



**Board of Directors Meeting
Science Museum of Minnesota, St. Paul, MN
May 2-3, 2012
MINUTES**

Present

President and Chair	Dale McCreedy
Past President	Kirsten Ellenbogen
President Elect	Joe Heimlich
Treasurer	Jessica Luke
Secretary	Elisa Israel
Vice-President, Organizational Development	Dave Ucko
Vice-President, Outreach Development	Matt Sikora
Vice-President, Professional Development	Kris Morrissey
Association Manager	Sarah Cohn

Members:

Kate Haley Goldman, Cheryl Kessler, Karen Knutson, Randi Korn, Emlyn Koster, Troy Livingston, Laura Huerta Migus (joined at 12:50 p.m. May 2), Saul Rockman, Jessica Sickler, Kathleen Tinworth

Present via teleconference:

- Marcie Benne (11:45 a.m. – 11:56 a.m. and 12:55 p.m. – 5:00 p.m., May 2; 10:15 a.m. – 2:00 p.m. May 3)
- Rick Bonney (2:15 p.m. – 4:20 p.m. May 2; 9:20 a.m.– 2:00 p.m. May 3)
- Caren Oberg (absent on May 2; 10:05 a.m. – 2:00 p.m. May 3)
- Mira Zergani (11:34 a.m. – 11:56 a.m. and 1:45 p.m.- 4:00 p.m. May 2; absent on May 3)

Absent: Ellen McCallie

Guests:

Senior Manager, La Piana Consulting	Vance Yoshida
Senior Consultant, La Piana Consulting	Maria Markham (joined at 12:30 p.m. May 2)

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 9:35 a.m. Central.

D. McCreedy welcomed everyone and thanked them for coming to the meeting. She noted that it has varied in the past as to whether or not committee chairs were asked to submit reports for Board meetings and thanked them for doing reports for this meeting.

D. McCreedy introduced V. Yoshida, Senior Manager for La Piana Consulting, and explained that he will be working with the Board during the afternoon of May 2 and for the meeting time on May 3. She noted that he has extensive experience working with many different organizations, including non-profits, and specializes in the type of work that VSA has asked him to do. D. McCreedy noted that she, J. Heimlich, and D. Ucko have worked closely with V. Yoshida in preparation for the Board meeting.

E. Israel conducted a roll call to ascertain if any of the Members had a conflict of interest with any items on the agenda.

Name	Conflict
Dale McCreedy	None
Marcie Benne	Absent during roll call
Rick Bonney	Absent during roll call
Sarah Cohn	None
Kate Haley Goldman	None
Kirsten Ellenbogen	Works on CAISE and is Co-PI on BISE
Joe Heimlich	None
Elisa Israel	None
Cheryl Kessler	None
Karen Knutson	Co-PI on BISE
Randi Korn	None
Emlyn Koster	None
Troy Livingston	None
Jessica Luke	Paid author on the CAISE PI evaluation guide
Ellen McCallie	Absent
Laura Huerta Migus	Absent during roll call
Kris Morrissey	None
Caren Oberg	Absent during roll call
Saul Rockman	None
Jessica Sickler	None
Matt Sikora	None
Kathleen Tinworth	None
Dave Ucko	None
Mira Zirgani	None

Approval of Consent Agenda

E. Israel confirmed that the following items were part of the consent agenda.

Association Manager Report (S. Cohn)
President Report (D. McCreedy)
President Elect Report (J. Heimlich)
Secretary Report (E. Israel)
VP for Organizational Development Report (D. Ucko)
Board Development Committee Report (L. Migus)
Development Committee Report (R. Korn)
VP for Professional Development Report (K. Morrissey)
Professional Development Committee Report (C. Kessler)
Conference Planning Committee Report (J. Sickler)
VP for Outreach Development Report (M. Sikora)
Membership Committee Report (M. Benne)
Communications Committee Report (R. Bonney)

E. Israel asked if anyone wanted to move any items from the consent agenda to the deliberative agenda for any reason. No items were moved.

Motion: C. Kessler moved *“That the Consent Agenda be accepted”*, J. Heimlich seconded. The consent agenda was approved.

