

**Phone Meeting: Minutes of the Grand Council Meeting
January 10th, 2019**

Call to order: 8:02PM EST by Grand Senior President Hoffman

Roll Call: Roll call by Brother Yonenson

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Marshal Nolen-Doerr, Grand Secretary Yonenson, Grand Treasurer Zizzo, Grand Councilor Aaron Bullock, Grand Councilor Rusk, Grand Councilor Josh Orendi, Grand Councilor Brown, Undergraduate Grand Councilor Kostick and Undergraduate Grand Councilor Cantu

Guests:

President and CEO Gordy Heminger, Vice President and COO Matt Humberger, Grand Historian Duncan, Grand Historian Emeritus Bob Kutz

Absent: Undergraduate Grand Councilor Wenke, General Counsel Schwartz

Reports:

Grand Senior President Report : No Report

CEO Report

- Radford Chapter- Suspended by University for Hazing. Danny Miller and team did their own investigation and supported the assessment made by the University to close the chapter. The chapter did not object to this or challenge this. We have an agreement to return to the university in 3 years. We will most likely return in 4 years to make sure all brothers have graduated by then
- We are gearing up for the Burns program next week. We are also doing a Growth Summit and the Advisors Institute. Will be hosting over 800 undergraduates and 100 alumni next weekend
- 2252 New Members for the Fall 2018. Biggest semester on record for Alpha Sigma Phi
- Ticket Sales are now live for Elevate for July 2019 in Arizona. We have opened sales up earlier as we believe more people will need to book flights for this event.

CLVEN Report

- No Report

General Counsel Report

- Ongoing litigation involving our closed chapter at Arizona
- We are monitoring pending litigation with our chapter at Towson and have engaged counsel

Foundation Report

- No Report

Board Recruitment Committee

- Written report submitted and Grand Council is encouraged to review the report.

Old Business:

- Motion to approve November 15th, 2018 Minutes by Brother Yonenson, Second by Brother Rusk. Motion approved unanimously by a voice vote.

New Business:

- Monitoring Reports- 2.0, 2.6 & 2.7 Motion to accept Monitoring reports by Brother Yonenson Second by Brother Brown. Motion approved unanimously by a voice vote.
- Monitoring Reports from Grand Senior President, 3.0-3.8 and 4.0-4.4. Motion to accept by Brother Rusk, Second by Brother Zizzo. Motion approved unanimously by a voice vote.
- Grand Council Policy Update: Grand Councilor Tom Brown- We have been tasked to update the Grand Council Policy Manual. Many of the policies are outdated and not applicable any longer. The committee consisted of Tom Brown, Greg Kroencke, Noah Kotick and Gordy Heminger. Please review the document between now and the February Meeting so we can discuss and vote on it then.
- Expulsion Request: Discussion around Theta Brother asking for Expulsion from University of Michigan. Motion to approve expulsion from Alpha Sigma Phi providing the Theta Chapter President signs off that all local chapter matters have been completed. Motion made by Grand Councilor Zizzo, Second by Undergraduate Grand Councilor Brother Kostick Motion is defeated 7-3 by voice vote.

Good of the Order

Motion to adjourn meeting by Brother Yonenson, Second by Brother Brown. Motion passes unanimously by a voice vote.

Meeting ended at 8:52 PM

David Yonenson

David Yonenson
Grand Secretary

**Minutes of the Grand Council Meeting
February 22 and 23, 2019**

Friday, February 22, 2019

Call to Order: 10:00AM by Grand Senior President

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Marshal Nolen-Doerr, Grand Secretary Yonenson, Grand Councilor Bullock, Grand Councilor Rusk, Grand Councilor Josh Orendi, Grand Councilor Brown, Undergraduate Grand Councilor Kostick, Undergraduate Grand Councilor Cantu & Undergraduate Grand Councilor Wenke

Guests:

President and CEO Heminger, Vice President and COO Humberger

Absent:

Grand Treasurer Zizzo, General Counsel Schwartz, Grand Historian Schwartz

The Grand Council held a Strategic Planning session which included a presentation on Gen Z from Meghan Grace.

Grand Senior President Hoffman presented three main themes/priorities for the next Strategic Plan, based on the discussion that occurred at the last Grand Council meeting. The themes were: Growth; Undergraduate Achievement and Lifetime Engagement.

The Council divided into subgroups to begin to discuss potential objectives for the potential priorities.

- Potential themes for objectives for Growth included: Retention, Systemize Growth, Volunteer/Alumni Engagement and Total Membership.
- Potential themes for objectives for Lifetime Engagement included: Bridging gap between juniors/seniors and alumni; transition plan from undergraduate to alumni; strengthen the regional alumni ambassador program and better leverage technology to connect alumni and communicate
- Potential themes for objectives for Undergraduate Achievement included: Development of core competencies members should earn by certain point in membership; health and safety; scholastic fulfillment with a potential focus on graduation rates.

Saturday, February 23, 2019

Call to order: 12:59 PM by Grand Senior President Hoffman

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Marshal Nolen-Doerr, Grand Treasurer Zizzo, Grand Secretary Yonenson, Grand Councilor Bullock, Grand Councilor Rusk, Grand Councilor Josh Orendi, Grand Councilor Brown, Undergraduate Grand Councilor Kostick, Undergraduate Grand Councilor Cantu & Undergraduate Grand Councilor Wenke

Guests:

Vice President and COO Matt Humberger, Past GSP Mark Still (Left after Philippines Conversation), Past GSP Rick Dexter

Absent: President and CEO Gordy Heminger, General Counsel Schwartz, Grand Historian Schwartz

Reports:

Grand Senior President Report:

We need to create a risk review committee as we need a top down Risk Analysis of our organization. Brother Kroencke to chair this sub-committee.

Appointed Brother Zizzo and Brother Brown to the Financial Strategic Planning Committee

Appointed Brother Yonenson to Chair a committee on succession planning. Looking at current plan and look at longer range plan down the road.

CEO Report- (Provided by Matt Humberger)

- Gordy has provided his written CEO Report earlier in the week.
- Burns Program- All indications are that the program was successful. We may make the program more prestigious in the future.
- We have entered into an agreement with DMB Consulting to write/copy/edit/facilitate all material for the future 2020 Burns program.
- No decisions made on our future with a NIC.

