executive session at 12:33 p.m.*

Hunter MOVED, Caldwell SECONDED, and it was APPROVED that:  
*The Board go out of executive session at 12:41 p.m.*

Evans MOVED, Chadee SECONDED, and it was APPROVED that:  
*Victoria Angis be recognized with honorary lifetime membership status.*

Dickey MOVED, Evans SECONDED, and it was APPROVED that:  
*Elizabeth Beltramini be recognized with honorary lifetime membership status.*

Chadee MOVED, Patel SECONDED, and it was APPROVED that:  
*Jim Eustrom be recognized with honorary lifetime membership status.*

Dickey MOVED, Patel SECONDED, and it was APPROVED that:

*Whit Hollis be recognized with honorary lifetime membership status.*

Patel MOVED, Duke SECONDED, and it was APPROVED that:  
*Beth Bailey, Hollie Lutz, Denny Olsen, Michael Swanigan receive ACUI Emeritus Awards.*

### **Committee Reports**

DEI: No report.

Finance: Taylor presented a recommendation to increase salary and benefit funds in the budget.

Duke MOVED, Patel SECONDED, and it was APPROVED that:  
*\$50,000 be added to salary and benefits for the 2022 budget, with full budget adjustment to be incorporated with the 1st quarter financial report.*

Strategic: No report.

Governance introduced a Diversity, Equity, and Inclusion Policy that is to be discussed during the Board of Trustees meeting during the Annual Conference. Also reviewed were proposed changes to policy statements related to paid time off, weather closings, accrued paid time off, and liability waivers.

The Board approved a recommendation of the Governance Committee that:  
*Changes be made to to the Paid Time Off Policy and the and Release of Liability Policy.*

### **Open Academic Inquiry**

Taylor recommended ACUI join with other higher education institutions as a signatory on a statement regarding the importance of preserving free and open academic inquiry and debate on campus.

Hunter MOVED, Evans SECONDED, and it was APPROVED that:  
*ACUI become a signatory on the statement originating from the American Council on Education noting that free and open academic inquiry and debate on our campuses is essential to our democracy and national well-being.*

### **CEO Update**

- Taylor recommended an action item to change authorized signers for bank accounts.

Evans MOVED, Duke SECONDED, and it was APPROVED that:  
*The Board of Trustees designates John Taylor and David Teske as authorized signers for all ACUI First Financial Bank accounts; and, designates Elizabeth Stringer as an authorized signer for the First Financial Bank main ACUI checking account.*

- New Association Management Software – Associations Anywhere
- Membership renewal calls – Please sign-up on spreadsheet & make calls
- Clay Target Nationals
  - Very strong registration numbers
  - John will be in San Antonio the week after conference
- CUPSI low registration numbers - canceling
- Review of BOT Annual Conference Schedule

The next meeting is scheduled for 9:00 a.m. Central, Friday, March 11, 2022.

**Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:31 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL**  
**BOARD OF TRUSTEES MEETING**  
**Minutes**

**Friday, March 11, 2022**

President Jeremy Schenk called the meeting to order at 9:05 a.m., CST. Additional members present were: Deepti Chadee, Ann Comerford, Jonathan Duke, Brenda Evans, Neela Patel, Coretta King, Jordy Dickey, Tari Hunter, Keith Kowalka, Ian Crone, Dwayne Isaacs, Dana London, and John Taylor, CEO. Also present was Steve Chaplin.

Justin Rudisille joined the meeting at 9:22 a.m.

Duke MOVED, Dickey SECONDED, and it was APPROVED that:  
*The March 2, 2022 minutes be accepted.*

**Education Program**

Rudisille reviewed activities within the ACUI Education program, including highlights related to IPDS: New Professionals Seminar, I-LEAD: Institute for Leadership Education and Development, Women's Leadership Institute, Student Organizations Institute, Aspiring Directors Institute, and several other seminars, institutes, symposiums, online learning programming, courses, certifications, and regional conferences.

