



# Christian Pharmacists Fellowship International

Serving Christ and the World Through Pharmacy

## CPFI Board of Directors Meeting Minutes

12 November 2020

via Zoom virtual meeting

### Opening Remarks, Devotion and Prayer

President Jeff Copeland called the meeting to order at 9:07 (EST).

Dawn Battise opened the meeting with a short devotional followed by prayer.

### Roll Call and Approval of Minutes

Present: Ron Herman, Executive Director; Jeff Copeland, President; Greg Carlson, Vice President; Daniel Spadaro, Treasurer; Dawn Battise, Secretary; Fred Eckel, Immediate Past President; Jeff Bates, Director; Keith Allhands, Director; Gene Erb, Director; Herb Hames, Director; Susan Lutz, Director; Kellie Zentz, Director; Nena Lindrose, Administrative Director; Joy Nwoke, Student Coordinator

Absent: none

Minutes from the June 2020 meeting were reviewed. Greg Carlson offered one correction to clarify the state of one of the investments. Additionally, there was a request to distribute the Administrative Director contract that was referred to in the revised minutes. This was emailed to the Board.

M/S/C (Hames/Eckel) to approve the minutes with corrections.

### Committee Reports and Discussion

#### Finance Committee (see reports)

- Treasurer Dan Spadaro reported on behalf of the committee.
- The importance of membership and donations as revenue sources was highlighted in 2020 due to the lower than expected revenue from the Annual Meeting and the significant swings in investment income. Memberships and donations are the two greatest sources of revenue accounting for 47% and 29%, respectively. Financially, the consistency we have year to year comes mainly from donations and membership dues.
- The 2021 budget was prepared by Nena Lindrose and Alicia Mendez, Accountant This was distributed to the Board in advance of the meeting.
- A conservative approach was taken and there is still an estimated \$24,000 in excess revenue predicted for 2021.
- The Committee recommends paying the balance of Nena's bonus (\$10,000) in January 2021.
- There was extended discussion about the uncertainty of the 2021 Annual Meeting (in person vs. virtual vs. hybrid) and how this may impact revenue.
  - Per Nena, the conservative estimate was based previous attendance at conferences in Myrtle Beach, a slight price increase since the last conference at the same location, and an expectation that expenses will remain the same.
  - Jeff Copeland reminded the Board that the goal is to provide a meaningful event while remaining fiscally responsible. The Annual Meeting is often supported by university faculty and students.

- As some universities restrict travel this could impact attendance and, as a result, revenue. The possibility of a virtual or hybrid format should be considered.
- Additionally, changing the format also has significant financial implications because CPFI could still be responsible for cancellation fees to DoubleTree (barring a government travel ban in South Carolina). Some attendees who would attend in person may also elect to not participate in a virtual format.
  - It was determined the budget could be approved prior to final decisions regarding the conference with the understanding the budget may be revised. The Finance Committee will continue to monitor and bring this before the Board, if needed.
  - There was discussion regarding the need for short- and long-term disability insurance for Nena Lindrose.
    - With the move away from CMDA, Nena no longer receives a number of her previous benefits, including some insurance coverage.
    - Some Board members expressed concern that if there is a catastrophic event and Nena is unable to work, CPFI will not be able to pay her while also paying another individual to fulfill administrative needs.
    - Nena shared that she does not expect to be paid beyond her regular sick leave if she is to become ill and unable to work.
    - Ron Herman reminded the Board to be clear about what type of insurance is being investigated. Long-term disability would directly support Nena but would not financially support CPFI. This would not meet the needs that were raised.
    - M/S/C (Bates/Herman) that a small group should form to investigate potential disability insurance coverage.
  - Greg Carlson asked if Directors and Officers (D&O) insurance should be considered.
    - Gene Erb and Susan Lutz expressed that they have commonly seen this among other organizations for the protection of Board members.
    - Earlier in 2020, there was discussion of potential legal action towards a student chapter which served as a reminder to some Board members that this may be an increasing concern in the future.
    - While First Liberty Institute has offered to represent CPFI pro-bono in issues related to defending religious liberty, Board members currently have no coverage. Although we operate by faith, it may also be wise to consider this insurance much as we would consider medical or other insurance.
    - M/S/C (Carlson/Lutz) to form a small group who will investigate such insurance and report back to the Board. Gene Erb volunteered to help with this inquiry.
  - The proposed budget includes projected revenue from membership. The growth estimates are based on previous budgets; however, there is concern that may overestimate actual revenue given the trend in membership numbers.
    - Nena indicated that the numbers shared by Rob Herman may be inaccurate due to the way data is collected in MemberClicks. Her records indicate significantly more new member packets have been sent to students than what is reported by MemberClicks.
    - It was noted that the Membership Committee was bringing a proposal to consider hiring an intern to specifically target membership growth. Salary for this position would impact the budget. However, further discussion of Membership was held in anticipation of a complete report later in the meeting.
  - Greg Carlson and Gene Erb suggest it is time to consider an official audit of the books.
    - It was made clear that there is no concern about errors. Instead this is common practice for 501(c)3 organizations and can provide legal protection.
    - No one on the call knew when the last audit was completed. Some recalled previous discussion of an audit; however, no action was taken at the time due to cost.
    - Although some 501(c)3 organizations require an annual audit, CPFI is not under such a requirement based on comments from the CPA who completes the 990 forms.
    - Monthly financial reports are sent to the BOD to maintain transparency.