Deliberative agenda

1. Approval of the Minutes of the Board Meeting of December 15, 2011

E. Israel asked if there were any corrections for the minutes of the December Board meeting, which had been posted on Basecamp prior to the meeting. No changes were offered.

Motion: C. Kessler moved *“That the minutes of the last meeting be accepted.”* S. Rockman seconded. The motion carried.

Point of Information: E. Koster informed the Board that E. Ledbetter, the Association’s former Executive Director, is now the executive supporting staff member for the US-ICOM Board.

2. Financial Quarterly Report

J. Luke referenced the documents posted to Basecamp. She reviewed four aspects of VSAs finances:

1) Looking back at 2011

- VSA finished the year with a surplus of \$6,967.83. This compares to 2010, when VSA finished the year with a \$19,000 deficit.
- The bulk of revenue (44%) is from grants, followed by conference (38%).
- The largest portion of expenses (45%) is related to grants, followed by general operating (27%).

Questions:

K. Morrissey asked for clarification about the grant revenue and expenses. J. Luke explained that those numbers are the same because it is essentially a pass-through. She noted that VSA receives a 15% overhead on grants, which is used to lower the general operating expenses.

E. Koster asked how much of the general operating expenses are staffing costs. J. Luke noted that approximately \$51,000 was spent on the Executive Director contract. She clarified that this accounts for twelve months of staffing with two months of overlap between the Executive Director and the Association Manager.

2) Looking at 2012 budget

J. Luke reminded the Board that the 2012 Budget was approved at the December Board meeting and that the full budget is available on Basecamp.

- Majority of 2012 projected revenue (58%) is from grants, followed by conference (27%).
- Majority of 2012 projected expenses (58%) is associated with grants, followed by general operating expenses (24%).

Questions:

E. Koster inquired if the Noyce grant is accounted for in the presented figures. J. Luke explained that since the Noyce grant was not part of the original budget, it is not included in the projections; however it has been added into the actuals. K. Ellenbogen noted that VSA has not previously done budget rejections, working from actuals instead.

S. Rockman asked if regional conferences are including in the budget. J. Luke and C. Kessler noted that the budget included one regional workshop in April, but that overall it is smaller than 2011.

V. Yoshida inquired as to the amount of grant funds that go towards general operating expenses. J. Luke explained that VSA charges a 15% overhead rate on grants, which is used to lower general operating expenses, including staff time. Otherwise, what comes in from grants goes back out to the PI and expenses for any contract services. K. Ellenbogen noted that the exception to that would be specific expenses associated with the grant, such as software, that also serve the organization. J. Luke noted that in the first quarter of 2012 there have been a number of grant expenses associated with contractor activity including the CAISE PI Guide and the ISE Evidence Wiki. K. Ellenbogen noted that the 15% level is VSA's unnegotiated rate – the rate VSA is allowed to claim as an indirect without going through the negotiation process. M. Sikora noted that the initial plan for the Executive Director had been to supplement the basic salary with additional project work through the grants. He noted that this has been done to only a small extent with the current Association Manager.

J. Luke confirmed that PowerPoint slides she shared would be posted to the Board area of Basecamp.

3) First Quarter Finances

- Highlight: \$42,000 from Noyce has been deposited.
- The contract to La Piana is \$39,500. The remainder of funds from Noyce is for

expenses for La Piana and VSA.

- D. McCreedy noted that La Piana will be paid out by the end of the year.
- D. Ucko noted that Noyce does not allow for overheads, so all of the funds are for direct costs.
- Some initial conference activity has begun – registrations, deposits on catering.

Questions:

M. Sikora asked about the source for the \$2,200 in unrestricted gifts. J. Luke noted it is predominantly board giving.

4) Taxes

J. Luke reported that the deadline for the federal filing of the 990 form is May 15. She thanked the Board for responding to her request about time spent on VSA business and reported that the completed 990 form will be posted to the Board via Basecamp starting May 4. She noted that, in compliance with federal regulations, the form would be available for at least three days and asked everyone to review it. She also reported that there will be two conference call times on May 8th and 9th to discuss it. She also welcomed input via email. J. Luke reported that the 990 will be filed before May 15th.