Rudisille left the meeting at 10:18 a.m.

Scarlett Winters joined the meeting at 10:22 a.m.

**Certification Program**

Winters gave an update on the Student Affairs Educator Certification Program, a 501(c)6, created by a consortium of higher education associations that includes ACUI. The overview looked at the process for creating the program, including enrollment, an examination preparation program, an asynchronous social learning space in Discord, standardized and timed test.

Dave Teske joined the meeting at 10:44 a.m.

Winters left at 11:07 a.m.

**Finance Committee**

Duke and Teske gave an overview of the 2021 Q4 statement, variances to Q3, and a re-projection of fiscal year with an operating fund net gain of \$245,000. Also provided a summary of the Association's investment portfolio.

The meeting was recessed for lunch at 11:30 a.m.

Schenk reconvened the meeting at 1:38 p.m.

**Corporate Partnerships**

Teske discussed the role of ACUI's corporate partners, and the various sources of revenue derived from them, reported out on Annual Conference expo and sponsorship sales.

Teske left the meeting at 2:04 p.m.

### **Strategic Goals Report**

Patel reported on progress with completing strategic goals related to the Association's strategic guideposts and related priorities, participation by the Association's component groups, and planning for next year. Schenk recessed the board to meet in three focus groups to discuss new annual priorities within DE&I, member engagement, and finance, and to report back to Patel.

Schenk recessed the meeting at 3:10 p.m.

### **Saturday, March 12, 2022**

Schenk reconvened the meeting at 11:19 a.m.

Liz Stringer joined the meeting at 11:20 a.m.

### **Membership Report**

Stringer reviewed the status of 2021 membership goals, which included the successful launch of the new membership model and 85% renewal rate that was higher than the projected 77%. Stringer shared goals for the current year, including an anticipated 91% renewal rate and implementation of at-risk and new member campaigns. The current state of membership was also shared, along with additional details of the recent renewal cycles; achievements in this area including 14 members rejoining who had previously lapsed due to the pandemic, and the increase in member campuses associated with the clay targets programs. Finally, Stringer provided an update on the new membership model, sharing insights from the roll out process and that 81 of those renewing chose the Premium Tier.

Stringer left the meeting at 11:50 a.m.

### **Communications Report**

Taylor reported on the Association's messaging protocols and provided an overview of the upcoming Association's March 15 business meeting.

Liz Beltramini joined the meeting at 11:52 a.m.

Taylor introduced Stacey Givens, the Association's new director of strategic initiatives & senior diversity officer, to the Board.

### **DEI Report**

Beltramini reported on work with equity, inclusion, diversity, and justice at the Association, highlighting activities related to education, administration, and communications.

Clayton Kolb, Jake Dawes, and Victoria Moulterie joined the meeting at 1:15 a.m.

Beltramini left the meeting at 1:17 p.m.

### **Volunteer Development**

A session was facilitated for board members to discuss issues affecting volunteerism, the benefits of being a volunteer, and strategies for improving volunteerism within the Association.



Justin Rudisille, Anthony Margiotta, and Susan Aikman joined the meeting at 2:00 p.m.

Kolb and Moulterie left the meeting at 2:05 p.m.

### **Fundraising**

Aikman reported on work of the Education Research Fund over the previous year, including creation of the Financial Assistance Fund, the Day of Giving, and the third year of the Legacy Leader Awards.

Margiotta, Aikman, and Rudisille left the meeting at 2:29 p.m.

Dave Teske joined the meeting at 2:29 p.m.

Dickey MOVED, Comerford SECONDED, and it was APPROVED that:  
*Justin Camputaro be recognized with honorary lifetime membership status.*

### **Governance**

Dickey, King, and Teske reviewed the proposed Diversity, Equity, and Inclusion policy.

Dickey MOVED, Comerford SECONDED, and it was APPROVED that:

*The Diversity, Equity, and Inclusion policy be adopted.*

### **Strategic Plan**

Patel asked the board to break into small groups related to DEI, member engagement, and finance priorities.

