

A4LE N E Region Executive Board Meeting 5-8-2018

Convened at 4:08 pm

Present: Ron Lamarre, Jason Boone, Callie Gasparly, Rob Pillar, Phil Poinelli, Sandy Carpenter, David Schrader, Edi Francesconi

Absent: Melissa Wilfong, Cyndi Smith,

MINUTES:

1. Reports
 - a. Treasurers Report – Rob Pillar
 - i. Balance: Current balance is \$76,309.72. However, the conference expenses have not yet been reconciled. Edi reported that we may be shot of break even by as much as \$11,000
 - ii. The board discussed Rob's suggestion for a minimum treasury balance and agreed in principal. However it was suggested that this not be hard policy
 - iii. A copy of Rob's e-mail is attached.
 - b. International Board – Phil Poinelli
 - i. The board discussed the organizational structure models that the International organization is considering in order to ensure that same fiduciary and financial responsibility throughout the organization. There are three models:
 1. Continental affiliate
 2. Country Affiliate
 3. Multi-National Affiliate –
 - ii. Phil encouraged the group to review the information that he sent in his previous e-mail (attached) and start a dialog sending feedback to Phil copying all within the next couple of weeks.
 - iii. Sandy mentioned that the Chesapeake Bay/Delaware Valley Chapter will discuss the models and generate an organized list of questions at their next meeting. Other Regions are encouraged to do likewise.
 - iv. David suggested not to be hung up on representation numbers that are listed in Phil's email and documents. They are order of magnitude numbers intended to generate conversation and will be modified as time goes on.
 - c. Membership –
 - i. Currently there is no membership chair. Edi is to send out a call for candidates for the following positions:
 1. Membership chair
 2. Lifetime achievement jury
 3. LE solutions jury
 - d. New England Chapter – Ron Lamarre
 - i. Toured the Ed Kirkbride award winning Gates Middle school in Scituate on May 3rd. We should discuss the event at our next meeting.
 - e. NY Chapter –Callie
 - i. No report as Callie focused discussion on discussing the Boston conference.
 - f. Chesapeake Bay/Delaware Valley Chapter – Sandy Carpenter
 - i. Rob suggested that the Chapter consider events to tour the Pennsylvania projects that received AIA awards at the Baltimore conference as a way to generate interest in Pennsylvania chapter development. The three awards given in Pennsylvania were:
 1. Chatham University Eden Hall Campus in Richland Township near Pittsburgh

2. Haverford College Visual Culture, Arts, and Media (VCAM) Building in Haverford, Pa near Philadelphia
3. The Frick Environmental Center in Pittsburgh

A link to the award website: <https://www.aia.org/resources/186391-education-facility-design-awards-2018>

Sandy will bring this up at the Chapter meeting that is held at 8:00 am on the first Friday of every month.

- g. Schools Next – Melissa Wilfong / Paul Bradshaw
 - i. No report
2. Old Business:
 - a. Open positions
 - i. Edi to send out calls for nominations as stated above
 - b. Scholarships
 - i. Edi is to send a call for submissions for the Advanced Academy scholarship based upon the one that was sent last year.
3. New Business
 - a. Boston conference:
 - i. Callie is considering alternative conference approaches such as delivering content during school tours etc. There are many ways of doing this and it could have big implications on the conference finances. These include:
 1. Participation and engagement of conference sponsors and exhibitors
 2. Reduced hotel expenses
 3. Reduced food costs because it could be catered rather than provided by hotel.
 - ii. Edi suggested picking a hotel in one month.
 - iii. Ron suggested thinking of venues other than hotels around the Boston area such as BAC or Heinz Auditorium. This would be similar to the conference that the region held at Columbia University in New York.
 - iv. Callie will assemble a committee and give proposals to discuss at the next board meeting.
 - b. Newsletter
 - i. Phil suggested getting back in the discipline of sending newsletters. Ron and Rob will work on that.
4. Meeting adjourned at 5:50 PM
5. Next Meeting: June 21 at 4:00 PM.

