

**AEE Board of Directors
MINUTES**

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| Name Committee/Meeting: Spring Meeting Chairperson/Facilitator: Laurie Frank Recorder: Jennifer Payne | Date: June 11, 2009 |
| In attendance: Jeff Baierlein (JB), Andrew Bobilya (AB), Drew Brennan (DB), Laurie Frank (LF), Christian Itin (CI), Mike King (MK), Tom Lindblade (TL), Jennifer Payne (JP), Rob Rubendall (RR), Bob Stremba (BS), MaryPat Sullivan (MPS), Paul Limoges – ex-officio (PL) | |
| Absent: | |

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| Welcome | An opening check-in, activity by (DB), reading by (CI), announcements, and a review of the agenda and operating agreements. | (MPS) will write up an additional Operating Agreement regarding technology use (and no use) during our meetings. |
| Consent Agenda | <p>Minutes</p> <ul style="list-style-type: none"> ○ December 18, 2008 ○ January 17, 2009 ○ January 18, 2009 ○ February 8, 2009 ○ February 24, 2009 ○ March 24, 2009 ○ April 13, 2009 <p>Monitoring Reports</p> <ul style="list-style-type: none"> ○ EL-5 with a proposed compliance plan for EL-5.6 forthcoming by December 31 ○ EL-9 ○ GP-3 ○ *EL-6.6a – addition of the sub-policy 6a focusing on creating an archive ○ EL-1 ○ EL-10 ○ GP-1 ○ GP-2 ○ GP-6.3 – Standing Committees will provide an annual report verses meeting minutes ○ GP-7 ○ GP-8 ○ *(EL-4.2a – able to watch for increases in the revenue streams, also a distinction between written strategies and written business plan ○ *EL-4.2b – expectation that expense line items over \$8,000 that increase more than 10% have written rationale | <p><i>(TL) made a motion that was seconded by (MPS) to approve the consent agenda. The motion passed unanimously.</i></p> <p>The May 13 minutes were taken out due to some questions around the process of editing the minutes. The minutes will be voted on at a later time.</p> <p>Item for the Bicycle Rack (aka the former Parking Lot): Editing and revising process for the minutes.</p> |

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| | <ul style="list-style-type: none"> ○ EL-4 with EL-4.4 compliance plan ○ EL-2 ○ EL-6 ○ BE-1 ○ BE-2 ○ BE-3 ○ BE-4 <p>*indicates a policy change</p> | |
| Board Education | <p>Policy Governance Role Plays (these are based on Board Members actual experiences or concerns) Concern: Accreditation reviewers, or other association leadership roles Board members may fulfill, may find themselves caught in different roles as someone who goes out and represents one of the “profit centers” of the association while at the same time is also a Board member. How do we handle the wearing of two hats?</p> <p>Our readiness to play different roles within the Association may conflict with our Board Member role. The group feels some roles may conflict more then others. Discussion focused on the type of role; leadership (chair or council members) verses committee member. A committee member would have less conflict. Do we need to have language in BOD job descriptions expectations that these leadership positions can not be held dually, to a avoid conflict of interest? This would also let people know ahead of time they may have to step down from a role in order to be on the Board. Some Board members do have roles and involvement in other areas of the association but everyone has stepped down from leadership roles when they came onto the Board. Including these committee roles on our annual Conflict of Interest forms would be helpful. We could add this to the form but that would be changing policy. Instead of changing policy we will change procedure.*</p> | <p>*(DB) and (CI) will create a statement for the Procedures Manual on conflict of interest in regards to AEE leadership positions. *(JP) will include an expectation to avoid conflict of interest on the BOD job description.</p> |
| Policy Discussion BE-5.3 | <p>When we monitored this policy a few months ago people were interested in defining reasonable person by adding a sub-sub policy. The importance of defining reasonable was expressed since this has been issue with and for some</p> | <p><i>(AB) made a motion that was seconded by (MPS) to change reasonable person test to reasonable</i></p> |

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| | <p>past CEOs. The proposed policy offers 4 items defining reasonable as well as a change from a reasonable person test to a reasonable person standard.</p> <p><i>BE-5.3 In every case, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a “reasonable person standard” rather than with interpretations favored by Board members or by the Board as a whole.</i></p> <p><i>a. The reasonable person standard is not a rigid construct and what is considered reasonable can change based on many variables. Reasonableness may include but is not limited to:</i></p> <ol style="list-style-type: none"> <i>1. The length of time the CEO is in the position</i> <i>2. What has previously been communicated to the CEO</i> <i>3. Common and prudent business and non-profit management</i> <i>4. The spirit and intent of the policy registry</i> | <p><i>person standard in BE-5.3 and the addition of a sub-sub policy (BE-5.3a) defining a reasonable person. The motion passed unanimously.</i></p> |
| <p>Nominations Committee Report</p> | <p>The 2010 Nominations Committee will be (LF), (JP), and (MPS). All women who are going off the board in 2010; this is important for folks to keep in mind as we go out and recruit. This past year’s committee, (RR*), (BS), Rita Yerkes, and Denise Mitten, did take this into consideration and had a very hard time finding women candidates. There is one running.</p> <p>Elections are open and members are voting There are 4 people running for the GLC position There are 2 people running for Treasurer Elect</p> <p>(RR) distributed the committee’s annual report and reviewed it, highlighting the list of recommendations. The biggest recommendation - future committee’s need to be proactive, strategic and go out and get people. People will serve but not without a direct invitation. One of the recommendations suggested was to consult the CEO - this raised some concerns. People felt the consulting should happen as a group with the CEO unless it was just names the Nominating Committee was seeking from the CEO. The Board needs to charge the</p> | <p>The 2010 Nominations Committee will create a plan of action and share it with the Board in the upcoming months.</p> <p>An item for the Bicycle Rack (aka the former Parking Lot): Professional Organization verses a Non-Profit – the roles each play including the Board and its makeup</p> |

