

**AEE Board of Directors
MINUTES**

Name Committee/Meeting: Spring Meeting Chairperson/Facilitator: Laurie Frank Recorder: Jennifer Payne	Date: June 6-7, 2008
In attendance: Jess Barrie (JB), Andrew Bobilya (AB), Laurie Frank (LF), Mike King (MK), Maurie Lung (DML), Tom Lindblade (TL), Steve Pace (SP), Jennifer Payne (JP), Rob Rubendall (RR), Bob Stremba (BS), MaryPat Sullivan (MPS), Pat Hammond – ex-officio (PH)	
Absent:	

Topic	Discussion/Outcome	Action/Follow up
JUNE 6	JUNE 6	JUNE 6
Welcome	(LF) led a go around of introductions and updates. (BS) shared a reading and (MPS) led an ice breaker. (AB) reviewed the operating agreements.	
CONSENT AGENDA	MINUTES: <ul style="list-style-type: none"> • March 3 Conference Call • March 25 Conference Call • April 28 Conference Call • May 14 Conference Call MONITORING POLICIES: <ul style="list-style-type: none"> • GP-1 • GP-2 • GP-7 • GP-8 • EL-10 • BE-1 • BE-2 • BE-5 EMAIL VOTE RESULTS FROM MAY 15: <ul style="list-style-type: none"> • We suspend the 7-day waiting period on email voting in order to post the change in bylaws on a timely basis. – Motion passed • To designate \$5,000 from Touch the Future to 	CONSENT AGENDA <i>(TL) made a motion that was seconded by (AB) to accept the agenda. The motion passed.</i>

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	<p>support collaborative work in EE. – Motion passed</p> <ul style="list-style-type: none"> • To include the fiscal year by-law change (Article VII, Section 5.0) and rationale on the upcoming ballot. – Motion passed 	
<p>STATE OF THE ASSOCIATION</p>	<p style="text-align: center;">STATE OF THE ASSOCIATION</p> <p>(PH) shared highlights of the association based around the Ends.</p> <ul style="list-style-type: none"> • There has been a large increase in PG/AG membership, part of this is due to membership profiles being completed. Overall membership is inching along, maintaining a 65% retention of members. Doing a better job of keeping members now we need to focus on getting new members.* The new memberships seem to be K-12 educators. • Website development continues. The new site will have lots of images representing the many areas of EE. All the region sites are in the new format and up and running as well as TAPG. Hope to have it up in a month. Taking a lot of time to test and finding areas that need to be refined. Kirsten Kindt has done great work. AEE is now on Facebook and MySpace. • Santa Fe research symposium (CORE) was well attended. Encouraged by the wide array of research going on, and feels there is a good movement, all that will be included on the new website. • November conference is looking to be a good representation of interests. There will be a wide variety of educational tracks that will be matched with icons for easy identification. The conference 	<p style="text-align: center;">STATE OF THE ASSOCIATION</p> <p>*(PH) Prepare a PowerPoint presentation that is available and downloadable from the website so people could share it with others to promote EE and AEE.</p>

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	<p>is gaining great sponsorship including a developing partnership with REI, which will include a conference mailing to all their members in the NW. One of the conference focuses will be environmental education and a “green” theme. The conference hotel is one of the first green hotels in the country. Partnering with Heritage Institute to get regular CEUS but teachers will also be able to get credits for teachers in the WA and OR. Around 200 workshop proposals were submitted, 80-85% of them were of great quality with diverse subjects. The challenge will be to decide on the 120 needed. Concern expressed of those who will not be accepted/presenting.**</p> <ul style="list-style-type: none"> • Not much movement in the public policy area; still working with Leave No Child Inside movement and the Children and Nature Network and providing updates to members. No Child Left Inside hearings have been happening, hopes are this policy will be included in the Leave No Child Behind legis. There have been a few more hearings on the GAO reports and TAPG has been involved. • Two new published projects in the works; an update of Jasper Hunt’s Ethics and Theory of EE. Looking at lots of new publications, will be promoting these new ones on the website. • Therapeutic standards are being field tested for future incorporation in the Accreditation Program. • On the new website there will be a global search function for people to search all resources on the website. • Financially region conferences did ok, overall the 	<p>** (PH) Look into letters being sent to workshop presenters who did not get accepted and make sure they are being encouraged to present at regional conferences.</p>

