



## Meeting Minutes

October 7, 2024 | 9:00 AM – 12:00 PM EDT

U.S. Chamber of Commerce  
Washington, D.C.

**In attendance:** Allison Walden, IOM, CCE, CFRE; Christine Kennedy, IOM, CCE; Lowell Aplebaum, CAE; Heath Barret, IOM; Rudy Flores, IOM; Dexter Freeman II, IOM; Justin Groenert, IOM, CCE; Paige Hutto, IOM; Pammie Jimmar, IOM; Cheryl Kuhn, IOM; Robert Medler, IOM; Jackie Rakers, IOM; Desiree Bennyhoff, IOM, CCE; Adrian Cain, IOM, CCE; Erin Carter, IOM, CCE; Terence Johnson; Kelle Marsalis, IOM, CCE; Stephanie Parton, IOM, CAE; Jennifer Reiser, IOM, CCE; Kathryn Roetter, IOM; Angie Whitcomb, IOM; Judd Wilson, IOM; Amy Shields; Vivienne Oxford; Raymond P. Towle, IOM, CAE; Karyn K. MacRae, IOM, CAE, CMP; Cici Francisco, IOM; Nathan Graham; Ivy Mitchell

### I. Welcome and Introductions

Allison Walden welcomed everyone to the meeting. New members were recognized.  
Cici Francisco took note of attendance.  
Responsibilities of Curriculum Committee were reviewed.  
Curriculum Committee binder was introduced.

### II. Approval of Minutes

Minutes from the March 28, 2023 meeting were approved with no changes.

### III. Curriculum Overview

#### 2023 Curriculum changes were reviewed:

- **C130 Diversity, Equity, and Inclusion:** The addition of a DEI elective and addition of DEI components into multiple courses was approved at 2023 Fall Curriculum Committee Meeting.
- **C460 Integrating Strategic Technology Solutions:** Changes implemented in specific course objectives for C460 course, effective Winter 2024.
- **E243 Developing a Competitive Workforce:** At 2023 Fall Curriculum Committee Meeting, a new workforce development elective proposal was approved and the previous E243 Developing a Competitive Workforce was divided into two courses, effective 2024 Winter.
  - **E243 Creating a Future Ready Workforce:** focuses on business community role in workforce development.
  - **E343 Building a Brighter Future:** Business Leadership in Education: focuses on K-12 education.
- **C240 Foundations / E130 501 (c)(3) Financials of Foundation Management:** “How to Start a Foundation,” white-paper created by task force after 2023 Fall Curriculum Committee Meeting, approved at 2024 Spring Curriculum Committee meeting, and shared with attendees during 2024 summer sites.
- **E163 Communicating Through the Media:** Course title updated to “Communicating Through Media,” and objectives changed, effective 2024 Winter.
- **C260 Marketing Strategies:** Course objectives updated, effective 2024 Winter.
- **C125 Hiring, Firing, and Everything in Between:** Course objectives updated, effective 2024 Winter.
- **C441 Industry Forecast:** Course title updated to, “Industry Trends,” effective 2024 Winter.



### Benchmarking Documents

“**Course Ranking**,” and “**Course Popularity**,” documents were reviewed and discussed with the following recommendations:

- **Misleading Titles:** Some course titles may not accurately reflect the course content. For example, "E126 Dealing with Challenging Employees" might cover broader topics related to workplace dynamics.
- **Course Title Review:** It was recommended to review the titles of low-ranked courses to ensure they accurately represent the content.
- **Improving Course Descriptions:** Providing more detailed descriptions in confirmation emails or on course listings could help students make more informed choices.
- **Transcript Reminders:** Attendees should continue to be reminded to request their transcripts.
- **Objectives:** The objectives of the courses should be more clearly defined and communicated to students.

“**Faculty Composition Analysis**,” document was introduced and discussed with the following recommendations:

- **Unanswered Queries:** The high number of unanswered faculty inquiries is a concern. Implement measures to address unanswered faculty inquiries, such as follow-up systems or accountability mechanisms.
- **Faculty Performance:** Faculty members who are not responding to student questions may need to be reevaluated. Regularly evaluate faculty performance, including their responsiveness to student questions.
- **Demographic Diversity:** The faculty demographic should include Latinx representation, which constitutes 20% of the population. Prioritize recruiting Latinx faculty to better represent the student population.
- **Correlation Analysis:** There is potential to analyze the correlation between faculty demographics and course evaluation scores to inform recruitment strategies. Conduct a correlation analysis to identify potential trends and inform recruitment strategies.
- **Recruitment Goals:** Setting targeted and measurable metrics for new faculty hires can help ensure a more representative faculty. Establish specific and measurable goals for recruiting new faculty to increase diversity and representation.
- **Proactive Recruitment:** The institution should be more proactive in identifying potential faculty candidates rather than relying solely on applicants. Develop proactive recruitment strategies, such as attending conferences and reaching out to potential candidates.
- **Faculty Recruitment:** Faculty recruitment should be more thoughtful and less reliant on recommendations. Implement a more rigorous and thoughtful faculty recruitment process that goes beyond recommendations.