General Counsel Report

- No Report

Board Recruitment Committee

- The Board comprised of Brother Orendi, Brother Bullock, Brother Cantu and Brother Rusk. Held multiple calls over the summer, fall and winter.
- We will be asking Board of Advisors to make recommendations based on these documents. We will make our final recommendation during the 2019 Elevate summer conference.
- Primary Areas of Focus” Recruitment of New Board Members & Onboarding of new board members
- We will meet with the Board of Advisors at 350PM to present our ideas. We will socialize their comments on the next GC Phone Call.

Old Business:

Motion to approve January 10, 2019 Minutes by Brother Yonenson Second by Brother Kostick. Motion approved unanimously by a voice vote.

New Business:

Relationship with Philippines- We had a recognition agreement in 1984. There was no financial agreement from either side. A member of Alpha Sig from Philippines would be recognized here in US and we would be recognized there. In 2008 at Grand Chapter that relationship was formally ended by a vote of the Grand Chapter delegates.

Brother Gibbs and Brother Mattson went to the Philippines in 2002 and were welcomed like Kings per Brother Mattson. They toured the country, visited local chapters and participated in rituals. Their rituals seem to be independently written and has a similar flavor to our Alpha Sigma Phi esoteric ritual. Brother Gibbs did share our public rituals with them.

Brother Still - We rescinded our relationship due to risk and brand management. In 2008 there were Youtube videos being posted that represented the Alpha Sigma Phi brand negatively along with hazing allegations, neither of which aligned with our Values.

Monitoring Reports- Motion to accept Monitoring Reports 2.4 & 2.5 as submitted by Brother Yonenson. Second by Brother Nolen-Doerr. Motion approved unanimously by a voice vote.

Policy Manual Revisions- Conversation postponed to next Grand Council Call in March

Audit RFP Recommendation (Zizzo) - Audit committee represents all three organizations. RFP was created and distributed to four firms, based on input from the Audit Committee. Three firms submitted an RFP. Two firms participated in a phone interview with the Audit Committee, Alerding (current auditors) and Blue & Co.

Motion to approve Blue & Co as the new audit firm by Brother Orendi, Second by Brother Wenke. Motion passed by voice vote.

Formation of Temporary Financial Strategic Planning Taskforce (Zizzo)-

There is a need to have a long term financial strategic plan for the Fraternity, Foundation and CLVEN. We need one comprehensive plan, along with an individual plan for the Fraternity. Brother Hoffman has agreed to form this taskforce with Brother Zizzo and Brother Brown being the leads.

Chartering Recommendations (Humberger)

- Motion to approve the Charter for Western Carolina (Eta Iota) and Re-Charter for Middle Tennessee State (Delta Psi). Motion by Brother Hoffman, second by Brother Wenke. Motion approved unanimously by a voice vote.

- Motion to approve the Charter for Boston (Iota Gamma) and Toronto (Iota Eta). Motion by Brother Kroencke, second by Brother Rusk. Motion approved with Brother Orendi dissenting and Brother Nolen-Doerr abstaining.

Expulsion Philosophy-

Motion to decline the expulsion request by Brother Orendi, Second by Brother Brown. The motion passed by voice vote.

Motion to adjourn meeting by Brother Yonenson, Second by Brother Brown. Motion passes unanimously by a voice vote.

Meeting ended at 4:11 PM

David Yonenson

David Yonenson
Grand Secretary

**Phone Meeting: Minutes of the Grand Council Meeting
March 21st, 2019**

Call to order: 8:01PM EST by Grand Senior President Hoffman

Roll Call: Roll call by Brother Yonenson

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Secretary Yonenson, Grand Treasurer Zizzo, Grand Councilor Aaron Bullock, Grand Councilor Josh Orendi, Grand Councilor Brown, Undergraduate Grand Councilor Kostick, Undergraduate Grand Councilor Cantu, Undergraduate Grand Councilor Wenke,

Guests:

President and CEO Gordy Heminger, Vice President and COO Matt Humberger,

Absent: Grand Councilor Rusk, Grand Marshal Nolen-Doerr, Grand Historian Duncan and General Counsel Schwartz

Reports:

Consent Agenda Items:

Motion to approve/accept February Minutes, Monitoring Report 2.3 and Chartering Recommendations for Maine, Montana State and West Georgia as consent agenda items. Motion by Brother Brown, Second by Brother Yonenson. Motion is approved by voice vote.

Old Business:

Motion to approve the changes to the Policy Manual as presented by Brother Brown, Second by Brother Bullock. Motion is approved by voice vote with Brother Orendi dissenting.

New Business:

Expulsion Practice/Guidelines

- Current practice is expulsion is rarely granted as a result of guidance provided to the CEO by the Grand Council in 2009. We generally support the chapters recommendation for expulsion, especially for health and safety reasons. We generally don't accept requests if the individual requests directly to the Fraternity, especially if it is around financial reasons. We did create a suspension until graduation request which has been a positive step forward for the undergraduates.
- Conversation had by Council on expulsion. CEO Heminger to follow-up with additional information but consensus of Council is to continue operating as we have been.

Strategic Plan 2025

- Council was open to discussing our current Mission Statement. Will be agenda item for the April Grand Council call.

Good of the Order:

- Chartering Banquets- Please let Gordy know if you can attend any of the new chartering banquets coming up soon.
- Moving next meeting to April 25th from April 18th

Motion to adjourn meeting by Brother Orendi Second by Brother Kroencke. Motion passes unanimously by a voice vote.

Meeting ended at 9:01 PM

David Yonenson

David Yonenson
Grand Secretary

**Phone Meeting: Minutes of the Grand Council Meeting
April 25th, 2019**

Call to order: 8:03PM EST by Grand Senior President Hoffman

Roll Call: Roll call by Brother Yonenson

Present:

Grand Senior President Hoffman, Grand Secretary Yonenson, Grand Treasurer Zizzo, Grand Marshal Nolen-Doerr, Grand Councilor Josh Orendi, Grand Councilor Brown, Undergraduate Grand Councilor Cantu & Undergraduate Grand Councilor Wenke

Guests:

President and CEO Gordy Heminger, Vice President and COO Matt Humberger,

Absent: Grand Junior President Kroencke, General Counsel Schwartz, Grand Historian Duncan, Grand Councilor Rusk, Grand Councilor Bullock & Undergraduate Grand Councilor Kostick,

Reports:

Grand Senior President Report:

Consent Agenda- Motion to approve by Brother Zizzo, Second by Brother Brown. Motion approved unanimously by a voice vote. As part of the Consent agenda, charters were approved for CSU San Marcos, UNLV and Ohio Northern. New Chapter count will be 145 active chapters with 30 provisional chapters.