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| | <p>Nominating Committee with goals and direction. See the 2009 Annual Report of the Nominating Committee for more details.</p> <p>Gratitude was expressed for Denise Mitten and Rita Yerkes for the time they served this past year. The committee needs to look for other past Board members to join the committee like Jess Barrie.</p> <p>(PL) expressed his interest in seeing diversity on the Board, diversity beyond gender and culture; perhaps diversity outside the industry, recruit others in the professional areas like marketing, law, finances that could offer the association some good exposure. Concern was expressed regarding this practice because that is practice for non-profits not professional associations, which we are. When you look at other professional associations their boards are solely members, this provides control over your profession. Advisory boards or foundations could serve the role of offering expertise in other areas, a research arm could be viewed as a non-profit and serve a different or similar role.</p> | |
| <p>Conference Call with CRC</p> <p>Regions represented:</p> <ul style="list-style-type: none"> • Northeast • Mid-South • Southeast • West • Mid-Atlantic <p>CRC Chair</p> | <p>>Thoughts on the Annual Agenda - CRC and its role - What has been really helpful is having (PL) and Boulder staff providing leadership and creating a stronger connection with the CRC and regions. The regions would like more guidance on the Annual agenda so they can carry out all the hard work the Board is doing. The Board can offer some guidance but it is the operational leadership and support from the Boulder staff which will provided concrete action.</p> <p>>Thoughts on the Ends – Questions on the progress of collaboration; the many partnerships were shared. The CRC and individual regions are encouraged to pass on ideas, names, contacts, etc. to (PL). He uses these partnerships in a variety of ways, as well our membership can benefit from these partnerships.</p> <p>The CRC should feel empowered to operationalize the Ends. The Boulder staff have interpreted the Ends and created action plans with benchmarks for each of their departments. They will be looking to AEE leadership groups to help them</p> | <p>* (PL) Operational Ideas</p> <ul style="list-style-type: none"> • Conferences: Overall theme or topic for all regional conferences • Membership: Research others outside current AEE membership who may be interested in attending regional conferences and pass these mailing lists and names on to the regions. • Publications: Maybe we could publish a magazine that addresses practitioner’s needs offering lots of tools, initiatives and ideas. |

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| | <p>meet these benchmarks. Regions could also create action plans for their regions.</p> <p>>Accreditation Program - Great program but how can we get the name out there so people/organizations see the value of the program - just having the AEE logo on the website is not benefit enough. This operational concern was addressed by (PL).</p> <p>>Regional Conferences – Has there ever been a suggested theme/ topic for all regions based on the Ends or Annual Agenda. No, but a great idea of how to support the Annual Agenda and Ends, this is a perfect example of how the CRC should feel empowered to take an operational initiative.* Other operational ideas included the CRC facilitating conversations across the regions to folks outside the AEE membership. Some regions do not have the time and money to do the research, can the AEE staff help with other mailing lists and such ideas.* Both regions and Boulder staff need to be sharing lists and working to diversify our memberships; there still is problem of people thinking AEE is just for outdoor folks. This is a big concern to the Board and thus we purposefully put in the Ends to “expand educators and practitioners capacity” – we want to reach out to everyone interested in using EE methodologies - how does the CRC reach beyond the traditional groups that AEE has been associated with?</p> <p>>Journal – It was noted that the Journal has changed from something for practitioners with initiatives to something written for academe; the tools piece is missing. This operational issue was addressed reminding people of the importance of being a professional organization and the need to have a rigorous journal for our profession. The journal will continue in this direction as we work towards a Pier 1 status. It was also noted that many members say the journal is a very important benefit. This operational concern could be addressed by the JEE editors or maybe Publications could create a new document that would fulfill this practitioners needs.*</p> <p>>A new CRC model – The CRC wanted to express appreciation for (PL) and the Boulder staff for initiating consistent polices for all the regions and their</p> | <p>BOD Follow-Up: Since we are not having a Leadership Summit this year, and maybe not one in 2010, how could we use the Leadership Celebration at the conference to continue with Ends education? (Maybe put Ends around the room and hav people comment on them.) (JP) will include as a fall agenda item.</p> |

