

**AEE Board of Directors  
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<b>Name Committee/Meeting:</b> <b>Chairperson/Facilitator:</b> Christian Itin <b>Recorder:</b> Jennifer Payne	<b>Date:</b> November 2& 3, 2010
<b>In attendance:</b> Jeff Baierlein (JB), Andrew Bobilya (AB), Laurie Frank (LF), Christian Itin (CI), Mike King (MK), Tom Lindblade (TL), Jennifer Payne (JP), Paul Shirilla (PS), MaryPat Sullivan (MPS), Paul Limoges – ex-officio (PL)	
<b>Absent:</b>	

Topic	Discussion/Outcome	Action/Follow up
<b>Welcome and Reconnecting</b>	(LF) led us in a reconnecting activity.	
<b>Review Agenda and Approve Minutes</b>	(CI) reviewed the agenda for the two day meeting.  The feel of the agenda is looking at items of the past and then moving forward with some logistic items. There was a discussion about a recent request to have a Board member join the CRC meeting. What do they want to talk about? Is it an ownership / vision question or is it an operational question? The importance was reiterated of the need to educate and clarify roles of the Board, CRC and Paul and the relationship to each other. We could have lunch with the CRC on Wednesday and role model ownership linkage.	<i>(TL) made a motion that was seconded by (AB ) to approve the October conference call minutes. The motion passed unanimously.</i>
<b>Monitoring</b>		
El-5.3 Compliance Plan	Unanimous support for the compliance plan. Provided us the info we were looking for in regards to what (PL) was thinking and how he is approaching the finances of the organization. Discussion around the 95% actual quarterly net income verses a 90% rate.* (PL) reported that it is a huge challenge to meet this percentage with all the cost centers and the changes these groups make, often without appreciating or understanding how those changes request affects the whole organization and the bigger picture. Once again the need for education amongst AEE leadership is needed.	*Shared Issue – Yes; Look at changing the 95% actual quarterly net income to a 90% rate. (PS) and (MK) will look into the policy/rates and offer any new suggestions for our next conference call.
EL-7	Direct inspection by (LF). (LF) reported the Succession Plan is complete and does exist. Does the Board President have a copy of the succession because they are	*(JP) will get the Succession Plan from (PL) and get it in the

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EL-11	<p>mentioned in it quite a few times.*</p> <p>Direct inspection done by (TL) and (JP). (TL) and (JP) reported reading through the materials and verifying that all seems to be in compliance. The rest of the policies were found in compliance by the rest of the Board. Discussion continued around the fact that the policy mentions industry yet the current accreditation program only covers one industry area, adventure. As a Board we have talked about the accreditation program expanding beyond adventure programs and the possibility of creating another council that would focus on another industry area. Creating another accreditation council would take some research; there may be some legal issues we need to look at. The current staff and council all have the adventure program background and may be hesitant to expand to other areas. Want to be cautious of workload. (PL) has already have begun this expansion by changing Shawn Tierney’s responsibility focus and title to Director of Programs and thus overseeing the Program Evaluation Service. Many felt this EL policy should have included data and discussion of this new program. Shawn introduced the new program at the ACA conference in Colorado and already has inquires coming in. Marketing blitz is happening right now for this new AEE service.</p>	<p>Procedures Manual.</p>
GP-12	<p>Everyone felt we were in compliance. Concern was expressed for the statement in the conference program noting that the Kurt Hahn Address is “To honor the exceptional people who make a substantial contribution to experiential education . . . “ The Kurt Hahn Address but rather the Board’s address to the audience; the Board’s vehicle to communicate to the audience. Need to review the policy to make it more explicit in regards to making sure everyone understands that the Kurt Hahn Address is not an award. Do we need to create a policy around conferences, since it is the Association’s major funding source and we have no policies around/on conferences. It is in our Ends but yet we have no limitations around conferences. Do we need to create a policy that supports the CAC, just as we do for the Accreditation Council? More discussion around Board visibility at the conference; should it be more and what does that look like? How do we bring all the pieces together at the conference around the Kurt Hahn Address, the Board and its role, Board visibility, etc.? Conferences seem to have gotten far from what we are passionate about. Conferences have not changed over the past years; same old, same old.</p>	<p>Shared Issue – Yes: Look at executive limitations around conferences.</p> <p><i>(TL) made a motion that was seconded by (MK) to accept the EL-5.3 Compliance Plan, EL-7, EL-11 and GP-12 monitoring reports. The motion passed unanimously.</i></p>

