Call to Order
President Wahr called the meeting to order at 2:01 p.m.

Approval of November 3, 2017 Minutes
M/S/P Barry/Ceja “to approve the November 3, 2017 minutes as presented.”

Approval of November 4, 2017 Minutes (with regional presidents)
M/S/P Ceja/Garcia “to approve the November 4, 2017 minutes as presented.”

Strategic Issues
Research Update
- Ms. Pepito gave an update on the research year-one studies for 2017.
  - Membership
  - Student Success and Employment
- Ms. Finn has been fostering relationships with our sister associations in CHEMA and NACAS is hoping to present at the 2018 NACUBO Annual Conference.

Review & Adjustment of Strategy
2017 C3X Conference Recap
- Ms. Vercellone reported the following:
  - 597 total delegate registrations
  - 566 members
  - 11 non-members
  - 11 day members
  - 8 day non-members
  - 1 retiree
  - 22 guests
  - 24 cancellations including rollovers to 2018
  - 55 Canadians as well as attendees from Denmark, New Zealand and Japan
- 31 non-exhibiting business partners
- 206 exhibiting business partners
- 300 booth personnel
- Central Region - 98
- East Region - 140
- South Region - 203
- West Region - 144
- The 2018 C3X Conference Committee is working on the plans for the October conference.
- Ms. Finn noted that over 170 people have completed the post-conference survey to date.
- C3X updates will be provided during the January board meeting.

Treasurer’s Report
- Ms. Vieira noted that the fiscal year is being wrapped up and the financials will be reported in January.
- Ms. Vieira and Mr. Dastoli are looking at how institutional and business partner membership dues are collected and will be proposing some ideas on how to recognize business partner membership dues revenue in the year that the company exhibits.
- Mr. Dastoli noted that booth sales have been fully recognized in the year of the conference. However, the business partner membership dues that are tied to those booths have been split between the current year and the following year. The proposal would be for the business partner membership dues to follow the same revenue recognition model as the booth sales. The auditors for NACAS support and agree with this reasoning.

Policy Determination: Public & Operational

New Board Orientation
- Ms. Finn reported that onboarding was conducted virtually with new NACAS board members. Onboarding was also conducted for the first time with the new NACAS Foundation board members.

Board Exit Interviews
- Ms. Finn noted that outgoing board members have been asked to complete debriefing questions and she will meet individually with each person for a 30-minute follow-up in January and February.

Routine Board Business

2018 LTM Schedule
- Ms. Finn noted that the LTM Save the Date and schedule overview was posted in the NACAS Lounge. The regional presidents will be invited to join the NACAS Board and NACAS Foundation board members for a meeting in Las Vegas.
- The primary topic of the LTM will be the new Strategic Plan to match the strategy and vision of the NACAS board. The detailed LTM agenda will be posted soon.
- Board members were asked to book their flights to Las Vegas and complete the Event Travel Form by December 22nd.

NACAS Office Update
- Ms. Finn noted that our research partner formerly known as Fluent is now doing business as Riddle and Bloom.
- Work is continuing to develop the NACAS Marketplace. Testing will be in January and plans are to go live in February.
- The NACAS Office will be closed Dec. 25th through January 2nd (reopen on January 3rd.)
NACAS Foundation Update
- Ms. Finn noted that the Foundation is focusing on the Campaign for the Future and the 50th anniversary. The Foundation has an 18-month plan for raising funds and is encouraging end-of-year giving.
- The Foundation Board call is scheduled for December 13th and discussion will be held on potentially revamping the silent auction to include a live auction instead of the online bidding.

CCBO Update
- Ms. De Lisle reported that CCBO membership retention is up approximately 10% since early November.
- A tactical plan will launch in January to include business development and new recruitment outreach.
- CCBO is looking to recognize business partner membership revenue in the calendar year that it is earned (to match a model like NACAS.)
- The CCBO Board will meet at the end of February and will discuss the long-term partnership between NACAS & CCBO.

President Wahr noted that NACAS is attempting to move the March, April, May and September board calls as the Foundation president is unable to join the currently scheduled ones. President Wahr noted that Foundation representation is needed on the calls. Options include trying another Doodle poll to find alternate dates and times or seeking alternate representation from the Foundation on the NACAS calls during these months.

M/S/P Davis “to go into executive session at 2:53 p.m.”

M/S/P Garcia/Ceja “to adjourn the meeting at 3:04 p.m.”

Respectfully submitted,

Kelsey Harmon Finn
CEO

Marcia Oakley
Executive Assistant