Ms. Jean Frankel conducted a session on “Strategic Board Leadership”. Discussion was held on the basic functions of the board and their role in strategic planning. A sample Board governance code was reviewed, as well as board and staff roles:

- The Board is responsible for deciding outcomes.
- The staff is responsible for deciding the how.

Call to Order

- President Redwine called the meeting to order at 10:02 a.m.

Approval of September 21, 2016 Minutes

M/S/P Kwaterski/Reynolds “to approve the September 21, 2016 minutes as presented.”

Ms. Frankel led discussion on “What are the possible barriers to NACAS’ envisioned future?”

NACAS Strategic Branding Conversation

- Mekanic representative, Erik Hansen gave an overview of the rebranding plan and how to tell NACAS’ story.
- Stakeholder interviews will be held with those that were asked to complete the branding exercise.
- The group discussed what makes NACAS different.
- The plan is to move forward in January with a consistent message.

Teall Contract

- Ms. Finn noted that the seven-year contract was updated based on discussion from the September board call and was reviewed by NACAS’ attorney. Teall has agreed to the edits to the contract.
- It was noted that item 6d in the contract needs to clarify that it is one full page ad one time per year.

M/S/P Reynolds/Mills “to approve the Teall contract as amended to section 6d related to the advertisement.”
Mr. Bradie abstained from voting.

**Treasurer’s Report**
- Mr. Garcia previewed the PowerPoint that will be shown during the NACAS Annual Business Meeting on October 11th which included the 3rd quarter financials and 2017 budget proposal.
- Ms. Finn reported that the staff presented on the RFP at the CCBO Board meeting in September in Orlando during the CCBO Annual Conference. CCBO has noted that they would like to continue doing business with NACAS and they are working on negotiating the terms of a contract to be presented in November.

**NACAS Dashboard**
- Mr. Weichhart gave an overview of the NACAS dashboard. There were some suggestions made on adding additional information to this document.
- The breakdown of the membership by FTE and region was reviewed.

**Organization Structure Review Task Force Update**
- Ms. Kwaterski reported that the national by-laws will be voted on during the Annual Business Meeting on October 11th. However, the regions have indicated that they want language taken out of the proposed by-laws regarding the regional affiliation agreement since it has not been done. This will be further discussed on Saturday during the meeting with the regional presidents.

**Proposed 2017 Board Calendar**
- This item was not reviewed.

**2016 Annual Conference Update**
- Ms. Finn reminded the board of events that they should attend during the conference.
- Those with speaking parts at the conference received scripts via a calendar invite.
- Conference stats:
  - 507 full institutional delegate registrations
  - 204 booths representing 61 companies
  - 79 volunteers
  - 179 First Timer attendees
  - 35 golfers
  - Total of 1074 attendees

*M/S/P Reynolds/Mills “to go into Executive Session at 2:54 p.m.”*

The Executive Session ended at 3:22 p.m.

*M/S/P “to adjourn the meeting at 3:23 p.m.”*

Respectfully submitted,

Kelsey Harmon Finn
CEO

Marcia Oakley
Executive Assistant