



**CPFI Board of Directors Meeting Minutes
2 June 2022
Bonclarken Conference Center and via Zoom**

Opening Remarks, Devotion and Prayer

President Daniel Wilson called the meeting to order on 2 June at 8:34a (EST) and made opening remarks. Gene Erb shared a short devotion followed by prayer. The Board reflected on three individuals in Luke 9:57-62 who had opportunities to follow Jesus but had moments of hesitation. Gene encouraged the Board to have a sense of urgency, instead of hesitation, and to be unified.

Roll Call and Approval of Minutes

Present at Bonclarken Conference Center	Present via Zoom
Ron Herman, Executive Director	Greg Carlson, Vice President
Daniel Wilson, President	Daniel Spadaro, Treasurer
Jeff Copeland, Immediate Past President	
Dawn Battise, Secretary	
Keith Allhands, Director	
Jeff Bates, Director	
Gene Erb, Director	
Tracy Frame, Director	
Susan Lutz, Director	
Nena Lindrose, Administrative Director	
Sharon Baik, Student Coordinator	
Absent	
Kellie Zentz, Director	

Minutes for the 19 November 2021 Board of Directors meetings were previously distributed by Nena Lindrose. M/S/C (Erb/Lutz) to approve the minutes.

Board Discussion and Updates

National Student Council (NSC) Report (see also full report)

- Sharon Baik reported on NSC activities.
- NSC is sending out regular newsletters and will use this to share about the national retreat.
- In an effort to increase engagement, they are trying to more actively reach new members on social media (ie: Facebook, Instagram) prior to the annual retreat. They also are interested in collecting chapter social media account names so they can connect in that way.
- Student chapters are increasing in person activities, especially in serving their communities.
- The annual retreat started 1 June. 27 students are in attendance.
 - o Student elections will occur on Saturday.
 - o There is a proposed change to the bylaws in regards to elections. Often, if a student is from a school with a large presence at the annual meeting they are voted into office, and it is more difficult for students from schools with smaller representation to step into officer positions. If the motion passes, moving forward every five student votes from a single school would count as one vote. Some other student organizations, such as SNPhA, use this model.
 - Board members encouraged Sharon to clearly define how votes will be counted (ie: Will six votes count as one? Will eight votes count as two?)
 - Ron also raised the possibility to moving to online elections in place of in person elections at the annual meeting. The professional members have shifted to this model and it allows more individuals to participate in voting.
- During the retreat, NSC will be collecting video testimonials from student and professional members. These clips will be used to create a longer promotional video.
- NSC gifted student members business card holders. They hope to sell the remaining supply to professional members.

Finance Committee (see also full report)

- Daniel Wilson encouraged everyone to be vigilant against “phishing” emails. The frequency is increasing so always confirm any financial or other unusual requests.
- Dan Spadaro reported on behalf of the committee.
- As of December 30, 2021, the organization net ordinary income was approximately \$59,000.
- Annual trends (2018-2022) were reviewed. General donations have declined. Membership income has declined ~3% per year. In 2021, investment income increased due to stock market performance.
- YTD (ending March 31, 2022) there are continued concerns with declining general donations and membership income. Additionally, investment income has decreased significantly due to a bearish stock market. Dan expects that there may be continued investment losses for a time but does not recommend changes as it can rebound.
- Board members discussed that the volatile market highlights the need to increase income from other areas. Historically, the organization has rarely pulled from investment gains. Instead, operating costs were covered by non-investment income.
- The lack of additional funds has impacted the ability to hire more staff, more regularly visit student chapters, increase attendance at other professional meetings to recruit new members, etc.

- There was a brief discussion about potentially pulling from investment accounts to support new initiatives that may have a long-term impact on membership but in-depth discussion was deferred until strategic planning.