- There was discussion about the current accountant providing a signed, formal statement in place of an audit. However, this could be perceived as a potential conflict of interest.
- M/S/C (Bates/Erb) that a small team will find an organization to conduct an audit in the 2021 fiscal year and every 3 years thereafter.
- Susan Lutz asked for clarification regarding the Silent Auction funds. The proposed budget indicates funds will go to the Congo and the Hands and Feet Grant; however, that has not been confirmed for 2021. Nena informed the Board that if funds are not directed to the Congo they will instead roll into the Hands and Feet Grant.
- M (Hames)/S/C to approve the proposed budget. As noted above, the Finance Committee will monitor and, if needed, bring proposed revisions to the Board.

#### National Student Council (NSC) Update:

- Joy Nwoke, Student Coordinator, reported on student activities.
- Monthly Zoom calls began September 2021 to engage students nationwide. Students have joined from GA, OH, FL, NC, OK, and other states. Activities to date included a Bible “Kahoot” game and time of prayer. Upcoming events include a Bible study (November), Bible trivia event (spring 2021), and pharmacist panel (spring 2021).
- The mentorship program is active. 48 students have been matched to a pharmacist mentor based on location (pairs are within 2 hours drive) and pharmacy interest. A survey will be distributed in April 2021 to evaluate the program. There is hope this may increase the conversion from student to professional members.
- The online prayer forum is less active but available. Joy plans to communicate with the NSC publicist to draw more attention to this.
- Some regional directors have not received information with sufficient advance notice so student leaders are working to improve this.
- Every NSC officer was asked to create 2020-2021 goals with a timeline for implementation. Joy is following up with officers to provide accountability, encouragement, and support.
- Operation Christmas Child box collection is ongoing.
- The Hands and Feet Grant application closed Friday, November 6.
- President Jeff Copeland noted the possibility of having a BOD member “adopt” one of the nine student regions to interact. Joy agrees this may be of interest and a way to adapt to changing student needs. She will take this to the NSC leadership to further assess feasibility and interest. Several Board members expressed willingness to participate. If a member can’t assume full responsibility for one region there may be an option to work jointly with another Board member. The invitation to “adopt” a region may be opened to other professional members beyond the Board. Activities could be created once and replicated across regions to reduce workload. There were sufficient Board members who indicated a willingness to serve to move forward with the discussion.

#### **Break (10 minutes)**

Following a brief break, Kellie Zentz offered a prayer prior to continuation of discussions.