D. McCreedy thanked J. Luke for her work on preparing the 990.

General Budget Questions:

E. Koster asked whether VSA wants to explore the possibility of doing a formal quarterly update of its budget or continue with carrying addendums to the budget forward. He noted that current activities suggest the possibility of more in-year changes in the future, which could make it useful to reflect this flexibility by doing quarterly updates. D. McCreedy suggested that this could be brought to the EC for further discussion. J. Luke noted that doing quarterly reprojections would be useful.

D. Ucko requested a summary of budget versus actual for the quarter and year. J. Luke reported that the posted spreadsheet only shows the budget and actuals for the first quarter. She will upload to Basecamp a new document which will also include the budget for the full year. C. Kessler noted this will be helpful for the Conference Committee.

J. Luke reminded the Board that she posts the financials monthly to Basecamp and welcomed questions and requests for additional information. D. McCreedy noted it will also be helpful for the operational activities to have the quarterly updates.

3. Review of Financial Access to Accounts

Motion: J. Luke moved *“That commencing May 1, 2012, the following individuals be authorized as signers on the respective VSA accounts with US Bank.*

Primary checking: Ending in 7854 Treasurer & President

Restricted: Ending in 7847 Treasurer & President

Petty Cash: Ending in 7839 Treasurer, President & Association Manager

Contingency: Ending in 6772 Treasurer & President

April Award: Ending in 0539 Treasurer & President

For purposes of clarity, the following individuals currently occupy the positions listed above: Treasurer = Jessica Luke; VSA President = Dale McCreedy; and Association Manager = Sarah Cohn.”

E. Israel seconded.

J. Luke explained the five accounts VSA has and that the authorized signers on the accounts have included J. Johnson as Financial Officer. Now that J. Johnson has completed her duties as Financial Officer, she needs to be removed as a signer.

Questions:

D. Ucko inquired about the contingency account. J. Luke explained it is a small amount of money available for severe cash flow issues. K. Ellenbogen noted that, at one point, the contingency account was up to approximately \$80,000. VSA decided it was not appropriate for a non-profit with VSA's budget to have a contingency fund of that size and for 2011 purposely budgeted to overspend the budget in order to spend that down.

K. Ellenbogen asked if it is necessary to move the excess from the 2011 budget into the contingency account and noted that in the past, there was a vote as to whether or not to move funds into that account.

[Action: J. Luke will look into whether or not the 2011 surplus needs to be moved into the contingency account and if such a move would require a vote.](#)

The motion on the floor was adopted.

4. Building ISE (BISE) Update

D. McCreedy noted that S. Cohn has served as liaison between the grant oversight committee and the BISE group. S. Cohn reported that she is helping to manage the three VSA authors for the BISE project. S. Cohn presented posters that describe the work of coding the reports on informalscience.org. She reviewed the synthesis papers that the VSA-contracted authors are working on. The questions being explored, three of which (numbers 1, 2, and 5) are being addressed by VSA-contracted authors, are:

1. What can museum practitioners learn from recommendations generated by summative evaluations of exhibitions? (Beverly Serrell is writing the paper on this question.)
2. What are the intended and realized impacts of projects that address social problems? (Kris Morrissey and her students are working on this question.)
3. What key elements should be included in evaluation reports so they are useful to other evaluators in the visitor studies field? (Amy Grack Nelson is writing the paper on this question.)
4. How are media projects typically evaluated and how do they show changes in design, knowledge, outcomes, and increases in interest and engagement in STEM?
5. What are indicators of rigor that evaluators, funders, and users can use to assess rigor in evaluation reports? (Carey Tisdal is writing the paper on this question.)

S. Cohn noted that the wording of the fifth question is not final and that there is overlap between it and the third question. She noted that in the first year of the database, the goal is to show, through the five papers, the breadth of what is possible within the database.