Respectfully Submitted,



Robert Pillar, AIA, LEED AP, ALEP
Director of Educational Architecture
c: 412-719-9663

Rob Pillar

From: Rob Pillar
Sent: Wednesday, May 02, 2018 11:45 AM
To: Ron Lamarre; 'Jason Boone'; Callie Gasparly (cgasparly@mosaicaa.com); 'Smith, Cynthia'; Poinelli, Phil
Cc: 'Michelle Mitchell'; Edi Francesconi; Janell Weihs
Subject: Suggested minimum balance threshold

All,

At our meeting in Baltimore I was requested to suggest a minimum fund balance for our account. This is good business and is necessary to keep our region fiscally sound. Over the last several years we have been able to invest in strategic initiatives such as: sponsoring speakers, providing scholarships for the Advanced Academy, providing scholarships for conference registrations, and travel expenses for our schoolsnext finalists. We have been able to do these things thanks to the prudence, advice, and the hard work of past leadership and I think that we owe it to our region to put in place policy that will help to ensure fiscal stability. The idea is that if we get close to that threshold we would need to cut back on some of our investments and activities.

Our primary source of revenue is conference registrations and sponsorships. Our primary expenditure is conference expenses. This means that we are heavily dependent upon the financial success of our conferences. Janell and the conference planning teams have done an excellent job over the last several years of minimizing expenses while hosting enjoyable events that bring value to our membership. And this year it looks like we will break even and possibly come out a little bit ahead. This is an excellent result because there were many participants at this conference that had very little previous exposure to our organization. Hopefully those participants will become members. Given the difficulty of planning with the AIA CAE the team should be applauded!

Our other major source of revenue is a \$10 rebate from international per member in our region annually. This year we received a \$3,120 rebate. This gives us incentive to invest in initiatives that increase membership.

Our current account balance is \$76,309.72. However, not all of the conference expenses such as hotel, transportation and AIA participation have been reconciled. I estimate those costs to be around \$14k to \$16K, leaving us with a balance of around \$60K. This is a healthy balance and allows us to continue investing in our strategic initiatives.

So what is the proper account balance threshold? In my mind that number is between \$40-\$50K. To verify this Michelle Mitchell provided me with our 4 year Regional revenue and expense history as follows:

Northeast Region	2014	2015	2016	2017	Average 4 Year
Revenue	\$70,878.00	\$60,064.00	\$25,469.00	\$47,049.00	\$ 50,865.00
Expenses	\$59,393.00	\$43,340.00	\$20,918.00	\$46,655.00	\$ 42,577.00
Net	\$11,485.00	\$16,724.00	\$ 4,551.00	\$ 394.00	\$ 8,289.00

Our average annual revenue has been \$50K, but has been steadily declining. Our average expenses have been \$42K. This tells me a couple of things:

1. A minimum balance of \$40-\$50K is reasonable. My recommendation is \$50K, but we can discuss
2. We need to be more focused as a group on revenue generation through conference sponsors, increased registrations and increased memberships.

My intent is to make sure that our region can continue to bring value to our membership through investment in strategic initiatives and good fiscal stewardship.

I look forward to any thoughts and to discussion next week.



Rob Pillar, AIA, LEED AP, ALEP
Director of Educational Architecture

c: 412-719-9663

Crabtree, Rohrbaugh & Associates
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Rob Pillar

