Consultative Meeting of CIES Executive, Futures, and Review Committees
April 1st, 2011
Teleconference

Present: Maria Teresa Tanto, Ratna Ghosh (has to leave early), Jason Lane, Alan Wagner, Erwin Epstein, Gilbert Valverde (joins later), Aaron Benavot, David Baker (for an hour), Treisy Romero.

James Williams joined the conversation at 10:20am to address the report of the New Scholars Review Committee.

Issues on the agenda:

- Budget
- Executive Director
- Website integration
- New Scholars Review

Executive Director

Baker mentions that the charge of the board for the Committee was to look at the possible models for Executive Director. After the preliminary research, the Committee came up with a proposal to present to the board. The decision to make is whether the Society should bring in an individual manager or work with a firm. Given the functions being requested of the position and the size of the Society he suggests appointing an individual person. Firms manage associations larger than CIES. The Committee needs to propose the job responsibilities, the kind of model, where the ED would be located, if it is a full of half time position, the degree of professionalization, if ED is required to do fundraising, be a face of the Society, and the pros and cons of different approaches. All of these have implications for the kind of person to be hired. The salary is estimated at $70 – $80,000 a year for full time. If it is somebody behind the scenes the salary would go down.

Tatto commends the Committee on their good work and detailed work and points to the need to establish a time frame to carry this out.

Baker comments on the possibility of the transition to the ED happening while the Secretariat is at Albany, for another two years. In addition, the Committee has to consider the role of the Secretariat in the transition and with the hiring of an ED.

Lane suggests to have a transition plan ready to be approved by the board for next year’s annual meeting and to establish a committee to examine the propositions and how the management issues would change. However Tatto suggests the process moves much faster. By that time, possible ED’s would have been interviewed. Baker agrees with having the transition move faster but also agrees that it is necessary to take the time to analyze the issues. Lane proposes a 6 month timeline and meeting in the Fall to move things forward. A meeting of the EC is suggested by Baker to discuss the timeline, while
the people appointed to the Committee would analyze the proposals. People possibly proposed to be in the committee are Tato, Lane, Baker, Landorf, Ginsburg.

Tatto suggests clarifying in the proposal that the ED would not substitute the role of the president, but only working in management related activities to relieve the president of these tasks, mainly fundraising. Baker agrees, adding that the ED would be accountable to the Society leadership and to the board. Accountability mechanisms would have to be established. He proposes to have a memo and circulate it next week in order to have a report by April 15th.

Epstein asks to consider that it is necessary to keep in mind the need to work with the historian throughout this work in order to regard the changes this would imply for the Constitution.

[The revised proposal for the ED is included at the end of these minutes]

**Website**

Regarding the Website Baker refers to the plan presented in the East Lansing meeting: to hire a firm to come up with an integrated website that would be stored on browsers and that could be used for the conference and by the Society. The conference planner wouldn’t have to redesign a website.

Tatto comments that the interchange with the firm proposing the website design has been extensive and recognizes that it is expensive work. They sent a more detailed estimate. She suggests appointing a committee to establish the specifications for the website design proposal and after they are approved by the board to announce the request for bids in order to consider the choices, other estimates, and decide.

Baker agrees. He points out that it is a high expense, 70-80,000, although a one time and asks to consider whether it makes sense to do it.

Tatto points out that it takes time to go through with the bidders to help them understand the complexity of the changes proposed, given all the different elements (websites and systems) involved. It was necessary, for example, to talk to Cunningham, to understand what he manages – membership issues, All Academic, the local website for the conference, the registration website (managed by the conference organizer), and finally the Secretariat website; what they offer is integrate all these systems. In addition part of the additional money included in the proposal is for maintenance of the system.

Lane clarifies that the annual fee is $18,000 a year.

Tatto adds that working with all academic and UCPress is a huge undertaking. The work that Cunningham does every year is overwhelming because he has to do everything all over again with All Academic. He has repeatedly pointed out that this is not his job.

Tatto comments that part of the previous Secretariat’s proposal was to actually engage in the website. Currently with Baker as chair of the Committee on transitions he would be in charge, although Baker’s
suggestion is that the Secretariat takes the lead. Lane notes that the budget originally proposed by the Albany Secretariat team was not approved.

Baker proposes that both, he and Lane, can come up with a plan to gather more information and send this forward, given his current work overload. Lane agrees.

Tatto comments that it would be convenient to have Baker on the Committee on transitions and secretariat to work together in order to integrate a strategy to help the Secretariat be more effective. Lane agrees to have the website and ED issues included in the agenda.