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	<p>association is ok. Some concerns about cash flow.</p> <ul style="list-style-type: none"> • Hired a part time staff in the office, Anaya Drew, for overall support. • Accreditation is growing; there are currently 48 accredited organizations with a record number in the pipeline (a lot were reviewed this spring). The council is meeting next week. Many feel accreditation is picking up due to Henry Wood’s great work and legislation that is requiring or going to require accreditation. 	
<p>UDEM Leadership and Challenge Center Visit</p>	<p>AEE was invited to the celebration opening of the new Experiential Leadership and Challenge Center (LANZATE) at the University of Monterrey in Mexico (UDEM). (TL) attended on behalf of AEE. The center includes state of the art classrooms, offices, equipment, equipment storage, and 3 ropes course that were built, from scratch, in conjunction with consultants from the US. Through the building of this center they translated AEE Accreditation standards into Spanish. They participated in the CORE Symposium in Santa Fe and have been talking about participating in the AEE Accreditation Program. (TL) shared a video he made of his trip and experience. (TL) praised the level of organization, the strong competent leadership of Monica Pugh, the fantastic facilities, noted they were more than adequately funded; had impeccable logistics, the finest equipment, strong local and national governmental support, and strong international relationships that made this all happen. The reflection question (TL) left us with: Why did this happen in Mexico rather than in US? One answer may be they are “selling” leadership verses experiential education.</p>	

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	This was not the first international EE event that AEE was invited to participate in over the past few months; there were a couple in Asia. Feels like AEE is becoming a resource and is being contacted by more organizations, especially internationally.	
BOARD BUSINESS	BOARD BUSINESS	BOARD BUSINESS
Monitoring	Overall (SP) said that we have been doing a great job with complete reports.	
Ends Progress Report	This was not a monitoring report but just a review of the report we just received. (PH) was trying to be more realistic by offering more interpretations and data based on last year's feedback and therefore most of the Ends were in non-compliance but yet we all feel progress was made. When it comes to monitoring Ends can we find another way to say non-compliance and show progress? How do we now if we progressing or regressing? The CEO can create milestones on an annual basis and then provide data on the progress towards those milestones therefore hopefully showing progress/compliance. Milestones can be created from the strategic plan which would also assist in direction and fulfillment of the plan. Could create a specific template for Ends monitoring to include qualifiers like little progress, progress, great progress, etc. (PH) encouraged us to look at outcomes rather than efforts, which are currently in the Strategic Management Plan.	(JP) will include as an agenda item for the November meeting a discussion on how to bring together the Ends, Ends monitoring, the Strategic Management Plan, milestones, and an Ends monitoring template. (LF) will create an Ends monitoring template from the information received at the IPGA conference. The Ends monitoring was accepted.
EL Monitoring		
EL-5	In general everyone agreed there was compliance. (PH) shared updated information on progress towards the 5% net revenue requirement. \$21,000 revenue was budgeted for the regional conferences but only brought in \$13,000-14,000; the JCH and JEE have brought in	<i>(SP) made a motion that was seconded by (TL) to empower the current CEO to create a temporary committee to create a financial transition plan for the next CEO; the committee will include the Treasurer and</i>

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	<p>more revenue than budgeted and should make up this deficit. (PH) shared some data she has been tracking on cash flows. Cash flow goes up and down within each quarter and we have been able to recover. This past year the recovery has been slower and not as quick as in the past. (PH) says that Tom Harris has been a wonderful resource and provided good guidance. (PH) believes he would be happy to be a resource for the new CEO. (PH) expressed a need to have a Financial Committee that could offer guidance and support on a variety of financial issues. A committee does not necessarily need to consist of all Board members but rather experts in finances. Concern was expressed about the reduction in regional conferences revenue. Do the regions need more support in conference execution? Is the economy affecting us? Need to keep the economy on our radar since research shows that the economy usually affects non-profits a year later. The modified compliance plan (PH) is working on includes a list of notes for background information, areas to watch for, areas we want to strengthen. In order to not lose any ground that has been gained financially over the past year a committee will be formed to create a transitional plan.*</p>	<p><i>Treasurer-Elect. Friendly amendment: The CEO will include this plan in EL-5 monitoring. The motion passed.</i></p> <p>##</p>
EL-2.3	(SP) needs to create a monitoring tool so this was moved to the next conference call.	(JP) will include on the next conference call agenda.
EL-4	Everyone agreed we were in compliance.	##
GP Monitoring		
GP-9	Everyone agreed we were in compliance. Suggestion was made to include reports on both standing committees on meeting agendas.	##
GP-10	Everyone agreed we were in compliance.	##(RR) made a motion that was seconded by (JB) to accept the monitoring reports for EL-