From: Poinelli, Phil <ppoinelli@smma.com>
Sent: Sunday, April 29, 2018 5:54 PM
To: Ron Lamarre; Jason Boone; Callie Gasparly (cgasparly@mosaicaa.com); Cynthia S. Smith; Rob Pillar; Robert J. Hendriks; Melissa Wilfong (mwilfong@gparch.com); Paul Bradshaw; Sandra C. Carpenter (scarpenter@beckermorgan.com); Matt Monaghan; pjohnston@kingarch.com; cspitz@clarkpatterson.com; mpgriffin@tcco.com; gpp@seidesigngroup.com; David J. Phelps II; cdailey@kingarch.com; jchevrier@schodack.k12.ny.us; mbennett@schodack.k12.ny.us; mlaclair@schodack.k12.ny.us; jvogel@mosaicaa.com; vkalikiri@tighebond.com; Finnegan, Lorraine; kwilmes@gparch.com; mlee@philsd.org; thanna@gilmore-assoc.com; Pam Babuca; swoodhead@dlrgroup.com; hpettoni@sgarc.com; beth.pasierb@fcps.org; bpabis@tcco.com; James Hutchison (hutchisonj@studiojaed.com)
Cc: dschrader@sgarc.com
Subject: A4LE Proposed Organizational Restructure
Attachments: 2018 A4LE Continent Affiliate Model - DRAFT - 03 30 18.pdf; 2018 A4LE Country Affiliate Model - DRAFT - 03 30 18.pdf; Global Structure I Country .pdf; Global Structure II Continental .pdf; Graphic_Multinational Affiliate model.jpg

I know this is a lot, but it is an important subject. I value your input.

4/29/2018

Northeast Board and Chapter Boards and Leaders & Past Leaders

The Association has been working for over a year on developing a new global organizational structure that reflects our current membership as well as our growth aspirations. In addition, the new organizational structure will ensure international leadership will have the same fiduciary responsibilities as US leadership; and international members will share equally in the financial responsibilities of the organization.

I have shared this discussion with the Regional Board in the past but now that we have more detail, I want to share it with more leadership. In doing so, I would like to get feedback from you on preferences and why.

I am including a series of attachments that define the current proposals. *Below are some comments I put in writing to the International Board and used as taking points in our most recent discussions.*

The Proposals under consideration are:

1. **Continent Affiliate Model**
2. **Country Affiliate Model**
3. **Multi-National Affiliate Model** (this has an image but no written description. I am assuming the description is similar to the Country Model.

My priorities are: (these notes were developed prior to the multi-national model being brought forward)

1. *A strong Global organization that:*
 - a. *controls the brand*
 - b. *Is responsible for the global mission, vision and values of the organization – best accomplished through the member leadership*
2. *An affiliate structure that largely reflects the current “regions” structure, though modified by a Canada affiliate.*
3. *The ability to add affiliates as other country memberships grow*
4. *All members participate equally in funding the global organization*

Personally, I don't like the **Continent Affiliate Model**: This model implies the majority of the organizational elements and responsibilities is embodied in the continent. This can limit the ability to control the brand, content and programs. In my opinion could drive our membership apart rather than unifying under a Global Mindset.

The **Country and Multi-National Affiliate models** have merit. The Country Affiliate Model has the least disruption or change to NE Region, but being part of a larger group as represented in the multi-national model has merit and deserves consideration.

These models, with some modifications, can maintain a strong Global organization while affiliates with their regions and chapters have a degree of autonomy while maintaining strong local programs. "think globally, act locally". Most members would likely not feel affected by the organizational changes but benefit from the Global Mindset.

These structures would finally give all affiliates the needed fiduciary responsibility to go along with representation.

Recommended Modifications:

- The AA remain in the global organization rather than in the US affiliate
- Revisit the 400 number or redraw regional lines (Northeast has 330 members)
- I'm torn by the redundancy of representation in the US – 8 representatives to global and what, another 8 representatives to the US affiliate? Could be worked out. This is somewhat addressed in the proposal.
- Add language for the Canada Atlantic people to be part of Canada but caucus with the Northeast (if they choose to)
- Let Australasia decide if they want to be multi-national. I'm sure as new areas grow around the globe, they may also chose to be multi-national to allow for representation.

This is how I have defined responsibilities in a new Model.