Membership Committee (see committee and Executive Director reports)

- Greg Carlson reported on behalf of the committee.
- The committee has focused on calling lapsed and graced members. These calls have been successful in renewing ~25% of those that are reached. Greg hopes that the increasing in-person events will have a positive impact.
- Board members should continue to spread the word. The personal connections positively impact member retention.
- Upon reviewing specific membership numbers in the Executive Director report, Ron notes that 2019 membership numbers were increased due to moving many lapsed members back into graced status. Since that time there are some encouraging trends and he thanks the membership committee for their efforts. Trends indicate that students may join for one year but not continue to renew. The inability to track when a student graduates is a barrier to following-up and encouraging them to transition to professional membership.
- Questions were raised regarding the MemberClicks platform. At the time the decision was made to use the service, other options were significantly more expensive. MemberClicks is now owned by a new company which has improved the service. Ron and Nena plan to work with MemberClicks so there is one pharmacist membership option when you initially register and then individuals can add on extras (sustaining donation, PowerHour, 1% Group, etc). Students would register as a pharmacist but would be given a coupon code to reduce the cost. The current system requires individuals to select between multiple options which has created some confusion so it is hoped this will simplify the process.
- The suggestion was made that we should look at our approach to membership at large. While the current system may be best, it is worth exploring new options. For example, how can we bolster associate memberships or engage with technicians?

Break (5 minutes)

Prior to restarting discussions, Dan Spadaro offered a prayer.

2022 Strategic Planning

Review of strategic planning approach and summary of SWOT analysis results

- Daniel Wilson summarized the purpose and importance of strategic planning.
- Daniel prompted the group to reflect on the life of Nehemiah before beginning the process. Nehemiah demonstrated passion, observed the current status of his city, anticipated barriers, identified resources and led the people to pursue Godly goals, even when there was opposition.
- The initial SWOT analysis yielded eight responses. It also evaluated Board members' recall of the mission statement and most recent strategic planning goals. Most Board members could recall the mission statement but there was little to no awareness of 2016 strategic planning goals.
 - o Moving forward, all new officers and Board members will be provided a copy of the mission statement and summary of key initiatives from the most recent Strategic Plan. Prior to each Board meeting this will also be distributed to all participants.

- The most common themes of the SWOT analysis were previously emailed to the Board; however, a complete report of aggregate responses was reviewed.
- The follow-up survey resulted in five responses. Based on trends from the SWOT analysis, three key initiatives were identified.
 - o Initiative #1: Staff Transition Plan
 - Nena has been gracious to be clear about her potential retirement so that plans can be made to help smooth the transition whenever the time comes.
 - Several considerations were raised:
 - o How to recruit the right person and what we are looking for
 - o Recruiting and training timeline
 - o Salary, healthcare, expenses
 - o Initiative #2: Membership Retention/Growth
 - Considerations include:
 - o After graduation retention and the role of student chapter engagement
 - o Lapsed membership outreach strategy
 - o What needs does CPFI meet for its members beyond CE and publications?
 - o Initiative #3: Marketing Strategy
 - Considerations include:
 - o Social media presence
 - o Who is our target audience and how do we reach them?
 - o How do we let pharmacy's best kept secret out?
 - o What images do we need to update or show?
- Daniel closed by returning to the story of Nehemiah. As the Board continues in the strategic planning process, they were encouraged to maintain the passion that is already evident, observe the status by acknowledging where the organization is and where it should be, anticipate barriers, and identify resources.

Breakout Groups (60 minutes)

- Board members were broken into small groups to discuss the three key initiatives.
 - o Staff Transition Plan: Ron, Keith, Susan, Gene
 - o Membership Retention/Growth: Greg, Dan, Jeff C, Dawn
 - o Marketing Strategy: Jeff B, Tracy, Sharon
- Charlotte Wilson prayed for the group.
- Jeff Bates asked the group to consider that these initiatives appear inwardly focused to the organization, and asked everyone to reflect on how that inward focus could impact where the organization stands in several years. Board members briefly discussed how the initiatives could be tied back to the overall mission to serve Christ and the world through pharmacy. Gene encouraged the group to not only "think outside the box," but to remove the box to start with fresh ideas.
- Small groups met for about 1 hour.