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<b>Organizational Audit</b>	<p>Everyone except one completed the audit. The audit is broken down into sections. The section that had the widest variance in responses was the Strategic Planning section. Some people feel we have a Strategic Plan and review/update it all the time to others who feel we don't have one at all. This may be a semantics issue but something we need to look at.</p> <p>There were several documents that people did not know if existed and made comments like; I think so, Maybe, I assume To fill in the "holes" we will use the results of the audit to educate ourselves and train new Board members.*</p> <p>For the To Do List from the audit; Create ELs around: Investment policy around asset protection and General Acceptable Accounting Principles (we trust that they are happening but need to be reassured that in fact they are happening).</p>	<p>(JP) will review the results and create a "training" schedule for the next few conference calls.</p> <p>(JP) and (LF) will make sure the Organizational Audit and the Educational Organizational Audit Tool is included in the Procedures Manual and on the Wiggio.</p> <p>(JP) will make sure the Organizational Audit is on the meeting agendas and the annual facilitation of the Organizational Audit is included as a President-Elect or Past President responsibility.</p>
<b>New Board Member Orientation</b>	<p>Great initial orientation session two weeks ago. The needs of the two new members will be quite different. Follow-up after conference calls will be important especially since we are not meeting until March. November monitoring is BE-5 and EL-5 for Quarter 3I; December is EL-4, EL-9 and the Ends which is a biggie and good introduction to monitoring. Everyone was encouraged to connect with the new members at the conference; so everyone has a sense of personal connection, go out of your way to welcome them.</p>	<p>EVERYONE is encouraged to upload a picture of themselves on Wiggio to create a better sense of connection.</p>
<b>CEO Evaluation Committee</b>	<p>Committee was formed to include (CI), (MK), (PS), and Mary Bruenig. The committee will bring a report to the Board for our summer meeting in Jacksonville.</p>	
<b>Code of Conduct Review</b>	<p>Small group was suppose to review the document but did not get the chance. The group will continue to work on connecting and have a completed review within the next two months.</p>	<p>(CI) and (LF) will review the code of conduct and then run any changes by (PL) and Michele</p>

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		Grainger before presenting it to the Board.
<p><b>Conflict and Interest Forms and AEE Volunteer Forms</b></p>	<p>There is hierarchy of documents beginning with the federal and state laws then the AEE Articles of Incorporation, AEE By-Laws, Policy Register, and then Board Procedure Manuals and Volunteer Handbook. If something is said in the Policy Register then it applies to staff. It is at the higher level. The AEE Volunteer Agreement was written in accordance to CO law and this past July a new Volunteer Conflict of Interest Form was created because the IRS has raised the bar on the conflict of interest piece. Concern was expressed that signing two forms (the AEE Volunteer and Conflict of Interest as well as the Board’s Conflict of Interest Form found in GP-10) is not needed as there is overlap. One level of document can and would override lower ones. IRS has raised the bar on the conflict of interest piece. Board members have been expected to sign these forms.</p> <p>Do we as a Board sit differently and/or separately then other AEE leaders / leadership groups because of our fiduciary responsibilities OR are we the same as the other groups? (PL) can terminate a volunteer. Volunteers work under an at-will agreement. Board members are not at will, there is a particular process to remove a Board member according to our By-Laws. Is there a difference between volunteers that are elected and those that are not? When you have documents that say different things, conflict can be easily created along with confusion. We need to have consistency. In order to have consistency we would need to change the Volunteer Agreement because the state it is currently in is in conflict with our By-Laws.</p> <p>Any form used needs to include all conflicts of interests including anything from AEE like being a keynote speaker at a regional conference.*</p> <p>The group was coming to agree there is a difference between Board members and other AEE leadership positions; thus the Board will follow their own policy.** The big concern expressed by many was the financial piece, particularly reimbursement where we do not want to differ, especially during these hard times. We need to state somewhere that fiduciary responsibilities need to be aligned with</p>	<p><i>*(AB) made a motion that was seconded by (MPS) that the Board of Directors will sign the current Conflict of Interest, associated with GP-10, and not the Volunteer Handbook Conflict of Interest Form and that any referral to the Board of Directors be removed from the Volunteer Conflict of Interest Form. The motion passed unanimously.</i></p> <p>(PL) An end goal would be to create a Conflict of Interest Form that works for both the Board and Volunteers within the next year.</p> <p><i>** (TL) made a motion that was seconded by (AB) that the Board will not sign the Volunteer Agreement and will pursue changes to GP-10 and create a common set of documents.</i></p> <p><i>(PS) made a friendly amendment to remove “create a common set of documents”. (TL) and (AB) supported the friendly amendment.</i></p>