Global Organization Elements and Responsibilities

1. A4LE Brand
2. Maintenance of the new management system and all that entails?
3. Legal overviews (also local)
4. Global LearningSCAPES conference
5. LE Resources Center
6. Advanced Academy
7. ALEP program coordination
8. Global Webinars / Symposia (also local)
9. SchoolsNEXT Global Judging/Award
10. LE Solutions Planning and Design Awards (also local)
11. MacConnell Award
12. Lifetime Achievement Award
13. Fellows Program (FALE)
14. A4LE You Tube Channel
15. Learning Spaces magazine: editorial and content boards
16. Global Website
17. LE Connect (successor system)
18. Steering Committees for Global issues – multiple committees and Taskforces
 - a. Knowledge Center
 - b. Membership
 - c. Development

Affiliate Organization Elements and Responsibilities

1. Maintenance of the new management system and all that entails?
2. Organizational leadership of Regions and Chapter

3. Support for Regional, Chapter activities / conferences (It is possible that some regions may take on local support personnel)
4. Collection of dues (both affiliate and global)?
5. Affiliate Conference/Regional, Chapter
6. Affiliate/Regional/ Chapter Webinars / Symposia
7. Affiliate/Regional/ Chapter SchoolsNEXT Judging
8. Affiliate website if any, Affiliate/Regional/ Chapter info to Global website
9. Steering Committees – multiple committees and Taskforces
 - a) Knowledge Center
 - b) Membership
 - c) Development

Phil

Philip J. Poinelli, FAIA, ALEP, LEED AP, MCPPO
Principal | Learning Environment Planner

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Global Structure
“Country Affiliate Model”
DRAFT

Model: Blended Federation/Global Organization

Structure: One central operating organization with geographical affiliates, each representing one or more nation-states.

- One Global Headquarters equally supported financially by all affiliates proportionate to individual membership rolls.
- Each affiliate operates in an independent manner pertaining to*:
 - Dues structure and collection
 - Membership organization
 - Financial management
 - Headquarters operations (staff, etc.)
 - Support of local issues

*Any or all of these could be contracted or assigned to the Global HQ or a neighboring affiliate HQ if resources do not allow for an HQ operation
- Each affiliate operates as part of a global organization pertaining to:
 - Global mission, vision, and values of the organization
 - Branding
 - Global initiatives (i.e. LearningSCAPES, publications, etc.)
 - Communications
 - Support
 - Regular activity and membership reports to the Global HQ

Initial Structure -- Affiliates:

- LE United States – representing all chapters and members within the United States, the Caribbean, Central America, and territories.
- LE Canada -- representing all chapters and members within Canada and territories.
- LE Australia – representing all chapters and members within Australia and territories.
- LE New Zealand*
- LE Singapore
- LE UK -- representing all chapters and members within the UK.
- LE Future Affiliates as indicated in the illustration with membership numbers would fall into an “at large” category until such a time a chapter can be established.

Governance:

- One global board of directors
- Each affiliate would have one seat per 400 members
 - LE US – 8 members

- LE Canada – 1 member
- LE Australia – 2 members *(If New Zealand is separate, then AUS would have one rep until a full 800 members were realized)

Each affiliate would determine the methodology for appointing representatives to the global board under minimum requirements set for in the general policy and organizational bylaws. Each region would fund their representative's participation (travel and activities).

Role and Structure of the global board of directors:

Global Board of Directors:

- Board – (initially) 11 members
- Executive Committee 4 members (open only to current members of the Board and appointed by the Board)
 - Chair
 - Vice Chair
 - Chair Elect
 - Past Chair
- 3-year terms for board members with a maximum of 6 years if selected to serve on the executive committee. Qualifications to be determined (minimum service, leadership positions, etc.)

The role of the Global Board would be to set strategic policy for the regions, set the strategic plan and direction, facilitate growing the organization out of the current regions, analysis trends of the education industry, and set the vision of the organization and the industry of the educational environment worldwide.

The role of the executive committee ("EXCOMM") would be to organize, manage, and structure the steering committees, measure and analyze strategic plan (making adjustments as necessary), and act on behalf of the board for non-major decisions.