Foundation Report:

The Foundation Board had a teleconference meeting on Tuesday, April 16th. Highlights of their discussions were:

- Board Development - Continuing to vet candidates for future appointments
- Fundraising - Continuing to progress toward public announcement of Capital Campaign at Elevate in July. Pushing to get all volunteer Boards to have 100% participation through pledges to the Capital Campaign
- Governance - Adopted new Mission Statement which reads - *Grow gifts and investments to support the Fraternity's educational and development programs.*
- Approved CEO interpretations of Policies 1.0 and 2.0 of new Policy Manual

New Business:

Strategic Plan 2025 Conversation:

Mission Statement:

- 1) "Alpha Sigma Phi exists to promote a values-driven and lifelong membership experience for all who seek to better themselves and the world." - Jason & Aaron
- 2) To prepare brothers for success as husbands, fathers, friends, and community leaders through opportunities to participate in brotherhood activities, leadership development, philanthropy and service events, and organizational management roles.

Google spreadsheet to be sent out by Brother Yonenson to gather more data as it relates to the mission statement.

For May Call: Topics: Growth and Life Engagement

For June call: Topics want to talk about Undergraduate Achievement, CEO Objectives and Comp Plan

For July Elevate: Topics to include strategic plan, mission statement and other outline objectives.

Good of the Order:

- Brother Yonenson tells Epic Story. Everyone is shocked and laughs outloud.

Motion to adjourn meeting by Brother Yonenson, Second by Brother Orendi. Motion passes unanimously by a voice vote.

Meeting ended at 8:51 PM

David Yonenson

David Yonenson
Grand Secretary

**Phone Meeting: Minutes of the Grand Council Meeting
May 16th, 2019**

Call to order: 8:03PM EST by Grand Senior President Hoffman

Roll Call: Roll call by Brother Yonenson

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Secretary Yonenson, Grand Marshal Nolen-Doerr, Grand Councilor Brown, Grand Councilor Rusk, Grand Councilor Bullock, Undergraduate Grand Councilor Cantu, Undergraduate Grand Councilor Kostick & Undergraduate Grand Councilor Wenke.

Guests:

President and CEO Gordy Heminger, Grand Historian Dan Duncan

Absent: Grand Councilor Josh Orendi, Grand Treasurer Zizzo, General Counsel Schwartz

Consent Agenda:

Motion to approve the Consent Agenda (April 29, 2019 Minutes) by Brother Yonenson, second by Brother Brown. Motion approved unanimously by a voice vote.

New Business:

CEO Heminger provided a review of progress on the 2020 Strategic Plan. The submitted report is included as an appendix.

Grand Senior President Hoffman submitted suggestions as it relates to the Vision and Mission Statement. Both the GSP Report and Vision/Mission suggestions are included as an appendix.

Motion to adopt Mission Statement **“To provide values-driven brotherhood experiences through life”**. by Brother Nolen-Doerr, Second by Brother Rusk. Friendly amendment made by Brother Duncan to affirm our current Vision Statement. Friendly amendment was accepted. Motion passed unanimously by a voice vote.

Grand Senior President reminded the Council of four themes that emerged regarding Growth, along with the fact that the Council agreed that Growth should remain a priority in the next Strategic Plan. The four themes were:

- Retention
- Systemize Growth
- Volunteer / Alumni engagement
- Total Membership

Grand Senior President encouraged any Council member to email him and Gordy suggestions or ideas.

Good of the Order:

Motion to adjourn meeting by Brother Yonenson, Second by Brother Nolen-Doerr. Motion passed unanimously by a voice vote.

Meeting ended at 9:20 PM

David Yonenson
Grand Secretary

Memorandum

To: Alpha Sigma Phi Grand Council
From: Jeff Hoffman
Subject: GSP Report for May
Date: May 10, 2019

General

Gordy and I talk periodically about current status of the Fraternity and if any issues arise that need attention. The most recent being the situation at Miami University, about which you all were informed.

Gordy also was prompt to inform me of past-GSP Bob Miller's passing. In turn, I informed all the living past-GSPs, hearing from a few of them about Bob's dedication and contributions to Alpha Sigma Phi during some challenging years.

Financial Planning Task Force

Members of this task force was finalized just recently and include:

Foundation Board

Jim Vanek
Michigan '98 (Theta)
jimmyvasp@hotmail.com
Mobile: 773-899-0398

Ed Leedom
Bowling Green '86 (Gamma Zeta)
eglcfp@aol.com
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CLVEN

Brian Thomas
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Bernie Schulz
Radford '89 (Delta Theta)
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Board of Advisors

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Jeremy White
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Grand Council

Tom Brown
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Mobile: 858-449-5203

Steve Zizzo
Illinois '84 (Eta)
Steven.zizzo@abbott.com
Mobile: 303-565-7406

Gordy Heminger will also serve on the task force. Steve Zizzo has agreed to chair the group.

I sent the task force members a document outlining purpose, goals and timeframe and include that in this report, as follows:

Memorandum

To: Alpha Sigma Phi's Financial Planning Task Force
From: Jeff Hoffman, Grand Senior President
Subject: Task Force Charge
Date: May 8, 2019

Thank you all for your commitment to the betterment of Alpha Sigma Phi and for your willingness to serve on this task force.

This task force is comprised of members from the Grand Council, the Foundation board, CLVEN board, and the Board of Advisors. Members of the task force are:

Foundation Board

Jim Vanek
Michigan '98 (Theta)
jimmyvasp@hotmail.com
Mobile: 773-899-0398

Ed Leedom
Bowling Green '86 (Gamma Zeta)
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Steve Zizzo
Illinois '84 (Eta)
Steven.zizzo@abbott.com
Mobile: 303-565-7406

I have asked Steve Zizzo to chair the task force. Gordy Heminger will also participate on the Task Force and provide valuable insight and information about our finances.

