

Board of Directors Meeting

Thursday, November 14 and Friday, November 15, 2019

Ashworth by the Sea, 295 Ocean Boulevard Hampton, NH 03842

Call to Order at 9:03 AM Quorum Established at 9:06 AM 21/28 – (see end of minutes for attendance)

- **Roll Call** at **9:04 AM**
- **Quorum** established **21** of 28 voting members

Approval of Agenda- President, Rick Williams presented agenda

- No changes

Action: To approve the agenda as amended

Motion by: **SARAH MORRELL** to approve agenda as amended

Second by: **STEPHANIE CRUZ**

Motion carries, at 9:07 AM, unanimously

Secretary Report – Eric Pratt report sent out via email, on Wednesday.

- SUBMITTED BY EMAIL FOR REVIEW
- No changes
- No discussion

Action: To approve **September 2019 Board Meeting Minutes** as amended

Motion by: **JOSH GAGNON** to Accept the **September 2019 Board Meeting Minutes as amended**

Second by: **STEVE VISCO**

Motion carries, at 9:08 AM, 2 abstentions

Treasurer's Report- Janelle Humphrey report sent out via email on Wednesday.

- EOC Conference just happened so still waiting for payments from that.
- Working on getting a card reader. Researching PayPal, Clover, Square etc.
- Invoices for state dues will be sent.
- Renewed membership for New England Council (NEC) and processed payments from last meeting.
- Income is showing membership dues and professional development from EOC conference.
- Expenses have been paid for officer travel for COE and this board.
- We are currently in the negative.
- This time of year is slow but it will be picking up from here.
- Discussion:
 - There was an error in the budget. Line item for Craig Werth was put on the wrong item. Would like to move back to Director's salary line. This is a technical adjustment.

Action: to Approve the Treasurer's Report as amended by moving AMLI Director funding to Director's Salary line.

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Motion by: RICK WILLIAMS to approve the Treasurer's Report

Second by: STEVE VISCO

- Discussion:
 - Sarah mentioned that the MA state initiative is reflected in this report but it is actually from 2018-19 year but has to be reflected in this budget.
 - Rick noticed that our board travel (mileage) is 30% which seems a little high. This can be controlled with carpooling as much as possible.
 - Bill for VT meeting has not come through yet.

Motion carries, at 9:22 AM, unanimously

Finance Committee Report- Melissa Goyait report sent out via email on Friday.

- Reconciled September and October. October was not initially on report.
- Two Finance Committee meetings have occurred since last meeting to discuss moving funds from Eastern bank to another bank.
- Strongly considering TD but have some more questions before creating a motion to put forth.
- Met with TD bank recently and they answered questions and were easy to work with. Other organizations have been with TD bank and been happy.
- The current CDs are 0.2, 0.4, and 0.05. TD would give an interest rate of 1-1.5%.
- Have discussed pulling all of our CDs from Eastern Bank and putting them in one CD at TD which would make us more money but not the checking account. Late spring/early summer would be a good time to move the checking account.
- Is there any downside to putting them all into one CD? There is no benefit to having them mature at 12 months. Having so many CDs makes it difficult to track them all.
- Rick recently followed up with a phone call to Eastern Bank to find out penalties for pulling out of CDs. The penalties for pulling funds before the CDs mature would be extremely minimal. We would cover that with our new interest rate.
- The committee met again last night to create the motion.
- Ameriprise account has made \$1200 in five years but is a bit more liquid than a CD.
- Discussion occurred of whether or not we always need two signatures to transfer accounts?

Motion by: STEVE VISCO to close CDs at Eastern Bank and move to TD bank and once activity is cleared for the spring move the checking account as well after June meeting.

Second by: SARAH MORRELL

- Discussion:
 - Josh noted that the wording of that motion is vague. Motion amended to add "June meeting" wording.

Motion carries, at 9:35 AM, 1 abstention

Past-President's Report- Stephanie Cruz reports out, please see written report for full details.

- Yesterday we discussed Fair Share.