**Budget**

Wagner clarifies that the Secretariat has been working with the 2010 budget in the absence of the 2011, which will be approved in May. The current expenditures have been based on the 2010 budget with some adjustments for which the Secretariat has solicited approval from the BOD, for example the additional $100 from the $900 budgeted needed for the election process. The 2012 budget is also being put together to present in the same meeting. He clarifies that the budget is established on a yearly basis, depending on the kinds of activities in which there seems to be the need to spend and on the estimates for them. He is additionally considered items derived from the current discussions.

Tatto points out that she does not see the conference income and expenses reflected in the 2010 budget.

Wagner clarifies that the conference budget is presented, organized and approved separately. The conference is only reflected in the general budget in terms of advances for conference expenditures, for example the advance just sent for the reception at the Montreal conference, and in the net revenue generated by the conference, considered for future expenses. Expenditures and income of the conference are not detailed in the Society budget.

Tatto points out that she believes there should special line that reflects the conference expenses and revenues since it the main source of income to CIES for operating expenses. It appears that the conference income is not reflected at all in the budget.

Wagner agrees and clarifies that this is the way it has been presented and is not certain of how or why it is presented in this manner. However, what was sent to EC members was not the entire financial report, it was only the 2010 budget, only to have a basis for discussion of the proposals.

Tatto suggests formulating, if reasonable, a budget for CIES that will include the conference. Wagner clarifies that it would only include projected expenses, not revenue.

Lane points out that it is being worked on. However, since the income from the conference can only be predicted it is not to be approved by the BOD and it is not included in the budget. But the profit statement would reflect the profit from the 2010 conference.
Epstein comments that having a list of all requests of all committee and officer reports will be essential when the BOD is asked to approve requests. Wagner adds that there may be some requests without a figure attached.

Tatto raises her concern over the approval of matching funds. Approving the matching of funds continuously decreases the funds of the Society, funds that would be considered for other expenses, such as the hiring of the ED or website. Matching funds should be approved when there is enough money backing up. This is why the issue of raising funds is fundamental. Tattoo points out the need to know how much money there is and how much can realistically be offered to an ED for a year before this person starts raising funds to support his own salary; how much money there is for the integration of the website, which raises the question of how much money should be saved in order to remain financially stable. It’s also important to educate the Board about this.

Wagner points out that the Society has budgeted very conservatively, which addresses the point of the inclusion of the conference revenues in the budget. More revenue than has been budgeted has been generated from the membership, thus, revenues have extensively covered the expenditures approved. If all sources of revenue were regarded, there would probably be about $200,000 a year in income predicted. Those are the revenue streams. But there are one time expenditures to consider and also just how sustainable the sources of revenue are. Thus, broad parameters are considered. These figures are important in establishing a reserve.

Lane clarifies what the sources of revenue are: (1) the guaranteed stream, which is the membership income through Chicago Press. This is the revenue considered for the budget; (2) a percentage of excess profits, from $30 – 45000, which can be expected each year from CER, regardless of membership or journals. This is given that the contract stipulates that if they make over an additional $100,000 the profits are split. And given that it has become a requirement for conference participation to be a member of CIES, membership revenue has increased; (3) that conference organizers have been raising over $100,000 over the past years. But this is something that can’t be guaranteed. This, if budget is made considering revenue there is the risk of being left without money. The fact that there’s independence on how conferences are run, then a profit is not guaranteed.

Epstein agrees and adds that at some point conferences were carrying large deficits. Thus, this supports the need to have a reserve.

Lane proposes that a financial explanation be given to all Board members during the annual meeting. Tattoo and Epstein agree seeing it as the basis for Board members to be able to judge the large investment proposals being considered.

**New Scholars Review**

James Williams joins to provide a summary of the report of the New Scholars Review Committee. He states that the committee was charged with the definition of ‘new scholars’, making recommendations to the board, preparing a manual, time line, or booklet to help the New Scholars Committee prepare activities during the year. In coming up with a definition, William highlights that 45% of CIES members
are students. A distinction was made between new scholars and established scholars. There new scholars who are simply new to the academic field, students and those who are in the early stages of the career. The NS dissertation workshop reached a small group of that larger number. Over the last years a series of activities have been set up – workshops, networking activities, to help NS face particular issues as they try to become part of the established scholars community. A poll was carried out to get feedback on what new scholars should be doing that and how to do that. The report of the Committee includes a historical review, issues of governance, and activities at the conference. In relation to the conference the committee points out that the activities planned for the NS often compete with other events which reduced their opportunity to network with some of the more established scholars. The report points out the need to foster interaction between established and new scholars, through different kinds of activities. The committee is working on proposing some of these activities.