Programs, Services, and Finance

Initially, a global headquarters would be established with a CEO and appropriate staff. The mission of the global headquarters would be to:

- Execute the strategic plan of the global association.
- Manage the business and fiduciary affairs/actions of the association in accordance with best business practices in association management.
- Develop and manage a global operations budget.
- Maintain the overall records for membership and financial management.
- Explore new business opportunities and markets for association growth.
- Manage the global revenue centers and their operations.

Each affiliate would either employ an HQ to perform all of the above at the affiliate level or contract those services to the global HQ as a fee for service, proportionate to the number of members in the affiliate.

In the initial phase of this governance model, LE U.S. and LE Canada would use the services of the global HQ for their business needs. Other affiliates would be self-sustaining or in some cases may combine HQ operations for purposes of efficiency.

Under this scenario, one association management system would be used for member records and event management. The migration to this system may take several years to complete.

Each affiliate would be responsible for local legal and financial compliance. Initially (due to the membership population), the global organization would be incorporated within the United States in an appropriate state conducive to the organizational charter.

Services such as hosting conferences, education programs, and other services would continue on a regional basis. The Advanced Academy and the distance learning platform established in conjunction with San Diego State University would fall under LE United States.

LearningSCAPES: Under this scenario, the LearningSCAPES brand would serve all of the global affiliates and chapters. It will be up to each affiliate to manage each of the conference for content, location, and other factors.

The Global HQ would maintain trademark ownership for all branding and continue to operate an annual global awards program as well as have responsibility for LearningSCAPES and other programs that are global in nature.

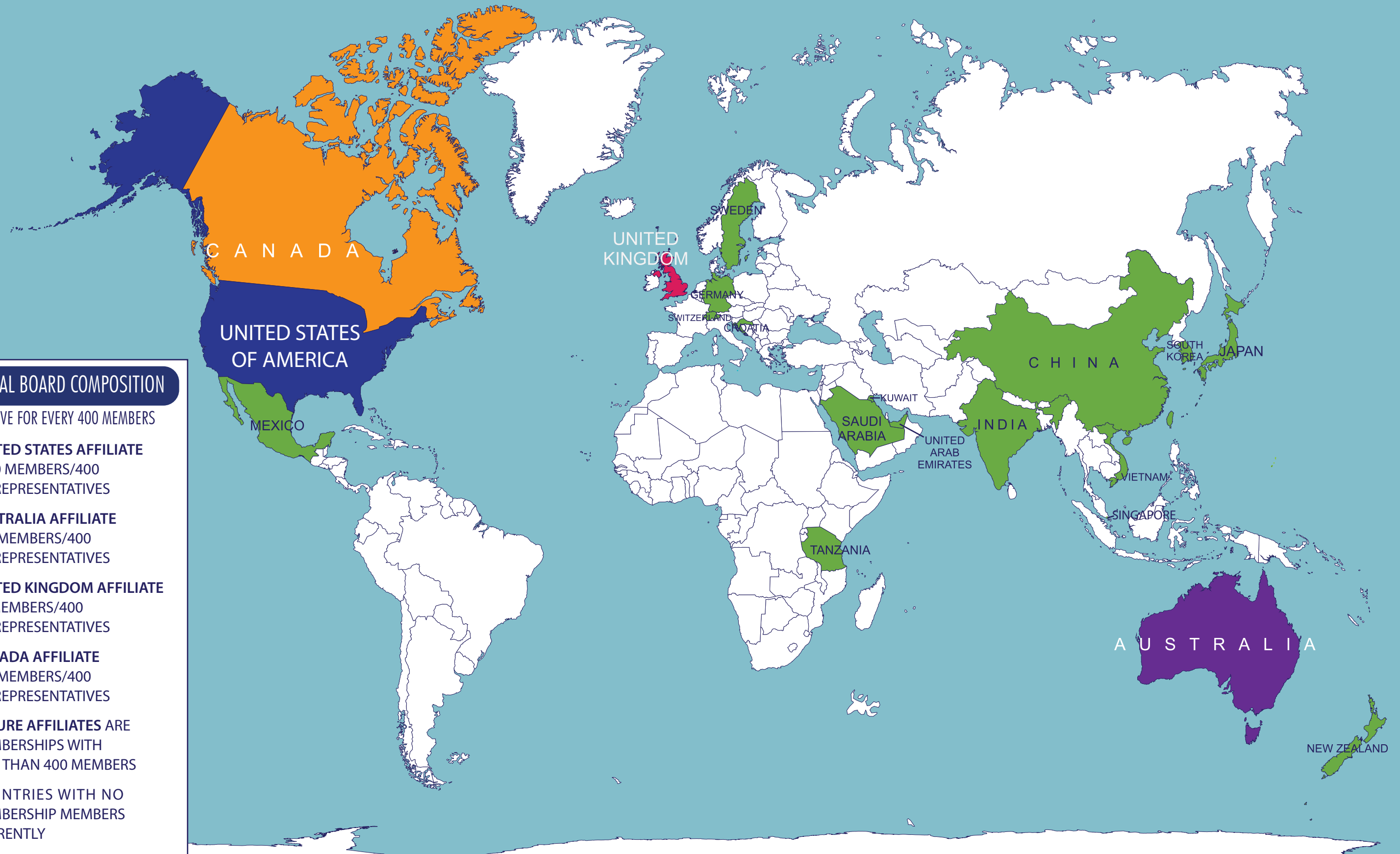
LE U.S. and LE Canada structure – the initial phase