S. Rockman inquired as to how constrained or open the dataset is currently in terms of what types of reports can be submitted. S. Cohn explained that all of the reports come from the informal.science.org website and are science-related. She noted that there has been discussion of incorporating everything that is on the website over the next couple years. S. Rockman noted that most of the reports would be associated with NSF-funded projects. S. Cohn confirmed that, noting that posting reports to informal.science.org is a requirement of NSF, but she also noted that there are some reports in the data set that are not from NSF projects. S. Rockman asked if there is any effort to gather more data that would be appropriate for the database. S. Cohn reported that there have been both targeted and general calls for more reports to be uploaded. She noted that additional targeted calls are anticipated for the next year around the topics of online projects and afterschool youth programs.

K. Ellenbogen reported that deadlines have been set for uploading non-science pieces. K. Knutson noted that it is up to evaluators, such as VSA Board members, to upload reports. S. Rockman noted that he can't upload reports owned by other entities. K. Ellenbogen noted that BISE staff could receive lists of reports that might be appropriate for the database and then contact those individuals to request permission to upload reports. R. Korn noted that the term "science" in the website name is restricting.

E. Koster asked for more information about the questions. S. Cohn noted that many of the questions are still incomplete. K. Knutson described that the questions emerged based on the reports currently available on the database.

E. Koster commented that there should be a communication plan for how to maximize the results of the synthesis and noted that it is an opportunity for VSA to take a leadership role in the field. M. Sikora reported that the contracts VSA has with the three authors include creating a special supplement to the *Visitor Studies* journal, which would be academic, scholarly publications. He further noted that the contracts also call for creating something for a more general audience that would provide context on the relevancy of the synthesis reports to the field. He described that the authors need to first go through the synthesis process and understand the research and its implications before determining how it fits into the field and where it will be most appropriate to publish.

S. Rockman noted that this is a modest effort with constraints and limitations that should be acknowledged.

K. Ellenbogen noted that VSA's contract on the grant has shifted since the start of grant. She commented that the possibility exists that for the final year of the grant, which ends summer 2013, VSA could work on identifying how else the database could serve the field. K. Knutson noted that this is the first year of looking at the data collected. D. Ucko noted that the quality of the reports in the database varies greatly and that we need to be aware that the quality of the overall analysis is dependant on that.

K. Tinworth asked if reports from NSF funding streams besides ISE, such as DR-K12, could be included in the database. K. Tinworth also noted that an AEA member recently discovered informal.science.org and analyzed the look and field of the reports on the database from a data visualization perspective for her PhD dissertation. K. Tinworth noted

that she has permission to share the dissertation. K. Ellenbogen noted that Board members could talk with non-ISE program officers and request that their grantees upload their reports to informal.science.org.

S. Cohn reported that the other VSA-related work on the BISE grant is the Find an Evaluator Database, which is linked through the resources section of the VSA website. She requested that all Board members create profiles and encourage others to do so.

5. CAISE and the Evaluation Capacity Building Initiative

D. McCreedy introduced K. Ellenbogen to describe the role VSA has with CAISE. K. Ellenbogen began by noting that VSA is at a transition point in its relationship with CAISE. She provided a review of past activity and an overview of where CAISE is going in next three years. She reported that she had just completed a two-day CAISE retreat, a summary of which is presented in a document she uploaded to the Board via Basecamp.

ISE Evidence Wiki

K. Ellenbogen reported that the ISE Evidence Wiki was created by VSA and has been received with acclaim. She encouraged the Board to access it and contribute to it. She reported that about one percent of people going to the site are actually contributing and editing it.

Comments and questions:

- J. Heimlich requested a direct link to the wiki be added to the VSA website.
- D. Ucko inquired as to the degree of completion of the wiki. K. Ellenbogen noted that while a wiki is never complete, VSA's original planned work is approximately 90% done. The last work being done is by ASTC on creating headers. She reported that the last of the seeded posts, have not yet been uploaded because there is still work being doing on layout and headers. K. Ellenbogen reported that the work going forward on the wiki is part of CAISE's communication plan.
- D. Ucko asked if individuals can add new categories. K. Ellenbogen confirmed this. She noted that CAISE will continue to be monitor the wiki to see how it is being used.
- D. Ucko inquired about responsibility for overseeing the pages of the wiki. K. Ellenbogen noted that as VSA's contract on the wiki ends, the responsibility for the wiki will be with Trevor Nesbit, the wiki administrator, and herself.
- D. Ucko asked if edits get reviewed prior to approval. K. Ellenbogen reported that they are not reviewed, but noted that she receives a note when an edit is made, and other users can set up a similar notification. She reported that this information is being used to demonstrate to NSF how the wiki is being used. K. Ellenbogen noted that she is currently relying on the Science Buzz web team at Science Museum of Minnesota for guidance in monitoring and responding to inappropriate posts

