

**AEE Board of Directors  
MINUTES**

<b>Name Committee/Meeting:</b> AEE Board Meeting <b>Chairperson/Facilitator:</b> Christian Itin <b>Recorder:</b> Jennifer Payne	<b>Date:</b> June 3 & 4, 2011
<b>In attendance:</b> Jeff Baierlein (JB), Andrew Bobilya (AB), Mary Breunig (MB), Christian Itin (CI), Mike King (MK), Tom Lindblade (TL), Jennifer Payne (JP), Paul Shirilla (PS), Liz Speelman (LS), Paul Limoges – ex-officio (PL)	
<b>Absent:</b>	

Topic	Discussion/Outcome	Action/Follow up
<b>Team Reconnection</b>	Shared updates on personal lives. Reviewed the meeting schedule and agenda.	
<b>Approval of Minutes</b>	May minutes were recently distributed for everyone to review prior to the meeting.	<i>(MB) made a motion that was seconded by (TL) to approve the May 9 conference call minutes. The motion passed unanimously.</i>
<b>Annual Vision Project (AVP) - Part I</b>	<p>Reviewed the past history of Ends amending. The Ends had a major revamping in the winter /spring of 2008. A few bits and pieces of the how/whys of that process were shared. We are now in the final stage of an AVP in which we have gathered data and done some research. The Ends have been reviewed and based on the information collected the overall decisions was the Ends need to be changed.</p> <p>Everyone feels good about the current Ends; they just need some definition. Several proposed Ends were shared and the following commonalities were found.</p> <ul style="list-style-type: none"> <li>• International piece</li> <li>• Collaboration piece</li> <li>• Defining/clarity of communities</li> <li>• Everyone drilled but some drilled deeper with specificity</li> </ul> <p>Discussion highlights:</p>	*Time to review the EE principles and update them.

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	<ul style="list-style-type: none"> <li>• During this process it was also noted that in the near future we need to look at the principles of EE that are referenced in our Ends.*</li> <li>• Discussion continued around the purpose of the Ends and how they will affect the Association’s work and then continued in to a bigger discussion on the roots of the Association in adventure education.</li> <li>• Do we become an association for adventure education or do we become an organization that broadly reflects all the EE methods? Want to become an organization that broadly reflects all but how do we this. As an organization we need to make some very clear statements about our direction and intentionality. Whichever way we focus chances are good we may lose/upset some members but at the same time will gain some new members.</li> <li>• Do we focus on our weaknesses or do we focus on our strengths? For sure one of our strengths is adventure education.</li> <li>• What is the low hanging fruit of the Association? Conferences, but then what? So many people come and join and then don’t stay for another conference. So after a first time attendee’s conference experience what is the next low hanging fruit? Maybe curriculum pieces and training. Everything we do is for the adventure educator – we need to offer some kind of initiative for the “other” educators who could be potential members.</li> <li>• Be careful between vision and operations. The Board’s focus and work is not about doing it (operations) but being linked to the boarder world (vision). We need to capture our vision in the Ends.</li> <li>• What is the role of the Board and what is the role of the CEO when it comes to the direction of the Ends? Philosophy is important – how much specificity do we dictate to the CEO vs how much responsibility the Board takes for setting the direction?</li> </ul>	
<p><b>Tour of the Convention Center and Lunch</b></p>	<p>A mid day break to walk to convention center and have a tour of the November conference facilities. Everyone loved the renovated train station turned conference center; it feels like a good space for an AEE conference.</p>	

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<b>AVP - Part II</b>	<p>Moving forward with changing the Ends . . . . The following proposal was shared that seemed to summarize and capture everyone’s proposals.</p> <p>~~Educators and practitioners have access to a professional international learning community dedicated to experiential education</p> <p>~~This community is inclusive of diverse peoples and professional practices – particularly focusing on areas of professional practice that utilize the philosophy and various methodologies of experiential education and are not currently represented well within AEE</p> <p>~~AEE will establish collaborative partnerships with aligned membership associations representing diverse professional practices, especially with those not well represented within AEE. Particular attention will be given to establishing partnerships with associations outside of the United States.</p> <p>We continued to work through each sub-End and sub-sub-End processing proposals, capturing just the right words, creating new sub-sub-sub Ends, and crafting a final piece that would capture, in words, the direction to guide the Association. Below was the final result of today’s work.</p> <p>1. Educators and practitioners have access to a professional international learning community dedicated to experiential education.</p> <p style="padding-left: 40px;">a. This community is inclusive of diverse peoples and professional practices and collaborative with other communities, all within reasonable means.</p> <p style="padding-left: 80px;">i. Diverse peoples and professional practices include those that are currently under represented within AEE.</p> <p style="padding-left: 80px;">ii. Collaborative partnerships will be formed with associations and organizations, particularly those outside of the United States.</p> <p>Time was limited but the group wanted to complete the process and</p>	

