

NACAS Board Meeting Minutes

October 18, 2021 – Atlantic City, NJ

<input checked="" type="checkbox"/>	Mark Ironside	President	<input checked="" type="checkbox"/>	Matt Marcial	Chief Executive Officer
<input checked="" type="checkbox"/>	Matt Portner, CASP	President Elect	<input checked="" type="checkbox"/>	Lillian De Lisle Stott	Chief Operating Officer
<input checked="" type="checkbox"/>	Neil Markley	Vice President	<input checked="" type="checkbox"/>	Ashley Vercellone	Director of Events
<input checked="" type="checkbox"/>	Jared Ceja, CASP	Treasurer	<input checked="" type="checkbox"/>	DJ Pepito	Chief Programs Officer
<input checked="" type="checkbox"/>	Ryan Greene, CASP	Past President			
<input checked="" type="checkbox"/>	Gheretta Harris, CASP	Central Rep			
<input checked="" type="checkbox"/>	Maria Hoagland	East Rep			
<input checked="" type="checkbox"/>	Andy Meeks, CASP	South Rep			
<input checked="" type="checkbox"/>	Lisa Goberis, CASP	West Rep			
<input checked="" type="checkbox"/>	Emily Messa, CASP	Member At-Large			
	<i>Attended virtually</i>				
<input checked="" type="checkbox"/>	Martha Davidson, CASP	Member At-Large			
<input checked="" type="checkbox"/>	Eddie Mills	Foundation President			
				Guests	
			<input checked="" type="checkbox"/>	Monica Rattigan	Incoming East Rep
			<input checked="" type="checkbox"/>	Brett Jackson, CASP	Incoming VP
				<i>Attended virtually</i>	

1. Call to Order / Roll Call

- President Ironside called the meeting to order at 9:04 am ET.

2. Approval of Minutes

M/S/P Meeks/Davidson “to approve the minutes of the September 22, 2021 Regular Meeting.”

12 “Yes” Votes

Zero “No” Votes

Zero Abstentions

Strategic Issues

3. 2024 & 2025 C3X Locations

- Ms. Vercellone provided an overview of current C3X contracted locations. The 2025 C3X is contracted with Harrah’s Atlantic City as part of the 2021 re-negotiated contract, but NACAS will be moving the 2025 event to another Caesar’s property in Las Vegas.
- Ms. Vercellone presented locations to send an RFP to for 2024 and 2026 C3X.
- There was discussion on states that have travel bans from the CSU system, but the group determined that it was low risk to contract C3X in these states given the low percentage of members that it would impact. There was also discussion about adding a Central Region city to the rotation.
- NACAS will move forward with a 2024 RFP to Georgia, Texas, and Florida cities, and a 2026 RFP to Washington, D.C., Boston, and Chicago.

4. Regional Services Update

- Mr. Marcial provided an update on the status of the regional services proposals. The feedback received from Regions has been primarily around the approach and communication of the management fee concept. NACAS East has executed the MOUs for financial support and enhanced CX support. NACAS West has committed to the base level support and registration platform, and will discuss additional CX support as their 2022 planning continues. NACAS Central has committed to the base level support and will discuss CX support further after C3X.

- Mr. Meeks shared feedback from NACAS South. There are questions and clarifications needed, and Mr. Ceja agreed to talk with NACAS South leadership. Mr. Meeks will have an update at the next NACAS Board meeting.
- The 2022 NACAS budget proposal has been updated to reflect the committed amounts from NACAS East, West, and Central.

5. Strategic Planning Timeline & Approach

- Mr. Marcial presented the suggested approach to strategic planning. NACAS has a solid existing strategic plan as a foundation that we will continue to build on.
- NACAS staff will do some preparation leading up to the February Leadership Team Meeting (LTM) including reviewing the current plan, current NACAS services, products, and prioritization, and preparing a state of the industry and overview of the competitive environment.
- At LTM, Mr. Marcial will present his findings from his stakeholder listening tour and future vision, present the staff recommendations from the prioritization exercise, and then the group will engage in small group work on strategic priorities, goals, and objectives using a start/stop/continue exercise.
- NACAS staff will develop strategies for execution following the LTM discussions, and present a proposed strategic plan at the April 2022 Board meeting for approval.