The board went into small groups at 3:16 p.m.

The meeting resumed at 3:50 p.m.

Patel discussed the next steps on recommendations received from the small groups leading up to a final discussion at the April meeting, then forwarding to the component groups, with an expected final review by the board in July.

### **Conflict of Interest**

Taylor discussed the Association's Conflict of Interest policy for board members and the CEO. Board members will be asked to sign a disclosure statement.

### **Board Schedule**

Chadee reported on the proposed meeting schedule for the remaining calendar year and future committee assignments for board members.

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 4:31 p.m. CST

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, April 6, 2022**

President Deepti Chadee called the meeting to order at 12:04 p.m., EST. Additional members present were: Neela Patel, Tari Hunter, Keith Kowalka, Ian Crone, Dwayne Isaacs, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

Kowalka MOVED, Patel SECONDED, and it was APPROVED that:  
*The March 11-12, 2022, minutes be accepted.*

**Business Development**

Taylor reported on the Association's current business development plan related to association management services provided through ACUI Management Services, LLC (dba: Atria Association Management) and its relationship with ACUI.

Ann Comerford joined the meeting at 12:22 p.m.

**Finance Report**

No report.

**Strategic Report**

No report.

**Governance Report**

No report.

**DEI Report**

No report.

**CEO Update**

- Certification – Certification communication
  - Intro to SAEC for College Unions Professionals will be on April 27 at 2 p.m. Eastern.
- Atria Business
  - National Association of Gifted Children requested/accepted proposal for marketing & member services support
  - Proposal submitted to NODA for Event & AMS support
- Staffing
  - Kelsie Holt leaving for another job
  - Educational Program Manager position posted – looking to hire 1 or 2 positions depending on potential NODA event support
- January Membership Renewal Campaign
  - Thank you for the calls you were able to make; 8 institutions remain, which CEO will make final call before dropping
- Upcoming programs
  - Registration is open for Student Organizations Institute - June 13-16 at the

University of Michigan

- Registration is launching this week for IPDS – July 18-21 at Indiana University

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 12:56 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, May 4, 2022**

President Deepti Chadee called the meeting to order at 12:04 p.m., EST. Additional members present were: Coretta King, Jeremy Schenk, Dana London, Neela Patel, Keith Kowalka, Dwayne Isaacs, and John Taylor, CEO. Also present were Giancarlo Brugnolo, Lanita Legan, Scarlett Winters, Dave Teske, and Steve Chaplin.

Isaacs MOVED, Kowalka SECONDED, and it was APPROVED that:  
*The April 6, 2022, minutes be accepted.*

Ann Comerford arrived at 12:11 p.m.

Tari Hunter arrived at 12:12 p.m. and departed at 12:14 p.m.

**ACUI Education Council**

Brugnolo and Legan provided information about the Education Council's executive summary of the Education Plan, including achievement targets, action items, and a planned update of the plan.

Legan, Brugnolo, and Winters left the meeting at 12:36 p.m.

**2022 CUPSI Task Force**

Chadee and Taylor led a discussion related to the future of the CUPSI Poetry Slam program.

Kowalka MOVED, Isaacs SECONDED, and it was APPROVED that:

*A task force be created to make recommendations to the Board of Trustees by December 2022 on whether the current program should continue as is, be discontinued, or be programmatically adjusted due to interest and changes in the larger poetry slam community. Factors to consider for what success looks like include:*

- *The impact of the program toward student development and leadership.*
- *Financial viability for ACUI, meaning a minimum of break-even to run the program.*
- *Contribution to ACUI's role to support professionals in their efforts to advance campus community.*

**Capital Campaign**

Taylor presented background on a proposed 2022-2025 ACUI capital campaign program with a goal of \$100,000 plus 20% administration fee and campaign costs. Taylor, as CEO, and the chair of the Educational Research Fund would lead the committee's composition.