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| | finances. The regions are welcoming these changes and looking forward to putting more time into programming. | |
| <p>GLC Conference Call</p> <p>Professional Groups represented:</p> <ul style="list-style-type: none"> • Outdoor Adventure and Education Program (OAEP) • Therapeutic Adventure (TAPG) • Experience Based Training and Development (EBTD) • School and Colleges <p>Affiliation Groups represented:</p> <ul style="list-style-type: none"> • Student Group • Old Folks and Allies (OFA) | <p>>Thoughts on the Annual Agenda - Some were looking for examples as to what has already been done with this agenda and others groups have been very involved with public policy.</p> <ul style="list-style-type: none"> • TAPG has experienced a great partnership with the Boulder office on taking a position on the Miller Bill. This was a great example of collaboration but how can we better make sure the work of professional groups is fully complimented and complementary with the AEE office while leveraging the professional group to move forward? • OAEP’s big issue of land access has been more talk then action they have not been able to move forward. The group has thought about ways to bring people together to work on “action” together including pre-conferences. An issue for many OAEP members is getting USFS and BLM to understand and appreciate the differences between the educational organizations and the recreational organization who use the land and why.* <p>>Thoughts on the Ends – Some questions on wording like why use both educators and practitioners. How are you as leaders meeting the Ends? Or how is your group supporting the Ends?</p> <ul style="list-style-type: none"> • EBTD has been fielding calls to help members, and others interested, in getting more specialized information. They are also working on having the professional community identifying themselves as a community • TAPG builds/strengthens a community every year at the conference but then loses the momentum gained at the conference throughout the year. They welcome the opportunity to work in tandem with AEE Staff to keep the momentum going throughout the year.* • OAEP serves as platform for educators and practitioners but this platform seems to be created once a year at the annual conference. Standards are critical and thus OAEP would like to be connected to those creating the | <p>* (PL) Operational Ideas</p> <ul style="list-style-type: none"> • OAEP: Having governmental agencies understand the difference between and education and recreation organization who use the lands. Connecting OAEP with people writing standards and research happenings. • TAPG: Looking for direction from the AEE staff to compliment the group’s goals and the staff’s action plans. • OFA: Assist OFA members, and as a group, in becoming more accessible to members. • Students: A mentoring program, part of the OFA accessibility. <p>Item for the Bicycle Rack: How do Affiliation Groups fit into our Ends?</p> |

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| | <p>standards. Connections to research happenings are also a need.*</p> <ul style="list-style-type: none"> • OFA realizes they have a lot to offer, and perhaps could make themselves more available to the Association. Their bios are on the website but there is no contact info.* • Student group encouraged OFA accessibility for a mentoring program which would be great for undergraduates especially* <p>>Groups inquired about support and guidance from the AEE Staff. (PL) shared that each staff member is assigned to a group for just this purpose. Soon on the website</p> <p>>Subject Matter Experts coming soon on the AEE website. These experts from our groups will be listed on the website for media and people who have questions.</p> | <p>(PL) In reflection between the CRC and GLC calls we heard a commonality - the need for leadership, the desire to work with AEE staff to pursue the Ends, that will ultimately keep their members engaged and interested.</p> |
| CEO Evaluation | Executive Session | <p><i>(RR) made a motion that was seconded by (DB) to accept the CEO evaluation.</i></p> <p>Item for the Bicycle Rack: How could we reward the CEO's performance?</p> |
| Annual Agenda | <p>Reviewed the history of this agenda and the progression of information gathered from our groups' discussions over the past few months. How can we get AEE to the table? The next step is to create a list of action ideas (could be called a variety of things like recommendations, advisory, etc.) to pass on to (PL) to execute as he pleases. Before generating ideas, discussion brought up more questions on the bigger picture like: Do we need to offer some parameters? What table do we want to be at? Do we want to focus on adventure education or experiential education? Which issues do we want to focus on? How broad is experiential education? Who do we serve? Who do we want to serve?</p> | |

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| | <p>Stopped and reviewed our process choices</p> <ol style="list-style-type: none"> 1. Brainstorm a list of action ideas. 2. Discuss the bigger picture which could lead to offering more definitions to the ELs 3. Do both, if so could do 1 then 2 or 2 then 1. <p>Decided to keep on the original track of brainstorming action ideas and see if this leads us to “bigger picture” discussions.</p> | |
| Create AGM Planning Group | A group was formed to work on the AGM; the group will include (LF*), (MK), (CI), (PL) and (JP) | The working group will come up with a proposed agenda and share it in an upcoming conference call. |
| Procedure Manual Update | <p>Everyone did a great job completing their pieces this past spring. The document is now over 65 pages and is stored in a password protected area of the AEE website along with forms and documents BOD members may need. The BOD only section will serve as an archive section as well.* (JP) guided the group through the AEE website to the password protected area to the updated Procedure’s Manual. (JP) pointed out new sections, clarified edits, highlighted sections still needing to be done, etc. This living document will evolve. Any edits or additions should be passed on to (JP).</p> | *Any document to be posted to this area should be sent to (JP). |
| Evening Closure | (JP) shared some closing readings. | |
| June 12 - Morning Opening | (AB) shared an opening reading. | |
| A Visit with the Auditor | <p>Warren from Taylor, Roch and Company accounting firm took us through the annual audit materials. The audit was based on 18 months since we changed our fiscal year. The management letter raised concerns over our third and fourth largest expenses, travel and comps (behind salaries/payroll and event operations). The organization incurred costs of more than \$197,000 in travel and comps. If AEE ever wanted to seek money from foundations these costs would be a HUGE red flag, especially since there are no policies written around these.</p> <p>Warren shared new developments about the 990 tax document that all non-</p> | <p>*(PL) circulated a draft copy of a travel policy for ALL AEE leaders. This draft will be reviewed later in the meeting.</p> <p>**As we learned in the CRC Conference call the regions are happy with the consistent financial policies and procedures (PL) and</p> |