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	<p>the Volunteer Travel and Expense Reimbursement Policy but also need to have a negotiation piece around national level and especially international level for Board members in the future. The Volunteer Handbook does not govern the Board, the Policy Register does. So making a policy in GP-10 to show how we are “bonded” to the same financial standards in the Volunteer Handbook.***</p> <p>(PL) noted this is a good direction for the Board to go looking at these and consistently aligning them with the volunteer forms.</p>	<p>***(TL) made a motion that was seconded by (AB) that the Board will not sign the Volunteer Form and will pursue changes to GP-10 to bind us tighter to the Volunteer Handbook. The motion passed unanimously.</p> <p>***(JP) and (CI) will work on the GP-10 changes</p>
<p><b>State of the Association</b></p>	<p>(PL)’s State of the Association presentation had lots of numbers, trends, and benchmarks. He will be sharing this same presentation with the Accreditation Council and the CRC.</p> <ul style="list-style-type: none"> <li>• (PL) begins his “address” reminding AEE leaders that we are a membership association; everything we do is based on supporting the needs of the members. If you we do not have members we do not have an association. There was an increase of 10% in membership over the past year while most organization lost 15-30% during the recession, we lost 15% and we are recouping.</li> <li>• (PL) spoke of his efforts to brand AEE and get all the leadership groups realizing the importance of incorporating branding. There has been an increase in Preferred Members partnerships like Quark Promote. Other increases include more people on the AEE listserv and increasing number of non-members receiving the newsletter.</li> <li>• (PL) shared conference registration numbers for the annual conference and regional conferences; there were some good increases.</li> <li>• Discussion around REAP as it is important part of our Ends; seems like it is all over the place. Need to rein it in and figure out/focus on what the goal is and how we can achieve it. It may not be a conference but rather a meeting; perhaps a meeting that could be included in the conference.</li> <li>• Looked at Accreditation numbers of organizations and reviewers by regions. We have had about 50 programs accredited over the past 10 years or so and the</li> </ul>	

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	<p>number does not increase. What is the benchmark for accreditation to close the door? When do we say we are not having enough impact? (PL) agrees that something needs to change. Some may see accreditation as burdensome but many feel that the Program Evaluation Service may help change this direction and be the fresh air needed.</p> <ul style="list-style-type: none"> <li>• The publications department has a new coordinator, a new copy editor for JEE and new editors for JEE.</li> <li>• CORE is launching 4 white papers. Concern was expressed about the quality of these papers and what the process was to be selected and to guarantee quality.</li> <li>• (PL) is working with the leadership groups to create Action Plans for 2009-2012.</li> </ul>	
<p><b>Annual Vision Project</b></p>	<p>Some people shared stories of further contacts they made with organizations. Some people continued attempts to reaching out but phone calls to staff or board members were not returned.</p> <p>Goals of 2010 AVP:</p> <ol style="list-style-type: none"> <li>1. To understand the “community” of experiential education.</li> </ol> <p>Lessons learned:</p> <ul style="list-style-type: none"> <li>• Experiential education is not understood.</li> <li>• AEE lacks branding.</li> <li>• More likenesses to associations rather than programs like 4H. Associations seemed more interested in collaboration, whereas programs said you could present at our conference.</li> <li>• We say we are not just adventures but all of our resources support adventure and nothing else – so what do we have to do to change that? The answer begins with the Board. Perhaps a first step is looking at the principles of experiential education listed on the AEE website.</li> <li>• Overall we learned there is a philosophy of experiential education that transcends a wide variety of organizations and programs.</li> </ul> <ol style="list-style-type: none"> <li>2. Develop an enhanced capacity for collaboration within the “community” of experiential education.</li> </ol> <p>Lessons learned – this is still a work in progress and led to many rich discussions.</p>	

