

**Board of Directors Meeting via Conference Call
February 14, 2014**

MINUTES

Present

President and Chair..... Joe Heimlich
 Past President..... Dale McCreedy
 President Elect..... Kim Kiehl
 Treasurer..... Sarah Cohn
 Secretary..... Randy Roberts
 Vice-President, Organizational Development.....Dave Ucko
 Vice-President, Outreach Development..... Bob Breck
 Vice-President, Professional Development..... Jessica Luke

 Association Manager..... Eli Bossin

Members:

Marcie Benne, Kate Haley Goldman, Laura Huerta Migus, Elisa Israel, Randi Korn, Saul Rockman, Camellia Sanford, Gina Svarovsky

Call to Order

The regular meeting of the Board of the Visitor Studies Association, the President being in the Chair and the Secretary being present, was called to order at 12:07 p.m. Eastern.

J. Heimlich welcomed everyone. He reviewed the logistics and procedures for the virtual meeting format.

Conflict of Interest Disclosure (order around the clock)

Name	Conflict
Joe Heimlich	None
Kim Kiehl	None
Dale McCreedy	None
Randy Roberts	None
Sarah Cohn	None
Jessica Luke	None
Dave Ucko	None
Bob Breck	None
Eli Bossin	Contract
Marcie Benne	None
Kate Haley-Goldman	None

Laura Huerta Migus	None
Elisa Israel	None
Randi Korn	None
Camellia Sanford	None
Gina Svarovsky	None
Saul Rockman	None

Approval of Consent Agenda

R. Roberts confirmed that the following items were part of the consent agenda.

- President Report (J. Heimlich)
- Treasurer Report (S. Cohn)
- Association Manager Report (E. Bossin)
- Board Development Committee Report (L. Huerta-Migus)
- Communications Committee Report (G. Svarovsky)
- Conference Planning Committee Report (C. Sanford)
- Development Committee Report (R. Korn)
- Membership Committee Report (M. Benne)
- Professional Development Committee Report (E. Israel)

J. Heimlich asked if anyone wanted to move any items from the consent agenda to the deliberative agenda for any reason. No changes were identified.

Motion: D. Ucko moved *“That the Consent Agenda be accepted.”* S. Cohn seconded. The consent agenda was approved.

Deliberative agenda

1. Approval of the Minutes of the Board Meeting of December 13, 2013

R. Roberts asked if there were any corrections to the minutes of the December Board meeting. No changes were offered.

Motion: L. Huerta-Migus moved *“That the minutes of the December Board meeting be accepted.”* E. Israel seconded. The motion carried.

2. Membership changes discussion/approval (B. Breck)

B. Breck walked through the proposed changes in Membership structure, which are described in the Membership Committee report.

Discussion:

- With new Institutional member structure, it was clarified that each member would receive a paper copy of the journal. There was a suggestion that an opt-out option should be offered for those who would rather not receive their own copy. Bob will follow up with Taylor & Francis to determine whether or not this is possible.
- Sarah asked Bob to also double check on whether or not the potential increase in number of journals distributed will have any budget implications.

- Laura suggested that the retired and hardship memberships be merged into a single category of continuing membership. The concern with this is that the hardship membership is limited to one year whereas the retired membership is not time-limited. It was suggested that the Membership Committee could work with the Association Manager to determine logistical feasibility.

Motion: *K. Kiehl moved "To accept the Membership Committee report and the embedded change in membership structure with transition to take place as of March 1, 2014. J. Luke seconded. D. Ucko called the question. The motion carried.*

3. Discussion and Approval of 2014 budget (S. Cohn)

Sarah shared documents for review and walked through the financials.

She reviewed the 2013 year end close and explained that the Profit/Loss statement indicates that the organization had higher than projected expenses and lower than expected revenue. Income was lower than projected across the board in all revenue areas other than development. Sarah reminded the Board that the budget was based on an approved drawdown of \$31,000 calculated as an investment in the growth and strengthening of VSA's future.

Discussion:

- Elisa noted that there is lots of attention to the revenue side and less on expense side. She reiterated that we need to do a better job of projecting revenue and expenses more accurately and suggested that it would be useful to look at net revenue by activity.
- Joe noted that we should be examining the budget to actuals carefully as it is important data for determining how to move forward, particularly in terms of growth and sustainability.
- Sarah reported that the 2013 books are currently being closed out. There is \$76,827 in cash reserves that needs to be allocated by the Board. Sarah suggested, and it was agreed, that the decision about these funds be tabled pending discussion of the 2014 budget.