Review & Adjustment of Strategy

6. Treasurer's Report

- Mr. Ceja presented the Q3 2021 Financials and the revised 2021 projections. NACAS has applied for Paycheck Protection Program (PPP) loan forgiveness. While the 2021 projections are formally showing a loss of about \$42,000, this does not include the gains in investments YTD or the PPP loan forgiveness. If the investment gains remain flat and NACAS is forgiven for the full PPP loan amount, the bottom line in 2021 will be about \$200,000 in the positive.
- Mr. Ceja presented the final 2022 budget proposal. The final proposal includes an adjusted membership revenue based on current 2021 projections, still showing 2% net growth in institutional membership. It also includes the adjusted regional management fees, a hybrid C3X model, a small in-person LTM, and NACAS' retirement contribution for employees at 6%.
- Discussion was held around the importance of investing in NACAS' future, and the budgeted loss in 2022 is strategic to ensure continued membership growth by offering a virtual option for C3X and an investment in in-person strategic planning for the future of the organization.

M/S/P Goberis/Hoagland "to approve the proposed 2022 budget to present to the membership at the Annual Business Meeting."

12 "Yes" Votes

Zero "No" Votes

Zero Abstentions

Policy Determination: Public & Operational

7. Privacy Policy Update

- Mr. Marcial and Ms. Stott provided an overview of the proposed revisions to Section 101 of the NACAS Policy Manual: Privacy Policy. NACAS will be partnering with a third party vendor for retargeting ads, which will use cookies from NACAS website traffic. While there is no legal need to update the privacy policy, this is best practice and allows for better transparency to the members.

M/S/P Greene/Meeks "to approve the recommended changes to NACAS Policy, Section 101 Privacy Policy as presented."

12 "Yes" Votes

Zero “No” Votes
Zero Abstentions

- Discussion occurred around pursuing digital-only publications for sustainability purposes, and ensuring the most value in advertising partnerships. Mr. Marcial and the staff will explore these options in 2022 in alignment with the Naylor contract timeline.

Routine Board Business

8. CCC Quarterly Report

- Ms. Messa provided a report of the Committee Chair Council (CCC), including an overview of the Q3 strategic dashboard. As of September 30, NACAS has 563 paid members, \$429,845 in contracted sponsorships, and has seen a total of 3,644 participants across all programming (comprised of 1,772 unique individuals).
- Ms. Messa shared that the regional proposal feedback was also discussed on the CCC call and thanked President Ironside for including it on the board agenda.

9. 2021-2022 Board Calendar

- Mr. Portner presented the proposed 2021-2022 Board calendar, which includes two in-person meetings at LTM and C3X. The summer meeting will be virtual. Discussion was held on holding two back-to-back days of mid-afternoon summer board meeting instead of a single-day, longer Zoom meeting.

M/S/P Portner/Mills “to approve the 2021-2022 Board Calendar as presented, with the addition of a second afternoon in July for the virtual summer board meeting.”

12 “Yes” Votes
Zero “No” Votes
Zero Abstentions

- Mr. Portner also reminded the Board members of their duty of care and obligation to uphold the Bylaws and policies of the organization. The NACAS office will send Conflict of Interest and Confidentiality forms to each board member to sign electronically, following C3X.

10. NACAS Office Update

- Mr. Marcial provided the NACAS office update. The temporary contracted position of Administrative Assistant will be ending this month. Mr. Marcial is evaluating an executive assistant/volunteer management role to be hired in 2022 at 30 hours/week.
- An update on C3X registration was provided. There are a total of 601 institutional delegate registrations, with 110 in-person in Atlantic City. There are 362 business partner delegates participating, with 203 in-person in Atlantic City. There are 73 exhibitors.
- Ms. Stott provided an overview of the C3X Know Before You Go document and Board responsibilities on-site.

11. Foundation Update

- Mr. Mills provided an update on the NACAS Foundation, which will be meeting later today. The Foundation held a successful Fun Run/Walk which had 50 runners participating. The Foundation Board also approved five Campus Care Grant winners who will be announced at the Awards Reception during C3X.
- Mr. Mills requested that NACAS board members attend the Wednesday lunch to support the Foundation’s Flip-a-Coin event.

12. Adjourn

M/S/P Greene/Goberis “to adourn the meeting” at 10:30am ET.
12 “Yes” Votes
Zero “No” Votes
Zero Abstentions

Respectfully submitted,

Matt Marcial
CEO

Lillian De Lisle Stott
COO