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	<p>Discussion flow and highlights follow:</p> <ul style="list-style-type: none"> <li>• There are numerous working models of collaboration that could help us get the word out and showcase what we are doing.</li> <li>• How does this AVP work to inform our Ends? Are we the Association for Adventure Education? The Ends may be too general for us as we move forward. This is good because they were re-written with just this in mind to be general and continue to define and specify. How would the world be different if AEE met the Ends? Our Ends need to be more specific to give the staff more direction.</li> <li>• Need to define community and collaborate.</li> <li>• In order to define those terms we need to expose, educate, and articulate the nature of experiential education. We need to reclaim the term experiential education and own it.</li> <li>• With the current Ends we have a very large deep end and a very small shallow end if one were to use the swimming pool metaphor. Feel the need to even those up a bit. To what extent do we need to be more perspective?</li> <li>• The time is right to make changes and move forward. (PL) shared that the office has spent the last two years getting systems in place, they are ready.</li> <li>• We need to re-envision ourselves as an organization perhaps we could do this by looking at models.* This may be a next step, it may also be too operational.</li> </ul> <p><b>Next step</b> In the Ends statements, define communities and collaborate.**</p> <p><b>2011 AVP??</b></p> <ul style="list-style-type: none"> <li>• The philosophy of exp ed - how can AEE members deepen it in their practice? We want our members to mature with AEE in their professional development.</li> <li>• A world congress of EE - the research would begin by asking organizations: How do you see yourself (organization) participating?</li> <li>• Active, engaged and accessible: Could these be the shared set of understandings and beliefs that would create the core of bringing EE groups together for a congress?</li> </ul>	<p>*(LF) will send an article that has 8 models of collaboration.</p> <p><i>** (LF) and (PS) made a motion for the Board to use the AVP work to define community and collaborative in the Ends. The motion passed with one abstention.</i></p> <p><i>*** (AB) made a motion that was</i></p>

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	<ul style="list-style-type: none"> <li>• If we were to even consider doing a world congress it needs to be stated that AEE would not loose financially.</li> <li>• Where do we want to get to as an association as well as something as a world congress? Maybe have a world congress on models of collaboration</li> <li>• How do you use those methods to change the world (the social justice piece)? People of like minds coming together to make change.</li> <li>• Let's back up and really look at collaboration as it can mean so many different things to so many people.***</li> </ul> <p><b>Next Step</b> Hone in on the research question.****</p>	<p><i>seconded by (PS) that next year's AVP will further explore the meaning of collaboration with other communities. The motion passed with 6 votes in favor and 2 votes opposed.</i></p> <p>****The AVP Committee will be (CI), (AB) and one of the new Board Members.</p>
<b>Awards Committee and Awards Celebration</b>	Finalized who was going to be introducing who at Awards Ceremony. Awards Committee is in need of Board members to keep the consistency since (TL) will be going off next year. The committee for the upcoming year will be (TL), (PS), Lee Gillis, Elaina Hartah, Rob Rubendall, <b>no Drew Brennan</b> and one of the new Board members.	
<b>Tuesday, Nov. 3</b>	<b>Tuesday, Nov. 3</b>	<b>Tuesday, Nov. 3</b>
<b>Opening Activity</b>	One thing that stuck in your mind from yesterday's meeting. Another go around of folks sharing something that stood out from having dinner with the Accreditation Council.	
<b>Definitions</b>	<p>Often the Board and the Association are approached for "expert opinions" or to weigh in on a defining project.</p> <ul style="list-style-type: none"> <li>• For example there is an internship definition that is being considered by NSEE and CEIA, and would be good for AEE to weigh in on as well.</li> <li>• Recent conversations on the AEE listserv has been stirring some conversation around the principles of EE.</li> </ul> <p>Discussion highlights and flow:</p> <ul style="list-style-type: none"> <li>• Should we work in small groups to look at some definitions in EE that we as an association could take a stand on. This could help in providing clarity of who we are.</li> </ul>	<p>*(PL) will make sure the link to the Definitions Project is on the AEE website. <a href="http://www.definitionsproject.com/definitions/index.cfm">http://www.definitionsproject.com/definitions/index.cfm</a></p>