Task Force Purpose and Goals

As our fraternity has, and continues, to grow, many of the issues that face us are multifaceted, bringing both challenges and opportunities. Our financial condition is just one of them.

Presently, we enjoy relative stability with operational costs under control and revenues from both undergraduate fees and donations incrementally increasing. We do, however, have headwinds such as present campus environment, increased administration and faculty questioning of fraternity's value, decreases in the number of men attending college that may have an impact on our financial position.

The purpose of this task force is to complete the following:

- Outline how each of Alpha Sigma Phi's operating entities operates (source of funding, budgeting, audits, generation of surplus or deficits)
- Examine financial overlaps or gaps between entities
- Look at potential financial needs of each entity, short- and long-term
- Determine if and how financial needs of one entity affect the others
- Determine need for an over-arching financial strategy, encompassing each entity
- Recommend how an over-arching financial strategy (if determined needed and feasible) could be accomplished without each entity stepping in the sandboxes of the other
- Explore potential legal and / or IRS issues that may occur with an over-arching plan
- Outline and make recommendations for other approaches to a financial planning strategy as determined by the task force

Your thinking should be high-level, not tactical, and respect the operational integrity of each entity.

Ideal Timeframe

I propose the following timeframe for task force activities:

- Preliminary report to Oversight Committee (GSP and GJP from the Grand Council and Foundation chair and chair-elect) – July 2019 (Elevate Meeting)
- Update to Oversight Committee – October 2019
- Initial report for feedback – February 2020 (All-boards meeting)
- Final update to Oversight Committee – May 2020
- Report and recommendations to all boards – Grand Chapter 2020 (July)

Of course, this can be altered as needed, but we should target a report and recommendation no later than Grand Chapter 2020.

Thanks again for your assistance with this matter important to Alpha Sigma Phi.

That concludes the GSP report.

Alpha Sigma Phi 2020 Strategic Plan

Priorities:

- Growth
- Member Development
- Undergraduate Living Environments

Objectives:

Growth Objectives

- Expand Fraternity membership through increasing the number of chapters and colonies on college and university campuses.
 - Strategy 1 – 200 chapters and provisional chapters by December 6, 2020
 - **Update – We currently have 175 chapters and provisional chapters. I would anticipate we will have 180+ at the conclusion of the 2019-20 academic year and 185+ by December 31, 2020. We had 109 chapters/provisional chapters when the 2020 Strategic Plan was created. Alpha Sigma Phi has established more chapters/provisional chapters during this Strategic Plan than any other fraternity. The next closest fraternity, Theta Chi, has grown by 24 chapters/provisional chapters.**
- Expand Fraternity membership through increasing the number of individual chapter and colony members on college and university campuses.
 - Strategy 2 – 10,000 undergraduate members by December 6, 2020 with an average chapter size of 50 members.
 - **Update – Our high-water mark for the 2018-19 academic year was 9,050 members. I believe our high-water mark during the 2019-20 academic year will have us surpass 10,000 total members, which would mean our average chapter size would be above 50.**
- Increase non-dues revenue to ensure that all aspects of Fraternity growth are supported by necessary infrastructure, fiscal and other resources, and staffing.
 - Strategy 3 – Increase merchandise sales and royalty income to \$75,000 annually by the end of Fiscal Year 2020.
 - **Update – Last fiscal year, we had \$151,936 in dollars from royalty and merchandise sales. For perspective, in the Financial Report for the 2008-09 academic year (year prior to me becoming CEO), our total for merchandise sales and royalty income was \$19,392. Our total revenue, not counting the Foundation Grant was \$880,123.**
 - Strategy 4 – Develop a sponsorship program.
 - **Update – A formal sponsorship program was not developed. We dedicated a staff member to this initiative, hired an intern to dedicate to this initiative and asked the Board of Advisors to assist. The return on investment did not warrant the cost (human and financial). We instead focused our efforts on increasing royalties and merchandise sales.**
- Augment the number of alumni who are engaged with local chapter by enhancing volunteer opportunities and engage and maintain strong and sustainable connections with local Alpha Sigma Phi chapters.
 - Strategy 5 – 95 percent of chapters will have a recognized Chapter Council by December 6, 2020.

- **Update: 85% of chapters have a recognized Chapter Council by the definition used when this strategy was created (3 or more positions filled) and 80 percent of all Chapter Council positions are filled**
- Strategy 6 – 75 percent of chapters open for more than four years will have a recognized Alumni Association by December 6, 2020.
- **Update: We currently have 92 recognized Alumni Associations which represents about 68 percent of chapters open for more than four years.**
- Strategy 7 – Regular communication with chapter alumni by the undergraduate chapter, Alumni Association and Fraternity Headquarters.
- **Update: We have published at least two Tomahawk Magazines annually. We have produced over 60 Tomahawk Newsletters. We offered a chapter newsletter program where we designed newsletters for chapters and/or Alumni Associations, ranging in participation each semester from between 30-50 chapters. We have a robust social media presence on Instagram, SnapChat, Facebook, Twitter and LinkedIn. We communicate when developments warrant with members (initiation anniversary, anniversary of chapter founding, chapter conduct, chapter award recipients, restarting chapter, etc.)**

Member Development Objectives:

- Design and deliver programming that contributes to undergraduate learning, retention and success.
 - Strategy 8 – Average annual report score of 70% of possible points for chapters by July 1, 2020.
 - **Update: Some years we have achieved this goal and other years we have not. We will not have this year's scores until May 31, 2019.**
- Expand leadership development programs, experiences and positions for undergraduate and alumni
 - Strategy 9 – 100 percent of chapters and provisional chapters implement membership orientation and education programs consistent with Fraternity standards by December 6, 2020.
 - **Update: This strategy has evolved significantly since it was created in 2013. We do believe all chapters and provisional chapters this spring completed the four scenes of the Initiation Ceremony within 35 days of the process starting. We have transitioned away from the robust Alpha, Sigma and Phi Phases of membership education to a simpler process that provides greater flexibility and freedom at the chapter-level.**
 - Strategy 10 – Increase attendance at Elevate: International Leadership Conference and Grand Chapter to 1,000 undergraduates by the 2020 Grand Chapter (175th anniversary)
 - **Update: We had 990 undergraduates attend the 2018 Grand Chapter. I believe we will have more than 1,000 undergraduates in attendance at the 2020 Grand Chapter (175th Anniversary)**
 - Strategy 11 – All chapters and members will participate in health and safety education and training annually.
 - **Update: This has been accomplished via our award-winning Responsible Sig program and our new partnerships with GreekLifeEdu.**
 - Strategy 12 – All H-Officers will participate in training through a Fraternity leadership program.