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| | <p>profits complete annually. The IRS is asking for much more detail; organizations need to be aware of these details and the potential problems that may arise.</p> <p>Warren reviewed the management letter and its concerns: >The accountants strongly recommend policies be created around travel and comps and we work to bring these expenses down.* >Concern once again was expressed when a sample of 25 disbursements were checked for supporting documents, 5 were from the regions and only 1 had supporting documents. This concern has been previously expressed in the management letter in more than one year.** >We were given the heads up on Charitable Solicitations Act. Soliciting donations of any sorts from more than 10 people can be a violation of non-profits in some states.*** >Separation of Duty – Concern over Michele Grainger being the only one writing checks and reconciling the checking account.**** >No employee dishonesty bonding in place to cover our staff, in part due to the small number of staff. Most bonding policies cover larger staffs.*****</p> <p>Final Thoughts From Warren: Michele does a good job, adjustments he made are common (makes them 95% of the time), he found no incidents of fraud and illegal activity. Warren has been doing our audit for six years. Best practices may want to consider having someone else in the firm do the audit for a few years. Warren noted the biggest opportunities for fraud are when you change management and when you change auditors.</p> <p>For balanced “protection” we need a whistle blow policy (in an EL), an investment policy (in an EL-Asset Protection)***** and conflict of interest form (which exists in GP-10).</p> | <p>Michele Grainger have initiated.</p> <p>***PL) or Michele Grainger will look into this Act and how it may affect AEE business.</p> <p>****Encouraged the (PL) to open the bank statements for review and then pass to Michele. Also, Treasurer positions should have online look-only access to review accounts once a month.</p> <p>***** (PL) will look into to finding a policy that will cover our small number of staff.</p> <p>An audit meeting needs to be on the agenda annually, to meet with, or least conference call, with the auditor. (JP) will add to the 2nd meeting agenda in the Procedures Manual.</p> <p>The BOD needs to be formally selecting the auditor on an annual basis. (JP) will add to the 3rd meeting agenda in the Procedures Manual.</p> <p>*****Create EL policies regarding whistle-blow policy and investment policy. (JP) will add to the To Do</p> |

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| | | <p>List.</p> <p><i>(CI) made a motion that was seconded by (JB) to accept the audit. The motion passed unanimously.</i></p> |
| <p>EL-4 Quarterly Direct Inspection</p> | <p>(RR), (MK) had a conference call with (PL) and Michele Grainger to conduct this direct inspection. Direct inspecting the association’s financial performance at each quarter is to provide real-time communication to the Treasurers and Board indicating whether we are on pace to achieve year end targets, and if not, what steps are being planned to adjust. This is the first such direct inspection conducted under our new policies (Financial Policy Task Group Policies). The inspection looked at Q1 for F09. Discussion focused on regional financial issues and the high expenses of regional conferences; expenses that were higher than revenues. Concern was expressed that regions are needing more support, and tools, as well as guidance in accessing support, including encouraging them to ask questions and expressing need for help. Many of our members are not financially minded, having little to no experience with finances and budgets, thus where lots of support is needed. Also noted was the attitude of some AEE leaders who do not worry about expenses because “AEE mothership will take care of us”. Past issues around finances created an us (network groups) versus them (Boulder office), hand in hand with this attitude was the money is ours and not theirs BUT with the new message coming down from the central office along with the Economy we seem to be on the verge of a cultural shift throughout the Association. How can we as a Board support and encourage this cultural shift?</p> <p>Discussion continued with clarification around direct inspections: defining what a direct inspection is and what direct inspectors are charged with.</p> | <p><i>(TL) made a motion that was seconded by (AB) to accept the EL-4 direct inspect. The motion passed unanimously.</i></p> |
| <p>Conference Call with the CAC</p> | <p>>Thoughts on the Annual Agenda - Need to be careful which policies you choose because you may alienate some members, could splinter AEE even more.* A potential policy – getting EE as a strong component in the public</p> | <p>*Be nice to have time in the conference to talk about this issue, offer a workshop and we may attract</p> |

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| Chair of CAC | <p>schools curriculum. In order to get to the table and do it right, someone needs to focus on this and put a lot of time, thought and planning. One of CAC’s focuses has been on bringing in more attendees and potential members but could share that focus with bringing in decision makers.</p> <p>>Thoughts on the Ends: “DUH” it was a compliment – they are well written, make sense and communicate what AEE is all about. We gather diversity but not in the racial sense, we need to do this better. How do we attract diversity? The focus of outdoors in AEE can be a roadblock to attracting new conference participants, as well as diversity. Having a conference within a conference can address this as it did in Little Rock with the public school teachers.* The Ends are simple but few people realize the amount of work that went to them. Board members are much more passionate about them because of the investment in their development. The Board needs to guide the AEE leadership on how to use them. This conversation has been helpful; can now see how the CAC can use the Ends as a tool.</p> <p>>Think we (AEE) are (is) doing some really neat stuff but not doing a good job of getting the word out.</p> | <p>some advanced practitioners.</p> <p>*(PL) Operational Ideas</p> <ul style="list-style-type: none"> • Bringing in local/regional teachers needs to be a Boulder staff thing not a Host Committee thing and should begin two years ahead of the conference by approaching the “local” schools and administrators. • Create a marketing sponsorship plan just like the workshop review system. Need a system that can be cookie cutter for each conference and just needs to be tweaked for each conference • Partnership with other conferences and groups • Opportunities for certifications at conferences that could influence decision makers to send people. • Celebration dinner there was no celebration just went into the auction, need to vamp it up. |
| GP-9 Monitoring | <p>Lots of feedback around the record keeping part of committees and the lack of it. Received a report from the Nominating Committee. There is no report from the Awards Committee. Board members have asked the chairs of this committee (who are not Board members) to submit a report. Over the years no minutes or reports have been submitted.</p> <p>A proposal for creating a standing committee for the Annual Agenda (AA) was</p> | <p>(RR) and (TL), members of the Awards Committee, will come up with a compliance plan.</p> <p><i>(RR) made a motion that was seconded by (MPS) to accept GP-9 with compliance due on by our next</i></p> |