Patel MOVED, Schenk SECONDED, and it was APPROVED that:

*A 2022-2025 Capital Campaign be initiated with an initial goal to raise \$100,000 for the Education and Research Fund Scholarship and Awards Endowment, to be designated to support participation and continuation of the Student Affairs/College Union Certification Program. A planning committee will be created, to be co-chaired by the CEO and ERF Chair.*

Chaplin left the meeting at 1:00 p.m.

#### **Finance Report**

Comerford and Teske reviewed the financial committee roles and responsibilities and annual timeline.

#### **Strategic Report**

Issacs reported that the committee is working on matching component groups to strategic priorities. Future work on development of S.M.A.R.T goals, processes, and report-outs should be complete soon. The board will be taking action on approving the annual priorities electronically in the coming weeks.

#### **Governance Report**

King reviewed the governance committee roles and responsibilities and annual timeline. King also shared the recommendation to remove two policies which are now incorporated as procedures in the DEI policy.

The governance committee recommended, and it was APPROVED to:

*Remove the affirmative action and inclusive language and communication policies.*

#### **DEI Report**

No report.

#### **CEO Update**

- IACLEA – new contract, expanded services; 5-year commitment to 2027
- Whit Hollis has made a bequest to ACUI
- Clay Targets update
- Staffing
  - Experiencing challenges to fill member services representative position
  - Educational program manager search is moving along well, 185 applicants, deadline is May 8
  - Devon Bray, ACUI marketing coordinator, is leaving to go to graduate school
  - Allison Lara will be going on parental leave

London left the meeting at 1:20 p.m.

#### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:28 p.m.

Respectfully submitted,  
Steve Chaplin



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, June 8, 2022**

Neela Patel called the meeting to order at 12:03 p.m., EDT. Additional members present were: Jeremy Schenk, Keith Kowalka, Dana London, Ian Crone, Anne Comerford, and John Taylor, CEO. Also present were Dave Teske, Justin Rudisille, and Stacey Givens.

Comerford MOVED, Kowalka SECONDED, and it was APPROVED that:  
*The May 4, 2022, minutes be accepted.*

**2024 Conference Program Team Chair**

Rudisille presented the recommendation for Eve Esch as the 2024 Conference Program Team Chair.

Comerford MOVED, Schenk SECONDED, and it was APPROVED that:  
*Eve Esch is appointed to be the 2024 Conference Program Team Chair.*

Rudisille left the meeting at 12:11 p.m.

**Finance Report**

Comerford and Teske reviewed the FY22 Q1 Financial Statement.

Upon recommendation of the finance committee, it was APPROVED that:  
*The FY22 Q1 Financial Statement is accepted.*

**Governance Report**

On behalf of the committee, Teske asked the board for feedback regarding the number of at-large members to elect for the next election. The consensus was to keep the number at three at-large members.

**DEI Report**

Patel reported that the committee is currently reflecting on the charge and how it will be focused in the future.

**Strategic Report**

Hunter shared that the committee met with the component groups, where the strategic framework was presented. Hunter also shared feedback that was received from the component groups.

**July Leadership Team Meeting Agenda**

Taylor provided an overview of the agenda for the upcoming meeting.

Patel left the meeting at 12:59 p.m.

## **Component Group Board Partners**

Taylor led a discussion about communication plans between the board and the component groups, and shared a document for board members to self-select which group they would serve as primary board contact.

## **Board Goals Development**

Chadee will be scheduling a time for the board to focus on goal development.

## **CEO Update**

- Chadee & Taylor attended the CHEMA meeting last week.
- Taylor will be attending the Global Summit next week.
- Clay Targets
  - Considering a partnership with another clays organization to provide operational support for competitions and to strengthen our position in the clays community.
- NODA – expanded scope of work to provide support to their events.
- AUID – have sent a new 3-year contract for their consideration.
- Staffing
  - Hired member services representative.
  - Hired two educational program managers.
  - Making an offer to a marketing coordinator.
- Considering contracting with a PEO – Professional Employer Organization.

