

Board of Directors Annual Meeting

February 19, 2014

4:00 – 6:00 pm Eastern

1:00 – 3:00 pm Pacific

Meeting Type: Phone Conference

Phone: Dial-in Number (712) 432-1212

Meeting ID: 653-998-515

Annual Meeting Agenda

4:00 pm Eastern 1:00 pm Pacific	Call to Order Meeting purpose General announcements	Milo
4:05 1:05	Governance <i>Action:</i> Approve Board Meeting Minutes of August 29, 2013 <i>Report:</i> 2013 Year-end Financial Report <i>Report:</i> <i>Special Interest Society</i> publication <i>Discussion:</i> Board Development <i>Discussion:</i> Next Board Meeting	Walter im im Trish Milo
4:30 1:30	Ad ourn	

Discussion

4:30 – 6:00 pm

Reference Materials

Board Packet

1. Minutes, Board of Directors Meeting – August 29, 2013
2. 2013 Year End Financial Report
3. Future Direction Discussion Paper

Supplemental Reading Materials

Content may be referenced during discussion (hyperlinks provided for easy access)

Indeed Relevant Series: Working Papers

[Creating a Place for Associations to Examine Issues and Discover Solutions](#)

[The Pivotal Role Associations Play](#)

[A Relation-centered Management Model for Building a Highly-engaged Membership Community](#)

Recent Articles

[Cracking the Code: How History Can Help Shape 21st Century Associations](#)

[What Do I Do? What I Do Shapes America](#)

Melos Institute: 2013 Year-end Report

Line Items		
EXPENSES		
	Budget Total	2013 Year-End Total
Capital Expenses		
1&2 Equipment Leases/Capital Equipment		
Administrative		
3 Personnel		
<i>Contract Employee</i>	\$ 40,500.00	\$ 7,600.00
<i>Consultant Services</i>		
4 FICA/Withholding		
5 Insurance		
<i>Other (D&O Liability)</i>		
<i>Health</i>		
6 Office Supplies		
<i>Toner, Paper Copying, Misc</i>	\$ 1,156.00	\$ 324.46
7 Postage/Mailings		
<i>Priority/Overnight Mail</i>	\$ 60.00	\$ 45.00
<i>Regular Mail</i>	\$ 250.00	\$ 56.31
<i>Permit Fee</i>	\$ 200.00	\$ -
8 Communications		
<i>Web Meeting Services</i>	\$ 343.00	\$ 358.85
<i>Phone/Internet</i>	\$ 960.00	\$ 1,095.62
<i>Web Services (Wild Apricot)</i>	\$ 600.00	\$ 600.00
9 Public Relations/Marketing		
<i>Press Release Mailings</i>	\$ 450.00	\$ -
10 Community/Fund Development		
<i>Direct Mail: Printing</i>	\$ 1,250.00	\$ -
<i>Direct Mail:First & Standard Mail</i>	\$ 750.00	\$ -
11 Refunds		
<i>Refund</i>		
Line Items		
EXPENSES, continued		
	Line Item Total	
12 Miscellaneous (<i>bank and other fees</i>)		
<i>Bank Fee</i>	\$ 120.00	\$ 20.00
<i>PayPal Fees</i>	\$ -	\$ 7.75
<i>Annual State Fee</i>	\$ 20.00	\$ 20.00
13 Travel and Expenses		
<i>Conferences</i>		
14 Professional Development		
<i>Memberships</i>		
15 Office Lease/Utilities		
<i>Rental/Utilities</i>		
16 Production Costs		
<i>Production Costs/Copying: Working Papers</i>		\$ 338.00
Administrative & Cap Expenses		
Total	\$ 46,659.00	\$ 10,465.99

INCOME (2)		
	Line Item Total	
<u>Contributions</u>		
Campaigns and Other In-Kind Support		
<i>Hudson Consulting In-Kind Support*</i>	\$ 8,719.00	\$ 2,765.99
<i>Fall Campaign</i>	\$ -	
<i>Year-end Campaign</i>	\$ 10,000.00	\$ 700.00
<u>Research Initiative Sponsors</u>		
Horizon Sponsorship Program		
<i>4 Sponsors @ \$5,000/ea</i>	\$ 20,000.00	\$ -
<u>Special Services</u>		
<i>Special Donations for Speaking</i>	\$ 10,000.00	\$ 7,000.00
GRAND TOTAL	\$ 48,719.00	\$ 10,465.99
<i>net</i>	\$ 2,060.00	\$ -