PI guide to Managing Evaluation

K. Ellenbogen reported that VSA produced this guide this year. She noted that the work was led by VSA Board member Rick Bonney and that she and Leslie Goodyear, an NSF program officer were editors. She reported that the goal of the guide is to help PIs understand how they can work well with their evaluators. She reported that they are receiving feedback through the evaluation that is being used to make changes. She also reported that there were two workshops on it conducted during the PI meeting, which also contributed feedback. She noted that the current version is online at CAISE website.

K. Ellenbogen reported that upcoming work on the guide includes:

- Two co-authors coming in to complete chapters started by two authors who have since changed jobs.
- Modifying the guide so it can be an online, dynamic document. She reported that the contract for this work will go through VSA and RFQs have been received.

Comments and questions:

- S. Rockman asked if there is still opportunity for additional comments. K. Ellenbogen noted that as formal reviews were received, edits to the chapters were made and uploaded, but that this will continue for at least another three months.
- E. Koster inquired if the guide is available for free or if it is a retail and revenue opportunity for VSA and/or CAISE. He noted that in China, a new museum opens every three days, and that this might represent an opportunity for VSA. K. Ellenbogen noted that a revenue model for the guide has not been explored. E. Koster noted this could be a good tool for building relationships and building international connections. K. Ellenbogen noted that CAISE would resist making it a fee-based product and commented that as an arm of NSF, CAISE needs to be attentive to its program officer's goals and the fact that CAISE received \$5 million from NSF. She noted that because of this, there would likely be resistance from CAISE, but that VSA could still explore and broach the possibility of a financial model. D. Ucko suggested that there may be something VSA could do something to it that could be a value-added enhancement. E. Koster suggested a translation into Chinese.

Informal Commons

K. Ellenbogen reported that CAISE created a tool called "Informal Commons" that will function, initially, as a search engine, and ultimately as a commons. She noted that a major amount of funding in Years 6-8 will go towards the Informal Commons. She reported that a variety of websites, including VSA, informalscience.org, ExhibitFiles, the Smile Project, and others are included in the Informal Commons database. She noted that to be included in the database one needs to tag their resources with the metatags that have been preapproved. She reported that CAISE is buying related urls so they will all direct to the Informal Commons.

Comments and questions:

- R. Korn asked how arts organizations will find the site. K. Ellenbogen noted that communication plans for moving it beyond the current audiences are still in development.
- K. Tinworth noted that involvement of arts organizations can also be advocated for through the American Evaluation Association.

Years 6-8

K. Ellenbogen reported that CAISE had applied for 5 years of funding, but that all Centers in the Educational and Human Resources part of NSF must now re-compete after three years. She reported that, beginning with Year 6, all the co-PIs will represent CAISE, not just their individual organizations and that this changes VSA's relationship with CAISE.

She reported that the key audiences for Years 6-8, as prescribed by NSF, are:

1. Current NSF ISE PIs
2. ISE program officers
3. The 109 NSF STEM Centers
4. NSF STEM program officers
5. ISE evaluators and learning researchers

She noted that Audiences 3, 4, and 5 are new for CAISE and audience 5, in particular, illustrates VSA's connection to CAISE. She noted that individuals associated with CAISE and VSA have been doing workshops for the NSF STEM Centers.

K. Ellenbogen described CAISE's roles for Years 6-8:

1. State-of-the-field characterizer
2. Integrator
3. Network and connectivity catalyst
4. Capacity builder
5. Resources generator and disseminator

She reported that evaluation capacity building is a big focus for CAISE in Years 6-8. She noted that this includes people already doing evaluation in ISE as well as recruiting evaluation professionals who have been doing evaluation, but not in ISE. She further noted that the timing of VSA's Board meetings and CAISE's annual reverse site visit has allowed VSA to lead the thinking in where CAISE should head in its work with evaluators and PIs.

