

MEETING OF THE BOARD OF GOVERNORS OF THE NATIONAL PRESS CLUB

Sept. 18, 2006

Sylvia Smith, Secretary

Chairman Mark Hamrick called the meeting to order at 6:35 pm. Present were President Jonathan Salant (via phone), Vice President Jerry Zremski, Secretary Sylvia Smith, Treasurer Donna Leinwand and Governors Joe Anselmo, Alison Bethel, Alan Bjerga, Gayela Bynum, John Gallagher, Keith Hill and Lou Priebe and former President Rick Dunham. Also, General manager John Bloom, Membership director Julie Schoo, and members Gil Klein (chairman of the Centennial Committee) and Steve O'Hearn (chairman of the New Media Committee). Membership secretary John Donnelly and Governor Maureen Groppe were absent.

Smith moved and the board approved the minutes of the July 24 meeting.

CENTENNIAL

Hamrick asked Klein for an update on the planning for the centennial events. Klein said the party will be April 5, 2008 and will be modeled on the millennium party, including having a theme in each room. He said there will be a band in the ballroom to play a variety of types of music and that the board should think about having photos from different eras of the Club's history. Anselmo asked whether aspects of the Club's history, such as its laggardly admission of women and minorities, would be addressed. Zremski said it's an important issue but should be kept separate from a party. Zremski wondered whether apologies have been issued in the past; Klein said they had. Klein was asked about the structure of the planning. He said the committee has had one meeting and includes Bethel, Bynum, Tammy Lytle, Larry Lipman, Zremski, Melissa Monk, Leinwand, Priebe, Salant, Sheila Cherry, Clayton Boyce, Art Weise, Richard Sammon, Bloom and Melinda Cooke. Bjerga said the Young Members Committee should be represented. Klein said the party would be just one event of the centennial. Others include the premier for the documentary in January, a joint event with the University of Missouri and outreach to TV shows to invite them to broadcast from the Club.

Zremski said there's also been talk about a high-profile speakers series. He said member Tony Culley-Foster is working on fundraising. He said that given the cost of the documentary, party and other events, if the fundraising does not do well, the Club will have to make serious decisions. He said that by the end of this year, the Centennial Committee will have to move from the idea to the planning stage.

PRESIDENT'S REPORT

(Salant, who attended by speaker phone, was hard to hear, so he submitted this written report:)

1. The White House photographers came to me and asked us to produce a weekly TV show with them. I said we were in no position to do something like that now but would consider it in the future.
2. With the library restructuring, we have asked the Book Committee to assume more responsibilities for getting authors and publicizing their events, like Speakers and Newsmakers do.
3. In November, we will be co-sponsoring a fundraiser with the Washington chapter of the Asian American Journalists Association. We'll get at least \$500 for the scholarship program plus additional fees from club members who participate. This is the same arrangement Rick Dunham agreed to last year.
4. The South Asian journalists conference will be held early next year on a Saturday at the club.

5. We've had some guests disrupt some of our luncheon speakers. John Bloom has proposed closing our luncheons to members and their guests. The issue will come up before the Speakers Committee and the Board will discuss it next month.

Salant also said that the web site design has been reconfigured by the New Media Committee. During discussion, Leinwand said she has some concerns about how items get posted on the web site and said that small, dull photos are not the best face for the Club. O'Hearn said the photographers provide the shots. He said the New Media Committee approves the photos, but the photographers take them. Leinwand also said it's important that the Club page not try to look like the page of a news organization. She said caution should be taken about how much outside news is on the page. Hamrick asked whether any Club member could shoot pictures for the web site. O'Hearn said the committee would welcome them. Smith asked whether photographers would be paid for web shots as they are paid for Record photos (although writers are not reimbursed). O'Hearn said that has not been discussed. Zremski said he agrees with Leinwand that there has to be a premium on good photos and that grip-and-grin pictures will no longer suffice. **Salant moved and the board approved authorizing Tom Glad to proceed with the web site overhaul and established a three-member committee comprised of Salant, Zremski and O'Hearn.**

Salant said the publisher of a new Capitol Hill publication would like a package deal for bringing in about 24 new members. Smith said initiation fees are waived in October. Zremski said group memberships are a dangerous idea because other large organizations will want the same thing, and it discriminates against one-person bureaus. Hamrick said it was a slippery slope. Bjerga said he's not opposed to exploring group rates. Salant said it's a way to bring in new members. Zremski said it can't be done on the fly and would change the membership model of the Club. Bethel said the Club should consider Salant's idea.