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	<ul style="list-style-type: none"> <li>• The principles list is cumbersome and could be a starting point of moving us forward and expanding beyond the adventure education.</li> <li>• Redefining the principles is a big undertaking and could be an AVP in itself.</li> <li>• The Board needs to reach out to other EE leaders and get feedback and guidance on the redefining. Participation in such a process could be a recruiting tool for AEE.</li> <li>• Define fields of practice and methods. Is this an AEE definition or is this something bigger for all? This could be part of the AVP agenda, this could be the vehicle for outreach to other organizations. Include the PGs but need to reach out to the outside.</li> <li>• Definitions Project.com that happened in 2006 and was initially funded by the US Environmental Protection Agency and was organized by the National Association for Interpretation (NAI) in cooperation with US Fish and Wildlife Service and Institute for Learning Innovation. The group of 26 organizations came together 4 times throughout the year; between meetings worked in small groups to agree about a long list of EE related definitions. This project was unknown to most Board members and felt there should be a link to it from the AEE website.*</li> <li>• We could tie these definitions into the AVP. Would need to define who the community is . . .</li> <li>• What does collaboration mean? Defining EE could be part of this collaboration.</li> <li>• Saying that methods and philosophies are the same as the AEE website suggests is the problem with the EE definition. We want to clarify there is a difference between methods and philosophies</li> <li>• Do we define EE first or the communities first?</li> <li>• Changing AEE’s EE definition is something that needs a process; we can not just change it. We need to respect the process the previous Board under went to come up with the definition even if it was a compromise.</li> <li>• The AVP Committee can look at how these kinds of definitions and how they may fit into the AVP.</li> </ul>	

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<p><b>Auctions</b></p>	<p>The Board set a \$12,000 goal of fundraising, \$1,500 was raised last spring through the online auction, so we need to raise \$10,500 by Saturday night</p> <p><b>Silent Auction:</b> Send thank you notes to ourselves and any contributions we collected or got donated for the auction.</p> <p><b>Regional Backpacks:</b> \$1.00 buys 1 ticket, \$20.00 buys 20 tickets – Can only win one backpack. The backpacks are wonderful but sometimes by separating out the goodies/donations we could raise more money. Does this take away from the regions efforts and their competition to create the best. Board will put together a backpack next year and will invite other groups like Accreditation and TAPG. How can we honor the CRC competition? Have the Chair or other Regional Council member come up and pick out the winning ticket, announce the number and escort the winner to the back pack of goodies.</p> <p><b>Live Auction:</b> Discussed some of the logistical pieces but most importantly who will be the MC for the evening. Is this a Host Committee responsibility or a Board? Maybe it should be a Board thing since we may have the bigger picture. In the future this needs to be worked out BEFORE the conference.*</p>	<p>*(PL) As the Live Auction coordination and execution is now passed over to staff, so does identifying an MC for the Celebration Dinner and Live Auction. This is an important role and the MC needs to be carefully selected.</p>
<p><b>Nominations Committee</b></p>	<p>In 2011 (JB), (MK), (AB), (TL), (JP) will be going off the Board. The Nominations Committee will be (JB), (MK), (AB) and (TL); (JP) served on the committee last year and thus will serve as guidance to this year’s committee.*</p> <p>Of the five positions for the ballot hopefully a current Board Member will stay on one year to fill the Past Secretary position so the minimal required number of 9 Board members can be maintained.</p> <p>Diversity is an important issue to the Board; we need to define diversity as we go into our recruiting and forming the Nominations Committee and process. Through our AVP we talked to many organizations, if wanted to stir the pot we could reach out to those other organizations or do we bring those kind of folks in through other AEE leadership opportunities.</p>	<p>*(JP) will distribute last year’s nomination committee report to this year’s committee (normally this would be on the AEE Board Only webpage but it has not made it there yet.)</p>

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	Brainstormed possibilities/names: <ul style="list-style-type: none"> <li>• People who publish in our journals.</li> <li>• Looking at our workshops and finding folks who are not doing adventure workshops.</li> <li>• Find people that are a combo of higher ed and research or higher ed and practitioner.</li> </ul>	
<b>Full Register Policy Review</b>	Round robin in the room to read and review all the policies and make any comments or questions regarding the policy.*  Two big concerns GP-5 First sub-policy in the Treasurer’s role. GP-11 Touch the Future Campaign is still mentioned in the policy yet it no longer exists.  Good exercise in reviewing all the policies.  Through the exercise we discovered that a compliance plan for GP-11 was to be presented to the Board in October by (PS), (MK), and (AB) but never happened.**	*(JP) will consolidate all the questions comments and share with group to see if there are any shared issues to move forward on. Questions will be addressed.  **(JP) will review minutes to make sure that was what was suppose to happen
<b>Ownership Linkage with AEE Leaders</b>	Connecting with Leaders: Think about all of our meal times during our two day meetings as a way to connect with other groups. Dinner with Accreditation and lunch with the CRC worked really well. Consensus was to continue this ownership connections over meals but to be more intentional about a certain question or topic to get feedback on with Accreditation Council, CRC, TAPG, and any other groups that are meeting.  Leadership Celebration: What is the purpose of the Leadership Celebration? Need to rethink how we do it, buy alcohol can’t buy as much because there are fewer Board members. Agenda for the evening or not – is this just a social event or is it a business	(JP) Put Leadership Celebration on the meeting agenda in the months leading up to the conference.