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	work through the other two sub-Ends. A small group volunteered to continue the work after the networking social this evening.	
<b>CEO Evaluation</b>	The Board met in executive session. A small group worked on the CEO's Annual Review and shared the process of collecting data for the review and then shared the data.	
<b>Day 2 – June 4</b>	<b>Day 2 – June 4</b>	<b>Day 2 – June 4</b>
<b>CEO Performance Review</b>	Shared with (PL) the process of the review and then shared details of the data collected through the process. Overall the Board is very happy with his performance. Not only is the Board pleased but staff and AEE leaders are as well – the CEO is well supported. The one concern is the financial piece and in that same breath we appreciate the challenges of the current economy and times.	
<b>CEO Proposal for a Six Month Telecommute</b>	<p>Just prior to the meeting (PL) circulated a proposal to telecommute for a 6 month period from Arkansas due to a wonderful family career opportunity for his wife. (PL) shared his thoughts and details on the proposal and answered the many questions the Board had around the proposal.</p> <p>The Board went into Executive Session.</p> <p>After a heart felt, anxiety-ridden conversation regarding the pros and cons of the situation and potential outcomes, the reality of this risk became more and more evident. This Board did not take this conversation and responsibility lightly by any means.*</p>	<p><i>*(TL) made a motion that was seconded by (MK ) to accept the proposal by (PL) to telecommute from July 1 to December 31 in which a minimum of 6 weeks during that time period he will be present in the Boulder office. The motion passed with 6 in favor and 2 opposed.</i></p>
<b>Monitoring</b>		
EL-5 Compliance Plan	(PL) provided a review of the EL-5 compliance plan from March 2011. (PL) noted there has been continued revisions to the plan that are improving the development & marketing plans (ie. improve current data collection systems beyond membership; ensure that marketing and	*(PL) will create a one page document of the measurable pieces that are directly related to the financials and/or revenue potential

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	fundraising efforts are inline with AEE). Plan included much more detail than the previous version. The Board noted there was lots of data to sort through and it was hard to pick put the pieces that were really going to help the association financially. What specific ways are we going to track potential revenue avenues and increases? What measurable steps are we taking and what are we documenting to make sure we are on track?*	for future EL-5 reference.
EL-5	Overall agreement and support of the data and summary but lots of concern and caution in regards to the fiscal jeopardy fence/borderline the association is currently sitting on.	
Ends	(Many problems around the Wiggio site and thus people’s votes and comments were not tracked. So monitoring it online was abandoned on the last conference call so the group could review and discuss the Ends report here at the meeting.) The report had pages and pages of data but little interpretation. The group wanted interpretation of the data, having the data compared to previous years, and sharing trends so the progress to our Ends could be better tracked. Several comments were made about how good it was to see benchmarks being created but now the data needs to be presented in relation to the benchmark.	<i>(MB) made a motion that was seconded by (MK) to accept the monitoring reports for the EL-5 Compliance Plan, EL-5, and the Ends.</i>  EL-3.1 needed a direct monitor (MB)
<b>Future Monitoring</b>	Due to an oversight, in June we will be also monitoring GP-9 and GP-10. A direct inspector was solicited for EL-3.1* and a the need to find the direct inspection form needs to be found.	(MB) will direct inspect EL-3.1 and will also contact Laurie Frank for the correct direct inspection form.
<b>Kurt Hahn Address Follow-Up Discussion</b>	(PL) shared there was little feedback from conference evals that would offer any insight. To help prepare those giving the Kurt Hahn Address, (AB) created a document to provide insight into the hows, whys and expectations of the address to assure the wonderful qualities of Kurt Hahn are being connected to the speaker and thus the speaker is making that connection in their address.	<i>(TL) made a motion that was seconded by (MB) to share the Kurt Hahn Address Guide for Speakers with Denise Mitten, and those that follow, and to include it in the Procedures Manual Appendices to share with future Kurt Hahn Addresses. The motion passed</i>