Reports out from breakout groups and discussion of results/implementation

- Ron reported on behalf of the Staff Transition Plan group.
 - o Long-range goal: In the next five years, identify a paid executive director to promote and expand CPFI membership:

- Preferably hire a mid-career pharmacist with recognized people skills and recognition in the pharmacy field (be it from academia, other organizational leadership like a prior APhA leader, etc).
- Offer a salary commensurate with experience (unless the individual elects to take a lower salary as a ministry position) which would likely be around \$150,000 plus benefits
- Overall, desire individuals who will be well respected in the pharmacy profession and have a heart for ministry. Individuals like Warren Weaver and Fred Eckel demonstrated this and at those times membership was higher.
- It would be ideal to have a visionary Executive Director who focuses on community connections while the Administrative Director can handle more logistical matters. The complementing roles will support the organization.
- Immediate goal: Develop an announcement to begin recruiting an assistant administrative director to train under Nena at the appropriate time. Although it would not be advertised, this individual could potentially transition into the administrative director role if it is a good fit. This change could occur when Nena retires or transitions to part-time, remote work. The new individual would continue in the Bristol office.
 - It is preferable to hire someone with pharmacy knowledge (for example, pharmacy technician), but an individual with a degree in association management would also be considered.
 - To recruit, use word of mouth, email blast to members to gather recommendations, connect with state associations for recommendations, and/or contact schools with training programs in nonprofit management
 - Salary would be commensurate to or slightly less than the current salary rate.
- Following Ron's report, the group at large discussed various possibilities.
 - Some Board members felt that fully remote work options may help recruit the best candidates. This is becoming a typical option and can be a generational difference. Other Board members noted there will still be some need for a physical location for storing materials, and providing reassurance to members who prefer a physical location.
 - Ron clarified that the Executive Director will be expected to travel. However, the Administrative Director will need a physical location since there are still some physical needs (ie: processing checks that come in, storing supplies, etc). Currently, rent with CMDA is low and that is a reasonable place to remain.
 - There was discussion regarding the need for a paid Executive Director. Some members thought it was a significant expense that could be avoided by better utilizing current Board members. Even if the cost of travel for Board members was covered it would be less costly than hiring an individual. Not all members felt that the expense would have enough added value. Other members thought that it may be possible to set a benchmark in which the individual would need to demonstrate his or her value within a given timeframe (ie: change in membership, etc. within three years).
 - Some individuals suggested it would be ideal to have 12 months notice prior to Nena's retirement in order to allow sufficient cross-training. This could be reasonable in terms of salary.
 - The potential to hire a student pharmacist was discussed. It could help build the student's skills. However, the organization would need to consider how to provide

competitive pay, how this individual would interact with the staff, and what expectations would be in place. Ron shared that a job description for a student pharmacist intern already exists and an ETSU student worked in the office for a short term; however, why the student did not continue long-term is unknown.

- Jeff Copeland reported on behalf of the Membership group.
 - o There are two distinct ministries, students and professionals, that have different needs. The key word for both groups is “engage” – an engaged member is a returning member. A number of ideas to increase engagement were outlined and Board members provided additional feedback.
 - o Continue/increase prayer meetings at national/state meetings. Board members offered the following comments:
 - CPFI has not been tracking how many people become members after attending an event. It is unknown if this recruits new members or is more effective at reaching current members.
 - Consider displaying a QR code that links directly to the membership page so people can join at that moment.
 - Intentionally include students at the prayer meetings. Provide student attendees a coupon for a free year of membership. The ASHP conference in particular may have more student attendees because they come for the residency/fellowship aspect.
 - o Bible study via Zoom
 - Student chapters are already doing this, within individual schools and across regions.
 - o Regional Zoom meetings/conferences throughout the year to engage in meaningful, repetitive ways. These could be topic discussions or other.
 - o Consider doing a survey to evaluate why individuals do or do not renew membership. Send different surveys to student members, current professional members, and lapsed members.
 - o Clarify what CPFI provides for members. What is the value? How is value defined by members? Ask members how can we best serve them. The Board should pray about how to best serve members.
 - o There is a gap in reaching P4 students. If a student does not convert from student to professional member, the organization has failed to meet a need in some way.
 - o The group wants to see membership numbers increase but, overall, are more concerned with increasing depth of spiritual maturity. Some new members may be spiritually mature but others will not be as mature. Those members will need more support and that may be difficult but it is worth the eventual growth.