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	<p>meeting? 2010 “Program”</p> <ul style="list-style-type: none"> <li>• Welcome by (CI).</li> <li>• Have leadership groups gather together in the room, introduce each group and have them come into the circle and have the chair share what they are excited about and what they have been working on.</li> <li>• Present coffee mugs</li> <li>• Next group</li> <li>• Announce the 2012 Leadership Summit and Committee Formation</li> </ul> <p>After all groups have been introduced then open and share the alcohol.</p>	
<p><b>BOD Job Descriptions Financial Expectations</b></p>	<p>(PS) and (JP) shared the wording for the Financial Expectations section of Board Job Descriptions; a few more edits were made.*</p> <p>Also decided to specific time commitments for committees and small working groups that could vary from 1 month to two years. With the financial expectations adding up the group decided to change the wording for the expectation around regional conferences to Board members being strongly encouraged to attend rather than attend.</p> <p>Finding a time that is better for Board members to make their annual contribution and that is the 3<sup>rd</sup> or 4<sup>th</sup> quarter. Treasurers could remind Board members as to when is the best time and send gentle reminders to those that have not made a donation.**</p>	<p><i>*(TL) made a motion that was seconded by (MPS) to accept these expectations in the job descriptions. The motion passed unanimously.</i></p> <p>(JP) will get the changes in the document and get them posted on the website so they available for the Nominations Committee.</p> <p><i>** (JP) will include this Treasurer’s responsibility in the Procedures Manual.</i></p>
<p><b>EL-3 Proposed Changes</b></p>	<p>Upon further reviewing the proposed changes were pretty easy, just add volunteer or staff.* This moves us in the direction of keeping documents streamlined, with fewer policies for different categories. With these changes this policy will apply to paid staff and volunteer staff; the Board does not fall into either of these categories.</p>	<p><i>(AB) made a motion that was seconded by (TL) to add staff or volunteer to the EL-3 policy. The motion passed unanimously.</i></p> <p>(JP) will make the changes.</p>

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<b>Ownership Linkages at the Conference</b>	<p>Reviewed conference schedule and expectations of the Board members and who is going to be where when to cover all possible connections.</p> <p>Looking ahead to regional conferences . . . at this point Heartland, Northeast, Southeast, Mid-Atlantic, and the West regions all seem to be covered. Northwest, Mid-South, Rocky are not covered perhaps staff could cover these.</p>	
<b>Closing Meeting Thoughts and Evaluations</b>	<p><b>Looking ahead to our next meeting in March:</b> Book sooner because flights will get more expensive, or you may not even get a flight. In (AB)'s September email he sent the following airport information.</p> <ol style="list-style-type: none"> <li>1. Try Asheville Regional (AVL) first (30-40 min from Black Mountain) - Ideal</li> <li>2. Second option is Greenville/Spartanburg, SC (GSP) which is an hour and fifteen minutes away.</li> <li>3. Last option would be Charlotte, NC (CLT) which is an hour 45 min. away without bad traffic.</li> </ol> <p><b>Evaluation – Thoughts on this meeting</b></p> <ul style="list-style-type: none"> <li>• Earlier in the meeting go over the list of meetings and places we are expected to be, could create a sign up sheet to pass around.</li> <li>• Feeling like some agenda items could have been completed rather than put off to another meeting.</li> <li>• Would like to work in small groups for some conversations/agenda items to mix things up instead of sitting in a circle all the time.</li> <li>• Big topic items that we get going on, leave time for them on the second day.</li> <li>• The November meeting always seems disjointed because of conference happenings going on around us.</li> <li>• Conference calls have been much more productive and have left us more time focus on Policy Governance.</li> <li>• At the end of the first day get everything ready for conference so can have better focus.</li> <li>• Use the Board Suite for more ownership linkage events, meetings, etc.</li> </ul>	<p>Need to talk about the logistics of where sleeping, eating, and meeting for the March meeting in the January Conference Call. (JP) will include on a future agenda.</p>

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