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| | <p>discussed. Over the past few years a group has served in this role as a steering committee to keep the Board on track with the AA. By establishing this committee the importance of the AA is emphasized.*</p> | <p><i>conference call. The motion passed unanimously.</i></p> <p><i>(RR) made a motion that was seconded by (JB) to include a new committee description – the Annual Agenda Committee – and charge it with facilitating the ongoing work of informing our Ends, as well as staying connected with our members. The motion passed unanimously.</i></p> <p>* (TL) and (LF) will create a committee description for our next conference call.</p> |
| <p>CORE Conference Call</p> | <p>>Thoughts on the Annual Agenda: REAP Symposium really brought it home especially Dennis Embry who worked closely with all the participating organizations. The personal connection is, and will be, key; need to keep our focus on further expanding these relationships. When talking to key decision makers it would be nice to have documentation on our programs and what we are doing like White Papers. How can we funnel our resources toward the many different kinds of research being done? CORE has identified Dennis Embry’s evidence-based kernels on behavior influence. So many of the research supported methods/behaviors go hand in hand with EE kernels and could be applicable to many programs.*</p> <p>>Thoughts on the Ends: Should we be providing information to members on research or should we actually be doing the research? (PL) hopes in the future that we can hire someone to offer guidance in both these areas. Research can be an intimidating word. Need to get everyone on board and realize they can be everyday researchers; everyone can collect data.</p> | <p>* (PL) Operational Ideas</p> <ul style="list-style-type: none"> • Could survey what organizations are using which ones. Such a survey would create a platform for everyone to work from and have the similar language. The more commonality we can create the more influence we could have. • AGs and PGs could provide content for research. |

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| | <p>Should we be coordinating research or conducting research? CORE is coordinating and not conducting. CORE is in the disseminating information stage primarily through resources on the AEE website. Although REAP could be considered the first step in conduction - it is providing the foundation of information and the needed support to carry out the research. Concern was expressed on the focus of outdoor adventure resources and the need to expand to other EE areas. CORE is finding more resources (primarily links to other websites) in hopes of diversifying. But need to realize CORE is dealing with who is coming to the table and right now it is adventure education people.</p> | |
| <p>GP-10 Monitoring</p> | <p>Many comments on GP-10.7 in regards to people not being prepared for deliberations. The introduction of the question mark on monitoring forms verses always having to put done a Yes or No would allow people to put a more honest answer that is valuable and would cause a trigger and discussion. The importance of EVERYONE completing monitoring reports was stressed; it is important for all of us to know each other's thoughts on policies. There were questions around GP-10.2a regarding Board members doing business with the association and how that is interpreted (i.e. how is business defined). We will disclose any AEE conflict of interest on our annual Conflict of Interest Form (part of GP-10). If people have questions or concerns around potential conflicts they are always welcome to bring up to the group. Need to set a process of checking everyone's membership status in AEE*</p> | <p><i>(BS) made a motion that was seconded by (TL) to accept the GP-10 monitoring report. The motion passed unanimously.</i></p> <p>* (JP) will include direct inspection note on schedule and in Procedures Manual for the Secretary to direct inspect GP-10.8.</p> |
| <p>EL-5 Monitoring</p> | <p>Throughout the monitoring summary many felt polices were not in compliance. There was not much consistency across the line in regards to what was and what was not in compliance. But there was lots of concern around the EL-5.6 compliance plan and where do we stands with the plan – see next agenda item below.</p> <p>Lots of requests for more data to help assess the policy as well as educate. By providing more information the picture can be appreciated from many views. The rosy picture is nice but we want to know the finances are also being looked at in the not-so rosy pictures. The change in the fiscal year is already creating a</p> | <p><i>(TL) made a motion that was seconded by (MPS) to accept the EL-5 monitoring report which includes the EL-5.6 compliance plan. The motion passed 10-1.</i></p> |

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| | challenge; the cash flow picture changes and all the revenue is stacked in the last quarter. Hopefully focusing the regional conferences on creating revenue during the spring conferences will help provide cash flow and revenue in the first quarter. We should also be looking into other fundraising opportunities. | |
| EL-5.6 Compliance Plan Monitoring | <p>Reviewed the proposed compliance plan. Questions first: Do we want to keep the 30% ratio so we can do big projects or is this strictly for emergencies? The original vision was to have this money in a fund and not to be touched. We want to be in a comfortable position financially so we could weather a storm. Attaining a 30% ratio is aggressive, and important, and thus provides it a high level of priority in the association. Find it frustrating that EL-5.6 will be in non-compliance for the next 3 years while we know (PL) is working towards compliance. Ideas:</p> <ul style="list-style-type: none"> • Keep the policy as is, and (PL) would include the compliance plan when the policy is monitored. • Keep the same target but put it in another policy with a focus of working towards this target. • Have future benchmarks based on an actual dollar amount verses a percentage. The plan says a minimum, so if more revenue is brought in, it could be added to the reserves. <p>The compliance plan was edited slightly to emphasize all the above points.*</p> | <p>*Instead of the dollar amounts (PL) had proposed in the compliance plan as future benchmarks for FY 10 - FY 13, the following statement will be included. Add 5% of gross budgeted revenue from FY10 onward until the 30% reserve ratio is met and sustained (i.e. be in compliance with EL-5.2).</p> |
| Annual Agenda Work | Broke up into our two focus groups (K-12 and Higher Ed) and brainstormed ways we could influence decision makers while getting the word out about AEE. This brainstorm lists will be combined and put to the group for a vote.* | *The group will identify the most effective and influential ways to get us to the table through a vote facilitated by the AA group. |
| GP-2 Proposal | A small group looked at the GP-2 policy for pieces that should be in the Procedures Manual or were already in other documents. As the working group proposed changes throughout the policy, several sub-policies were reviewed and reworked/rewarded particularly GP-2.1b2 which was found to be confusing and being interpreted in many different ways. The group also had discussions about the importance of whistle-blower polices. | <i>(CI) made a motion that was seconded by (JB) to accept the following additions, deletions, changes, reorganizing of the GP-2 policy: (see adjacent Discussion/Outcome section for</i> |