- **Update: We have offered a variety of Fraternity Leadership programs from H-Officers since 2013. Better Man Weekend provided training for 8 H-Officers. Training. Elevate offered additional training for H-Officers, most specifically the Vice President of Ritual and Traditions (HM). We created online officer education earlier this year for all H-Officers. We have hundreds on online resources and videos for each H-Officer on our website. Our newest leadership program – The Shared Vision and Officer Transition Retreat is available to every chapter and provisional chapter and provides training for all H-Officers.**
- Strategy 13 – Provide increased proactive resources to our undergraduates and alumni in the area of health and safety.
- **Update: Since the 2013 Strategic Plan, we created Responsible Sig; partnered with GreekLifeEdu; was one of the first NIC fraternities to establish an Amnesty/Good Samaritan Policy and ban hard alcohol (2014); partnered with RAINN and Aware, Awake, Alive to provide resources to chapters as national philanthropic partners; updated many health and safety resources/guidelines on our website; created rapid-response emails to health and safety issues on campuses; have a monthly health and safety email sent to targeted chapter leaders and advisors; and established a full-time position related to Prevention and Accountability**
- Encourage regular and intentional service and philanthropic opportunities for all members.
 - Strategy 14 – Raise 3 million total dollars for charity by December 6, 2020 with at least \$875,000 for each of our philanthropic partners.
 - **Update – Through last academic year, we raised nearly 2.3 million dollars for charity (\$2,244,970 to be exact). We will achieve this strategy, though we will not raise \$875,000 for each of our philanthropic partners.**
 - Strategy 16 – 1 million total hours of hands-on community service will be performed by December 6, 2020.
 - **Update: We have performed 575,686 hours of hands-on community service. I believe we will come short though we will do more than 900,000 hours of hands-on community service.**
 - Strategy 17 – 90% of chapters and provisional chapters will annually participate in the Fraternity’s Day of Service by December 6, 2020.
 - **Update: We no longer have a Day of Service.**

Undergraduate Living Environment Objectives:

- Empower CLVEN to provide undergraduate members and alumni advisors with information and resources to develop living environments that are safe, healthy and promote student engagement and learning.
 - Strategy 17 – Every chapter that owns, leases or rents a shared living environment will work with CLVEN or their local House Corporation.
 - **Update: To the best of my knowledge, every chapter that owns, rents or leases a shared living environment works with CLVEN or their local House Corporation. We have created a formal process for House Corporations to be recognized.**
- Significantly increase non-dues revenue to better support chapter housing on campus wherever possible.
 - Strategy 18 – Empower CLVEN to own and lease properties for housing to undergraduate chapters where economically feasible.

- Update: CLVEN will have 3 full-time staff members next -year and will own/manage 34 properties. We anticipate by the conclusion of the 2020 Strategic Plan, more than 60 properties will be owned or managed by CLVEN.

On Mission Statements and the Future for Alpha Sigma Phi

Through the past few decades, I have had the opportunity to serve on a number of non-profit and charitable boards, many with strong and resourceful professional staffs, like Alpha Sigma Phi. And others during challenging weaknesses and transition periods, like my past experiences with Alpha Sigma Phi.

My personal observation is that organizations struggle when there is a lack of recognition of what the organizations is, what it does, why it does it, and what outcomes it wishes. Struggle is exacerbated when the organization's operational challenges and opportunities are not fully recognized. Understanding operational challenges give a board the opportunity to help fix them or help find paths around obstacles. Then the organization is able to seize opportunities, both those apparent and the ones created.

A strength of Alpha Sigma Phi, in my opinion, has been its ability to adapt to changing environments and evolve with changes in culture and expectations. I believe our Brotherhood's true strength lies in the commitment of its members to keep the organization going (I'm particularly reminded of the period from the '70s to 2000s during which we did not grow much but maintained a desire to provide better and lifelong experiences for our brothers).

As we continue our discussions regarding Alpha Sigma Phi's next strategic plan, I want to share my thinking about our present and future.

What is Alpha Sigma Phi?

It is easy to get caught up in deep, emotional connections to the mystical, magical thing we call brotherhood. I do. It's hard not to.

However, when I take a clinical look at Alpha Sigma Phi, here is what I see:

- Chiefly, an organization for undergraduate men that provides meaningful experiences in:
 - Trust
 - Friendship
 - Mutual support
 - Shared goal setting and attainment
 - Leadership
 - Business and organizational management
 - Service
 - Fun
 - Through those meaningful experiences, young men have the opportunity to explore themselves, develop a sense of purpose, and cultivate personal integrity and character.

- Those experiences endure with the alumni who volunteer on a chapter or international level being dedicated to the concept of lasting friendships and lifetime brotherhood.
- Alpha Sigma Phi is also a body of almost 100,000 living alumni, most of whom have lost connections, or a desire for connection to the Fraternity.
 - Alumni who remained connected, do so mostly through chapter-based alumni associations and maintain a strong allegiance to their home chapters. That allegiance does not necessarily preclude understanding or support of the larger Alpha Sigma Phi.
- Our professional staff provides a center for operations, but the organization is dependent on a few thousand volunteers – mostly alumni members – to thrive.
- We depend on those volunteers and many others to support the organization financially.

Why Alpha Sigma Phi?

Truthfully, it is difficult to slide a piece of notebook paper into the gap between the stated purposes and ritual values of most men's fraternities. Separation comes in how relevancy – for both undergraduates and alumni – is advanced.

There is also brand choice that accounts for differentiation between fraternities, and other student organizations vying for the attention and time of undergraduates.