Tatto commends on the report of the NS Review Committee. She raises the concern for the extent to which opportunities for interaction between established and new scholars are fostered for NS and to what extent the activities segregate NS. This would mean NS are taken away from important opportunities to see a more holistic view of what CIES is.

Williams agrees with the concern. However, the work of the committee has diminished such concern. The dissertation workshops take about 60 people away people form conference, including faculty. There doesn’t seem to be an overlap of NS activities with the plenary, and segregated activities are few. New scholars have particular kinds of activities but these are open to everyone.

Tatto suggests the committee to propose specific action items.

Williams mentions that recommendations were made, although not framed as action items. The committee recommends: to develop technology to improve communication among CIES community; that a subcommittee structure according to function be formalized; and a new governance approach for the NS committee, plus other suggestions included in the report.

Tatto questions on whether it would be convenient to have the chairs of the committees present their reports to the BOD. Lane suggests having those reports presented which have critical or important items for discussion. He further suggests that committees also consider the issue of fundraising. To this Epstein adds that most reports are good ones but emphasize consumption of resources and not what they can do to raise funds. This should be something required of all committees. It is important for them to be aware that asking for funds implies using valuable resources. Tattoo agrees that it is something to be included in the proposals – plans to raise funds -, pointing out that NS is a group that uses a lot of resources, and expresses disagreement with the uneven distribution of resources among groups.

A final clarification is made on the Constitution and Bylaws issues. Epstein emphasizes the need to regard the Constitution in addition to the Bylaws. Lane agrees to send the result of voting the following week.

Meeting adjourned at 11:00am.
Appendix

TO: Maria Teresa Tatro, President CIES
Executive Committee
Board of Directors

FROM: Futures sub-Committee on CIES Management, David Baker (Chair),
Karen Biraimah, Inese Berzina-Pitcher, Gilbert Valverde, Saamira Halabi,
Jason Lane

DATE: April 5, 2011

RE: Possibility of Employing an Executive Director for CIES

The Issue:

As CIES has become larger and more dynamic, a number of past and current Society leaders have raised the idea to employ an Executive Director to 1) assist in the day-to-day management of the Society; 2) help to develop and implement long-term development plans for the Society; and, 3) lead fund-raising. Currently, with the exception of membership accounting by Univ. of Chicago Press, the management of the Society is done primarily by member-volunteers (with assistance of GA’s that the Society provides some funding for), who often come to leadership positions without much experience in the management of a professional association. It is also the case that in the past several years fewer among our membership are willing to take on the role of the secretariat-treasurer, which is responsible for many management tasks. For example, we are fortunate that Alan Wagner and Jason Lane and the SUNY Albany team undertook the secretariat-treasurer task, as they were the only group to present a bid to do so (also their bid recognizes the need to transition to an E.D.). Further, several past nominations committees have informally reported that some prominent members are reluctant to stand for election to leadership positions because of the burden of Society management. Leadership should be freer from management responsibilities so that it can focus on substantive development of the Society. To continue to diversify and expand leadership opportunity for members, and to increase the Society’s ability to organize effectively into the future, it is an opportune time to address this issue.

Lastly, it should be stressed that an E.D. would be fully accountable to the BOD, and would work for, not lead, the Society. Just as now, the President and other elected CIES leadership would oversee all aspects of CIES.

Recommendations:

Given the different hiring models, job descriptions, and cost implications for the services of an Executive Director and future implications for CIES, we are NOT NOW recommending that the BOD approve the hiring of an Executive Director. Instead, we recommend that the next step be to commission a committee to develop a comprehensive proposal that fits CIES the best for the consideration by the BOD in the near future. Preliminary information on many aspects of this
issue that the sub-committee was able to collect is presented below. Specifically, we recommend that:

1) BOD approve the creation of a Executive Director Planning Committee. The charge of the committee will be to explore all possible models, costs, and job descriptions and propose a best plan of action for the BOD’s consideration in summer 2011. Also included in the proposal would be a transition plan, and a plan for the reconfiguration of the secretariat-treasurer’s role in the future if the BOD decides to retain an Executive Director.