The current North American regions would remain intact as they stand with the exception of the Pacific Northwest. In technical terms, Canada would be their own region with a representation on the International Board. However, this would not prohibit the Pacific Northwest Region of LE U.S. with continuing to caucus and hold joint meetings.

LE U.S. Regions currently have representatives on the “International Board” which would change to having representatives on the LE US Board. The LE US Board would be limited to fiduciary and policy decisions confined within activities and actions that take place within the US. In addition, LE US would have to appoint (currently 8) members to the Global Board which would act on policy decisions that affect the entire association.


LE US would have to decide whether or not those current seats (not necessarily the people) should function in a dual capacity – serve on both boards. For the general membership and the current chapter structure there would be very little noticeable change.

COUNTRY AFFILIATE MODEL - 2018 CURRENT MEMBERSHIP REPRESENTATION



INTERNATIONAL BOARD COMPOSITION

1 REPRESENTATIVE FOR EVERY 400 MEMBERS

	UNITED STATES AFFILIATE 3500 MEMBERS/400 = 8 REPRESENTATIVES
	AUSTRALIA AFFILIATE 850 MEMBERS/400 = 2 REPRESENTATIVES
	UNITED KINGDOM AFFILIATE 10 MEMBERS/400 = 0 REPRESENTATIVES
	CANADA AFFILIATE 435 MEMBERS/400 = 1 REPRESENTATIVES
	FUTURE AFFILIATES ARE MEMBERSHIPS WITH LESS THAN 400 MEMBERS
	COUNTRIES WITH NO MEMBERSHIP MEMBERS CURRENTLY

Global Structure
“Continent Affiliate Model”
Draft

Model: Blended Federation/Global Organization

Structure: One central operating organization with geographical affiliates, each representing one or more continents.

- One Global Headquarters equally supported financially by all affiliates proportionate to individual membership rolls.
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 - Communications
 - Support
 - Regular activity and membership reports to the Global HQ

Initial Structure -- Affiliates:

- LE North America – representing all chapters and members within the United States, Canada, Mexico, the Caribbean, Central America, and territories.
- LE Australasia – representing all chapters and members within Australia, New Zealand, Singapore, and territories
- LE Europe -- representing all chapters and members within the UK and other emerging memberships throughout Europe.
- LE Future Affiliates as indicated in the illustration with membership numbers would fall into an “at large” category until such a time that an affiliate can be established.

Governance:

- One global board of directors
- Each affiliate would have one seat per 400 members
 - LE North America – 9 members
 - LE Australasia – 2 members

Each affiliate would determine the methodology for appointing representatives to the global board under minimum requirements set for in the general policy and organizational bylaws. Each region would fund their representative's participation (travel and activities).