MEMBERSHIP

Zremski, filling in for Donnelly, noted that initiation fees are waived in October. On Oct. 6 there is a Media Bistro/NPC reception. Oct 17 is a reception for newsletter journalists.

Zremski moved and the board approved the following 40 new members:

ACTIVE:

Robert J. Coontz, deputy news editor, Science Magazine; Daniel Horner, senior editor, McGraw-Hill/Platts; Lisa Mascaro, reporter, Las Vegas Sun; Derwin Pereira, bureau chief, Straits Times; Kyung Youl Shin, bureau chief, Seoul Broadcasting System; Christopher Stern, reporter, Bloomberg News; Gordon Trowbridge, correspondent, Detroit News; Yong Chul Yoon, correspondent, Munhwa Broadcasting Corp.

ACTIVE UNDER 35: Brian Campbell, Avid editor, ABC News; Justin Hyde, reporter, Detroit Free Press; Stacey Mannari, associate producer, National Geographic.

ACTIVE UNDER 30: Margaret Chadbourn, reporter, Market News International; Samira Hussain, associate producer, CBC Television; Aaron Sadler, reporter, Stephens Media.

ACTIVE NON-RESIDENT: Brian Richardson, Lexington, Va., journalism professor, Washington and Lee University.

PROVISIONAL UNDER 35: Josh Drobnyk, correspondent, The Morning Call.

PROVISIONAL UNDER 30: Leila Fatehi, news service editor, Meridian Institute; Patrick Ottenhoff, staff writer/online producer, NationalJournal.com; Margaret Shreve, reporter, Tax Analysts.

AFFILIATE: Anthony E. Gallo, playwright.

AFFILIATE UNDER 35: Nancy Covey, marketing manager, Platts/McGraw-Hill.

AFFILIATE NON-RESIDENT: Jan Ryan, Fredericksburg, Va., president and CEO, Corporate Video Inc.; Darryl Van Duch, Chicago, public relations manager, Jenner & Block.

AFFILIATE REINSTATEMENT: Phillip G. Hough, president, International Business Development Inc.; Fermin Lares, reporter, Tal Cual Daily Newspaper.

STUDENT: Andrea Kreuzer, journalism undergraduate, American University/University of Regensburg; Lina-Marie Lindahl, journalism undergraduate, American University/Karlstad University; Jennifer Linn, journalism undergraduate, American University/University of Saint Thomas; Katrina Mallebranche, communications undergraduate, American University/Fordham University; Adrienne Richards, communications undergraduate, American University/Wilkes University; Jade Williams, English/communications undergraduate, American University/Spelman College.

ASSOCIATE: Anne Marie Borbely-Bartis, senior scientist, Pacific Northwest National Lab; Kimberly Coghill, director of communications, Biotechnology Industry Organization; Marget Dorfman, CEO and founder, U.S. Women's Chamber of Commerce; Jill S. Farrell, director of media affairs, Judicial Watch Inc.; Robert Kellogg Morris, president, The Global Business Dialogue Inc.; Barbara Nocera, director of government and public affairs, Mazda North American Operations; Brian Sansoni, vice president of communications, The Soap and Detergent Association.

ASSOCIATE UNDER 35: Deb Carstoiu, director of state media relations, Biotechnology Industry Organization.

ASSOCIATE NON-RESIDENT: Raymond S. Crosby, Annapolis, Md., president and CEO, Crosby Marketing Communications.

Zremski moved and the board approved retired dues for four members and a six-month dues waiver for 1 member.

TREASURER

Leinwand said income is off by 2 percent. She said things are picking up for fall and that the balance sheet should be OK by the end of the year. She said things are really tight, however, and are coming to a point where money will have to be spent for the centennial.

Bloom said the phone contract ended in July. He recommended purchasing existing equipment from PressCom for \$16,000 and entering into a \$262,935, five-year contract that will save \$127,000 over the five years. He said it was competitive with two other bids. **Leinwand moved approval and the board unanimously agreed.**

The board moved into executive session to discuss legal matters and resumed open session.

Leinwand briefed the board on a contract with Club Essentials, which would allow on-line billing. She said there is a \$7,500 set-up fee and a monthly fee of \$925. She said there will be no cost savings but the accounting staff will have time to do other tasks. **She moved and the board approved the contract.**

Leinwand said the Broadcast Task force wants \$3,000 worth of capital items. She said the Budget Committee thinks the expense should move through the capital account, not the committee budget. She said she will recommend the expenditure in the 2007 budget.