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		<i>5, EL-4, GP-9, GP-10. The motion passed.</i>
Direct Inspections	Need inspectors for EL-3.1 for June monitoring.	(TL) and (AB) will be the direct inspectors for the June EL3.1.
OTHER BOARD BUSINESS	OTHER BOARD BUSINESS	OTHER BOARD BUSINESS
CEO Exit Interview Report	<p>(LF), (TL), and (JP) conducted an Exit Interview with (PH) this past week. Things they learned from the interview:</p> <ul style="list-style-type: none"> • Constant challenges of how to prioritize time and energy, constantly going between being a CEO, COO, and CFO. • Other prioritization challenges how much focus on collaboration and meeting the professional needs of a wide variety of experiential educators. • While spending time on the priorities gaps come along and need to be filled and therefore take her from priority duties. Some of the gaps include PR work, IT work, changing staff, etc. • There are leadership verses management needs, need to free up the management piece so the CEO can be a leader and take AEE in a new direction. • Roles and responsibilities of staff members need to be clarified early on. • Our current business model does not match up with Ends, may need to change business plan when Ends change. <p>Steps the Board can take to help the future CEOs:</p> <ul style="list-style-type: none"> • Create a CEO Orientation/Training, especially focusing on the Board Carver Model. • Provide guidance through the Ends. <p>Small task group could create a CEO training/orientation checklist, not all the pieces would</p>	<p>(JP), (AB), and (PH) will work to create an orientation list for the new CEO. (RR) can contribute the financial pieces. Small task will report back to the Board so we can formalize for the future and include in the Procedure Manual. As (PH) said in recent issue of ASASE average tenure of non-profit CEOs is 3 years – reality check.</p>

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	be done by the Board but would offer guidance as they come into the organization.	
CEO Search Committee Update	<p>The committee of (LF*), (DML), (RR), (SP), and Kirsten Kindt have held to schedule –impressive!!! The group is excited about the 3 finalists, they are all strong candidates. The finalists are being interviewed this week and the staff have been very involved in the process as well.</p>	<p>The committee will be completing the interview process this week. (LF) will schedule conference call for the BOD to make a decision probably within the next week. The committee will work to document this process for future reference.</p>
CEO Salary Group	An offer will be based on what the association can support, along with benefits. This agenda item specifically referred to a discussion we were to have about (PH)'s salary and is no longer relevant.	Need to have a discussion as to whether the new CEO will have a contract or letter of agreement.
E/A Summit	<p>(LF) and (PH) touched base with Sylvia Dresser about the summit, shared the coalition statement, and learned the following details about the upcoming E/A Summit on September 16 and 17 in Chicago, IL.</p> <ul style="list-style-type: none"> • Sylvia's original vision was to have larger organizations that focus on experiential adventure at the table but she has been getting a lot of inquires from individuals/ grassroots organizations • Sylvia feels that the big issues/pieces/agenda items will be around public policy and research. • Summit will be short beginning at 1:00 on Tuesday and done by noon on Wednesday. • The summit will take place in a hotel near the airport. • Have hired a professional facilitator. • Sylvia feels like the more that attend the merrier. 	Will send 3 people to represent AEE; (LF), (TL), and the new CEO. (DML) is thinking about going and (MK) is thinking about going as Berry College rep.