Role and Structure of the global board of directors:

Global Board of Directors:

- Board – (initially) 11 members
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 - Chair
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- Execute the strategic plan of the global association.
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- Develop and manage a global operations budget.
- Maintain the overall records for membership and financial management.
- Explore new business opportunities and markets for association growth.
- Manage the global revenue centers and their operations.

Each affiliate would either employ an HQ to perform all of the above at the affiliate level or contract those services to the global HQ as a fee for service, proportionate to the number of members in the affiliate.

In the initial phase of this governance model, LE North America would use the services of the global HQ for their business needs. LE Australasia would maintain a HQ for operations within their affiliate.

Under this scenario, one association management system would be used for member records and event management. The migration to this system may take several years to complete.

Each affiliate would be responsible for local legal and financial compliance. Initially (due to the membership population), the global organization would be incorporated within the United States in an appropriate state conducive to the organizational charter.

Services such as hosting conferences, education programs, and other services would continue on a regional basis. The Advanced Academy and the distance learning platform established in conjunction with San Diego State University would fall under LE United States.

LearningSCAPES: Under this scenario, the LearningSCAPES brand would serve all of the global affiliates and chapters. It will be up to each affiliate to manage each of the conference for content, location, and other factors.

The Global HQ would maintain trademark ownership for all branding and continue to operate an annual global awards program as well as have responsibility for LearningSCAPES and other programs that are global in nature.