She said the Budget Committee went through the draft budget assumptions for 2007 and will examine them again at its October meeting. She said the board would see the first draft Oct. 23. She said there is a \$2.1 million shortfall between membership income and member service costs and that it is expected to grow every year. She said the Club needs both cost savings and new income streams. She said the board has discussed in the past the value of having small, regular dues increases rather than holding steady for several years and then asking the membership to approve a large increase. She said the Budget Committee recommends a \$13.25 dues increase for 2007. The board dissolved into the Committee of the Whole so the affiliate/associate board members could vote on any dues increase motion. Salant questioned whether a dues increase would jeopardize the retention of new members. Smith said people don't quit because of small dues increases. Anselmo asked whether there had been budget cuts. Leinwand noted that when the Record printing contract was reassigned, the Club saved \$60,000. Bjerga said people know that prices go up and that a dues increase about the size of the rate of inflation is reasonable. Bynum said she would like some compensation for associate members.

Leinwand moved and the Committee of the Whole approved a recommendation to the general membership that it approve a \$13.25 dues increase for 2007. The Committee of the Whole dissolved. **Leinwand moved and the board approved a recommendation to the general membership that it approve a \$13.25 dues increase for 2007.**

GENERAL MANAGER'S REPORT

Bloom said Shirley Bentley retired from the accounting department and will not be replaced. He said there are parties for Bentley and Hadee Lopez, who is also retiring. He said an open position in the membership department may not be filled. He said he hired a chief engineer for the broadcast center. Lisa Miller fills a position in the Library and will focus on fundraising.

Bloom said Salant wrote an explanation of the union protest banner on 14th Street. He said the Club has lost some business because of the banner and that he explained the situation to the Club union.

He said the NPC trademark is up for renewal and that he has started that process.

He said he will recommend to the Capital Budget Committee that the Club buy high definition TVs. She said the painting of Mrs. Zenger will be taken down for repairs (cost, \$3,200) by Peter Nelson.

NEW BUSINESS

Zremski said he hopes the board will approve the strategic plan process. (See memo at end of minutes.) He said he expects polling of the members to cost \$25,000. Bjerga said his one concern about the structure is the number of committees and subcommittees, creating accountability issues for people who are not elected. He asked whether it's delegating work the board should do. **Zremski said that was a good point. He said the reason to do it with committees and subcommittees is for the fresh ideas.**

Zremski moved the following motion. Bjerga offered a friendly amendment, accepted, that board members from relevant committees be included. The board approved the following motion:

The Board of Governors hereby authorizes the developing of a five-year strategic plan for the Club, to be developed by July 31, 2007, under the following guidelines:

The Board of Governors would be responsible for :

- a) General oversight of the planning effort.**
- b) Up-or-down approval of a contract with a survey consultant and up-or-down approval of the surveys.**
- c) Final development of the Club's mission statement.**
- d) Final approval of the strategic plan.**
- e) Consideration of the individual action items suggested in the plan.**

- The Future Task Force (or another duly designated committee of the board) would be responsible for:

- a) Organizing work teams that would study various aspects of Club operations**
- b) Supervising the work teams and making sure they stuck to their deadlines.**
- c) Developing a "Competitive Analysis," based on information provided by the staff, to be used by the work teams as they develop their sections of the plan.**
- d) Working with a polling consultant to develop surveys of Club members and nonmembers.**
- e) Proposing a mission statement for the Club**
- f) Writing a thematic introduction to the strategic plan**
- g) Compiling the work of the work teams into the final document – including specific action items to be considered by the board of governors.**

- The work teams, in conjunction with their staff coordinators, would be responsible for:

- a) Drawing conclusions from the Competitive Analysis as it pertains to the issues that particular work team is considering.**
- b) Conducting a focus group to elicit opinions from members regarding Club operations**
- c) Working with a polling consultant to develop proposed questions to be included in surveys of Club members and nonmembers.**
- d) Analyzing the survey data**
- e) Drawing up recommendations – including annual goals and suggested action items for the board – to be included in the final plan.**

- The staff coordinators would be responsible for:

- a) Collecting the preliminary information that would be compiled into the Competitive Analysis.**

b) Providing input and suggestions throughout the process as the work teams, Future Task Force and Board of Govern

NEW BUSINESS

Smith informed the board of the following election schedule:

September 25	Notice in Record that nominations open October 2
October 2	Nominations open
October 23	Board appoints Election Committee

November 3, Noon	Nominations close Candidate bios & photos to Record editor Campaign mailing materials due (to printer & mailing house)
November 3	Mailing house picks up campaign materials (separate mailing house for active and assoc./affl)
November 13	Ballot, bios and photos appear in Record Copy of ballot posted on web and bulletin board Absentee ballots available
Nov. 30	Mail-in requests for absentee ballots due
December 7	Walk-in requests for ballots due
December 8	Elections – polls open 8 a.m. – 7 p.m.