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- The call that was supposed to happen last week will be this coming Monday. All Fair Share leaders really should be on that call.
- One thing COE is looking for us to do is the Phone-A-Thons.
- Each state should manage how we are reaching out to the institutions with memberships that are near expiration or have expired.
- Asking everyone contribute to COE. Important to have everyone show up.
- State fair share leaders should be reaching out to their members.
- Institutional memberships is where we get our biggest contribution to COE.
- The EOC Conference was well attended. All but one state (Maine) was there. Good for EOC programs to get together and discuss what their program is going through.
- We want to make sure EOC gets contract together early in June. This is usually discussed at the roundtable discussion in April at the conference. The conference rotates through the states. A lot of EOC folks use this as their only membership activity. Typical attendance is 30-40. 18 people have not paid their registration. Is there a way to get EOC programs more in touch with the board and let them know they are a part of NEOA and they have access to this board? We need to be intentional about our communication with them.
- The sooner we identify role of VP the better so we can look at budget. Stephanie will be seeking people to fill roles on board. If anyone knows of anyone or is interested themselves, talk to Stephanie.
- Stephanie is meeting with Justis Lopez to discuss Achievers. She encourages nominations for NEOA and TRIO Achievers.
- The Faces of TRIO campaign is ongoing so if you have someone to nominate, please do. This material is great for Hill visits.

President's Report- Rick Williams reports out, please see written report for full details.

- A highlight of this role has been going to all of the state conferences. It's wonderful seeing how each state does it differently. Can use things from each to bring back to our own conferences. Afraid for Maine in January.
- Going to Key West for COE board training and is working on Strategic Planning and Personnel for the COE board. The work between meetings has been interesting.
- This has been an enjoyable year. Learning a lot.
- Having retirees at the meeting last night was wonderful and hearing their words. It was great to hear how TRIO was transformative for them.

President-Elect's Report- Brian Post reports out, please see written report for full details.

- Securing hotels for TRIO Day has been a challenge but the work is not foreign. Hoping to secure a contract by the next meeting.
- The Finance Committee meetings by Zoom have been a great tool to allow for meetings in between.
- Been in touch with COE and have gotten accounts set up.
- Brian is on the Bylaws, Standards, and Initiatives committee for the COE board. He has an orientation on the first day of the meeting and a webinar the week before meeting.

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- Donna Thompson has already began setting up a Past-Presidents dinner for the NEOA conference. We are ahead of the game. Brian has a few menus to be looking into for possible locations. Could we start finding people right now? We have a list of contacts. Could be good to reach out in January.

Vice-President's Report/Annual Conference- Rob Pote reports out, see written report for details.

- Got feedback for things like key-note versus workshop presenters.
- We have the theme: "Preserving the past, motivating the present, Empowering the Future."
- In a good spot so far.
- Casey has helped out a lot with registration.
- Visited the venue a few times. It's on the smaller side, but it is nice and intimate. The design of the space will be more of an open floor plan with one major space and spots to break out within that space.
- Have some plans to make it exciting and different.
- Wants to work on Accessibility with mics for presenters and other aspects of the conference.
- Committee chairs are filled except for marketing.
- If we could get names of subcommittees that would be great. Rob has them written down and can send them out. Committee has flexibility to do what they'd like with schedule.
- Important to remember the location of the hospitality suite in regards to proximity to people who don't want to be near noise.
- Linda would like help with the auction. Maybe we should have a co-chair to learn from her.
- We will need to have state baskets and the state president could be a person to organize that for each state.
- Will there be a donation challenge like food drives in the past?

Action Items:

- Before next board meeting come up with a tentative schedule for the day to start plugging the events into it.
- Communicate with Casey about registration.
- Working on the budget for the conference.

Break - Check out of rooms 10:25...Meeting resumes at 10:43

Committee Reports:

Alumni- Randy Schroeder reports out.

- Report has been sent out.
- Has gotten nominations from last two years collected. They could be Faces of TRIO candidates.
- Now is a great time to think of alumni to nominate for achievers. Would like to nominate some people for awards, Jahana Hayes, Robert Brown, or Steve Pemberton (who is running for office, had to back out of race). Could be a great person to have speak. Alex Morse is a mayor for Holyoke, MA. TRIO Alum, from Northfield Mt. Hermon, running for congress.
- Retirees and Alumni could be working more closely together. Elaine has contact list of retirees. She could reach out to find out if they know of alums.

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Development- Reggie Jean reports out.