**provided on an as needed basis*

Melos Institute: 2013 Year-end Report

			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Line Items														
EXPENSES														
	Budget Total	Year-End Total												
Capital Expenses														
1&2	Equipment Leases/Capital Equipment													
Administrative														
3	Personnel													
	<i>Contract Employee</i>	\$ 40,500.00		\$ 300.00	\$ 1,500.00	\$ 300.00					\$ 2,000.00			\$ 3,500.00
	<i>Consultant Services</i>													
4	FICA/Withholding													
5	Insurance													
	<i>Other (D&O Liability)</i>													
	<i>Health</i>													
6	Office Supplies													
	<i>Toner, Paper Copying, Misc</i>	\$ 1,156.00	\$ 324.46	\$ 39.96			\$ 45.73	\$ 98.16	\$ 16.34		\$ 64.28			\$ 59.99
7	Postage/Mailings													
	<i>Priority/Overnight Mail</i>	\$ 60.00	\$ 45.00						\$ 45.00					
	<i>Regular Mail</i>	\$ 250.00	\$ 56.31						\$ 3.14	12.18	21.32	10.73	8.94	
	<i>Permit Fee</i>	\$ 200.00	\$ -											
8	Communications													
	<i>Web Meeting Services</i>	\$ 343.00	\$ 358.85	\$ 54.85	\$ 49.00	\$ 49.00	\$ -	\$ -	\$ -	\$ -	\$ 49.00	\$ 49.00	\$ 59.00	\$ 49.00
	<i>Phone/Internet</i>	\$ 960.00	\$ 1,095.62	\$ 125.78	\$ 131.02	\$ 129.64	\$ 129.64	\$ 129.53	\$ 129.57	\$ 138.25	\$ 19.29	\$ 40.84	\$ 40.75	\$ 40.57
	<i>Web Services (Wild Apricot)</i>	\$ 600.00	\$ 600.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
9	Public Relations/Marketing													
	<i>Press Release Mailings</i>	\$ 450.00	\$ -											
10	Community/Fund Development													
	<i>Direct Mail: Printing</i>	\$ 1,250.00	\$ -											
	<i>Direct Mail:First & Standard Mail</i>	\$ 750.00	\$ -											
11	Refunds													
	<i>Refund</i>													

Line Items															
EXPENSES, continued															
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
	Line Item Total														
12	Miscellaneous (bank and other fees)														
	Bank Fee	\$ 120.00	\$ 20.00	\$ 10.00	\$ 10.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	PayPal Fees	\$ -	\$ 7.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7.75	\$ -	\$ -	
	Annual State Fee	\$ 20.00	\$ 20.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20.00	\$ -	\$ -	\$ -	\$ -	
13	Travel and Expenses														
	Conferences														
14	Professional Development														
	Memberships														
15	Office Lease/Utilities														
	Rental/Utilities														
16	Production Costs														
	Production Costs: Working Papers (copying)	\$ 338.00								\$ 300.00		\$ 38.00			
Administrative & Cap Expenses Total		\$ 46,659.00	\$ 10,465.99	\$ 280.59	\$ 540.02	\$ 1,728.64	\$ 479.64	\$ 225.26	\$ 277.73	\$ 252.73	\$ 2,401.47	\$ 225.44	\$ 196.23	\$ 158.68	\$ 3,699.56
INCOME (2)															
	Line Item Total		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Contributions															
	Campaigns and Other In-Kind Support														
	Hudson Consulting In-Kind Support*	\$ 8,719.00	\$ 2,765.99	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,765.99	
	Fall Campaign	\$ -													
	Year-end Campaign	\$ 10,000.00	\$ 700.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700.00	
Research Initiative Sponsors															
	Horizon Sponsorship Program														
	4 Sponsors @ \$5,000/ea	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Services															
	Special Donations for Speaking	\$ 10,000.00	\$ 7,000.00	\$ -	\$ 1,500.00	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ 3,500.00	\$ -	\$ -	
GRAND TOTAL		\$ 48,719.00	\$ 10,465.99	\$ -	\$ 1,500.00	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ 3,500.00	\$ -	\$ 3,465.99	
	net	\$ 2,060.00	\$ -												

*provided on an as needed basis

Melos Institute Bank Balance (as of January 2014): \$ 2,340.00

2012 Institutional Donors	Amount
Institutional Donors To Date	
American Academy of Cardiology	1500
California Society of Enrolled Agents	2000
California Society of Association Executives	3500
Total	7000