D. Ucko noted that this is an opportunity to use the VSA website for building capacity within the evaluation field. K. Ellenbogen noted that there is \$400,000 in web infrastructure work planned for CAISE and VSA could request changes to its site as part of that.

Stakeholders for the planned convening on evaluation capacity building:

1. Evaluators
2. Professionals who train evaluators
3. Practitioners who use evaluation
4. Funders and policy-makers
5. Professional associations, such as VSA and AEA

K. Ellenbogen reported that CAISE is discussing how to do convenings within each of these stakeholder groups to identify common issues. She noted that AEA is willing to host convenings during their conference and VSA could do something similar. She further noted that a focus for VSA would be on those who train evaluators – not just through degree granting programs, but through workshops and institutes as well.

Comments and questions:

- E. Koster noted that the stakeholder groups are similar to VSA's audiences, but that one of VSA's audiences, CEOs, is not included in the CAISE list of stakeholders. J. Heimlich noted that, while CEO's use of evaluation is different than that of exhibit designers or educators, they could still be considered practitioners who use evaluation. R. Korn noted that reports could be written with a section geared for that audience.
- M. Sikora asked what outcomes are desired from the smaller meetings and the convening. K. Ellenbogen noted that the media convening last year resulted in an

- additional grant to convene again, separate from CAISE. She noted that the idea is for the groups to take ownership.
- K. Morrissey asked if the stakeholder categories are only those with national funding. K. Ellenbogen noted the convenings are small working groups of 30-40 people, selected to be representative of the field.
 - K. Morrissey asked if the products will still be focused on NSF PIs or be disseminated more broadly. K. Ellenbogen noted that CAISE takes an NSF lens on its work, so the focus is on NSF PIs and the other prescribed audiences, but it could still support the work of groups that are offshoots from CAISE, such as the media group.
 - J. Heimlich asked if there is any connection between CAISE and the National Academy of Sciences (NAS). K. Ellenbogen noted that the NAS has funding for a small working conference, led by Gil Noam (Director of the Program in Education, Afterschool & Resiliency (PEAR)) and Martin Storksdieck (Chair of the Board on Science Education at the National Research Council), to determine if enough interest and evidence exists to create a National Academy committee that would produce a report on the assessment of informal science education and after school science. She noted that CAISE has worked with them on the guiding questions for that work and that several individuals, such as John Falk, Rick Bonney, and herself will be giving talks.
 - K. Ellenbogen noted that the different working groups could be asked to consider not only the big questions in capacity building for their own stakeholders, but also address how it relates to the National Academy convening and the work VSA and AEA might do.
 - R. Korn noted there is a population of private granting agencies that could be a related audience. K. Ellenbogen noted they would be part of the funders and policy-makers stakeholder group.
 - D. Ucko asked how learner researchers fit into the stakeholder groups. K. Ellenbogen noted there is a separate, newly developed, initiative to examine the research to practice question. Kevin Crowley is the PI.
 - S. Rockman expressed concern that the media group is separating itself from CAISE and noted that this would be an important group for VSA to stay connected to. K. Ellenbogen noted that CAISE is a catalyst and as such, the media group has spun off as its own self-organizing group. K. Knutson noted that the media group has not reached out to VSA or vice versa. J. Heimlich noted that this could be an opportunity to view them as audience for our work and for potential collaboration. S. Rockman noted that gaming and social media are still areas to explore. K. Ellenbogen noted that VSA could ask CAISE to focus on a particular area. She also noted that there may be an evaluation group within the media group.
 - K. Ellenbogen reported that work will proceed quickly in order to do the convening by end of year.
 - M. Sikora asked what the Board can do to be supportive. K. Ellenbogen suggested that the Oversight Committee can still provide support to describe what VSA would need out of the convening. K. Ellenbogen noted that that VSA could make recommendation for participants in the five groups, but that participation in CAISE activities is vetted through NSF. She also noted that VSA could ask for funding to support hosting the smaller gatherings at its conference. She noted that the convening itself has to be in DC.