She said some refinements were made to accommodate the close turn-around time for non-resident members to request and receive absentee ballots. Among them are offering candidates the opportunity to have a one-page letter mailed to all members if they cover the printing costs. In the past, candidates were asked to drop off the appropriate number of letters (about 1,500) that they printed at their own expense. The letters were collated by the mailing house and mailed collectively at Club expense. To shave time off that process, Smith said, the procedure for this year will be changed to have all the letters printed at the mailing house, and candidates will be told their share of the cost (about \$70 or \$80). Having the printing, collating and mailing done together will save several days, she said.

Leinwand proposed sending a ballot to all non-resident members. Smith said the bylaws do not allow that. Dunham asked whether there could be a bylaws change offered at the October general membership meeting. Salant said if voting is made easy for non-resident members, it should be made easy for all. Zremski said if the board is talking about sending ballots to all members, it is talking about changing the election in fundamental way. He said he is not sure how he feels, but is concerned about doing it on the fly. Leinwand said she does not want to discourage the interaction that goes on on election day. Dunham said sending the ballot to everyone would short-circuit the campaign process. Anselmo said the future task force could consider it. The consensus was to follow the approach Smith proposed.

BOARD AND COMMITTEE LIAISON REPORTS

Library – approved Culley-Foster’s approach to fundraising for the centennial

Newsmakers – has held 73 events so far

Travel – Trips to Tunisia, New Orleans, Buenos Aires , Brussels are planned

Events – Music night Sept 21 (Butros Butros), golf tournament Sept. 25, music night Oct. 5 (jazz band), discussion with author/performer of Nine Parts of Desire on Oct. 9, possible scotch tasting Oct. 17, Halloween Dinner Oct. 31, holiday bazaar Nov. 1.

Book and Author – Oct. 11 rap with Ben Barnes, Oct 16 wine dinner

5K – 600 people signed up. About \$32,000 was raised.

International Correspondents – Embassy night with Norwegian embassy Sept. 28.

Broadcast Task Force – Wants to include newsmaker events in the XM broadcasts.

Bloom said that whenever there are disruptions at Luncheons, it's from people who bought general admission tickets. He said he'd general admission tickets to be the exception, not the rule. Salant said he will have the Speakers Committee discuss it.

The next meeting is Oct. 23. The meeting adjourned at 9:15 p.m.

To: NPC Board of Governors, John Bloom, David King, Georgetta George
From: Jerry Zremski, chair, Future Task Force
Re. NPC Strategic Plan
Sept. 12, 2006

At the recommendation of its auditors, the National Press Club has begun work on a five-year strategic plan. Such a **long-term membership and business** plan will help **the Board of Governors** stay true to our Club's mission, allow the Club to better serve its members **and confront the financial challenges it faces**. It will include specific action items for the board to consider that aim to **stem the decline in membership and membership income and maximize the Club's business potential**.

The structure of the NPC strategic planning effort

I am suggesting that the strategic plan be a collaborative effort of NPC members and staff coordinated by the Future Task Force.

The Board of Governors would have oversight and approval responsibilities for the plan, which the Future Task Force would assemble based on documents compiled by "work teams" of NPC members. The work teams – volunteer groups of **three** Club members each – would be responsible for much of the heavy lifting. At least one staff coordinator would play a key role on each work team, and be responsible for collecting important information **to be used in the development of the plan**.