## **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:25 p.m.

Respectfully submitted,  
Dave Teske



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
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Minutes**

**Wednesday, July 6, 2022**

Deepti Chadee called the meeting to order at 1:30 p.m., EST. Additional members present were: Jeremy Schenk, Keith Kowalka, Dana London, Ian Crone, Anne Comerford, Dwayne Isaacs, Rob Stagni, and John Taylor, CEO. Also present were Justin Rudisille, Steve Chaplin, and regional directors Alison Ward, Anthony Otero, Kyle Burke, Heather Wagoner, Tonee Sherrill, Jeremy Davis, Stephen McCay, and Adam Dunbar.

Comerford MOVED, Patel SECONDED, and it was APPROVED that:  
*The June 8, 2022, minutes be accepted.*

**Education Council Appointment**

Kowalka MOVED, Schenck SECONDED, and it was APPROVED that:  
*Jackie Grinvalds be appointed to the Education Council.*

**Component Group Meetings**

Board members met with Regional Directors, Education Council, the Assessment, Evaluation, and Research Program Team, Conference Chairs, and DEI Program Team component groups.

**Wednesday, July 7, 2022**

**Auditor's Report**

Shannon Borden of Blue & Co., provided the consolidated financial statements as of December 31, 2021, and 2020, and the professional standards comment letter.

Schenk MOVED, Kowalka SECONDED, and it was APPROVED that:  
*The auditor's report be accepted.*

**Financial Adviser's Report**

Mark Murphy of Raffa Investment Advisers provided a review of the quarterly report ending June 30, 2022, of the Association's investment portfolio.

**Regional Engagement Task Force**

Comerford MOVED, Isaacs SECONDED, and it was APPROVED that:  
*The Regional Engagement task force is established to make recommendations to the Board of Trustees by July 2023 on strategies that can be initiated to enhance regional engagement, taking*

*into consideration previous recommendations and actions from the 2013 Regional Audit Task Force Report and 2015 Regional Restructuring Task Force Report.*

### **Component Group Meetings and Report Outs**

Board members met with Volunteer Development, Education & Research Fund, and Corporate Partner Development component groups and then heard report-outs from all component groups.

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 4:30 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
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**Wednesday, August 3, 2022**

Deepti Chadee called the meeting to order at 12:01 p.m., EST. Additional members present were: Dana London, Ian Crone, Neela Patel, Coretta King, Tari Hunter, Dwayne Isaacs, and John Taylor, CEO. Also present were Dave Teske, Steve Chaplin, and Stacey Givens.

Patel MOVED, King SECONDED, and it was APPROVED that:  
*The July 8, 2022, minutes be accepted.*

**2022 Regional Conferences**

Board members reviewed dates and sites for regional conferences and shared which ones they would likely be attending.

**Finance Report**

Teske reviewed how ACUI regions are recognized as unique cost centers with their own budgets.

**Strategic Report**

Hunter reported the team would check in with component groups in September.

**Governance Report**

King reported the Governance team would be looking at salaries and administration over the next month, with policy reviews on the horizon.

**DEI Report**

Patel reported that interviews were underway for a new DEI program manager; 2019 benchmarking study to be reviewed.

**CEO Update**

- Aspiring Directors Institute held in-person at Northwestern University went well, most of participants were from ACUI.
- IPDS program held in-person at the Indiana Memorial Union, went well & meaningful experience for members.
- Annual Conference Ed Session proposals being accepted, with submission deadline of September 19th.
- All four applicants for the Capital Campaign committee have been selected, and the first meeting will be later this month.
- Certification Consortium Board meeting – July 16+17, Orlando