- Ramon and Reggie have been communicating a lot and connecting to organizations (ASA) that support our work.
- Planning to also contact Comcast, MEFA, and College Board.
- Going to work on contacting local colleges and institutions around area of where our events are being held. This is a great way to tie them into the conference by having them do a welcome or be present at the event.
- The online auction starts about 2-3 weeks before the conference auction. Goal is to make \$5000 from the auction.
- Auction committee is still looking for those interested in getting involved either online or the silent auction.
- In VT, there was an ask for NVU to present and financially support the event. Important to ask for the financial contribution before asking them to present. Development committee happy to help people from states to make development connections.

Diversity, Equality and Inclusion- Steve Visco reports out.

- Going to connect with conference committee to plan for workshops.
- Rick will contact other organizations to get their policies.
- More to come soon.

Legislation & Education- Sarah Morrell reports out.

- Had a great meeting last night about advocacy.
- The discussion of Policy Seminar has begun. It is not too early to start planning.
- Is it possible to get an alumni event?
- Having Casey update the website about State Initiative funds and advocacy.
- State leaders will disseminate info to their membership.
- State booklets on website are not all in working order or they are out of date. State leaders could appoint someone on their board to update the fact sheets. Casey is prepared to receive the onslaught of materials being sent. Would like to get this done before January meeting since there will be a lot to be planning for Policy.

Action Items:

- Make sure state fact books are all up to date on website and ready to go by January meeting.

Membership- Andrea Dawes reports out.

- We have 133 paid members as of today.
- 51 renewed memberships but unpaid. Waiting on some invoices to come in.
- Goal of having state liaisons have access to membership info and also streamlining state and NEOA registration has been completed. Casey did a lot of work to allow access to state liaisons. The process has been nice to clean up membership database.

Action Item:

- Report out in January about state liaison membership database clean up.

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Technology- Casey Henderson reports out.

- Written report sent out.
- Membership cleanup is happening and ongoing.
- Got registration going for EOC Day.
- The next big event is TRIO Day. Scheduled phone call with Sami for Monday of next week to get details sorted.
- Setting up a phone call with Rob for conference needs. Been helping out with Maine's conference registration and updates. Filled out the committee this year. Talked about recruiting help for conference so it doesn't fall on Casey.

Newsletter- Elaine Leavitt reports out.

- Elaine is working on next newsletter.
- Been reaching out for information to include.
- Learning how to use Publisher.
- If people notice errors, please let Elaine know.
- If anyone knows of an alum with a publication, forward them to Elaine. Would like to feature an alum in following issues.
- Talked to Dan Gordon about potentially adding a piece to the newsletter.

Retirees- Elaine Leavitt reports out.

- Only gotten one name from VT.
- Don't need to wait until January meeting to let Elaine know. At that point she is gathering bios.
- Could we have a repository on website of protocols so that there is a standard available in case someone with the info leaves TRIO?
- We need to make sure there is a budget line for retirees because we need to make sure we are tracking these charges correctly. We cover things like pins and other things for them. Maybe this could fall under conference budget.

NEOA Achiever- Elyse Pratt-Ronco reports out.

- Updated nomination packets for 2020. Planning to send them out December 1 with a due date of February 1.
- Reached out to CT for finding readers.
- Put a save the date in the newsletter.
- When looking into application alignment with COE Achievers, it was noticed that their application requires a letter of recommendation. This could be seen as a barrier. Could our association do a letter of recommendation for them? Could there be an option stating they would need an extra letter if they want to be sent on. We could offer the information after the decision has been made to them if they'd like to be put forth. Not all candidates are good choices for COE.
- Reggie brought up potential of having readers outside of the state holding the conference. The board fully supports the expansion of reader pool. We could have more than six. Marian Belgrave-Howard lives in CT and could be a good reader. We could involve retirees as readers.

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Professional Development- Lynn Ploof-Davis reports out.

- Kim Gordon got has returned but has not been able to get her report yet, due to unforeseen circumstances. She will send it for January.
- Request for funds form has been revised.
- Survey has received 48 results. Some great info for potential conference workshops.
- Some conversation around Maine SSS directors about having their own grant-writing workshop in case the RFP doesn't get released before the COE workshop.
- In the past there was a PD event that was a book club that NEOA purchased the books for the members who were interested.

Action Item:

- Discuss Craig Werth at the January meeting.
- Report from Kim Gordon.
- Lynn will talk to Rob about the book club and payment for books from PD budget.

Public Relations- Tony Staffiere reports out.