In fact, there are brand choices for alumni as well. Career commitments, religious affiliations, civic involvement and countless opportunities to volunteer all influence brand choice (e.g., with whom and how to spend my time and what experience is most relevant to my life).

I believe most personal “whys” for involvement in Alpha Sigma Phi relate to emotional connections to the organization and to individuals in it – and our desire to reach out and do something good for someone else. Simply put, we want others to experience what we have.

Ultimately, my belief in “why Alpha Sigma Phi” is that, collectively, we help young men become their better selves – a state that can reflect on how they conduct their lives post-matriculation.

If Alpha Sigma Phi helps a young man become better as an undergraduate, then I like to believe that we do help create better friends, partners, husbands, fathers, citizens; better contributors to society. And that furthers our vision: to better the world through better men.

Vision, Mission / Words, Action

My experience is that vision and mission statements are frustratingly difficult for most organizations – profit and non-profit – to craft. People get caught up in terminology, order (“is it mission or vision first”), tactical rather than strategic ideas, a belief that “we already know what our organization is all about,” and this back-of-the-head nagging that we’re simply wasting time trying to write these statements.

All that gets in the way of defining what an organization is and what it wants to accomplish.

Our recent discussions about Alpha Sigma Phi's different statements have given me pause. I have not considered that we have a vision statement, mission statement, statement of purpose and motto, two mottos, in fact. Confusing? Not really. They all seem to go together. Time for simplicity? Perhaps. But consolidation or re-wording should be about pushing Alpha Sigma Phi ahead.

As I have stated, I do not think we should change our vision:

To Better the World through Better Men.

It is clear. It does not equivocate. It is aspirational. Challenging. It is the lens through which we see our activity. It is high-order intention.

Our Mission Statement

If we start with a vision statement – which Alpha Sigma Phi does – then we follow with a mission statement that supports our vision.

I believe that a mission statement should:

- Reinforce who and what we are
- Reflects where the organization is going
- Be broad so that it allows for flexibility in how it is accomplished

A good mission statement, in my judgment, excites measurable goals. In turn, the mission becomes measurable as goals are met.

Paraphrasing what supposedly General Colin Powell said when asked about action in the First Gulf War:

Q. What's the objective?

A. Free Kuwait.

Q. Then, what's the mission?

A. Invade Iraq.

Q. What are the goals?

A. That's tactics. That's Schwarzkopf's job.

For Colin Powell, the mission was clear – but there were no requirements for when and how Iraq was to be invaded.

The role of the Grand Council is to remain strategic and forward thinking. Determining the tactics to meet our stated vision and mission are the professional staff's job.

With a mission statement that is broad and succinct, we have the opportunity to challenge ourselves to outline goals that support the mission without tripping on how the mission will be accomplished.

Submissions/discussions on our Google Drive document seem to have a few themes: values, betterment, brotherhood. That's good. That's who we are. And it appears to reflect what we believe to be beneficial to our members.

With that in mind, I've taken suggestions from our discussions and would like to suggest the following as potential mission statements:

1.

To provide values-driven brotherhood experiences through life.

2.

To refine brotherhood.

3.

To enrich lives through lifelong brotherhood.

4.

To foster success through positive brotherhood experiences.

Personally, I like the first one. I think it encapsulates what drives Alpha Sigma Phi and provides a target for the elements of our strategic plan.

Alpha Sigma Phi's Future

We need to prepare Alpha Sigma Phi for what may be significant changes in our operational environment.

I think that during the next 10 years, Alpha Sigma Phi may shift from our current model of primarily being on college and university campuses with full university recognition, to one where a majority of our chapters may not have that recognition. We'll probably operate on some campuses as part of independent IFCs and on others as off-campus organizations.

We'll probably soon enter a time when there is no 'new member' period at all. And unless trends reverse, we'll have more challenges in recruiting and retaining undergraduate members. At the same time, we'll continue to see – at least for the next five to 10 years – increases in the number of alumni we produce – alumni that want a connection to Alpha Sigma Phi. We need to prepare to give them a reason to maintain those connections. And a reason to contribute time and money to our Fraternity.

If we recognize and embrace the changes coming, then I see a strong future for Alpha Sigma Phi, and some amazing opportunities

We have an opportunity to drive a stake in the ground and stand above our peers and competitors. We can define the future – and others can follow. And we do that by remaining true to our core principles and values.

I see our future as shifting from a high-growth mode to a high-quality program mode. I see us moving forward in the following ways:

- The undergraduate experience centered on scholarship, leadership and service. Our undergraduate members should stand apart from other fraternities and campus organizations by truly living our values, setting high standards for leadership, being scholars with an emphasis on successful academics and graduation, being dedicated to serving others.

Joining Alpha Sigma Phi as an undergraduate should be a life-enhancing experience. Alpha Sigs should be set campus standards of integrity.

- The alumni experience moving beyond chapter-based support with meaningful regional alumni activities that center on leadership, mentoring and service.

We have undergraduates for just a few years, but we have alumni for decades. Alpha Sigma Phi should remain a meaningful part of a man's life. Alpha Sigs should be known in their communities as vital contributors.

I believe that by enhancing the undergraduate experience, we can create better men. By enhancing the alumni experience, we can better the world.

**In Person Meeting: Minutes of the Grand Council Meeting
July 13th, 2019**

Call to order: 9:06 AM EST by Grand Senior President Hoffman

Roll Call: Roll call by Brother Yonenson

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Treasurer Zizzo, Grand Secretary Yonenson, Grand Marshal Nolen-Doerr, Grand Councilor Orendi, Grand Councilor Brown, Grand Councilor Rusk, Grand Councilor Bullock, Undergraduate Grand Councilor Cantu, Undergraduate Grand Councilor Kostick & Undergraduate Grand Councilor Wenke.

Guests:

President and CEO Gordy Heminger, COO Matt Humberger, Former GSP Rick Dexter, Grand Historian Emeritus Bob Kutz,

Absent: General Counsel Schwartz, Grand Historian Dan Duncan

Grand Senior President Report:

- Proceeding to create Grand Council Advisory Group with 5 undergraduates, including representatives from the three GSP winning chapters. The remaining 2 members will be selected to ensure a diverse group of chapters.