**Faculty-Curriculum Connection:** The alignment between curriculum and faculty was discussed, with the following recommendations:

- Manage expectations on the survey by asking something such as:
  - Did we increase your awareness and knowledge on this subject matter, whether this course is relevant to your current role?
  - Is there anything you heard that you will implement in the next 6 months?
  - Did the course meet your expectations of what you expected?
- Remind faculty to allocate time for the survey.
- Consider shortening the survey.
- The faculty debrief call was helpful.
- Faculty should review feedback without sharing personal feedback.
- Consider reviewing feedback and removing personal feedback.
- Vice chairs and class advisors should explain the importance of feedback and set expectations with attendees.
- Consider wording course evaluation questions in a way to elicit feedback for faculty, rather than overall site feedback, such as room temperature, class sizes, mic request, etc.) that are needed by Staff or the Board of Regents.

The recommendation for co-teaching was discussed with the following recommendations:

- Bring in different perspectives. For example, in C441 industry Trends invite an association executive and a chamber executive to share their viewpoints; or for E163 Communicating Through Media, bring different media industry expertst o share their perspectives.
- Consider team-teaching for certain courses. Ask faculty if they would be interested in co-teaching or if there are courses that could benefit from it.
- During the summer, a faculty brought in volunteers for a panel and received mixed feedback. While it can be helpful to get different perspectives, common feedback is still that the class is too focused on one industry.
- The concept of bringing virtual perspectives was discussed, with ultimate feedback that faculty not physically present may detract from the experience.
- For sensitive topics, it's important to have someone in the room to check in and provide support. Class advisors should be extra aware of this.
- Bringing in another perspective can help make topics like finance and law more relevant to everyone.
- During site training and preparation, faculty should be connected with other faculty and regent members with different areas of expertise. The goal is to organically build connections between faculty and volunteers to take advantage of their diverse perspectives.

#### IV. Curriculum Recommendations

The Curriculum Committee approved the following changes to the curriculum. These changes will go into effect at 2025 Winter Institute unless otherwise specified. All approved changes will be reflected in the 2025 syllabus.



### **Artificial Intelligence**

Update: Create elective on Artificial Intelligence (AI) in curriculum, focusing on introductory components for individual, organization, and membership communication.

Request AI Task Force to review recommended outline provided and make final edits.

Continue to offer Topic Takeover webinars, blogs, and podcasts on topic of AI.

### **E110 Revving Your Revenue**

Update: Modify the course objective emphasizing grant-writing from 40% to a more balanced approach, addressing diverse revenue streams and volunteer leadership buy-in.

Share ACCE and ASAE resources on trends in revenue generation under Additional Materials.

Focus Topic Takeover webinars, blogs, podcasts on grant-writing to determine need, areas of focus, and knowledge gaps.

### **E163 Communicating Through Media**

Update: Modify course objectives to incorporate tactical media training, define and explain the concept of earned media, and emphasize strategies for obtaining and utilizing earned media.

Consider updating course title to reflect the focus on earned media, such as:

“Leveraging/Maximizing/Utilizing Earned Media,” or, “Mastering Earned Media Communications,” and update course description to define earned media.

### **C260 Marketing Strategies**

Update: Modify course objective to focus on messaging and story-telling and how to use AI effectively.

Request faculty create a deliverable summarizing the cost of implementation.

### **C341 Building Strategic Partnerships**

Update: Add a sub-bullet under second objective “Practical steps for forming, sustaining, and/or sunsetting a coalition,” to include implementing steps for effective collaboration to ensure covering how to lead when contributing but not a lead.

Ensure faculty apprised of changes.

### **C135 Diversity, Equity, and Inclusion**

#### **E235 Diversity, Equity, and Inclusion – Strategic Planning for Your Organization**

Update: Ensure that faculty address how to address political climate, ensuring that all attendees have a voice and are inclusive of all elements of diversity. Continue to monitor feedback from course and make appropriate changes.

### **E243 Creating a Future-Ready Workforce**

#### **E343 Building a Brighter Future: Business Leadership in Education**

Update: Continue to monitor feedback from course and make appropriate changes.

### **C240 Foundations**

#### **E130 501 c(3) Financials of Foundation Management**

Update: Continue to monitor feedback from course and make appropriate changes.



**V. Additional Business**

Discussed potential for topic-specific webinars, podcasts, and blogs on emerging topics, including the following suggested topics:

- Sustainability, especially in events.
- Crisis management, including disaster relief and civility amidst polarization
- Organizations on old models going under due to lack of revenue diversification.
- Economic development and working with elected officials amidst polarization.
- Building relationships with elected officials to support business community goals.
- Organization mergers and acquisitions.
- Companies avoiding economic development discussions due to cancel culture
- Post-Horizon phase impacts on courses, focusing on leadership and civility.
- Industry Trends course

Those rotating off the committee were recognized:

- Vice Chairs: Jennifer Reiser (Midwest), Judd Wilson (Southeast), Cheryl Kuhn (Northeast)
- At Large: Jackie Rakers

**VI. Adjourn**

Christine thanked everyone and the meeting was adjourned.

Next Meeting: Spring 2025, Virtual