



## **Minutes of the December 19, 2012 Phone Conference Meeting FY 2012 – 2013**

Present: J. Alberts, D. Buehler, M. Daly, J. Helm, S. Kosta, g. Lawhon, S. Mader, G. McAnulty, K. VandenBerg

### **Dr. Lawhon opened the meeting at 12:06EDT.**

#### **1. 24th Annual NIDCAP Trainers Meeting**

Dr. Helm reported that the 24th Annual NIDCAP Trainers Meeting will be held at the Graylyn International Conference Center, in Winston-Salem, North Carolina, October 5-8, 2013. Since the 2008 Trainers meeting was held at this conference center, the organizers are familiar with the parameters of the meeting, making preparations easier. The prices have increased but only by \$4/day. The conference coordinator waived most of the requirements for a deposit. Graylyn will accept whatever amount the NFI is able to give them as deposit. Dr. McAnulty will forward the \$5000 meeting stipend to Dr. Helm. He will announce the meeting dates and location to the Trainers via the listserv.

#### **2. NFI Holiday e-card**

Dr. Buehler sent out a draft of a holiday e-card and explained this was a first attempt at such a gesture. She indicated they attempted to be sensitive about the various holidays celebrated at this time. She also indicated that there were suggestions to add some facts and also to add Board signatures, but at this late date these may be impossible. Dr. Als suggested the addition of the NFI's web address. Dr. Buehler indicated that the card will be sent to members only. Dr. Als stated that at the very least a "donate now" button should be included. Dr. Helm replied that he will be reminding people about dues and at that time will ask for donations. It was Dr. Buehler's opinion that asking for donations may detract from the message. She added that it is her understanding that the Membership shall not be the source of donations. Dr. Albert stressed the importance of orienting the Board activities toward the Membership as opposed to drawing from the Membership. Ms. Daly stated the importance of including some factual information such as the number of premature infants born every minute. Dr. VandenBerg agreed to look for such a statistic. Dr. Helm indicated that it is not a good time to redesign the whole card. There was also a suggestion to add a photographic image to the card but some members felt that since the card is being sent to the Membership only that is not necessary. Dr. Als reiterated her preference to include some information along with the message. Dr. Buehler asked for assistance with finding appropriate statistics to add to the card. Dr. VandenBerg will send the list that she used for grant submissions. Ms. Daly recommended accessing the *Born Too Soon* report. Dr. Lawhon suggested seeking statistics from the World Health Organization. Dr. Lawhon asked if anyone was opposed to sending the card. There was no opposition. Dr. Buehler added that it was planned for that Ms. Lindsay Lightbody to utilize a software package to track the response to the e-card (i.e. whether it is opened, deleted, forwarded, etc). This software will be used when the general awareness campaign is launched.

## 2. Strategic Plan Proposal

Dr. Buehler summarized the reason for the proposal: The NFI's Strategic Plan is in need of revision and the Board was asked to provide names of consultants to lead the effort. The contract submitted by Ms. Norma Fogelberg and Ms. Lynda Sirk outlines the action steps to be taken that will lead to a formalized Strategic Plan. The plan proposes monthly phone meetings that will lay the foundation for finalizing the Strategic Plan at the April Board Meeting. References were checked and all were complimentary and indicated that the Fogelberg/Sirk team "did a wonderful job."

Dr. Als stated that she was unclear as to the source of payment for such consultation. She added that the last discussion she was privy to was at the Friday Board meeting in St. Albans when Dr. Buehler indicated that the Buehler family would grant a restricted fund to cover the costs of a consultation. Dr. Lawhon stated that the financial aspect is obviously very difficult. She stated that if the NFI pays the proposed \$50,000 the FY2012-13 funds would be zeroed out as \$50,000 is the projected end of year balance. Dr. Als reminded the Board that the \$50,000 is a *projected* balance, not a guaranteed one. Prior to this meeting, Dr. McAnulty sent the Board the approved budget for their review and understanding of the current financial situation. She reiterated that it is based on a series of projections and anticipated scenarios, however, in order for there to be a \$50,000 balance, all of the expected income must be realized and she is already aware of one anticipated source of income that will not be coming in during this fiscal year. In addition, it is currently unclear whether the money from Contemporary Forums will materialize. Dr. Lawhon interjected that anything the Board does is based on this budget and she added that no matter how one looks at it the funds are short. Dr. Buehler stated that, in addition to making this year's *unrestricted* donation, her family is willing to forward their 2014 *unrestricted* donation in advance and the Board may choose to use that money to pay the consultant. Dr. Als stated that, although a generous offer, this scenario may only serve to postpone the shortfall to FY2013-14. Dr. Helm stated that it could be viewed alternatively as a continuation of the Board's investment in a process that leads to a steadier flow of income.