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| | <p><i>GP-2.1a1 will now read – Those providing information will be informed of these policies, as well as the whistle-blower policies in the staff and volunteer handbooks.</i></p> <p><i>GP-2.1b2 will now read – If confidence needs to be broken the individual who shared the confidential information with the board member shall be so informed.</i></p> <p><i>GP-2.4 now includes the following sub policies –</i></p> <ul style="list-style-type: none"> <i>a. Participation. Board members will read any relevant materials and minutes of previous meetings. Board members will complete or move forward on minuted commitments and contribute information to the agenda. This preparation is required to enable meaningful participation in the following aspects of Board work.</i> <i>b. Policy making principles. Adhering to the Carver principles of policy governance.</i> <i>c. Respect for Roles. Respecting the various roles within the Board of Directors as well as those held by staff, committees and others.</i> <p><i>GP-2.5 will now read - Process for non-compliance</i></p> <ul style="list-style-type: none"> <i>a. President speaks to Board member to clarify performance. If the presidents' performance is in question the president elect or past president will speak to the president.</i> <i>b. If performance continues to be deemed insufficient, tasks may be reassigned.</i> <i>c. Call for resignation.</i> <i>d. Board member will be removed from the Board. Refer to article 5 of By-Laws</i> <p><i>GP-2.6 will now read – Continual Board development will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Linkage categories.</i></p> | <p><i>details)</i></p> |

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| Secretary Elect Proposal | (JP) offered two proposals for an additional position on the Board as a Secretary Elect and Past Secretary. These proposals led to questions regarding the size of the Board. Everyone felt that a Secretary Elect and Past Secretary position would be beneficial thus other positions may need to be eliminated or the size of the Board would have to change. Further discussion is needed on this proposal.* | (JP), (AB) and (CI) will come up with 2 or 3 proposals for the group. |
| Ends Interpretation Feedback | <p>(PL) had circulated interpretations of the Ends via email a few weeks prior. This is the CEO who has fully interpreted all the Ends. The interpretation document is to be used as an internal document that will operationalize the Ends. These interpretations are the foundation of the Action Plans for each department that we will hear about tomorrow.</p> <p>The group had an opportunity to pass feedback onto (PL) regarding the interpretations.</p> <p>Thoughts on #1:</p> <ul style="list-style-type: none"> • Some question on who is labeled as an educator and who is a practitioner • Learning community definition rang a bit too homogenous • Don't know that we need to distinguish the AEE community, we want to be inclusive of all those EE practitioners • What does access mean? How they can access? • Ability to measure some of these interpretations may be hard • Need to go a bit deeper in the meaning of EE to include the transactive relationship between teacher and student <p>Thoughts on #1a:</p> <ul style="list-style-type: none"> • There may be other "peoples" besides race, gender, age, etc. • Reasonable means is balancing the good we can do and the impact we can have to people who are dedicated to EE but we are limited by our members needs. • Consider the list of communities, it may be excluding some key players • Like strong reference to social justices | <p>The Ends will be monitored in December. This will be a shorter monitoring report since there will have only been a half year to implement the Action Plans. We will expect a full blown report in May 2010 with benchmarks measured and assessed.</p> <p>Action Plan and Strategic Management Plan are words we have sometimes used interchangeably. Although they are two different things we will be using the term Action Plan.</p> |

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| | <ul style="list-style-type: none"> • Might be useful to expand on the professional practices as well as the professional people • Be careful of putting everyone in a like-minded category • Never compromise ethics, ethics are ethics <p>Thoughts on #2:</p> <ul style="list-style-type: none"> • Adding a bit more to philosophy and practice of EE: we strive to create deeper underrating of the practice of EE and articulate it in ways that people can use it in their practice • Separate philosophy and practice and then define both (philosophy and methodologies) • Where do we derive the authority? It is the process that has been used to create and pass. • Further defining and expanding accessibility for multiple ways of learning – EnAct <p>Thoughts on #2a:</p> <ul style="list-style-type: none"> • Standards for Wilderness Therapy great progression but are there any plans for expansion into standards for curriculum development • Context is very focused on our Accreditation Programs but there are so many other standards that we use besides risk mgmt. Many of our books articulate standards in other areas, setting standards is not just about accreditation, that is just one way to set standards. • Safe guard and well-being: there are many ways to look at including the health and physical well being <p>Thoughts on #2b:</p> <ul style="list-style-type: none"> • Research is not addressed or defined. Defining may help with benchmarks and monitoring. What do we mean by research? • Conducting is bigger than just where we spend our money • Disseminating is defined in formal ways but perhaps there are informal ways like our membership spreading the word • Does not say AEE is coordinating, conducting, disseminating, could collaborate with other organizations like Eric <p>Thoughts on #3:</p> | |