Individual Donations	
board member	550
board member	150
	700

Grand Total 7700

Future Direction – Discussion Paper**Purpose**

Over the past several years, the Melos Institute has been defining an alternative way to understanding membership-based organizations (MBOs) and management of the same. These actions have been seen by many in the association management community as new, innovative, meaningful and worthwhile. Comments like these have led us to believe that the time is now to position the Melos Institute as a “magnet;” a place where association professionals can find more effective ways to build member engagement within their organizations; and by doing so deliver more meaningful experiences to more of their members. This paper has been prepared to help generate a discussion among the board regarding the efficacy of this proposition and insight on how best to achieve that end.

Overview

In 2009, the Melos Institute was established in California as a 501 (c)(3) non-profit organization in response to a growing recognition that the existing body of knowledge created by the association management community has been insufficient to defining and addressing the needs and challenges of these institutions and those of their members. A review of the current priorities of leading organizations and individuals within the community has shown little evidence that their current or proposed initiatives will produce any new innovations or significant change within a reasonable period of time.

But our research of MBOs at Melos has produced some new and innovative concepts. The Institute’s primary message is that because MBOs’ are distinctive from other for-profit and nonprofit institutions a different management approach is needed that is more aligned with their mission and structure. And it has begun the important work of exploring aspects of an alternative management model for dedicated use. This revelation has prompted a series of actions within Melos that have pioneered a new understanding and appreciation for their existence, the role they play in democratic societies, and alternative management techniques that can more effectively produce desired outcomes. Research conducted on behalf of the Institute has created and introduced a term that more appropriately describes these institutions: membership-based organizations. Outside of a small yet growing number of university scholars, the association community itself has not appreciated that these organizations reflect an extraordinary segment of the nonprofit sector.

The information generated thus far has also set the Melos Institute apart from other organizations, companies, and individuals serving the association management community. The Institute has distinguished itself as offering something new, systemic, innovative and substantive. Additionally, it has positioned itself as an independent think tank which brings together a multi-faceted group of professionals (association professionals, volunteer leaders, university scholars, and content specialists) across disciplines and generations focused on finding solutions to the more persistent challenges facing MBOs.

Our efforts are focused on helping volunteer and staff leaders fill a current void by understanding these organizations differently (e.g. learning their system properties including but not limited to: principles, processes and practices). This approach differs from existing efforts offered by individuals and organizations that are focused on making adaptations within the current management system (defined as business model). Melos has built a grassroots effort to build this alternative management model (presently defined as the relation-centered management model). As aspects of this model are revealed, volunteers and staff leaders will find themselves more able to deliver more meaningful and transformative experiences to their members. This process has begun (details follow).

Because these underlying principles, processes, and practices are unparalleled in scope and presentation, now is the time to review and reflect on what has been developed thus far in order to adjust and affirm Melos’ future path. The Institute strongly believes this alternative model holds the greatest promise for revitalizing the member engagement within MBOs; and enable volunteer and staff leaders to advance their organization’s mission. It holds this belief because nothing thus far for decades has proven effective in doing so. Yet for many reasons, the Institute currently finds itself competing among a host of other individuals and institutions

to gain the attention from association professionals. The Institute believes that in order to gain the attention and appreciation from the association community, it needs to position itself differently.

This paper provides the information needed for the Melos Institute Board of Directors to examine and explore concepts that can achieve that end.

Present Efforts and Achievements

The Melos Institute was founded to accomplish the following:

Mission

The Melos Institute is dedicated to creating and disseminating a comprehensive body of knowledge for the advancement of membership-based organizations.

Vision

The Melos Institute is dedicated to building a more self-actualized and enlightened society.

Over the past four years, the Institute’s research efforts have resulted in producing a wide range of progressive findings. It has enabled Melos to build a solid system-oriented foundation (currently unavailable within the association management community) in three key areas from which to build the body of knowledge for a relation-centered management model.

Definition for This Distinctive Population of Organizations

Term **membership-based organization (MBO)** was created from reading the published histories of over 400 professional, trade and personal avocation organizations (and is formally introduced in *Special Interest Society: How Membership-based Organizations Shape America*).