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		<p><i>unanimously.</i></p> <p>(JP) needs to change the word tenured to seasoned in the for-what-purpose section of the Kurt Hahn information of the Procedures Manual.</p>
<p><b>International Board Members</b></p>	<p>The last two years the Nominations Committee has had international members interested in running for the Board but when it came down to reviewing the expectations of time and money they withdrew their pursuit of appearing on the ballot. If we are going to have international board members something is going to have to change. Since we now have included international focuses in the Ends, it is not a question of if, it is when international board member join us.</p> <p>A small task group was charged to come up with a shared vision around policies for facilitating international board members, and could not come up with a shared vision . . . . so three different perspectives were presented on how to include/accommodate international members serving on the Board.</p> <ol style="list-style-type: none"> <li>1. Reduce the number of in-person meetings</li> <li>2. Increase the dollar figure in reimbursement and not have to attend all meetings in person</li> <li>3. Change the travel policy to reflect and recognize the length and time a Board Member needs to travel</li> </ol> <p>All of these views did share the following foundational thoughts:</p> <ul style="list-style-type: none"> <li>• The recognition that face to face meetings are valued and often more productive.</li> <li>• We do not want to write a policy for individuals to create special conditions/exemptions.</li> <li>• We have a responsibility to the organization to keep the cost of</li> </ul>	

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	<p>governance as economical as possible.</p> <ul style="list-style-type: none"> <li>• Although Board members are not volunteers, we are hesitant to deviate from the volunteer’s reimbursement levels and policy.</li> </ul> <p>Discussion highlights:</p> <ul style="list-style-type: none"> <li>• More details were shared on each of the views by the authors of each proposal.</li> </ul> <p><b>Proposal 1:</b> Have a longer meeting in November, 3 days, one day of which would be required for new members to attend. And then have a second meeting in May that would be 3 days and not 2. Just two face-to-face meetings a year but having the same amount of face time.</p> <p><b>Proposal 2:</b> Provide greater reimbursement to one international Board member by requiring them to only attend 2 of the 3 face-to-face meetings. The third meeting they would be required to attend virtually. The reimbursement money that would be spent on third ticket could then be divided up and used for the other two meetings. This proposal could only really accommodate one international Board member and it would go to the Board member who received the most votes for the duration of their tenure.</p> <p><b>Proposal 3:</b> Create a policy that consistently could be applied equally to every Board member that links travel with time and/or miles.</p> <ul style="list-style-type: none"> <li>• Do we look at it through a money lens or a time lens? The schedule of meeting 3 times a year has worked for years and years – do we need to fix it? Yes, if we want to truly support the newly created Ends and be more accessible to international member. The question is not if we have international board members but when and how. Remember we have had European Board members in the past that were able to work with the 3 meetings a year schedule.</li> <li>• Some questioned the past history of Board meetings, we think at some time meetings were held twice a year. The richness of a Carver Board needs face time and thus three meetings, not having 6 months between meetings.</li> <li>• The Board setting its own reimbursement travel policy is a conflict</li> </ul>	<p><i>(MB) made a motion that was seconded by (PS) to reduce face to face Board meetings from three to two annually with each of the meetings being extended a day; the meetings will occur before the International Conference with incoming Board members in attendance and a second meeting happening in mid to late May; along with this proposal is a strong commitment that Board members will spend more time preparing for the meetings and thus maximizing the time together to begin in November 2011 dependent upon candidates availability. The motion passed with 5 in favor and 3 abstaining.</i></p>

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	<p>of interest but the CEO can not set it either. Need a third party to check. Should not be problem because it will be reasonable.</p> <ul style="list-style-type: none"> <li>• The reimbursement policy is not designed to cover all travel expenses but to help lighten the expense load.</li> <li>• Remember we can change the meeting structure and policies for a trial period. Moving from a known structure to an unknown is a risk.</li> <li>• The pros and cons of having two verses three meetings a year were discussed. Bottom line there will be a cost to the Board and its work with any of these options.</li> <li>• What it come down to is a discussion on Money vs Time and Efficiency vs Effectiveness.</li> <li>• When would this be implemented – ideally this November but that would be dependent on the candidates availability.*</li> </ul>	<p>*(PS) will create taking points for ballot candidates to be used by the Nominations Committee to contact the candidates. Nominations Committee members will contact ballot candidates and find out if their schedule could accommodate the new meeting schedule.</p>
<b>New Board Member Coordinator</b>	<p>The importance of a New Board Member Coordinator was made clear last fall, and more importantly identifying that individual before elections are over so they can jump into action as soon as the winners are announced and share dates of upcoming conference calls, assign Board Buddies, coordinate meetings at the conference, etc.*</p>	<p>*(AB) will take this responsibility this year.</p>
<b>AVP – Part III</b>	<p>A small task group continued to work on the sub-Ends last night and shared the proposed revised pieces for the remaining sub-policies. The group proceeded to work through the proposed wording and changes and ended up with this final motion:</p> <p>2. Authoritative information for implementing and advancing the philosophy, methodologies, and practices of experiential education is accessible.</p> <p style="padding-left: 20px;">a. Standards are identified to improve professional practice and to safeguard the well-being of participants.</p> <p style="padding-left: 40px;">i. Standards for accreditation of adventure-based education</p>	<p><i>(TL) made a motion that was seconded by (MB) to accept all these additional Ends. The Motion passed with 8 in favor and 1 abstention.</i></p> <p>Putting the Ends in action:</p> <ul style="list-style-type: none"> <li>• (PL) is welcome to share the new Ends with the staff.</li> <li>• The Ends are monitored in July and (PL) will provide a report based on the old Ends.</li> </ul>