- Board formalized a lot of the necessary steps to creating a governance organization (establishing mission, approving bylaws, determining committees, etc.).
- Approved policies and setting strategic direction for certification (code of ethics, certification scheme, budget, etc.).
- All of this of course is on the backs of many members who were part of the certification process, and the talents of staff like Joey & Amanda from NASPA and Scarlett from ACUI who led the process.
- This really is a monumental moment for our association –
  - Seven student affairs organizations coming together was step one, putting skin in the game with a serious financial commitment was step two, and now the infrastructure is falling into place as the final step. It feels very much like being part of a start-up, and ten to twenty years from now our profession will be much stronger because of the creation of the CSAEd.
- Professional Employer Organization (PEO) update.
- Atria
  - Increased scope with NAGC (National Association for Gifted Children) – marketing strategy/coordination.
  - Increased scope with NODA – more marketing support.
- AMS – closing out on phase identifying full scope of work, about to sign contract for transition to new system & three-year license agreement.
- COVID practices looking at for our events
  - Vaccination self-attestation
  - Masks optional unless directed differently by local rules

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 12:53 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
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Minutes**

**Wednesday, September 7, 2022**

Deepti Chadee called the meeting to order at 12:05 p.m., EST. Additional members present were: Dana London, Neela Patel, Coretta King, Tari Hunter, Dwayne Isaacs, Ian Crone, Ann Comerford, Keith Kowalka, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske, Justin Rudisille, and Steve Chaplin.

Isaacs MOVED, Patel SECONDED, and it was APPROVED that:  
*The August 3, 2022, minutes be accepted.*

**Annual Conference and Seminars Site Selection**

Taylor and Rudisille led a discussion and provided information about an upcoming member survey related to conference site selection and the factors members are influenced by with respect to making a decision on attendance.

Rudisille left the meeting at 12:44 p.m.

**Regional Conference Session**

Taylor and Schenk provided an overview of an educational session to be facilitated by board members at the upcoming eight regional conferences, which is based on the recent CUPA-HR survey and report.

**Board of Trustees Elections Update  
Board Component Group Contact Check-Ins**

Board members provided updates on their check-ins with their associated component groups.

**President Check-Ins**

Chadee indicated that she would be reaching out to board members during the month of September.

**Finance Report**

Comerford, Teske, and Taylor provided the Board with the Q2 Financial Statement for 2022, a Strategic Project Reserve allocation, and a report on the Fiscal Year '23 budget planning assumptions.

The Board APPROVED:

Patel reported on sharing of the DEI Clarification Role to component groups.

### **CEO Update**

- Certification Update
- Capital Campaign Update
- Staffing –DEI program manager vacancy
- Region VIII Named Scholarship Proposal
- PEO Decision & Review – Insperity

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:34 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, October 5, 2022**

Deepti Chadee called the meeting to order at 12:04 p.m., EST. Additional members present were: Neela Patel, Coretta King, Tari Hunter, Dwayne Isaacs, Ian Crone, Ann Comerford, Keith Kowalka, Dana London, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske, Stacey Givens, and Steve Chaplin.

Kowalka MOVED, Isaacs SECONDED, and it was APPROVED that:  
*The September 7, 2022, minutes be accepted.*

**2022 Regional Conferences**

Registrations for each region were reviewed; Region VI conference was canceled due to low registrations. Board members attending conferences will be connected with a regional liaison. Taylor and Schenk gave an overview of the workforce presentation and survey that Board members will present at the conferences.

**Board of Trustees Elections Update**

Schenk reported that the deadline for BOT nominations is October 21.

**Board of Trustees Vacancy**

Chadee provided information related to the process for filling the vacancy that will be left with the departure of King from the board.

King MOVED, Isaacs SECONDED, and it FAILED that:  
The vacant Board position be filled with a former Board member.

**Finance Report**

Taylor and Teske reviewed 2023 budget assumptions and the tiered membership program that has been in place for one year.

The Board APPROVED:

*A Finance Committee recommendation that dues for institutional membership be increased by 5% for the 2023 budget year.*

**Strategic Report**

Hunter reported the team had met with component group leaders and information would be shared with board members before attending regional conferences.