#### **Committee Reports and Discussion**

##### Annual Meeting Committee (see report)

- Co-chair Keith Allhands reported for the committee. He began by expressing thanks to Jeff Bates, Nena Lindrose and others who have contributed to developing the Annual Meeting.
- Future meetings are scheduled as follows:
  - May 26 - 30, 2021 at DoubleTree Resort in Myrtle Beach, NC
  - June 1 - 5, 2022 at Bonclarken Conference Center in Flat Rock, NC
  - May 24 - 28, 2023 at Lake Junaluska Conference Center in Lake Junaluska, NC

- Lake Junaluska Conference Center has a generous cancellation policy compared to many locations, especially as compared to the DoubleTree.
  - If cancelled more than 12 months prior to the scheduled event there is no expense. Within 12 months of the event, a cancellation fee is incurred.. There is a force majeure clause and it was indicated that the pandemic is included under that clause.
- Additionally, Bonclarken offers the most reasonable overall cost. There is no charge for meeting rooms or A/V equipment. CPFI pays a minimal fee to hire someone for A/V support.
- Lake Junaluska Conference Center is a new venue. Nena and Herb negotiated with the site so that there is no charge for meeting rooms and the A/V costs were reduced.
- A location near the Creation Museum and Ark was considered but there was insufficient space. Only 45 rooms were available for lodging.
- Glen Eyrie (Colorado Springs, CO) and Doubletree Resort (Myrtle Beach, SC) were also considered for later dates but neither was financially viable.
- M/S/C (Hames/Herman) to approve the meeting locations for 2022 and 2023.
- Susan Lutz reported on the Silent Auction.
  - She has not yet started planning and promotion because there is uncertainty about whether the Annual Meeting will be in person or fully online. Several Board members expressed agreement with this plan. Hosting the auction online would be challenging at a national level due to shipping costs and logistics.
  - Ron Herman suggested that student posters created as a result of Hands and Feet Grant be displayed by the auction items so that bidders can see the impact of their giving. Various suggestions were offered in regards to the logistics: a PowerPoint scrolling on screens before and between sessions, scrolling on a video screen by the auction items, and/or have print copies of posters.
  - Nena noted that in 2020 a significant amount of money was raised for the Hands and Feet Grant, despite not having the Silent Auction, thanks in part to two generous matching donors and others who donated.
  - Susan encouraged the Board to also consider alternatives fundraisers.
    - One possibility is a virtual gala where student project updates could be shared to inspire donations
    - Greg Carlson raised the possibility of a virtual concert (for example, Jeff Bates and the other musicians who often share their talent at the Annual Meeting) to raise funds. Jeff Bates suggested it could be turned into a talent competition between students.
- Joy Nwoke shared the promotion video for the 2021 Annual Meeting.

#### Education Affairs Committee (see report)

- Chair Jeff Bates reported on behalf of the committee.
- Overall the 2020 Annual Meeting went well and this may serve as a launching pad for future opportunities.
- Previously, the potential for a mid-year virtual conference was raised. Many speakers are available and willing. The bigger challenge is securing enough manpower to successfully plan such a meeting. At this time, there will not be an early 2021 midyear conference but this may be revisited in the future.
- In regards to the 2021 Annual Meeting, employer travel restrictions may be a barrier for speakers, especially for many faculty members who volunteer. One option is to have a few speakers who present remotely to those at the in-person meeting but this should be limited.
- There have already been three versions of the speaker line-up for 2021 and continued changes are expected. However, God has blessed CPFI with talented Christian speakers. Historically, BOD members have served as “back up” speakers in case of last-minute gaps (ie: if a speaker was unexpectedly unable to attend). This year several BOD members are on the regular schedule so they will not be available as “backups”. Based on the current schedule, there will be 12+ hours of CE available through Campbell University.