Foundation Report:

- Last Meeting was in April. Capital Campaign will be announced at lunch. Meeting this afternoon.

CLVEN Report:

- CLVEN will be on 33 campuses this coming fall with new properties at East Carolina, Indiana, Maine, Miami FL, Missouri, Missouri State, NC State (new house), Ohio Northern, Oklahoma, UMass, UNC-Chapel Hill, UW Madison.
- We will have more than 600 residents this fall.
- Nick Miller has moved from the Fraternity Staff to CLVEN and has taken on the role of Assistant Director of Property Acquisitions.
- CLVEN has had a law firm out of Cincinnati called 'Fraternal Law' write new legal documents – Resident Occupancy Agreement, Parlor Fee Agreement, Meal Plan Agreement, Chapter Occupancy Agreement.
- We will have live-in House Directors at 7 of our properties this fall. Last year CLVEN only had two full-time House Directors. These are contract employees.
- CLVEN plans to work this fall to refine its processes and procedures for the day-to-day management of existing houses as well as develop a more in-depth process for chapters to follow (a pre-approval process) who are interested in housing

Audit Committee:

- We had one conference call in preparing for the Audit with the Audit scheduled to be completed in September.

Risk Review Committee:

- Written report was submitted by Brother Kroencke and non-standard risks are being assessed and recommendations formalized.

Board Development Committee:

- Brother Orendi submitted a written report to the Council. CEO Heminger will work with GSP Hoffman and Grand Councilor Orendi to refine committee recommendations for inclusion in the Grand Council Policy Manual.

CEO Succession Planning Committee:

- Brother Yonenson submitted a written report. While there are no plans for a CEO departure, all agreed this was a prudent step to take. Next steps include CEO Heminger exploring the feasibility of adding at least one additional signature to bank accounts and GSP Hoffman beginning to engage the Foundation in this conversation.

Financial Strategic Planning Committee:

- Brother Zizzo provided a report with an update on the progress of the Committee. The goal is for each entity to better understand the goals of the other organization and how those goals may impact each organization. One topic of conversation revolved around ownership of the Headquarters Building (currently owned 2/3 by the Foundation and 1/3 by the Fraternity)

Undergraduate Grand Councilor Search Committee:

- All candidates will be interviewed in the next 30 days with new Grand Councilors in place by September 1, 2019.

Old Business:

- Motion to approve the May 13, 2019 Minutes by Brother Yonenson, second by Brother Brown. Motion approved unanimously by a voice vote.

New Business:

- Opportunities to Serve as an Ambassador:
 - Founders Day Challenge/Day of Giving- Please let Gordy know if you are not willing to lend your signature again like previous years.
 - 175th Anniversary – 175th Anniversary Celebration and 2020 Grand Chapter – Past Grand Councilor Campaign- Asking Grand Councilors to call previous grand councilors and invite them to the 175th Celebration and Convention 2020.

Good of the Order:

Motion to Adjourn to a Strategic Planning Work Session by Brother Nolen-Doerr, Second by Brother Kotick. Motion passed unanimously by voice vote.

David Yonenson

David Yonenson
Grand Secretary

**In Person Meeting: Minutes of the Grand Council Meeting
September 12th, 2019**

Call to order: 8:01 PM EST by Grand Senior President Hoffman

Roll Call: Roll call by Brother Yonenson

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Secretary Yonenson, Grand Marshal Nolen-Doerr, Grand Councilor Brown, Grand Councilor Bullock, Undergraduate Grand Councilor Bissman, Undergraduate Grand Councilor Kostick & Undergraduate Grand Councilor Shircliff.

Guests:

President and CEO Gordy Heminger, COO Matt Humberger, General Counsel Schwartz

Absent: Grand Treasurer Zizzo, Grand Councilor Orendi, Grand Councilor Rusk, Grand Historian Dan Duncan

Old Business

Motion to approve minutes from July 13th, 2019. Motion made by Brother Yonenson, Second by Brother Brown. Minutes passed by voice vote.

Strategic Plan 2025-Quick Conversation regarding questions, thoughts and concerns.

New Business:

Monitoring Report- 2.2- Motion to approve Monitoring Reports 2.2 by Brother Yonenson, Second by Brother Kroencke. Motion passed by voice vote.

Policy Manual Proposed Updates:

1. Create Policy 2.2, 7 – Allow the Reserve Fund to exceed 1 million dollars or 25 percent of the annual Fraternity operating budget, whichever is greater.
2. Current Policy 2.2, 7 becomes Policy 2.2, 8 – Allow for the expenditure from the Reserve Fund of more than the earnings for the prior fiscal year or 5% of the total corpus, without Council approval, unless the corpus exceeds the limitation in 2.2, 7.
3. Ownership Linkage Plan – Add #3 – Recruit/Nominate at least one brother to serve on the Grand Council, Foundation Board of Directors, CLVEN Board of Directors of Board of Advisors every two years.
4. Election Process – Add #11 – The Immediate Past Grand Senior President and Past Grand Council Member serving as facilitators for the Nominations Committee will host a session for all Grand Council finalists to review the Grand Council role, responsibilities, officer roles and answer questions.
5. Election Process – Add #12 – The CEO shall provide to all Grand Council finalists minutes, monitoring reports and CEO reports for the prior 12 months.

Motion to approve policy manual updates by Brother Yonenson, Second by Brother Brown. Motion passed by voice vote

CLVEN New Board Member- Jeremy White

Motion to approve appointment of Jeremy to the CLVEN board by Brother Yonenson. Second by Brother Brown. Motion passed by voice vote

Good of the Order: No Comments

Motion to Adjourn to a by Brother Brown, Second by brother Kroencke. Motion passed by voice vote

David Yonenson

David Yonenson
Grand Secretary

**In Person Meeting: Minutes of the Grand Council Meeting
October 17th, 2019**

Call to order: 8:02 PM EST by Grand Senior President Hoffman

Roll Call: Brother Yonenson called the roll.