- Last week Tony attended a First Gen Day event in Maine.
- States have forwarded media about their celebrations. Please forward more that you have.
- Will continue to post on social media outlets.
- Request to send files in .jpg or .png format. Much easier to upload without having to convert file format.
- TRIO Day chairs and conference chairs, don't forget to include Tony on roll-out of info!
- Working on getting the Newsletter uploaded.

State Initiatives- Sarah Morrell reports out.

- People receiving SI funds not only returning a written piece of what they did, but would prefer a visual representation such as a video or photos.
- SI funds do not necessarily mean only one grant per state. Could use SI funds to invite a policy maker to a luncheon for example. Make sure to forward state achiever nominations on to Elyse for NEOA Achievers.

Action Items:

- People that receive funds should give a photo or video representation of what they used SI funds.

Strategic Planning- Elaine Leavitt reports out.

- No written report.
- Elaine is now reading every report to follow up with how we are doing with bench marks of SP.

TRIO Day- Samienta Pierre-Vil reports out.

- Registration will open on December 9th.
- Reggie is sending more info on busses.
- We would like to have more food.
- Registration will now be increased from \$60 to \$70.
- One day rate will increase from \$30 to \$35.

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- Hoping to get Charles Desmond for Keynote.

Action Item:

- All details finalized for next meeting.

State Reports:

Connecticut- Marek Mikunda, reports out:

- Had CAEOP meeting two days ago and their conference will be December 13th at Central Connecticut State University.
- They have a speaker in place.
- Justis Lopez from COE will be in attendance.
- They have spent a lot of time reaching out to institutions and individuals to bring them into the loop for Fair Share and CAEOP.
- A couple of institutions within the state are going through leadership transitions, so they are keeping them involved in the board.
- Met Fair Share goal for 10 for 10.

Maine- Steve Visco, reports out:

- Submitted written report.
- COE Executive leadership institute went very well. Got an opportunity to talk to Maureen for a half hour and it was very informative.
- Had an alumni committee Zoom call to brainstorm ideas for strengthening alumni network within Maine.
- Trying to set up an alumni event in Portland coming up focusing on Career Networking. We feel like some of our alums don't get that. We have a few corporations in that area are having a hard time hiring.
- Getting in touch with new directors in the state. Trying to match them with more experienced folks in their area in hopes to help them transition.

Action Item:

- Work on alumni networking.

Massachusetts- Elizabeth Fitzgerald, reports out:

- Had annual conference in October.
- The Nor'easter caused a lot of problems. Road got flooded which made things stressful.
- 116 people attended. Everyone came together.
- Successful in spite of road blocks.
- The speaker was great.
- Nicole Norfles from COE provided COE Update.
- They have their first state meeting next week.
- They are receiving a lot of guidance from fellow MA members.
- Fair Share has a ways to go but planning to tackle the goal next week! Confident they will meet their goal.

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- Trivia at the conference was a hit! Great way to involve new younger members.

Action Item:

- Using strategic plan to set goals for the state board.

New Hampshire- Chris Lee, reports out:

- Nothing new to add to the written report. If there are questions, ask Chris.

Rhode Island- Stephanie Cruz, reports out:

- Not much has changed.
- Stephanie will update the Factbook.

Vermont- Rick Williams, reports out:

- Had annual conference with 88 participants.
- Adam organized a 5K fun run and earned \$1500.

Old Business:

- None.

New Business:

- Streamlining report submissions would be great.
- Casey set up a box drive for MEEOA. It works well.
- At one point the association used Google Docs. Casey is going to send out information regarding a box drive.

Action Item:

- Upload reports for next meeting in a streamline fashion (potentially box drive).

Motion to Adjourn: MELISSA GOYAIT

Second: STEVE VISCO

Motion carries, at 12:16 PM, Majority, Nay vote: 1.