This structure requires the Board of Governors to buy in on this effort now and trust the Future Task Force, the work teams and the staff to do the bulk of the heavy lifting. In detail, here is how I would suggest structuring our responsibilities:

- The Board of Governors would be responsible for :
 - f) General oversight of the planning effort.
 - g) **Up-or-down approval of a contract with a survey consultant and up-or-down approval of the surveys.**
 - h) Final development of the Club's mission statement.
 - i) Final approval of the strategic plan in late 2007.
 - j) **Consideration of the individual action items suggested in the plan.**

- The Future Task Force (**or another duly designated committee of the board**) would be responsible for:
 - h) Organizing work teams that would study various aspects of Club operations
 - i) Supervising the work teams and making sure they stuck to their deadlines.
 - j) **Developing a "Competitive Analysis," based on information provided by the staff, to be used by the work teams as they develop their sections of the plan.**
 - k) Working with a polling consultant to **develop** surveys of Club members and nonmembers.
 - l) Proposing a mission statement for the Club
 - m) Writing a thematic introduction to the strategic plan

- n) Compiling the work of the work teams into the final document – **including specific action items to be considered by the board of governors.**
- The work teams, in conjunction with their staff coordinators, would be responsible for:
 - f) Drawing conclusions from the Competitive Analysis as it pertains to the issues that particular work team is considering.
 - g) Conducting a focus group to elicit opinions from members regarding Club operations
 - h) Working with a polling consultant to develop proposed questions to be included in surveys of Club members and nonmembers.
 - i) Analyzing the survey data
 - j) Drawing up recommendations – including **annual goals and suggested action items for the board** – to be included in the final plan.
 - The staff coordinators would be responsible for:
 - b) Collecting the preliminary information that would be compiled into the Competitive Analysis.
 - c) Providing input and suggestions throughout the process as the work teams, Future Task Force and Board of Governors complete their work.

The key elements in the strategic planning process

The Competitive Analysis

To be completed by 2006, this document would include all the information the work groups need to begin the planning process. It would include detailed five-year projections for membership, membership income and business operations, a review of the Club's business competitors, and any historical information that the Future Task Force thinks might be needed to plan for the Club's future. This document would be written by the Future Task Force based on information compiled by the staff.

The Focus Groups

To be conducted by the work groups, these would be meetings where any member could discuss the issues at hand. For example, the Membership Recruitment and Retention Work Group would hold a meeting inviting members to discuss those issues; the Capital Improvements Work Group would hold a meeting to solicit member ideas on the Club's physical structure; and so on. These would be idea-gathering sessions aimed at helping the Work Groups complete their sections of the strategic plan.

The Survey Research

To be completed early next year, this would include a survey of members – and a separate survey of nonmembers – aimed at determining what current members want out of the Club and how they use it. A survey of nonmembers would aim to determine reasons why prospective members do not join the Club. This is an essential element of the plan because it would provide direct member input into the Club's future.

The Mission Statement

This would be the guiding light for the Club's future. It would say why we exist and what we hope to accomplish.

The Strategic Plan

This would be our final product – a five-year road map setting year-by-year financial, membership and programmatic goals for the Club, including specific action items to be considered separately by the Board of Governors.

The timeline for the NPC strategic plan

- September 2006: Strategic planning process approved by Future Task Force and NPC Board of Governors.
- By **Oct. 15, 2006**: Future Task Force appoints work teams; General Manager John Bloom appoints staff coordinators for each work team.
- **By Nov. 15, 2006**: All eight work teams meet to draw up lists of information to be provided by staff, including competitive analyses, when called for; Future Task Force works with Club management to develop Request for Proposals for survey research.
- By Nov. 30, 2006: Staff solicits competitive bids for survey research.
- **By Dec. 15, 2006: Staff provides all requested information to Future Task Force; Future Task Force approves survey research contract.**
- **Dec. 18, 2006: Board of Governors approves survey research contract.**
- **By Dec. 31, 2006: Future Task Force compiles requested information into the Competitive Analysis, which is submitted to the work teams; contract is signed with survey research firm.**
- By Jan. 31, 2007: Work teams meet to evaluate the **Competitive Analysis** and to write suggested questions for survey research.
- By Feb. 28, 2007: Survey research firm issues prospective surveys for review by the Future Task Force.
- By March 15, 2007: Future Task Force recommends changes to survey research.
- **March 19, 2007: Board of Governors approves or disapproves survey in an up-or-down vote.**
- By March 31, 2007: Survey **research begins.**
- By April 30, 2007: Survey research completed; final research report delivered to the work teams, the Future Task Force and the Board of Governors.
- By May 31, 2007: Work teams analyze the survey research and write proposed “chapters” for the strategic plan, including recommended goals for the coming five years and **action items for the Board of Governors to consider.**

- By June 15, 2007: Future Task Force writes a proposed mission statement for the Club and compiles chapters into proposed final document.
- By June 30, 2007: Board of Governors meets in a day-long retreat to finalize the mission statement and amend draft strategic plan for final review; draft strategic plan is posted on NPC web site.
- By July 15, 2007: Draft strategic plan is discussed at a special NPC General Membership Meeting.
- By July 22, 2007: Future Task Force approves final strategic plan.
- By July 31, 2007: Board of Governors adopts strategic plan.