2) Executive Director Committee should at least include Teresa Tatto, Ratna Ghosh, David Baker, Jason Lane, Alan Wagner and several CIES members at large with past experience in the Society’s leadership.

3) If, and after, the BOD approves the proposal presented by the Executive Director Committee, the Executive Director Committee would then be given the additional charge to enact the search process. The Executive Committee and the BOD will have final hiring approval.

Preliminary Information:

The sub-committee researched related issues from colleagues in the business of professional associations management, consultation with an associations management company, and web searches. These are examples only, not a comprehensive list, and not all necessarily fit the needs of CIES.

Examples of Job Responsibilities:

• Financial, Tax and Risk Management – Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations
• Human Resource Management – Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations
• Community and Public Relations – Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders
• Fundraising – Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation
• Administration – Maintain official records and documents, and ensure compliance with federal, state and local regulations.
• Project Management – Work with the board of directors to develop policies, guidelines and priorities around projects
• Legal Compliance – Oversee legal transactions and ensure compliance with current laws and regulations
• Plan and Organize annual conference
• Other Duties – Perform other duties as assigned by the Board

Sample Job Description:

Executive Director for the Association for Education Finance and Policy

Location: Flexible
Compensation: Commensurate with experience
Start Date: Immediately

The Association for Education Finance and Policy (AEFP; www.aefpweb.org) is accepting applications for the position of Executive Director. AEFP is a non-profit professional and academic association with approximately 450 members representing a variety of disciplines, perspectives and points of view. The association encourages intellectually rigorous inquiry and scholarship designed to improve understanding and practice of education finance and policy.

The Executive Director, in conjunction with the Board, is responsible for implementing the strategic goals and objectives of AEFP. The new Director will support the activities of the Board and aid in achieving the organization’s philosophy, mission, strategy, and its annual goals and objectives. The specific duties of the Executive Director include the following:

• General Administration – maintain address, email, phone, association files, etc.
• Annual conference – manage details and logistics of annual conference
• Membership – maintain member database; implement plans for member recruitment, new member processing, and member retention;
• Financial Activities – maintain budget in conjunction with AEFP Treasurer, maintain financial records and tax documentation, general financial management;
• Governance – aid the President in the conduct of Board Meetings including preparation and meeting management; aid board committee chairs in facilitating meetings and related committee responsibilities;
• Publications and Communications – manage journal publication contract, prepare and distribute a quarterly electronic newsletter, foster positive relations with external constituencies
• Website – provide web site hosting, manage relationship with Web services provider

Possible Models for Meeting Association Management Needs:

Option 1 – Contract an association management company
Procedure: Hire an association management firm that provides the executive director responsibilities by the firm’s staff. Example is Smithbucklin Co.

Pro’s:

- Established expertise in association management.
- Staff with multiple levels of expertise.
- Reduced risk of unforeseen human resource challenges.
- Improved financial controls and practices.
- Flexibility: Change, expand or downsize staff resources quickly and without the burden of hiring or firing.
- Accessible experts: firm can provide one-off support on a variety of projects and challenges.
- Improved access to professional service organizations: Access to law firms and public accounting firms with strong association practices

Con’s

- Can be expense, industry norm is 45 to 50% of annual revenues
- Mostly a model for associations with annual revenue in excess of $1 million.
- Firm may not have industry-specific knowledge.
- Less flexibility in hiring.
- Less flexibility in cost.

Costs: Negotiable, but standard is 45 to 50% of annual revenue, although smaller AMC’s may contract for less.

**Option 2 – Hire an independent Executive Director**

Procedure: List open position on relevant websites and independently hire an individual, or retain an executive search firm that specializes hiring in ED’s for professional associations.

Pro’s

- Flexibility in hiring: opportunity to select individual who possesses industry-specific knowledge and who is a good fit for the organization.
- Part-time possibility
- Cost-effective: potential for hiring a competent individual with lower levels of experience.
- Opportunity to develop close relationship.
- CIES could choose best location for ED to be based, such as Washington DC

Con’s

- Hiring process requires time and human resources.
- Burden of managing individual.
• Potential for lower levels of expertise and experience.
• Difficulty in hiring professional part-time.

Costs: Seems to be a considerable range depending on level of professional training and responsibilities. Best estimate for experienced professional is annually $75 to $80K plus benefits for full time.

**Hiring Process**

We have a list of a number of recommended executive search firms that specialize in finding ED’s for professional associations that will assist in job description, advertising, and hiring; costs average about 25-30% of first year salary, fee to be paid by CIES. There are also good web sites for posting job description.