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2019-2020 NEOA Board Members				
VOTING MEMBERS – Friday, September 27, 2019				
OFFICER/CHAIRPERSON	NAME	Voting	Present	Absent/Late
Executive Board:				
President:	Rick Williams	1	1X	
Past President:	Stephanie Cruz	2	2X	
President-Elect:	Brian Post	3	3X	
Co Vice-President:	Robert Pote	4	4X	
Co Vice-President:	Bidya Ranjeet			X
Treasurer:	Janelle Humphrey	5	5X	
Secretary:	Eric Pratt	6	6X	
State Presidents:				
CT	Miguel Peralta	7		X
ME	Steve Visco	8	7X	
MA	Elizabeth Fitzgerald	9	8X	
NH	Chris Lee	10	9X	
RI		11		X
VT	Adam Hurwitz	12		X
State Liaisons:				
CT	Marek Mikunda	13	10X	
ME	Mary Kate Barbosa	14		X
MA	Gaurav Khanna	15	11X	
NH	Joshua Gagnon	16	12X	
RI		17		X

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VT	Karen Madden	18		X
Standing Committees Chairs:				
Alumni Relations	Randy Schroeder	19	13X	
Development Co-Chair	Reggie Jean	20	14X	Arrived 9:35
Finance	Melissa Goyait	21	15X	
Legislation & Education	Sarah Morrell	22	16X	
Membership	Andrea Dawes	23	17X	
Technology	Casey Henderson	24	18X	
Professional Development	Lynn Ploof-Davis	25	19X	
Public Relations	Anthony Staffiere	26	20X	
TRIO Day Co-Chair	Mona Savastano	27		X
Nominating	Stephanie Cruz	28	X	
NEOA Achievers Awards	Elyse Pratt-Ronco	29	21X	
COUNT OF VOTING MEMBERS PRESENT			21	8
NON-VOTING MEMBERS				
Co-Chairs				
TRIO Day Co-Chair	Samienta Pierre-Vil	1	1X	
Development Co-Chair	Ramon Gonzalez	2		X
Ad Hoc Committees:				
Newsletter & Retiree Comm.	Elaine Leavitt	3	2X	
COUNT OF NON-VOTING MEMBERS PRESENT			2	1

Next NEOA Board of Directors Meeting:

March 31, 2020

Location: Heritage Hotel, Southbury, CT



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Notes from Thursday, November 14th, 2019

TRIO Day 2021

- Hotels in Portland canceled visits last minute. Steve visited Holiday Inn by the Bay today to check it out. Their room rate is reasonable (\$120 for doubles). Despite construction will be going on but it should not affect our bookings. The construction is going to be a façade renovation. There is a possibility of the ballroom being under construction but the other two ballrooms should fit everyone. There has been discussion about capping numbers for each program to limit total numbers a bit. Could be something to look into for the future. We do have prices on meals.

NEOA 2021

- Looking at the Sheraton in Portsmouth, NH for next year's New England conference. They have been great to work with in the past. Portsmouth is a great location so people can access the downtown restaurants by foot.

Diversity, Equity, and Inclusion Update

- Roughly 20 people have volunteered. Held first meeting last Friday. Would like to discuss making this committee a standing committee versus remaining ad hoc. Would like to revisit disabilities chair position and having those roles be wrapped into this committee. Offer different workshops and PD days to address different aspects of diversity and inclusion. Making sure our event spaces are accessible and presenters use microphones. Elaine reached out to VEOP presenter who spoke about inclusive language and he is going to offer an article for an upcoming newsletter to inform at a larger scale. Affinity groups at the conference. How do we make sure these don't exclude people? AHEAD (Assoc. of Higher Ed Access Disabilities?)- Organization that does a lot of work to help people learn about accessibility. Maybe we could send board members to one of their conferences? Important to remember to ask membership for input. We should be prepared for how to respond once people begin to report incidences of bias. Look into other region's procedures.

Strategic Plan

- Rick sent out two documents that break down the goals of the strategic plan by position. We should look over our responsibilities and make sure to note the things we have completed during our verbal report so they can be documented in the minutes. This process will help us evaluate the Strategic Plan to see what is working and what it not.

Fair Share

- Due to a technology glitch, their meeting will be moved to Monday. They would like to discuss a phone-a-thon. Reach out to people who are nearing the end of their membership to renew. States will do so when is most convenient for them. Our goal is to meet Fair Share nationally and be number 1! We already have 10 people on the board who have contributed. Each state has a target for 10 for 10s. If met, the state receives a free Policy Seminar.