2014 Budget

Sarah reviewed and walked through the 2014 budget (spreadsheet: VSA 2014 budget v.5)

She thanked the Committees for their diligence and hard work in refining their budgets. With all refinements as included in version 5, the budget currently shows a net income of \$10,244. This includes the original projected drawdown of \$26,827 from reserve funds. Given this situation, the Finance committee has recommended reducing the amount of drawdown to the amount needed to balance the budget (\$16,583).

Motion: *J. Luke moved "That the Board approve the budget as presented by the treasurer on behalf of the finance committee." D. Ucko seconded. R. Roberts called the question. The motion carried.*

4. Introduction – Camellia Sanford.

Camellia Sanford, new Board Member and Chair of the Conference Planning Committee, introduced herself. Joe welcomed her on behalf of the Board.

5. Editorial Board award discussion (J. Luke)

At the suggestion of the Visitor Studies editorial board, Taylor & Francis has agreed to establish the Chan Screven Award to be given annually in recognition of an outstanding paper. The editorial board will determine the awardee and Taylor & Francis will provide a small monetary prize; VSA is being asked to sanction the award and present it at the VSA Conference.

This opportunity has brought up two questions: (1) does the Board approve of this award being sanctioned by VSA, and (2) where in VSA should this award and other awards sit?

Discussion:

- Randi brought up the possibility that Chan could fund an award and she wondered whether or not there may be other opportunities around honoring Chan Screven by establishing an award. There was a discussion about the award being named for Screven. Randi was positive about the direction and indicated that she is not concerned about this award precluding other development opportunities. She noted that we should think about other potential awards that might provide development opportunities.
- Marcie noted that this award recognizes a certain point in an individual's career and she suggested that moving forward we should consider other career pathways that could be recognized. She also expressed concern about staff implications connected with administering the VS award and other awards.
- Joe clarified that the particular award currently being discussed will be handled by the VS Editorial Board. They are reaching out to VSA for official sanction and a venue.
- Elisa discussed why the Professional Development Committee did not consider it appropriate for their Committee to oversee the VS award, as had been suggested by Joe. Currently the PDC oversees awards for students and emerging professionals -- related to the conference. She suggested that more thought needs to be given to where in VSA it makes sense for other types of awards to sit

Motion: J. Luke moved "That the VSA Board supports the Visitor Studies Editorial Board's proposal for an outstanding paper award to be given each year at the Visitor Studies Association Annual Conference beginning in 2014. R. Korn seconded. S. Cohn called the question. The motion carried.

5. Introduction to 2014 Fundraising Spreadsheet (R. Korn)

Randi walked through how we will be tracking fundraising using the google doc (link: <https://docs.google.com/spreadsheet/ccc?key=0AgBZG8L5acJ4dG8yOWh2RGV5RkU1dGR3bG9OLXRYMWc&usp=sharing>). She asked for all Board Members to check the list, add names, and sign up to help with asks.

Mira Zergani will be offering two tutorials about how to become comfortable and successful as a fundraiser. Randi will send dates and times shortly; she encourages all to attend.

6. Mission Statement report (D. McCreedy)

Dale provided an overview of the status of the mission statement discussion. She reported on the work done to date on clarifying the mission statement and determining how to respond to feedback received from several members. After reaching out for advice to BoardSource and to Vance Yoshida, La Piana Consulting, who led the strategy efforts that resulted in the change in mission statement, the EC developed a plan for moving forward. A letter from Joe to the membership will share the thinking behind the change and invite response. Once the input is received, the EC will review and recommend next steps to the full Board. Dale is drafting the letter from Joe and will solicit feedback from the EC and the Board prior to Eli distributing to the membership.

7. Spring Board Meeting scheduling (E. Bossin)

Based on the doodle poll, the dates that most people are able to attend the Spring Board Meeting are May 20, 21, and 22 – the end of the AAM Annual Meeting in Seattle. Eli will follow up to determine the best 1.5 days and will then send out the schedule so people can make plans.

8. Other Business

- Kim is setting up another Committee Chair meeting. She will be sending out potential dates shortly.
- Marcie brought up several threads of discussion that she'd like to us to continue discussing. Joe suggested that she share these for future meeting agendas. The threads are:
 - Tracking the building of staff and contractor capacity.
 - Tracking our capacity to partner on and manage grants.
 - Cross-talking about relationship-development plans
 - Cross-talking about the development of a communication plan
 - Developing recognitions for career milestones and achievements
 - Cracking into Board Source

S. Cohn moved *"That the Board Meeting be adjourned."* L. Huerta Migus seconded. The motion carried.

The meeting adjourned at 2:25 pm Eastern

Randy Roberts
Secretary
March 15, 2014