Present:

Grand Senior President Hoffman, Grand Junior President Kroencke, Grand Treasurer Zizzo, Grand Secretary Yonenson, Grand Councilor Brown, Grand Councilor Orendi, Grand Councilor Bullock, Grand Councilor Rusk, Undergraduate Grand Councilor Bissman & Undergraduate Grand Councilor Kostick

Guests:

President and CEO Gordy Heminger, VP/COO Matt Humberger, General Counsel Schwartz & Grand Historian Dan Duncan

Absent: Grand Marshal Nolen-Doerr and Undergraduate Grand Councilor Shircliff.

Grand Senior President Report:

The Undergraduate Grand Council Advisory board has been assembled and has been working out very well so far.

Oversight committee meeting was held several weeks back. The committee has met several times over the past several years and was originally established to discuss the shared CEO model. The purpose of this committee is to make sure we are sharing information between the Grand Council, Foundation and CLVEN. The committee consists of the Grand Senior President, Grand Junior President, Foundation Chairman, Foundation Chairman Elect and CLVEN Chairman. This committee is also responsible for overseeing the CEO role now and in the future.

Foundation Report:

Meeting this past Tuesday. Ron Merrell resigned due to health reasons and the board is working to fill three open vacancies currently. Continuing to focus on Founders Day Challenge and 175-year Anniversary. Approved framework for 2025 Strategic Plan and has passed that to the Headquarters Staff.

General Counsel Report:

No Report

Audit Committee:

The audit is about to wrap up and has been a very long audit. We did change our Auditor to Blue and Co as they are very well experienced in the Greek Life world. We expect the report will take another 1 to 4 weeks to be finalized and then will go to the Audit Committee, CEO and then to the Grand Council in December. There will be many recommendations for best practices and to improve efficiencies.

CEO Report:

Our numbers are down slightly from last year overall but numbers are up with existing chapters/provisional chapters. We're hopeful our overall numbers will grow with Spring Expansions. We are on pace for top 2-3 year for new membership numbers.

We had 51 incident reports last fall with 47 this year (20 of them financial). Chapters are really starting to problem solve themselves to come up with solutions and Danny Miller has done a great job with it.

We had 4 expansions for the Fall and are expecting 6 in the spring.

Old Business:

Motion to approve minutes from September 12th, 2019. Motion made by Brother Yonenson, Second by Brother Brown. Motion passed unanimously by voice vote.

New Business:

Motion to appoint Past Grand Councilor Byron Hughes as a Co-Facilitator of the Nominations Committee by Brother Rusk, Second by Brother Kroencke. Motion passed unanimously by voice vote.

Nominations Committee rubric for potential and incumbent Grand Councilors that was used and approved by the Grand Council was discussed. Brother Bullock offered to come up with suggestions for how the Rubric could be improved for the 2020 Nominations cycle.

Grand Senior President Hoffman reviewed the proposed modifications to the 2025 Strategic Plan suggested by Brother Nolen-Doerr as it relates to membership accessibility. More details will be shared at the November meeting.

Good of the Order:

Please register for Grand Chapter (January 6 early-bird deadline) and all Board Meeting for February (January 20 is the deadline)

David Yonenson

David Yonenson
Grand Secretary

**Minutes of the Grand Council Meeting
November 14th, 2019**

Call to order: 8:02 PM EST by Grand Junior President Kroencke

Roll Call: Brother Yonenson called the roll.

Present:

Grand Junior President Kroencke, Grand Treasurer Zizzo, Grand Secretary Yonenson, Grand Marshal Nolen-Doerr, Grand Councilor Brown, Grand Councilor Orendi, Grand Councilor Bullock, Undergraduate Grand Councilor Bissman & Undergraduate Grand Councilor Shircliff.

Guests:

President and CEO Gordy Heminger

Absent: Grand Senior President Hoffman, Grand Councilor Rusk, Undergraduate Grand Councilor Bissman, Undergraduate Grand Councilor Kostick

Grand Senior President Report:

Grand Junior President Kroencke reported that Grand Senior President Hoffman was excited to have the Grand Council Advisory Council call next week

CEO Report:

Sig EP has withdrawn membership in the NIC. The next few months may determine the sustainability of the NIC. Alpha Sigma Phi is well positioned regardless as we have aligned with several smaller groups of fraternities within the NIC.

There have been reports about tragic incidents over the last month in which fraternities have been referenced. Though we don't control the day-to-day operations of the chapter, we have taken many steps to improve the health and safety of our members and guests such as amnesty policy (first fraternity to establish such a policy) and ban on hard alcohol (created more than four years prior to it becoming an NIC guidelines).

Foundation Report:

No report

General Counsel Report:

No Report

Audit Committee Report:

First draft has been submitted to the staff for review and feedback. Fraternity Audit and CLVEN completed. Still in final stages of the Foundation audit. The Audit will be distributed after the Audit Committee has reviewed and a mail vote will occur for the acceptance of the audit.

Old Business:

Motion to approve minutes from October 17th by Brother Yonenson, Second by Brother Brown. Motion passed unanimously by voice vote.

New Business:

Nominations Committee Rubrics - Brother Bullock has done some work on the Grand Council Evaluation and will distribute his proposed changes to the Grand Council. This will be an agenda item for the January meeting.

Headquarters Building Ownership Proposal – CEO Heminger reviewed a proposal regarding ownership of the Headquarters Building that has been approved by the Oversight Committee. The proposal would involve gifting the Fraternity’s portion of the Headquarters to the Foundation; the Foundation would charge the Fraternity rent based on comparable and the Fraternity would charge the Foundation for liability insurance, use of trademarks, use of the membership data and use of our insignia. Consensus of the Grand Council was to proceed with having an attorney draft the agreement.

2025 Strategic Plan Update – CEO Heminger distributed a list of the draft of tactics for the Strategic Plan, along with a cover memo highlighting some tactics that may receive questions from the membership. The consensus of the Grand Council was that there were no tactics that were concerning yet the tactic involving potential closures is worthy of greater discussion.

Chartering Recommendations - Motion to accept the Chartering Recommendation for Missouri State (Iota Xi) and Northern Kentucky (Eta Phi) by Brother Yonenson, Second by Brother Nolen-Doerr. Motion passed unanimously by a voice vote

Good of the Order:

Please register for Grand Chapter (January 6 early-bird deadline) and all Board Meeting for February (January 20 is the deadline).

Meeting adjourned at 8:48PM Eastern

David Yonenson

David Yonenson
Grand Secretary