An Underlying Theoretical Framework to Explain Emergence and Development

Human Ecology

(Amos Hawley) – defines emergence of MBOs in democratic societies

Organizations Evolving

(Howard Aldrich) – defines organizational development

Social Construction of Community

(Gerald Suttles) – defines community development

MBO Universal Principles to Build a Functional Model

MBOs are ubiquitous.	MBOs are boundary-defined.	MBOs are change-agents.
MBOs are micro-democracies.	MBOs are relation-centered.	MBOs are “citizen”-dependent.
MBOs are leader-synergistic.	MBOs are development-focused.	MBOs are community-enhancing.

A Management Alternative: Relation-centered Management Model

Broad Functions		
Affiliation & Community Development	Lifelong Learning	Information Exchange & Dissemination
Specific Needs Fulfillment	Leadership Development	General Operations: Governance & Management
Influence: Legislative/Regulatory Initiatives; Advocacy & Outreach		

Address a Decades-long Challenge: Member Engagement Research Initiative

Challenge existing understanding surrounding member participation, volunteerism and leadership by establishing the following:

New definition	Need for and means of socialization
Set of measures (qualitative & quantitative)	Need to understand the type of communication that builds community and engagement

These ideas and concepts have been communicated within the association management community in the following publications and tools (see Appendix A for specific details):

Institute Papers

Indeed Relevant Series

3 working papers introducing the need for an alternative approach; and introducing the Melos Institute.

Articles in SAE* Magazines

**(Society of Association Executives)*

nearly a dozen articles published using Melos’ principles, processes, and practices.

Tools

assessments, checklists, guides, etc.; nearly 20 leadership tools designed to build a more dynamic volunteer and staff leadership drawing from the Institute’s theoretical framework.

Research-based Published Book

*Special Interest Society:
How Membership-based Organizations
Shape America*

first in-depth examination of the emergence, growth and development of MBOs as change agents in democratic societies; written for scholars, practitioners, and intelligent readers (published September 2013).

Future Direction

Association professionals and industry suppliers have acknowledged that the information, knowledge and tools provided by the Melos Institute are substantially different, inherently well-designed, useful and meaningful.

Thus far, the Institute has communicated its findings in a relative soft rollout. Member engagement has emerged as a critical issue by most MBOs yet little has been developed that produces effective change. No individual or organization has defined the issue as Melos has; and no one as yet has demonstrated an understanding of this issue from a social psychological point of view as Melos has. In fact, most individuals and organizations remain looking for answers within the context of the business model. And we have demonstrated that this approach cannot yield the results most association professionals’ desire.

We believe the introduction of the manuscript, *Special Interest Society*, along with the current “Research Initiative on Member Engagement” can be the catalysts to position Melos as the preferred source for cutting-edge innovative support; a magnet that volunteer and staff professionals seek out in search of solutions to their more chronic and persistent challenges.

Until now, Melos has been a voice among many. Melos is currently perceived as another outside group interested in sharing our message at their conferences or meetings. The information and knowledge that we have to offer is substantially more advanced. While most are interested in what we have to share, our current outreach approach will do little to develop the commitment needed from association professionals to affect the change their organizations must make to deliver more meaningful experiences to their members.

We believe the Melos Institute needs to position itself as a “magnet;” a place where association professionals can find more effective ways to build member engagement within their organizations. We seek a discussion regarding the efficacy of this desire and insight on how best to achieve that end.

###

Appendix A

Detailed Overview of Content Created Since Inception of the Melos Institute

Indeed Relevant Series

(provides a reason for developing an alternative management approach)

- Creating a Place for Associations to Examine Issues and Discover Solutions in a Hyper-connected World
- The Pivotal Role Associations Play in a Hyper-connected World
- A Relation-centered Management Model for Building a Highly-engaged Membership Community in a Hyper-connected World

Series of Guest Articles

(drawing from Melos' principles, processes, and practices)

1. Facing Some Inconvenient Truths about Committees (Wild Apricot Newsletter)
2. Recruitment is Easy – Cultivating an Engaged Membership Requires Finesse (Wild Apricot Newsletter)
3. Stealth Learning: A Surefire Way to Get Your Members to Say WOW about Your Next Conference (Midwest SAE)
4. What We All Can Learn About Membership from Ryan Crowe (Wild Apricot Newsletter)
5. Relevant Schmelevant: Your Association Right Now Can Deliver Meaningful Experiences to Your Members (Tennessee SAE and Midwest SAE)
6. Beyond Membership Marketing: Why Modernizing Your Recruitment Strategies is a Must (CalSAE)
7. Secret to Getting Boards to Address Critical Issues (Wild Apricot Newsletter)
8. Creating Conferences that Have Members Coming Back for More (Midwest SAE)
9. Stress-free Professional Development: Making Learning Meaningful and Memorable for Your Members...Without Robbing Your Budget (Midwest SAE)
10. What Do I Do? What I Do Shapes America (Tennessee SAE)
11. Cracking the Code: How History Can Help Shape 21st Century Associations (Wisconsin SAE)