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| | <ul style="list-style-type: none"> • Looking for public policy • Like board definition of decision makers • Like some of the other lists may want to include an etc. • Value and support is mirrored in how we think about learning to add the notion of being really open, more progressive what knowledge and how it is attained is important and unique to EE • 2nd to last sentence: perhaps parents who value should be decision makers <p>Overall this document is impressive and the fact that (PL) and the staff spent a whole day together interpreting the Ends is a testament to making progress – it puts a lot of meat on the bones.</p> | |
| | | |
| Evening Closure | Ended the evening by sharing some of our favorite t-shirts | |
| June 13 - Morning Opening | The Boulder Staff joined us and (DB) shared a morning reading. | |
| | | |
| State of the Association | (PL) presented his State of the Association and had a PowerPoint presentation to accompany him. Please see the PowerPoint document titled State of the Assoc. June 09. | |
| | | |
| Action Plans | <p>The staff took us through each of their departments’ Action Plans and objectives. The Action Plans cover 2009-2012 and will be posted on the AEE website.</p> <p>Feedback for Conference:</p> <ul style="list-style-type: none"> • Conference goals should include the disseminating of new EE practices • # for attendance after 2009 should be included • Have other membership associations had success with sponsorship – need a bit of research <p>Feedback for Membership:</p> <ul style="list-style-type: none"> • Lots of great feedback and kudos to Kirsten <p>Feedback for Accreditation:</p> <ul style="list-style-type: none"> • Big issue is the lack of growth of the # of programs participating; number of | Kirsten would love to have case studies from us on what we do |

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| | <p>programs has hovered between 45-55 organizations</p> <ul style="list-style-type: none"> • More of a focus on the curriculum pieces which could then expand into other areas <p>Feedback for Publications:</p> <ul style="list-style-type: none"> • Are we considering taking an active role in what goes up on Wikipedia? • If we are going to target mainstream education we need to learn and use their language, experiential education is not part of their lingo • So many of the objectives depend on the support of grants being pursued. What if we don't get grants, is there a backup plan? <p>Feedback for Research:</p> <ul style="list-style-type: none"> • There are no dates attached to objectives and action steps because this is a purely volunteer department that we are indebt to for their time. | |
| Travel Policies | <p>(PL) and Michele Grainger put together a draft policy on travel polices which was circulated via email a day before the meeting.* A policy is needed for consistency amongst all AEE volunteer leaders. As well, the past fiscal year, and recommendations from the audit, dictate that travel expenses need to be lowered. (PL) shared this document to have a conversation on this matter and get feedback from the Board; it is not a document to be approved by the Board.</p> <p>Concern was expressed with the Board being labeled as volunteers and/or being in the same category as all the other AEE volunteer leaders because of the following:</p> <ul style="list-style-type: none"> • Board commitment is more time then other positions (3-4 years, time away from work responsibility in which vacation days need to be taken, especially around the conference) • Level of expectation is different • Different levels of responsibility, including fiduciary • Our budget is tightly controlled verses some of the other AEE groups • Matter of maturity and longevity with the organization • GP-11.2 is there balance? The Governance Budget is set by the Board and could supersede the proposed travel piece. | <p>*A reminder for EVERYONE all material for meetings is to be circulated two weeks prior to the meeting. This allows people an opportunity to receive the information, process it and come prepared for the meeting.</p> <p>Several action items:</p> <ul style="list-style-type: none"> • Governance Budget: Relook at lodging reimbursements • Look at the Language in the By-laws; there is a cost of governance that is bore by the association and thus reimbursement for expenses may be different then other AEE volunteer • Should look into hotels that may |

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| | <p>Some were uncomfortable considering the Board at a different level than other AEE volunteer leaders, especially when it came to a policy such as the proposed travel policy which is geared to creating consistency for all AEE volunteers.</p> <p>(PL)'s response:</p> <ul style="list-style-type: none"> • Wants to put the Board in a role model. • Based on Michele's research these are generous reimbursement guidelines for our volunteers • Board sets the tone for organization • Wants consistency among AEE leadership (and for AEE staff) • Need to get the travel expense down, especially if we ever want to seek money from a foundation <p>The Board has role modeled a reduction in expenses by cutting our lodging reimbursements for November 2008 and 2009 and did not have a face to face meeting in January. Several Board members expressed concern about lower reimbursement levels may not allow them to participate in future meetings.* This may be an accessibility issue. Reimbursements are just that reimbursements and not perks or benefits; there is a cost of governance. There may be ways for the Board to 'share the load' but still maintain a consistent reimbursement policy. Potentially could phase in to a level Board members could afford because the days of organizations supporting a good percentage of these expenses are gone; people are just not supported the way they use to be. Urgency and implementation of this policy are prominent due to the association's finances and today's economics.</p> <p>It would be great to incorporate the difference in distance people have to travel. Like \$250 for 500 miles; \$350 for 1000 miles; \$450 for 1500 miles.</p> <p>Could incorporate a Paygo approach – Anything that we as Board spend over our Governance Budget we "pay" for the overspending whether it be out of our</p> | <p>be cheaper to stay for our meeting in Montréal.</p> <p>(PL) will take our feedback back to the table for Draft 2 and look at the following 3 scenarios:</p> <ol style="list-style-type: none"> 1. Impact for all at \$250 2. Impact for all \$250 and BOD at \$350 3. Impact for all at \$350 <p>The Board agreed to follow a \$350 travel reimbursement for board members until a by-law issue is brought to the membership, re: cost of governance</p> |