- Musicians and devotional speakers are coming together.
- Fred Eckel raised concerns that the 2021 Annual Meeting will not be in person and that speakers may have to pull out due to travel restrictions and/or health concerns.
  - Jeff Copeland noted that AACP school of pharmacy accreditation site visits will be virtual through spring 2021 which is a major issue for academia and makes a significant statement to the schools of pharmacy. Travel restrictions may be continued/implemented by schools.
  - Kellie Zentz echoed Fred's concerns that there are members who may want to attend in person but who will not be allowed to by employers. She and her husband expect to be in this position due to military travel restrictions.
- Jeff Bates has not received direction from the Board to definitely plan a virtual meeting but he is gathering ideas. Last year served as a lesson that a virtual conference will require much more support. He has already started recruiting students with technology skills. If doing a hybrid conference, there will be different speakers for in person vs. virtual attendees. To broadcast the live conference in real-time will have a significant expense and workload and it does not appear feasible at this time.
- Logistically, to shift to a hybrid model will likely need to be decided by February or March 1, 2021. Jeff Bates suggests keeping an online format within the already scheduled timeframe although there is an option to offer the CE over multiple weeks.
- It was noted that waiting to make the decision about the format will make promotion very difficult.
- Nena Lindrose commented that there will likely be two schools of thought among the membership in regards to hosting an in person vs. virtual meeting. She has concerns that shifting from an in person to online format at a later date will not be well received by some members. There are also major financial implications (if it is cancelled or if members do not attend in person). If cancelled, CPFI is financially responsible for the following amounts:
  - Total anticipated revenue for the event for DoubleTree is \$53,713
  - Date of signing and 180 days before arrival (approximately mid-November): 65% of total anticipated revenue (almost \$35,000)
  - 179 days prior up to the date of arrival: 80% of anticipated revenue (\$42,970)
  - She has spoken with DoubleTree and the representative seemed unwilling or unable to make any exceptions.
  - Additionally, the hotel room block is only available to members until mid-April.
- Jeff Copeland feels that during promotion there should be a disclaimer that the format may change. The health of the members is more important than the financial loss. Preparing for an online format would be wise based on currently available information.
- Gene Erb raised the point that even those individuals who are comfortable being in public (church, restaurants, etc) may not be comfortable sitting in a large group conference with other people who have travelled from other states.
- Susan Lutz shared hope that members will be understanding that there may be changes since this has become the norm due to COVID-19.
- Jeff Bates asks if there is a potential compromise to wait to promote the event until February 1, or even March 1. Alternatively, a "save the date" could go out that indicates the format is TBD. Another option to delay registration until February 1 was offered.
  - Nena reminded the Board that some promotion materials have already gone out. Postcards have already been designed, but not yet printed..
- M/S/F (Bates/Carlson) to delay promotion until February 1 (Bates/Carlson)
  - Board members raised the following concerns in regards to delaying promotion:
    - Some promotion materials have already gone out. Other promotion materials (ie: postcards) have ben designed..
    - Ron Herman reminded the Board that some individuals may need additional time for planning and it is not in their best interest to delay. It would be preferable to promote the conference now but making it clear that the format may have to change.

- Fred Eckel recommends setting a final date for a decision based on what the input from the Education Committee in order to give the Committee sufficient time to pivot the format.
- Gene Erb asked how food will be served since it is typically a buffet, and asked if we have any legal counsel to evaluate CPFI's responsibility to the hotel contract.
  - Currently there is no legal counsel but two potential individuals were discussed. The individual would ideally have specialized knowledge of contract and hospitality law. The contract was created by Hilton legal counsel.
  - Food has not been discussed but the conversation was several months ago. Nena can ask for an update.

Gene Erb offered a prayer prior to the lunch break.

### **Lunch Break** (30 minutes)

Following a lunch break, Dan Spadaro offered a prayer prior to continuation of discussions.