Series of Tools

1. Strategies That Make Membership a Priority within Your Association (checklist)
2. Building a Productive Working Relationship (guideline)
3. Assessing the Vitality of Community (assessment)
4. Making the Right Connections (member orientation kit)
5. Recruiting Volunteers (tip card)
6. Planning an Effective Orientation: Strategic Board Development (checklist)
7. Finding Solutions to Burning Questions (community development exercise)
8. How Can I Be of Support (community development exercise)
9. Making Connections That Matter (community development exercise)
10. What We Don't Know About You (community development exercise)
11. What's My Story (community development exercise)
12. My Future Press Release (community development exercise)
13. You Ought to be in Pictures (community development exercise)
14. The Walking Billboard (community development exercise)
15. Self-disclosure Introductions (community development exercise)
16. The Hunt for Hidden Treasure (community development exercise)

Research-based Published Manuscript

Special Interest Society: How Membership-based Organizations Shape America (published September 2013) provides an in-depth understanding of the emergence, growth and development of MBOs.

Melos Institute Board o Directors Meeting

Thursday, August 29, 2013

2:00 pm – 3:00 pm Eastern 11:00 – 12:00 pm Pacific

Minutes

Present: Milo Y. Woodward, Chair; Trish Hudson, President; Jim Hudson, Vice President/Treasurer; Walter C. Schatz, Secretary; Matt Bagetta, Director; Kevin Whorton, Director

1. Call to Order

Chair Woodward called the meeting to order at - 2:11/11:11 AM/PM and reviewed purpose of the meeting.

Special Announcement

J. Hudson announced that his book, *Special Interest Society: How Membership-based Organizations Shape America* is scheduled to ship next week. M. Woodward and T. Hudson reviewed reduced cost options for Board members.

2. Governance

A. Board Meeting Minutes of November 27, 2012

Action: Approve Board Meeting Minutes of November 27, 2012 - W. Schatz moved to approve the Board Meeting Minutes of November 27, 2012. Seconded. *Carried, unanimously.*

B. Future Board Development

T. Hudson discussed increasing the number of Board members and reviewed the backgrounds of several potential candidates The Board supported the increase, assuming that the individuals understood the Institute's mission and objectives.

Financial Report

A. 2012 Year-end Budget Summary - The 2012 Year-end Budget Summary was received.

B. 2013 Operating Budget/Expenses YTD - T. Hudson reviewed the status of the Institute's current financial position and noted that the budget had not been approved. The report was received.

Action: W. Schatz moved to approve the Budget for 2013. Seconded. *Carried, unanimously.*

C. Annual Board Contribution

M. Woodward discussed the need for contributions made by Board members to be received before the end of the year while asking for continuing individual support by the entire Board.

3. Institute Program Update

A. 2013 Plan of Action: Program and Income Strategies - T. Hudson reviewed the Institute's plan for the current year.

B. Current Research Initiative on Member Engagement - T. Hudson reviewed the plan for the Institute's current initiative on member engagement, including the current status, LinkedIn group, survey, advisory committee and the development of vignettes. She also discussed some possible confusion/conflict with propriety organizations who are identifying themselves as "think-tanks." M. Bagetta discussed the value of case-studies and strongly encouraged their development as part of the project. J. Hudson reviewed the article that he is preparing for a peer-reviewed journal.

C. ASAE Foundation: Initiative on Member Engagement - T. Hudson and W. Schatz discussed the news release from the Foundation announcing their newly contracted research project. K. Whorton reviewed additional information and indicated that the four contracts issued were for individual efforts and not considered to be a joint effort. The Board generally supported this effort.

4. Next Meeting

Monday, November 18, 2013: Annual Meeting - 4:30/1:30 PM - 6:00/3:00 PM

Topics of Interest - M. Woodward and T. Hudson will draft agenda and asked for Board members to submit items for discussion .

5. Adjournment -

Action: at 3:05/12:05 PM with no further business to conduct, M. Bagetta moved that the meeting be adjourned. Seconded. *Carried, unanimously*

Respectfully submitted,

Walter C. Schatz
Secretary