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| | <p>pockets, fundraising, etc. The income is not lost but rather generated by the Board to make up the overspent difference.</p> <p>We all recognize the difficult financial situation we have to deal with as a team. (PL) has made some hard decisions; we have to support him as a team as he works through these financial challenges.</p> <p>What emerged was the common sticking point for everyone; the airfare reimbursement limit at \$250. Board is expected to travel more times a year and further than other leadership groups; it is a burden for all Board members. There is a principle of equity that is in question. There are different costs associated with the different levels of responsibility.</p> <p>The discussion changed slight focused when several questions and concerns were raised around the November meeting and conference and potential reimbursement or lack of.</p> <ul style="list-style-type: none"> • Is the conference meeting time or not? • Community meal plan is important for Board members to participate in. • Organizations are more likely to reimburse someone for lodging expenses at a conference rather than other expenses. • Michele is putting together a list of ways people could get reimbursed for these expenses. • Ownership linkage is very important and is best facilitated at the conference by being present and participating. • Cost of Governance (these are costs of the Board) verses Cost of Operations (operational includes staff which are volunteers) – there is also a third level for the staff, they have same policies except expense limits may be different because it is their job. • Only have a Board Suite if it is included but if we have to pay then we should not pay for it | |
| JEE Conference | >Contributions towards the Ends: | *(PL) Operational Ideas |

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| <p>Call</p> <p>Two reps from the editorial team</p> | <ul style="list-style-type: none"> • In the past year we have been inclusive of the English usage by English authors, and not limiting ourselves to American English language. • Sharing table of contents with other journals • Being more inclusive of EE in a more holistic aspect, not just an OE and AE focus. • A current issue for the journal is an overwhelming number of service learning manuscripts. Partly because there are no dedicated journals to service learning except one in Michigan.* Thus one of the ongoing discussions is who do we serve • Striving for a broader readership – should we go to tier 1 status? If so need a stronger theoretical foundation and this is evident from the articles and manuscripts that are presented to the journal which need more citations in other journals as well as a higher level of authorship. • JEE is now rejecting anything that is not well supported and are asking authors to strengthen this aspect for rewrites; setting and developing a culture around theoretical expectations and development when submitting articles. <p>>Thoughts on the Annual Agenda:</p> <ul style="list-style-type: none"> • A very worthwhile agenda. In MN one of the things learned is the language difference in K-12 instead of EE it is referred to as hands-on learning. • With the divides we are seeing in education there is a rich opportunity for the association and journal to address. • Could address cultural populations and under-represented populations by contacting journals that specifically serve the educators that serve these populations.* Sharing tables of contents could be a start which may lead to finding potential new authors for the JEE. • Access to issues online is a wish that will hopefully be granted soon through a grant. <p>>How can CORE and JEE work together, an internal collaboration? CORE has reached out to JEE and asked them to sit in on their meetings</p> | <ul style="list-style-type: none"> • Look at creating a whole new team of editors for a service learning focus, collaborate with other organization for the money and editors • Could learn about journals that serve educators who work with under-represented populations through NAALA. |

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| Kurt Hahn Nominations | Paul as you talk to other AEE leadership groups remind others. Reviewed the candidate pool. Brainstormed some new names and people committed to filling out applications. Need to promote this address opportunity, as we talk to other leadership groups remind them that anyone can fill out a nomination form.* Folks felt a need to create a policy/process in which names in the nomination pool can be removed.** | *(JP) will make sure the nomination form get posted to the Awards page on the AEE website so members have easy access. **(JP) will make sure this policy creation is added to a future agenda. |
| Accreditation Council Conference Call No one from the council joined us so we took time to talk to Shawn Tierney last name | ? BOD could join the Accreditation Council on their upcoming webex meeting in the upcoming weeks.* The Council plans on looking at the Ends during their June meeting and make sure there is an alignment with the Accreditation program. The Council will also be reviewing its overall goals and preparing for 4 people rotation off the council this fall. The Accreditation Program’s future - Expanding the current program in to multiple fields of EE, eliciting best practices of EE. Asking what is the philosophy that is driving the methods one uses? Why does one string these activities together? These kind of focuses and examinations would identify the practitioners and researchers who do not have the theoretical background and are not basing their work in theory in the field nor in their writing – this is an area Accreditation could expand into, and enrich a program beyond the risk mgmt. perspective.** | *(MK) and Shawn will connect to gain the details when on their agenda they will take an hour to talk to the BOD. **(PL) Operational Idea: <ul style="list-style-type: none"> • The Accreditation Program could focus on a curriculum development certification or training while promoting the difference between individual certification and organization accreditation. |
| Organizational Audit | Everyone on the Board completed the Organizational Audit.* There were a wide variety of responses for many of the sections and some questions. Discussion began on how people may have interpreted the question. With little time the group decided to look at each section over the next few conference calls.** | *(LF) will email the audit synopsis to everyone. **The following individuals will review the responses to the assigned section and lead a discussion in an upcoming conference call. <ul style="list-style-type: none"> • Board (RR) • Committee (MPS) |

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| | | <ul style="list-style-type: none"> • Personnel and Staffing (BS) • Budgeting and Financing (MK) • Fundraising (TL) • Mgmt. and Operations (DB) • Public Information (AB) • Planning and Evaluation (JB) |
| <p>Mission and Vision</p> <p>Bicycle Rack, formerly known as the Parking Lot</p> <p>Conference Call Scheduling</p> | <p>In January 2008, the Board decided to fold the mission and vision in the Ends and did that. The next step was to take them out of the By-laws but how do we deal with taking them out. Temperature was taken if we wanted to stay on course with this process. The majority was in favor of getting rid of the mission statement but there were mixed feelings about the vision.*</p> <p>The Bicycle Rack was reviewed, some items were deemed deletable or the topic had been covered.</p> <p>Ahhhhh, the challenges of scheduling conference calls. Because many folks do not know their fall class schedules only summer calls could be scheduled. No July dates could be found with a quorum so there will be a call in August.*</p> | <p>*(JP) will include further discussion on the fate of the vision statement.</p> <p>*EVERYONE put August 7 2:00 eastern time on your calendars - the next conference call.</p> |