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	<p>programs serve as the model for the adventure education industry.</p> <p>ii. Standards for other methods of experiential practice are developed or adopted from existing sources.</p> <p>b. Research about experiential education is coordinated, conducted, and disseminated.</p> <p>c. Curricula to aid practitioners in implementing experiential education are developed, disseminated, and evaluated.</p> <p>3. Decision-makers value and support experiential education.</p> <p>a. Policy-makers consult with AEE.</p> <p>Parking Lot: Through the discussion there was interest in a potential fourth sub-end around educational materials/training.</p>	<ul style="list-style-type: none"> <li>• (CI) will write an article for an upcoming e-newsletter announcing the new Ends and encouraging people to come to the AGM to learn about the process and details of the new Ends.</li> <li>• We will look at a more detailed roll out plan for the Ends on our next conference call. Roll out begins now with AEE staff and leaders but a big sharing of it will happen at the AGM.</li> <li>• Will reference the 2008 roll out of the Ends, (JP) will find the documents and share with the group before our next conference call.</li> </ul> <p>Will be good to review and assess these Ends at the Leadership Summit in the Fall of 2012.</p>
<b>Governance Budget Prep</b>	Budget prep time is right around the corner. Are there any upcoming expenses for 2012 that may be out of the ordinary – just the proposed meeting schedule change and the Leadership Summit scheduled for November 2012.	(PS) will have 2 proposed budgets for the July conference call, one with two meetings and one with three meetings.
<b>2012 Nominations Committee Formation</b>	(CI) and (AB) will form the new Nominations Committee.* Concern that in 15 years there have not been two people to run for Presidency. (PL) will love to share potential rising stars.	*The committee will work to find another member.

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<b>Awards Committee</b>	Reminder we all committed to nominating someone for an AEE award by July 1.*	*EVERYONE visit the Awards pages on the AEE website and complete a nomination.
<b>State of the Association by the CEO</b>	<ul style="list-style-type: none"> <li>• Cash flow is low and decisions have to be made as to what bills get paid and what ones do not get paid. Still getting bills from regional conference. (PL) is reminding staff to generate revenue at this time.</li> <li>• (PL) reported more conference sponsorships, in fact just this past week 2 more sponsors were confirmed. These sponsorships will be reflected in the upcoming quarters.</li> <li>• The conference exhibitors process and development seems to be a bit stale with a consistent 40-50 every year. Would like to have more and are looking into working with an organization who could recruit more exhibitors and manage the Exhibit Hall.</li> <li>• (PL) is excited about potential conference keynote speakers and is focusing conference components to meet the Ends and working to get the Host Committee on that same page and effort.</li> <li>• The 2012 conference contract has been signed and will be in Madison, WI with Laurie Frank as the convener.</li> <li>• (PL) is organizing a Boulder staff retreat in July to development the new team.</li> <li>• Ideas are being generated for better participation and facilitation of international folks attending the annual conference, especially after 15 countries were represented at the recent Mexico conference in which 150 people participated.</li> <li>• (PL) expressed concerns about the whole international focus – it is the direction we want to go but we need to make sure you are moving forward with the right number of resources in place and we are ready to support what we want to do.</li> <li>• CRC Chair is stepping down due to family commitments but there is a strong new leader that will serve as the interim until the</li> </ul>	

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	<p>November conference.</p> <ul style="list-style-type: none"> <li>• Regional conference season provided highs and lows. Some very successful conference and then some issues are hanging out there around a volunteer leader and reimbursement.</li> <li>• Outward Bound Hong King is going through the accreditation process; they would be first international accreditation. Five Tim Horton camps in Canada are also looking to be accredited. Both would be boosts as most think as others will follow their lead. <i>(It was noted that there could be a conflict of interest between AEE sponsors who is also getting accredited organizations, perceptions to outside could be poor and thus we need to make sure we something in writing that separates the two.)</i></li> </ul>	
<b>Meeting Closure</b>	Everyone shared highs and lows of the meeting and other reflections of the meeting and meeting processes.	