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Award Discussion

- Claiborne Pell Award
 - **Pioneering Leadership**
 - Maria Martinez- Assistant Vice Provost of Student Success at UCONN
 - Huge supporter of TRIO programs
 - Helped strengthen CT's TRIO programs
 - Rosa DeLauro- Congresswoman (CT-03)
 - Has been honored before (10-11 years ago)
 - Kim Jones
 - Lynda Bird-Johnson
 - Pam Boisvert

- Shirley Chisholm
 - **In support of TRIO students**
 - Congressman and Senators
 - Kim Jones
 - Dr. Heather Bouchey -Undersecretary of Dept. of Education of VT

- Marian Belgrave- Howard
 - **Inspiring and enduring contributions to NEOA**
 - Maria Martinez
 - Kristi Pierce- From ASA
 - Dan Gordon
 - Steve Mcgrath
 - Clark Amadon

- Don't always need to award someone if they don't meet the criteria. It would be nice to honor people from the area that the conference is being held in. January 15th is the decision date.

TRIO Day 2020

- Everything is moving according to plan. Visited the Sheraton last week. Everything looks wonderful. Discussed food. Hoping to increase budget for food by \$5/person for extra breakfast items like home fries and bacon. Boxed lunches are \$26 but they got them down to \$19/bag. There will be vegetarian and other dietary restriction options. Students would eat chicken nuggets and pizza, but also would eat Italian buffet. Book donations are going to be the charity project. Spoke to Kim Jones about having Dr. Mitchem speak as the keynote. Russell Holmes (political rep) will be speaking on Friday. He spoke to students and they loved him. He is also a TRIO alum. Registration will be December 4th. Looking to have t-shirts for students. 3.50-4.25? Should the pool be available? Most people say, "No." During registration collect name, number, and room number of each chaperone. Chaperones need to be responsible for their students they brought. TRIO students will be located together. We get one security guard for free, but another



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will cost extra. Currently booking workshop presenters (Josh from UNH Admissions). College fair is being taken care of by Randy. Booklets are being worked on. No updates at the moment. Going to work with Reggie on who should be included in booklet. College tours being worked on by Andrea and Anthony. Sami is working on transportation. Should hear back soon. Will coach busses be considered for longer distances? Will there also be multiple trips for schools that have larger groups? Registration price- hopefully we could increase? Programs got increases. Thinking \$75/student also add a one day rate. We could also reflect the historic cost of the event in the budget. People don't find out the price of registration until the registration is announced. Thinking about capping registration numbers. Could start at 10 students or less per program to make it equitable for all programs. Give a week for registration. In the past there has been an 18-20% of program cap. Programs could state that they want to bring more than the cap and then that would be revisited where space allows. Cancellation policy needs to be revised. Looking to change to a 30-Day cancellation window and filling with students from waitlist.

NEOA 2020

- Heritage Hotel in Southbury, CT. Looking at books for a "book club" leading up to the conference: Compassionate Achiever, Success Habits- Rockell Bartoli, Steve Perry, Simon Sinek. Theme: "Preserving the Past, Motivating the Present, Empowering the Future." Have a lot of technology questions. Have a pretty good hold on things. Committees are all full. Could use some help in the marketing department. Interested in hosting a Pre-Con with a potential focus on TS and EOC. Retirees have the right to be recognized in the program. They would work with Elaine for this! Vendor table sign up should have advertisement option as well (Dream Catcher and SixUp are options).

PD with Lynn P-D

- People are excited about spending PD money. Who is it for? Individuals? Projects? Reach everyone in the association? Once we determine this, we can move in a particular direction. Craig Werth's final report for AMLI: Talk about bringing the groups back soon after the institute ends. Only two people showed up for reunion. Updated the request form- Kristi Pierce gave lots of input on it. Updated the job description. Could we not need to have full board approval for giving out funds? Hate to have it wait three months until next meeting. Could it be President's approval? Or could the PD Committee decide? Clarification on when budget should be submitted and process for that request.

Deadlines

- If we set deadlines, we should stick to them.

Technology

- State Liaisons are being asked to be active member of this committee



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Institutional Membership

- Reviewing other organizations. EOA has 8 different levels of membership. **Pros:** A lot of programs are paying individual memberships, so this would allow them to just write one check and swap people in and out more easily. **Cons:** More abstract, people may not be as invested if they are not paying their own memberships. Some institutions would not be okay with paying institutional membership due to the fact that it is tied to an individual. Programs can use program funds for institutional memberships but not individual memberships. Some organizations have caps on amount of individuals under their institutional membership. Could make the institutional membership the same price as individual, but using the wording of institutional. We will draft some language for a proposal in January to add Institutional Membership as well as Individual Membership.