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	<ul style="list-style-type: none"> • Registration forms are being created. • Looking for sponsorship of meals. <p>We have earmarked monies for collaborative EE work in the Governance budget, do we want to sponsor a summit meal, coffee break, OR commit monies to the steps that will follow summit and support the next steps. Would like to use the funds in 3 different ways (but will need more information about each to make final breakdown decisions).</p> <ol style="list-style-type: none"> 1. Cover the expenses of the 3 people who we will be sending. (Need to learn what these costs will be.) 2. Sponsorship of the event in some way so that we are more than just attendees and are visible. (Talk to Sylvia in how we can help support the summit.) 3. Have funds allocated and ready to commit to keeping any movement moving forward like a second meeting. (AEE reps will be empowered to commit monies on the spot.) <p>Once #1 and #2 are allocated, then #3 will have an allocation amount.</p>	<p>*(TL) will research the travel costs for the AEE reps.</p> <p>***(LF) and (PH) will talk to Sylvia again and express in an interest in financially supporting the summit and request some specific ideas which will be brought back to the Board for a final decision.</p>
Kurt Hahn Nomination Form Review	The group was not ready to tackle this agenda item.	EVERYONE review the nomination form and if you have not used it complete it by nominating someone. (JP) will include on the agenda for the next conference call. (TL) will facilitate this agenda item.
Board Website Update	(SP) has passed all the information on to Kirsten Kindt and it is being incorporated into the Board pages. Once the new format is posted this summer we can critique and improve. Minutes will be posted on the website once they have been approved. 12 months of	(PH) and (SP) will mention to Kirsten how it was hard to find the BOD page. Also for new website make the BOD bios and pictures available to anyone not just members. Bios and pictures are still missing for (MPS) and

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	minutes will be posted at any given time.	(MK), get these to (SP). (JP) will send minutes to Kirsten.
Auction Committee Update	Committee met during the meeting. Now is the time to begin making connections and getting donations.* Everyone was reminded of the expectation to contribute by getting donations or writing a check. Everyone felt the committee should seek out a professional auctioneer for the event for a wide variety of reasons.	*EVERYONE start asking for those Auction donations. Committee has requested time in the November meeting for raffle ticket sales training. (JP) will include on the meeting agenda.
Awards Committee Update	This committee has always been led and chaired by an AEE member, currently Will Marble. Board members, currently (RR) and (TL), serve as committee members. For the last few years there have been very few nominations and the trend seems to be continuing this year as well. The committee feels they will have to extend the deadline. A discussion continued brainstorming ways to promote the awards, ways to attract more people to the awards ceremony at the conference, and different ways to acknowledge award winners.*	*Both the Board and the Awards Committee need to relook at the awards and awards acknowledgement. (JP) will put on an upcoming agenda so the Board can offer some proposed changes to the Awards Committee in time for their November meeting.
Nominating Committee Formation	2009 off-going Board members (BS) and (RR) will begin forming the committee. Group acknowledged and encouraged the committee to find committee members outside the Board.	(SP) will serve as a liaison to the new Nominating Committee.
Governance Budget Finalization	Since the fiscal year is changing, this procedural agenda item will be moved to the November meeting to coincide with the new fiscal year.	(JP) will include on the November agenda the finalization of this transitional year as well as the governance budget for the 2009 fiscal year.

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Board Expenses	<p>(RR) reported the costs for Board meeting are rising mostly due to increased airfares and hotel expenses of the November meeting. We need to look at cutting expenses around meetings. Brainstorming ensued and included a wide variety of ways to cut back on costs. It was decided a small group would look into different options and get back to the group.*</p> <p>One of the discussion points emphasized was taking advantage of new Board members being at the conference and dedicating some time to begin training them. Time at the November conference should be dedicated to bringing new members on board perhaps doing their orientation. Discussed a wide variety of ways that we could cut back on our costs.</p>	<p>*EVERYONE do not buy tickets for November until we have heard from the small working group of (SP), (RR), (MK), and (LF) who will look at the different options for the upcoming years. (JP) will include on our next conference call agenda.</p>
Policy Governance Training - Ends	<p>(DML) shared a metaphor of the swimming pool. As Board members we can not be afraid of jumping into the deep end when creating our Ends. We need to establish the Ends by deciding where the buoy/life line will cross the pool so the CEO can have free swim in the rest of the pool.</p> <p>Reflections from the IPGA meeting:</p> <ul style="list-style-type: none"> • We are doing really well compared to other organizations. • First an organization needs to focus on creating boundary policies, aka ELs, and can then really focus on the Ends. This is where we are!!! <p>(LF) shared some nuggets (handout was distributed) gained on Ends writing learned at the IPGA Conference.</p>	