The Work Teams and their responsibilities

Member services/programs

- o Reviewing bar and restaurant operations
- o Reviewing the NPC committee structure and all programs sponsored by those committees, excluding those cited above.
- o Paying special attention to the Club's most prominent programs, most notably the speakers luncheons, to determine whether changes in the format are warranted to make the program more useful for members.
- o Evaluating the possible need for expanded or new services for resident and nonresident members.
- o Determining which member services, if any, would fail a cost-benefit analysis, meaning they should be eliminated.
- o Developing goals for member services and programs over the next five years.

Membership recruitment/retention

- o Analyzing membership data over the past two decades and projections about what the Club's membership is likely to look like in five years if current trends continue.
- o Reviewing the Club's current recruitment and retention programs and offering suggestions to improve them.
- o Offering suggestions for new membership recruitment programs for both resident and nonresident members
- o Analyzing our current membership rules and suggesting improvements.
- o Setting five-year goals for member recruitment and retention.

Professional development

- o Analyzing the Club's current professional development programs to see how well they serve the membership.
- o Studying the national market for journalism training programs to see if there are market opportunities for the Club in expanding its training offerings.
- o Recommending a plan for using the Broadcast Operation Center for training programs.

- Analyzing the need for, and possibly suggesting, professional training programs for affiliate and associate members.
- With the library work team, developing a set of guidelines making clear the library's training role as it relates to what the Professional Development Committee does.
- Developing five-year goals for the Club's professional development program.

Library

- Refining the library's new mission, in which training and the archives are emphasized and research plays a lesser role.
- With the professional development work team, developing a set of guidelines making clear the library's training role as it relates to what the Professional Development Committee does.
- Developing a fundraising strategy to make the library financially self-sufficient.
- Developing a series of long-range goals for the library, focusing on training and the archives.
- Determining the proper role of research in the library structure.
- Determining the proper management relationship between the Library staff and club management, and between the Board of Governors and the Library board.
- Developing five-year goals for the library in line with its new mission.

Technology

- Evaluating the Club's web site and developing a plan for continuous improvements over the next five years to better serve members, with a particular focus on web-based services that could attract nonresident members.
- Assessing web-based or other technology-related business opportunities that the Club could pursue.
- Evaluating the Jonas club management system to determine how well it meets the Club's needs, and then recommending improvements or possible replacement of the system.
- Determining whether current NPC staffing is adequate to handle the Club's technology needs and, if not, suggesting a solution.
- Developing a five-year technology plan, including specific goals, for the Club.

Business operations

- Suggesting possible new business opportunities for the Club.
- Evaluating the Club's reserve funds to determine whether they are adequate, and suggesting changes in our long-term financial strategy if necessary.
- Assessing the Club's current business operations and developing five-year goals for them, including plans to counter the competition those operations will be facing.
- Setting five-year goals for the Broadcast Operation Center and projecting equipment needs for the facility over that time.
- **Reviewing the Club's membership projections and developing a worst-case scenario involving budget cuts and revenue enhancements to compensate for a continuing decline in membership income.**
- **Evaluating fundraising alternatives and the possible establishment of a foundation – or conversion of the library into a foundation – to allow it to fundraise for member activities.**

Capital improvements

- Studying the financial impact of leasing more space on the fourth floor to free up additional space for conference rooms in the main clubhouse (with particular attention paid to possibly moving the fitness center to the fourth floor and moving the general offices into the fitness center space).
- Assessing the financial impact of closing the Fourth Estate and converting that space into conference rooms.
- Assessing the capital improvements the Club will need to make in the next five years – and beyond – and setting capital improvement goals for the next five years.
- Determining when another full-scale renovation of the clubhouse might be necessary.

Governance

- Assessing the Club's constitution, bylaws and code of ethics to determine whether changes are necessary
- Determining whether the Club's governing structure is correct for its mission (i.e., is the board the right size? Should some elected positions, such as treasurer, have a two-year term? Should the vice-president be president-elect with specific responsibilities?)
- Determining clearer lines of responsibility between the Board of Governors and Club management.
- Evaluating the status distinction between active members and affiliates/associates.
- **Considering granting full voting rights to the affiliate/associate board members.**
- **Reviewing the Code of Ethics and the House Rules.**