### **Committee Reports and Discussion:**

#### Annual Meeting and Education Committees (continued discussion)

- Jeff Copeland suggested discussing the following options with DoubleTree:
  - If the event is cancelled could the fees be applied to a future meeting (ie: 2024)?
  - Could the date be shifted later in 2021 (October/November/December) without a penalty?
  - Clarify the exact date for 180 days prior to the event.
  - If the conference was not officially cancelled with DoubleTree but moved to an online format, could members still use the hotel rooms to reduce the amount of money that is lost? Based on Nena and Herb's understanding this is not possible because of the contract obligations to hotel rooms and food.
- BOD members expressed mixed views on the likelihood to attend an in-person conference but approximately 50+% are currently unlikely to attend.
- It was noted that students may not be able to travel and they may not have typical school financial support.
- Since the motion to delay promotion to February 1 did not pass alternatives were discussed:
  - Have further discussions with DoubleTree and potentially have legal counsel review the contract.
  - Increase the registration fee for a virtual event to increase the potential profit and offset some of the loss from cancelling with DoubleTree.
  - Based on the very positive 2020 response to the call for donation for Hands and Feet Grants, consider requesting support from members.
  - If moving to an online format, research the possibility of having live online sessions. Seek support from universities who have streaming capabilities. These could also be provided as on-demand recordings (but not for live CE credit). Campbell was willing to do this in 2020. This would also increase value to members and justify a higher registration fee.
  - If CPFI charges \$200 for pharmacist registration and has 250 registrants (an ambitious goal) that would replace the \$50K lost to DoubleTree. There would still be an overall loss but it would be less significant. Also, it would be difficult to charge a higher price for students.
    - 2020 registration fees:
      - \$50/\$70 for members and nonmember pharmacists
      - \$10/\$20 for member/nonmember students.
- There were 135 pharmacist and student attendees in 2020. Usual attendance is ~175 individuals; however, this also includes family members.
- Nena offered to arrange a meeting with DoubleTree and invited BOD members can attend. Gene, Herb and Keith plan to join the call.
- Gene will reach out to a legal contact for an initial opinion on the contract.

### Membership Committee (see report)

- Chair Greg Carlson reported on behalf of the committee
- Phone calls to lapsed members have continued. Greg expressed appreciation to Board members who assisted with calls. Many calls go to voicemail in which case a message is left for the member. Other phone number contacts are out of date. The results of 2020 phone calls are as follows:
  - April - May 2020: BOD members called 54 lapsed members resulting in 11 commitments to renew (20%)
  - August 7, 2020: Nena called 27 lapsed members resulting in 12 commitments to renew (44%). Nena's personal connection to members is likely helpful.
  - June - July 2020: Greg called 14 lapsed members resulting in 2 commitments to renew (14%). One lapsed member sent his renewal the week of October 19, 2020.
- 10 year membership trends are available to the Board in the committee report.
  - October 2012 to June 2020: 34% decrease in active pharmacist membership and 40% decrease in student membership; overall 38% decrease
  - In the last three years (up to June 2020): 38% decrease in active pharmacist membership and 11% *increase* in student membership; overall 14% decrease
- Nena updated the Board that there are currently 340 pharmacist members. This increased from 284 in June 2020.
- Greg informed the Board that in 2002 there were 1,020 members (few, if any of these members were students). Students first appear on reports in 2009 with 296 student members at that time.
- Gene determined there are approximately 10,000 pharmacists in VA, and 200,000 pharmacists nationwide. The declining membership trends are disturbing.
- Greg offered multiple avenues to address membership concerns:
  - When conferences return to in-person formats, increase CPFI presence through exhibits and/or prayer breakfasts. Although ASHP is an expensive meeting to participate in it can be useful.
  - Consider a CPFI podcast or blog
  - Consider releasing a monthly CE session recorded from the annual meeting or offer a live or on-demand monthly CE via Zoom.
  - Consider a discount coupon for those who attend a GMHC or other exhibit (although our membership fees are already very low).
  - Look into possibility of an app in addition to the website.
  - Consider an intern on part-time or full-time basis to focus on membership. While there is benefit from calling lapsed members it is reliant on volunteers and volunteer availability may not be the most timely for the organization. Having a salaried individual will allow the individual to focus on increasing numbers. The individual should produce sufficient results to cover his/her income and be offered the potential for bonus based on performance.
- Prior to last meeting, Nena sent 1400 emails to lapsed members but we do not have results today.
- Susan Smith is a membership committee member from the organization at large. After reviewing the report, she agreed that the trends are disturbing and made the following observations:
  - CPFI does not have an active social media presence. It appears the Facebook page has not been updated since prior to the 2020 Annual Conference. This may lead individuals to believe the organization is inactive, or might lead some to perceive a lack of relevance.
  - She suggests that it may be useful to have weekly social media activity. Posts could include Bible verses, short devotionals, updates on events like Global Health Missions Conferences, Thanksgiving well wishes and pictures.
- Nena reminded the Board that twice monthly emails go out. Several members agree that it may be useful to continue emails while also sharing the information on social media.
- Nena cautioned that fundraiser information cannot be shared on social media due to IRS regulations. Jeff Copeland asked Nena to find the specific regulation so it can be reviewed.