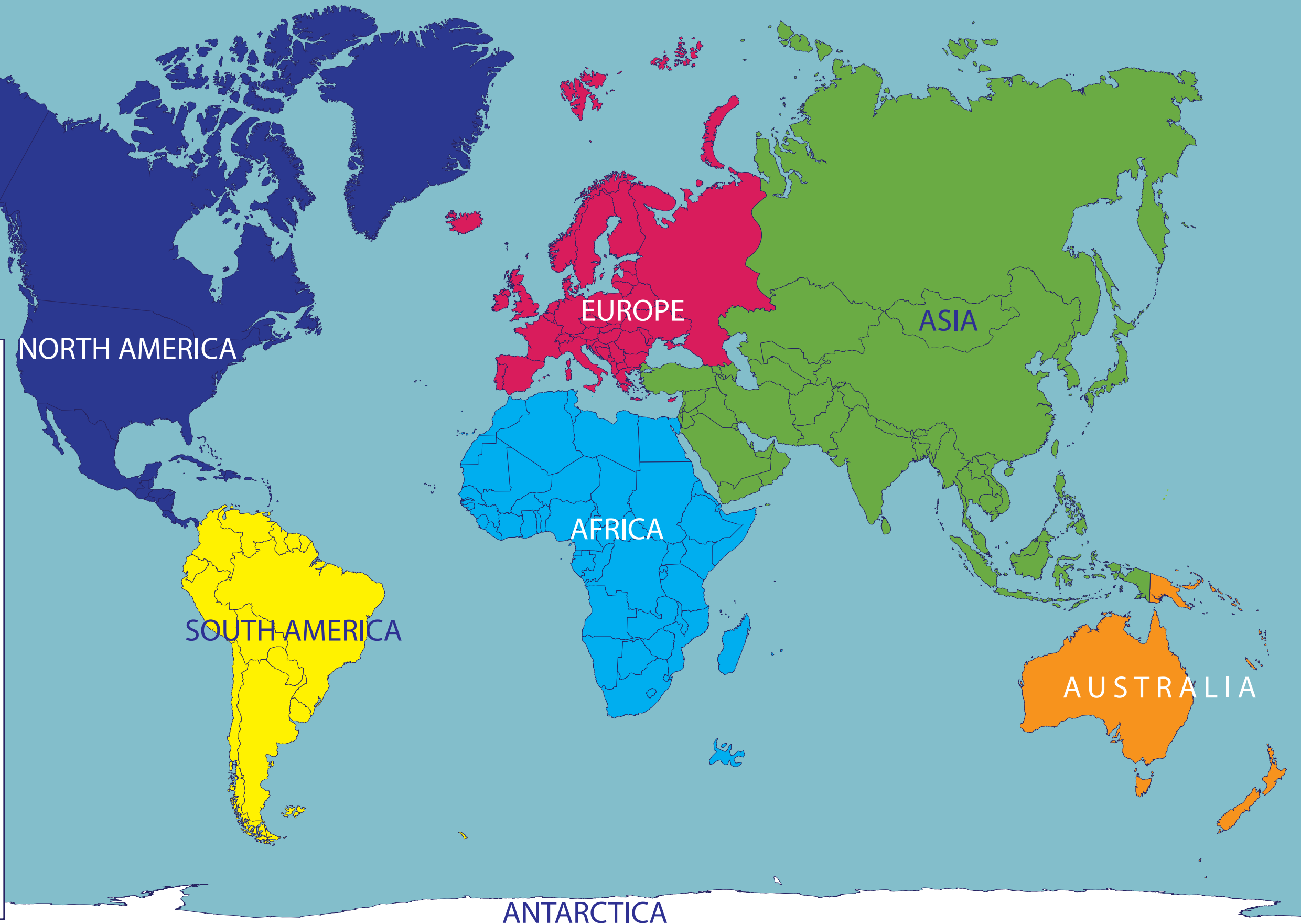
LE North America – the initial phase

The current North American regions would remain intact as they stand with the exception of the Pacific Northwest. In technical terms, Canada would be their own region with a representation on the Affiliate (and Global) Board. However, this would not prohibit the Pacific Northwest Region of LE North America with continuing to caucus and hold joint meetings.

LE North America Regions currently have representatives on the “International Board” which would change to having representatives on the LE North American Board. The LE North American Board would be limited to fiduciary and policy decisions confined within activities and actions that take place within North America. In addition, LE North America would have to appoint (currently 9) members to the Global Board which would act on policy decisions that affect the entire association.

LE North America would have to decide whether or not those current seats (not necessarily the people) should function in a dual capacity – serve on both boards. For the general membership and the current chapter structure there would be very little noticeable change.

CONTINENT AFFILIATE MODEL - 2018 CURRENT MEMBERSHIP REPRESENTATION



INTERNATIONAL BOARD COMPOSITION

1 REPRESENTATIVE FOR EVERY 400 MEMBERS

NORTH AMERICA AFFILIATE
3935 MEMBERS/400
= 9 REPRESENTATIVES

EUROPE AFFILIATE
10 MEMBERS/400
= 0 REPRESENTATIVES

AUSTRALIA AFFILIATE
850 MEMBERS/400
= 2 REPRESENTATIVES

SOUTH AMERICA AFFILIATE
10 MEMBERS/400
= 0 REPRESENTATIVES

ASIA AFFILIATE
10 MEMBERS/400
= 0 REPRESENTATIVES

AFRICA AFFILIATE
10 MEMBERS/400
= 0 REPRESENTATIVES

ANTARCTICA AFFILIATE
NO MEMBERSHIP MEMBERS



INTERNATIONAL BOARD

1 REPRESENTATIVE FOR EVERY 400

- NORTH/CENTRAL AMERICAN AFFILIATES (X3)**
3935 MEMBERS/400
= 9 REPRESENTATIVES
- EUROPE AFFILIATE**
10 MEMBERS/400
= 0 REPRESENTATIVES
- AUSTRALASIA AFFILIATE**
850 MEMBERS/400
= 2 REPRESENTATIVES
- SOUTH AMERICA AFFILIATE**
10 MEMBERS/400
= 0 REPRESENTATIVES
- ASIA AFFILIATE**
10 MEMBERS/400
= 0 REPRESENTATIVES
- AFRICA AFFILIATE**
10 MEMBERS/400
= 0 REPRESENTATIVES
- ANTARCTICA AFFILIATE**
NO MEMBERSHIP MEMBERS