Working Lunch

Prior to lunch, Jeff Bates offered a prayer.

Strategic Planning (continued)

Reports out from breakout groups and discussion of results/implementation (continued)

- Jeff Bates reported on behalf of the Marketing group.
 - o The small group identified three primary groups to reach through marketing: Christian pharmacists, students, and technicians

- As an organization we are not explicitly evangelic, in the sense of intentionally reaching unbelievers, this falls more to individual members.
- The group outlined four primary opportunities:
 - Identify those in target population via survey
 - Start with schools of pharmacy and focus on advisors
 - Buy mailing lists to send out a survey
 - Regularly re-evaluate this population
 - Consider new ideas to “get pharmacy’s best kept secret out”
 - Re-imagine publications: Do the publications meet peoples’ needs, especially of younger members?
 - Online CE- Utilize academic professionals who already have CE-level materials that could be converted. Make sure these have a Christian focus. Can work with Campbell University to get CE credit.
 - What is the marketing strategy?
 - Social media: Many students and some professional members are good at this. Consider putting together a social media team that has 10-12 champions, primarily students, by the end of the year. Use this to actively seek out examples of pharmacists impacting the world through pharmacy versus passively waiting for these examples. Make sure that social media is consistently updated.
 - Kellie Zentz has been doing this on Facebook but Sharon Baik confirmed that Instagram is the primary platform for most student pharmacists.
 - How do we update the image of CPFI?
 - Have a speaker’s bureau. Consider having professional members speak via Zoom to student groups.
 - Have a mission trip clearinghouse. This exists to some extent with GHO, etc. However, students at secular schools may not be aware of these opportunities.
 - There are individuals and organizations who want to fund mission trips. Can we seek these funds to help support members?
 - Consider APPE rotation in organizational management. A Board member could take this on as a special project so the student can get credit for the rotation.

Concluding remarks

- Daniel opened the floor to overall feedback and next steps were outlined:
 - Daniel and Dawn will meet by the end of June to review ideas brought forward in the discussion and organize them for additional action.
 - Each Board member will be assigned an area to focus on.
 - Use SMART goals to give direction and empower individuals to act on these. Have a process to report back on progress.
 - There was discussion regarding long-term oversight. Some ideas fall under existing committees. The possibility of assigning committee charges was raised. If a task is assigned to a committee, a Board member would be assigned (if one was not already present on the committee) to provide support and follow-up.
 - There may be more regular Board meetings (perhaps quarterly) to keep making progress.

Board Discussion and New Business

Administrative Director Benefits

- In lieu of a salary raise, Daniel proposes increasing PTO from four to five weeks for Nena Lindrose. M/S/C (Herman/Allhands) to approve the change.

2023 GMHC Exhibit

- There have been few pharmacists attending so there is a question of return on the exhibitor fees. The cost has been rising. The fee (~\$900) has been paid for 2022 but the Board should decide if this should continue moving forward. Members expressed the following:
 - o There is benefit in exposing students and other healthcare professionals to the organization. Also, CPFI has a strong relationship with GHO and having the face-to-face interaction at this conference is important to maintain these types of relationships.
 - o It may be premature to pull away only due to declining conference attendance since the last few years may not be an accurate representation of future attendance.
 - o Historically, this has also been the time for the Board to meet in person but it has yet to be determined if we will continue in hybrid or fully remote format.
- For next steps, the organization will exhibit this year. Attendance will be measured and the topic will be revisited.

Questions from advisors

- Dawn asked the Board to consider how we can support faculty advisors who have questions about issues with legal implications. It would be helpful to have a clear, consistent message.
 - o Daniel and Nena will follow-up with First Liberty regarding the Code of Conduct. (There were some delays while First Liberty was addressing urgent needs with other organizations.) The Code of Conduct may be useful for advisors.
 - o Ron suggested adding information about this to the “Top 10 Tips for Outstanding Advisors” list that was produced by NSC several years ago.

Concluding Remarks, Prayer and Adjournment

Adjourned on 2 June at 1:31p with prayer by Daniel Wilson.

Respectfully submitted,

Dawn Battise, PharmD, BCACP