- Greg asked the Board to consider factors that may be contributing to declining membership (less BOD members calling lapsed members, issues with MemberClicks creating barriers to renewals, and poor conversion from student to professional membership).
- Revenue primarily depends on membership and donations (which ties back to membership). Although there would be a cost associated with hiring an intern this could be worth the potential long-term positive financial impact.
- Jeff Copeland shared that pharmacy organization membership is decreasing nationwide for various organizations; however, members agree that action needs to be taken to increase membership and to increase conversion from student to professional membership.
- Specific action steps were determined in response to the discussion:
  - Kellie volunteered to regularly update the Facebook page.
    - There are currently ~2,000 followers so this can have significant reach. It is believed Jessica Langdon is one of the current Facebook administrators so Kellie will reach out to request admin permissions.
    - The CPFI NSC Facebook page is very active. Consider using some of their content on the CPFI page.
  - Greg suggested exploring the social media site, Parler, due to concerns that Christian content may eventually be banned on other outlets.
  - Jeff Copeland asked the membership committee, in collaboration with Nena, to draft a job description for an intern (qualifications, expectations, etc) and consider how best to advertise the position.
    - One qualification will be professional or student membership.
    - The job description can include social media and calling members; however, calling members will increase the weekly time commitment.
    - Ron notes that the individual will need to be supervised but this can be done remotely by Nena. Ron also suggested targeting a new graduate. Gene agreed that a professional member may be more committed than a student. However, Jeff Copeland recommends considering a student for one year as a pilot and then expanding or enhancing the position, as appropriate.
    - Greg recommends providing a cell phone for the individual so that the caller ID will indicate the call is from CPFI in order to hopefully increase the likelihood of a live conversation. However, Nena informed the Board that when she calls members from the Bristol office it appears as CMDA. Changing this would require a new phone number and, as a result, updating all online and print materials.
  - Jeff Copeland shared a new idea to offer a free one-year membership to new graduates. However, to receive the benefit they must actively accept the email invitation
    - Jeff believes that the overall cost of this would be fairly low but may provide more long-term benefit.
    - Kellie recommends that updating personal information can be a requirement. Some students may not be receiving after graduation if their membership is linked to a student email that may be deactivated at graduation.
    - Gene recommends this also be turned over to the membership further develop the idea into an actionable plan.

#### Prayer Committee (see report)

- Chair Fred Eckel reported on behalf of the committee. A small group have committed to daily prayer that follows a 7-day prayer guide that Fred developed.
- Additionally, a time of prayer continues to be open to all members on the first Sunday of each month.



**Open Discussion:**

- Dawn Battise indicated that the Nominations Committee will review online voting procedures if the 2021 Annual Meeting proceeds in a virtual format.

**Concluding Remarks and Closing Prayer**

Adjourned at 2:30p (EST) with prayer by President Jeff Copeland.

Respectfully submitted,

Dawn Battise, PharmD, BCACP