- D. Ucko noted that VSA should think about how to use CAISE and BISE to enhance VSA's resources and infrastructure to provide more value to the organization and expand revenue generation over the long term.
- S. Cohn asked for clarification about K. Ellenbogen's role in light of the recent changes. K. Ellenbogen explained that she is now an independent contractor for CAISE and no longer reports to VSA or Science Museum of Minnesota for her work on CAISE. She noted that VSA does not need a formal oversight committee for CAISE because there isn't a contract there anymore. K. Ellenbogen also noted that CAISE understands that it will need to work with VSA and AEA to conduct the convening. She noted that VSA still needs an oversight committee for BISE because there is still a contract for that work.
- K. Morrissey asked if the change affects VSA's budget. K. Ellenbogen clarified that once the work for Year 5 is completed VSA's contract with CAISE will end. She noted that new contracts may be developed for specific work, which could have associated overhead costs. VSA will not be getting any overhead costs for K. Ellenbogen's time on CAISE.

The Board recessed for a 10-minute break from 11:25 to 11:35 a.m.

6. VSA and CARE (AAM's Committee on Audience Research and Evaluation) Relationship

Motion: J. Heimlich moved *"That the Board approves pursuing the possibility of an appointed position of 'ad hoc board/committee member' liaison between VSA and CARE."*
K. Morrissey seconded.

J. Heimlich explained that this motion extends to discussions with CARE, exploration of governance issues, and the determination of the scope and requirements of such a position. The directives to the ad-hoc governance committee looking at this issue (to be appointed by the President after the meeting), are:

1. to re-review the scenarios that have been developed,
2. to ensure the workability of the mutually agreeable option that works with both governance structures,
3. to construct a job description that honors the time commitment and other costs upon an individual, and
4. to present back to the Board a recommendation on specific action, policy action, and implementation plan by the December 2012 meeting.

J. Heimlich provided background that CARE had approached VSA about having a shared Board member. J. Heimlich worked with CARE to develop a liaison position that would work within the governance structures of both VSA and CARE. He noted that the next step is explore what the liaison position would really look like.

Comments and questions:

- E. Koster asked if any specific needs have been identified by either VSA or CARE or if it is open. J. Heimlich noted that the job description would reflect the unique components of each organization, which would lead to the possibility of more intense collaboration.
- K. Morrissey asked if the liaison would be voting member of both organizations. J. Heimlich clarified that the position would not be a voting member of either

- organization. He explained that the proposed position would be an ad-hoc member of both Boards.
- K. Tinworth noted that she has served on both boards and could provide input, if needed.
 - D. McCreedy noted that she attended the CARE meeting on May 1. She reported that CARE is exploring structure changes. She also noted that IMLS and AAM's accreditation group are both coming to CARE for input on activities and that the CARE Chair noted that these could also be opportunities CARE and VSA to work together.
 - E. Koster noted that CARE is one of many groups with which VSA might develop similar relationships.
 - S. Cohn noted that there is a special interest group within AERA has similar interests to VSA.
 - K. Ellenbogen noted that this is an opportunity to get in on the ground floor of changes at both AAM and CARE.
 - E. Koster suggested looking proactively at other groups with which VSA could work in a similar fashion. J. Heimlich noted that it may be a different model of relationship with each organization.
 - E. Israel noted that ASTC is starting Communities of Practice (CoP) and reported that she was recently approached to help start an Evaluation CoP.
 - C. Kessler noted that it may be similar situation with AASLH.
 - R. Korn noted that within VSA's structure, there is not someone responsible for strategic partnerships.

D. McCreedy made the following addition to the ad-hoc committee's charge:
- to work on identifying other organizations and associations with which VSA might work in a similar fashion.

J. Heimlich called the question. The motion was adopted.

S. Rockman asked about the possibility of pursuing R. Korn's suggestion about coordinating strategic partnerships.

Action: J. Heimlich suggested that investigating the question of how to coordinate strategic partnerships could be addressed by the ad-hoc committee, which would report back to the Board at the July meeting.