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Annual Agenda: Ends Development	<p>Broke up into small groups to take the newly written Ends and filter them through the new “tests” gained at the conference. Gained an appreciation of writing Ends, it is a never ending process. As a Board we need to feel confident that the Ends we write will serve the association (and not necessarily be inspirational as DML learned at the IPGA conference) and know that they may change in the future.</p> <p>Small groups reported out and worked through the Ends and sub-Ends as a whole group, finding shared issues around tweaking the existing wording and adding further sub-Ends.</p>	<p>The process resulted in the following: Global End The Association for Experiential Education exists so that educators and practitioners have access to a professional learning community dedicated to enriching lives through philosophy and principles* of experiential Education. <i>*as articulated on the AEE website</i></p> <p>Sub-End 1 The learning community is inclusive of diverse peoples and professional practices, collaborative with other communities, and accessible within reasonable means.</p> <p>Sub-End 2 Authoritative information for implementing and advancing the philosophy and practice of experiential education is accessible.</p> <p>Sub-sub-End 2A Standards are identified to improve professional practice and to safeguard the well being of participants.</p> <p>Sub-sub-End 2B Research about experiential education is coordinated and conducted.</p> <p>Sub-End 3 Decision-makers value and support experiential education.</p>
JUNE 7	JUNE 7	JUNE 7
Welcome Part II	(AB) facilitated some reflection and provided a reading. Music followed.	

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<p>Annual Agenda: Ends Development</p>	<p>Began the morning reviewing the Ends developed yesterday. Had a go around of thoughts and reflections of the Ends. Made some changes to Sub-End 1 and then made a motion.*</p> <p>Through the Ends development process we learned that the Mission and Vision should be dissolved. But if we took out the Mission and Vision we are changing the balance of power because they are in our By-Laws. Also as a 501 c3 we need to include a mission in the By-Laws. Could keep the balance of power by including the Global End in the By-Laws.**</p> <p>It was noted that the Mission and Vision were not dissolved earlier because the Ends were not inclusive of all the thoughts and ideas in the Mission and Vision. Everyone feels the Global Ends are inclusive of all the concepts in the Mission and Vision, this is also based on research and feedback collected from owners, members, volunteers, etc. over the past two years.</p>	<p><i>*EVERYONE made a motion that was seconded by EVERYONE accepting the new Ends. YAHOO!!</i></p> <p>Global End The Association for Experiential Education exists so that educators and practitioners have access to a professional learning community dedicated to enriching lives through philosophy and principles* of experiential Education. *as articulated on the AEE website</p> <p>Sub-End 1 The learning community is inclusive of diverse peoples and professional practices and collaborative with other communities, all within reasonable means.</p> <p>Sub-End 2 Authoritative information for implementing and advancing the philosophy and practice of experiential education is accessible.</p> <p>Sub-sub-End 2A Standards are identified to improve professional practice and to safeguard the well being of participants.</p> <p>Sub-sub-End 2B Research about experiential education is</p>
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		<p>coordinated and conducted.</p> <p>Sub-End 3 Decision-makers value and support experiential education. <i>The motion passed.</i></p> <p><i>** (TL) made a motion that was seconded by (JB) that we replace the Mission and Vision in the By-Laws with the Global End. The motion passed.</i></p>
<p>Plan for Rolling Out the New Ends</p>	<p>Want to introduce and educate the new Ends first to our owners and others. Once the dust has settled then have a vote on replacing the Mission and Vision with the new Global End. Mission and Vision are in place until voted on by the membership but the Ends are adaptable now and can be implemented by the staff and CEO and monitored by the Board.</p> <p>Created a timeline to roll out the new Ends: <u>Step 1</u> - (LF) will share the new Ends with the staff on Monday, June 9. <u>Step 2</u> – New Ends will be circulated to past BOD members within the next two months. We will ask them to offer:</p> <ul style="list-style-type: none"> • Interpretations • Word smithing • History pieces <p>Defined past BOD members of the last ten years. <u>Step 3</u> – Circulate Ends to current AEE Leadership Groups (CRC, GLC, Accreditation, CORE, CAC, PAC, JAC) over the summer. We will ask them for:</p> <ul style="list-style-type: none"> • Interpretations 	<p>*(AB), (BS) and (SP) will write an Executive Summary describing the process within the next month.</p> <p>(LF), (JB), and (DML), the Roll Out Crew, aka the ROC, will write the letter that will accompany the Executive Summary and facilitate the roll out process up to November..</p>