## **Governance Report**

King reported that Board self-reviews would be distributed in the next week.

## **DEI Report**

Patel said an update would be posted to the Board Community page.

## **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:43 p.m.

Respectfully submitted,  
Steve Chaplin



**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, November 2, 2022**

Deepti Chadee called the meeting to order at 12:02 p.m., EST. Additional members present were: Neela Patel, Dwayne Isaacs, Ian Crone, Ann Comerford, Keith Kowalka, Jeremy Schenk, and John Taylor, CEO. Also present were Dave Teske and Steve Chaplin.

Isaacs MOVED, Kowalka SECONDED, and it was APPROVED that:  
*The October 5, 2022, minutes be accepted.*

**Component Group Contact Check-Ins**

Board members reported on recent meetings with the component group leaders they have been matched with.

Dana London joined the group at 12:12 p.m.

**2022 Regional Conferences**

Schenk (Region V) and Chadee (Region II) reported on their experiences attending regional conferences at University of Wisconsin-Madison and Sam Houston State University, respectively.

**Board of Trustees Elections Update**

Schenk reported the nomination deadline for President Elect had been extended to Friday, Oct. 28, and two nominations were received. Voting opened today, Nov. 2, and will continue through Dec. 1. .

**Finance Report**

Teske and Taylor reviewed the FY23 preliminary budget with the board. They refreshed members on the FY 23 Budget Planning assumptions, reviewed membership, staff salaries and professional development, annual conference status, Atria services, and the new association management system.

**Strategic Report**

Hunter reported component group updates will be presented in December.

**Governance Report**

Crone reported on results from the Board self-assessment.

**DEI Report**

Patel reported on sharing of the DEI Clarification Role to component groups.

### **CEO Update**

- Certification Update
- Capital Campaign Update
- Staffing –DEI program manager vacancy
- Region VIII Named Scholarship Proposal
- PEO Decision & Review – Insperity

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:34 p.m.

Respectfully submitted,  
Steve Chaplin

**ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL  
BOARD OF TRUSTEES MEETING  
Minutes**

**Wednesday, December 14, 2022**

Deepti Chadee called the meeting to order at 12:04 p.m., EST. Additional members present were: Neela Patel, Dwayne Isaacs, Ian Crone, Ann Comerford, Keith Kowalka, Jeremy Schenk, Tari Hunter, Dana London, and John Taylor, CEO. Also present were Dave Teske, Stacey Givens, and Steve Chaplin.

Comerford MOVED, Kowalka SECONDED, and it was APPROVED that:  
*The November 2, 2022, minutes be accepted.*

**Finance Report**

Comerford reported the Finance Committee had approved the Fiscal Year 2022 Q3 Statement which Teske then provided an overview. Teske also reviewed the FY23 budget.

Schenk MOVED, Isaacs SECONDED, and it was APPROVED that:  
*The 2022 Q3 Statement be accepted.*

*The Board APPROVED the FY23 budget as recommended by the Finance Committee.*

**Strategic Report**

Hunter and Isaacs reported the committee hosted a component group leaders meeting .

**Governance Report**

Crone reported on the selection process for the new student Board of Trustee member, indicating that the selection committee was recommending that Caroline Lenz from the University of Florida be appointed.

The Board APPROVED the recommendation appointing Caroline Lenz as the new student Board of Trustees member.

**DEI Report**

Patel reported Closing the Gap cohort had completed the 2022 program earlier this month.

**CEO Update**

- Taylor reported 180 attended Womens Leadership Institute.
- CUPSI Review Committee is about to complete its report.
- New Board member onboarding will begin in February.

- Capital Campaign planning and quiet phase has been very successful.
- PEO Decision & Review – Insperity

Future board meetings are scheduled for January 11 and February 8.

### **Adjournment**

The meeting was adjourned WITHOUT OBJECTION at 1:34 p.m.

Respectfully submitted,  
Steve Chaplin