7. Operations Committee Reports – Highlights and challenges, review of work with respect to Operational Plans

D. McCreedy thanked J. Sickler, M. Benne, and R. Korn for uploading their committees' operational charts and noted that there were different formats used.

D. McCreedy reviewed the three strategic initiatives from the strategic planning process:

- Bridging communities
- Demonstrate the value of visitor studies
- Increase operational capacity

She noted that through operational planning sessions, strategies were identified to target VSA's five audiences. She described that the work of the Operations Taskforce, comprised of Committee Chairs, Taskforce Chairs, and the EC, was to review the strategies, audiences, and VSA's activities.

D. McCreedy reviewed that committees' activities were listed under the strategic initiatives they targeted. She noted that one method grouped tasks by buckets of types of work to capture the work that happens across committees. The "buckets" were:

- Creating VSA internal content
- Creating external content
- Training and workshops
- Building external relationships

R. Korn noted that she structured the Development Committee's tasks by timeline and integrated the work they do with other committees.

D. McCreedy noted that there are different ways we think about our work and how we think and work across audiences and across committees and that it reflects all the great work VSA is doing. She noted that no one system works for everyone, but that through the Board's work with La Piana, we may develop a more cohesive, connected, and integrated way to think about our work.

The Board recessed for lunch 12:00 noon and reconvened at 12:46 p.m.

8. La Piana

D. McCreedy introduced M. Markham, who is working with V. Yoshida at La Piana and explained that she has been at La Piana for almost two years and has a lot of experience with non-profits. D. McCreedy thanked everyone on the steering committee and those on the Board who have done surveys or interviews.

For the remainder of the meeting, V. Yoshida and M. Markham, from La Piana Consultants, led the Board through a series of presentations and discussions designed facilitate the strategic planning process and explore potential revenue streams for VSA.

The Board adjourned at 5:05 p.m. Central on May 2 until 9:00 a.m. Central May 3.

Deliberative Agenda, Continued

D. McCreedy reconvened the meeting at 9:07 a.m. Central on May 3.

9. La Piana

The Board continued its work with V. Yoshida and M. Markham.

At the conclusion of the Board's work with La Piana, V. Yoshida indicated that he and M. Markham will produce a set of notes from the Board's discussions and provide a set of recommendations for next steps.

V. Yoshida described that his initial recommendation would be to create two new taskforces to focus on Conference and Membership that could ultimately develop new business plans for those areas. He suggested that those taskforces could include members of the standing

Conference and Membership committees as well as other people. For Membership he identified a work plan that could include ways to: increase membership, increasing revenue streams through membership, and increasing renewals. For Conference he identified a work plan that could include: ways to make the conference of greater value, increase attendance, identify revenue streams from the conference. He suggested two levels of work: 1) low hang fruit – things that will be easy to implement in next 2-3 months, and 2) bigger plans for a longer timeframe that will move VSA to next level.

10. Reminders, closing thoughts and moving forward

D. McCreedy issued the following reminders to the Board:

- May 7 – M. Zirgani will conduct trainings on how to do development asks.
- May 8 and 9 - J. Luke will hold conference calls about the 990 tax form.
- Board members should get involved with committees, if not already and, in particular, M. Benne needs additional members on Membership Committee.

D. McCreedy invited feedback and thoughts, and asked people to identify if there are things they are ready and able to do in next few weeks.

D. McCreedy thanked V. Yoshida and M. Markham for their work.

E. Koster asked how the Board will be informed of the EC's work. E. Israel noted that the after the EC approves the minutes of its previous meeting, they are posted to the Board area of Basecamp. A possibility was raised of additional Board Meetings before the July meeting.

The next scheduled meeting on Wednesday, July 25, 2012, in Raleigh, NC, prior to the start of the annual conference.

D. McCreedy reminded the Board that one of the goals is to have something to share with the membership about the Board's work with La Piana during a special session at the conference in July.

D. McCreedy thanked J. Sickler and S. Cohn for their work preparing for the conference.

J. Heimlich moved *"That the Board Meeting be adjourned."* K. Ellenbogen seconded. The motion carried.

The meeting adjourned on May 3 at 2:06 p.m. Central

Elisa Israel
Secretary
May 20, 2012