Dr. Als expressed concern that the Fogelberg/Sirk proposal is not tailored to the NFI; it is a generic contract. Dr. Buehler pointed out that there are other tracks of fundraising that are being pursued. Dr. Als challenged her to tell the Board how these tracks translate into money. Dr. Helm stated that in the process of consultation with board development experts (Norma Fogelberg and two years ago, the Loevy's), the Board Development Task Force learned that those who are interested in joining boards will explore how an organization appears on the internet (Facebook, LinkedIn), and seek answers to what the organization does by looking at its strategic plan. Dr. Als stated that it is her experience that people who serve on boards are there because of face to face interactions and relationship building efforts. Dr. Helm explained that there are organizations that match people to boards. He added that the task force is targeting three general areas for Board enhancement/donations: the Bay Area, Indiana, and North Carolina. Prospective board members want to see a strategic plan even if it says the organization is working on fundraising. Dr. Helm reiterated that an organization's strategic plan is an important indicator to the public. Dr. Als stated that the NFI had a strategic plan. Dr. Helm stated that it had no action plans attached. Dr. Lawhon stated that the current plan for revision is so much more in depth. Dr. Als reiterated that unless funding is acquired to do fundraising there is no point. Dr. Helm indicated he will, and has already, extended himself for board recruitment. Dr. Buehler stated that Ms. Fogelberg would do the pre-work to recruit new board members.

Dr. Lawhon stated that it seems the Board is at a place where it needs to make a decision - either the organization closes in its ranks and decides it is really about training with a small board that does everything, or it engages in this high risk behavior of investing next year's private donation and pursues

the in-depth strategic planning to move the NFI toward its next, stronger organizational phase. She expressed it will be a painfully risky situation, but in the long run it could be one of the best things the Board has done. Ms. Daly expressed that as an organization the NFI needs to have a strategic plan in place to show that it is fully operational and has a business sense. Dr. McAnulty expressed that as Treasurer she is very uncomfortable with spending forward at this level. From a financial perspective, she stated that the NFI may have a presence to the world after such an endeavor, but it will be insolvent. Dr. Helm pointed out that even if the NFI were to receive next year's unrestricted donation to pay for the consultation, the budget would still have the \$50,000 balance at the end of the fiscal year. Ms. Kosta asked if the consultants' proposed rate was a market rate or if they were offering a discounted rate having taken the NFI's financial position into consideration. Dr. Buehler replied that the NFI would be benefitting from two senior level consultants for the price of one.

Dr. Alberts made a motion to accept the Fogelberg/Sirk contract and Dr. Als asked that a separate motion be made for how it will be paid. After reworking the wording several times it was decided that the plan to bring on consultants shall be conditional on the funds being available.

**Upon motion duly made, seconded and voted by majority**

**VOTED:** To accept the Fogelberg contract as long as next year's Buehler Family unrestricted funds are provided.

Dr. Alberts commented that the outcome of the vote reflects the complexity of the decision.

### **3. Other Business**

The next call is January 21, 2013, 12:00PM. A Board member raised the point that this day is a national holiday in the US so may not work for many people. An email will be sent to verify availability.

**There being no further business upon motion, duly made, seconded and carried, Dr. Lawhon adjourned the meeting at 1:10 p.m. EDT on Monday, December 19, 2012.**



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**Deborah Buehler, PhD**  
**Secretary**  
**NIDCAP Federation International**



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**Sandra M. Kosta, BA**  
**Assistant Secretary**  
**NIDCAP Federation International**