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	<ul style="list-style-type: none"> • Remind them that this process began at the Leadership Summit last year. <p>The wording in a letter that accompanies the new Ends will be critical. Important points to include</p> <ul style="list-style-type: none"> • We have adopted these Ends and we would like to hear what your interpretation is. • Need to include an education piece about what Ends are. • Create a piece on the process in the form of an Executive Summary.* <p><u>Step 4</u> - Big general splash in the early fall around the new Ends and new CEO to general membership.</p> <p><u>Step 5</u> - At the November conference promote the Ends in a variety of ways.</p> <ul style="list-style-type: none"> • At the AGM in November we then present the Ends in a big way and share what we heard from folks over the past few months. • Annual Leadership Celebration could be a celebration of the Ends. • Could have the new Global End on the back of the conference t-shirt and service crew t-shirt. • November BOD meeting would focus on how do we now work around with the Ends as well as monitor them. <p><u>Post November</u></p> <ul style="list-style-type: none"> • New CEO could present a new strategic plan at the Leadership Summit in May 2009. • Voting on replacing the Mission and Vision with the Global End in the By-Laws will come later. According to the By-Laws we can make amendments at any time. 	

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<p>Annual Agenda for 2008-2009</p>	<p>Brainstormed ideas for the next annual agenda:</p> <ul style="list-style-type: none"> • International Organization – Are we an international organization and if so what does that look like? • Collaboration • Philosophy of Exp Ed • Principles of Exp Ed • Public Policy/Visibility – How do we want to connect and how do we want to influence? • Exploring our roots and how it informs our future <p>Broke into small groups, each group came up with their top three choices of agendas which resulted in the following combined list.</p> <ol style="list-style-type: none"> 1. International 2. Public Policy 3. Philosophy of EE <p>Came down to international and public policy. Feel strongly about international piece, reminder it is still on the parking list.</p>	<p><i>(TL) made a motion that was seconded by (BS) to make Public Policy our 2008-09 Annual Agenda.</i></p> <p><i>Friendly Amendment: Public Policy is further defined as Visibility, Influence, Connection - How do we want to connect and how do we want to influence? What does it mean for AEE to be visible?</i></p> <p><i>The motion passed.</i></p> <p>(BS*), (MPS), (TL) will make up the 2008-09 Annual Agenda group to guide us along our work and study of AEE's Visibility, Influence, and Connection (VIC).</p> <p>On the next conference call will spend time moving the agenda forward and forming our question, (JP) will include on the conf call agenda.</p>
ALL OTHER BUSINESS	ALL OTHER BUSINESS	ALL OTHER BUSINESS
<p>Reviewing the Parking Lot</p>	<p>Reviewed each item on the Parking Lot and To Do list and decided for each item of the following options</p> <ol style="list-style-type: none"> 1. to take off, 2. to take action on it (see Action column)*, 3. leave on the list for later discussion or action. 	<p>*The (following people) have committed to taking action on:</p> <ul style="list-style-type: none"> • (TL) archival process – EL6.6 (policy development – go in another bowl?) <p>Pieces for the Procedures Manual:</p> <ul style="list-style-type: none"> • (JP) Include in the President and Secretary's job descriptions/ responsibilities website development and updates • (RR), (MK) and (MPS) Calendar/guide of monitoring and other things happening between November, when they come on

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		<p>the board and the training in January</p> <ul style="list-style-type: none"> • (LF) Conference Calls • (MK) and (RR) Fiduciary Responsibilities • (SP), (MK), (RR) and (LF) Fund Raising • (JP) Leadership Summit • (SP) Board Buddy Responsibilities • (JP) Election Process to include job description/definitions of Board positions • (DML) Orientation to Carver; Cliff Notes for Policy Governance • (JP) and (AB) CEO Orientation Checklist • (LF), (SP), (RR), and (DML) CEO Hiring Process • (LF) and (MP) Email Voting Procedures
Conference Call Times	<p>Attempted to find a day in July everyone would be available for a conference call and had no luck. Everyone agreed to keep using Doodle to find the best availability for conference calls.</p>	<p>(LF) will Doodle everyone to find a time in July when we can get the greatest number of people together for a conference call.</p>
July Monitoring	<p>(SP) reviewed the upcoming monitoring for June will include EL-3, EL-8, GP-4, GP-5, and GP-6. What does monitoring look like for the upcoming CEO transition. (PH) will continue to monitor. Once we have a starting date and orientation established for the new CEO will look at the monitoring schedule and transition, there will probably be some overlap.</p>	